



**AFP**  
AUSTRALIAN FEDERAL POLICE

2011  
2012



## ACT Policing Annual Report

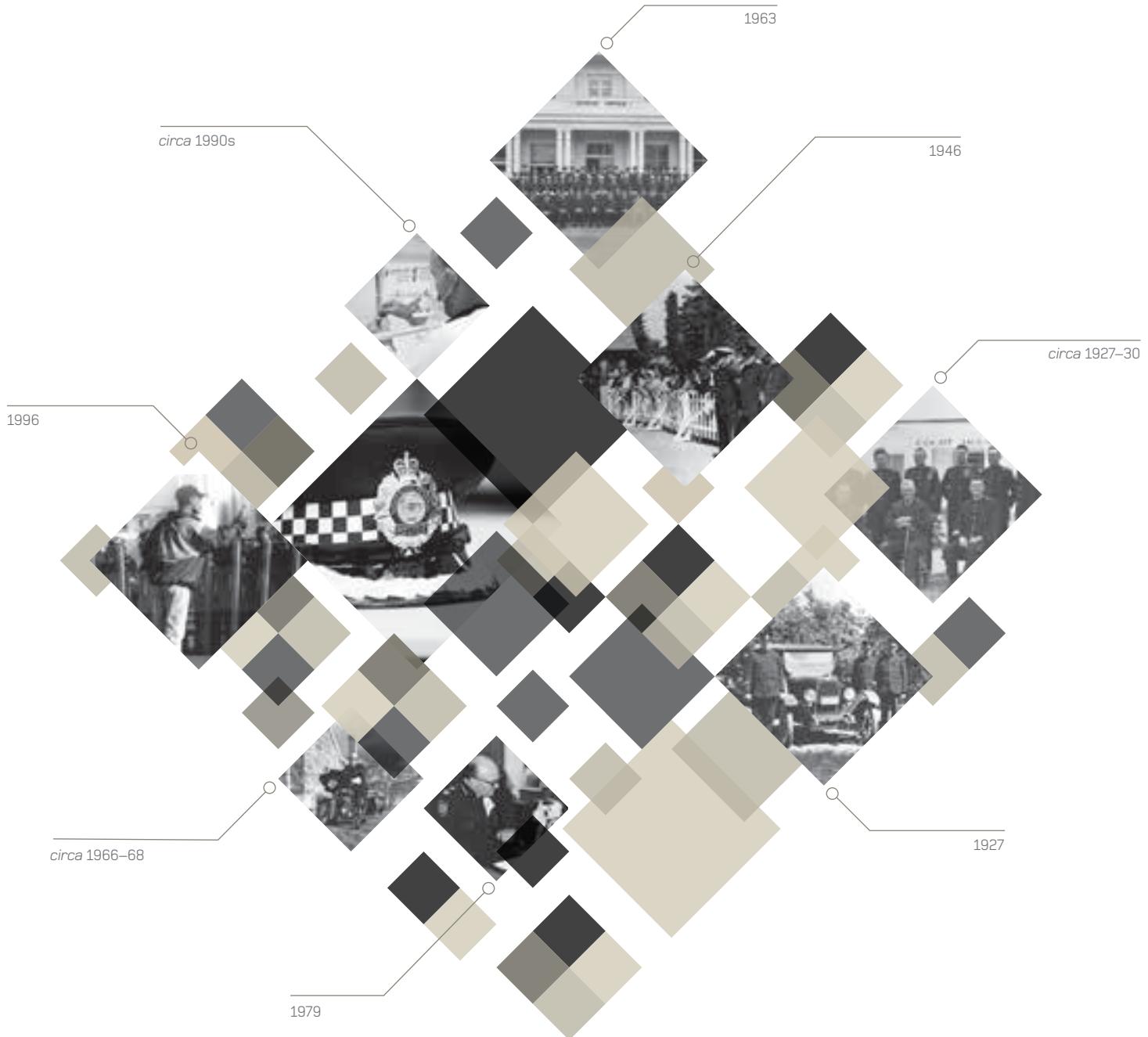
*Celebrating 100 Years of Policing in the ACT*





**AFP**  
AUSTRALIAN FEDERAL POLICE

2011  
2012



**ACT Policing Annual Report**

*Celebrating 100 Years of Policing in the ACT*

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7 September 2012

Mr Simon Corbell MLA  
Minister for Police and Emergency Services  
ACT Legislative Assembly  
London Circuit  
CANBERRA ACT 2600

Dear Mr Corbell

I am pleased to submit ACT Policing's Annual Report for the financial year 1 July 2011 to 30 June 2012.

This report has been prepared in accordance with the Policing Arrangement between the Australian and Australian Capital Territory (ACT) governments for the delivery of policing services to the ACT by the Australian Federal Police.

The report has also been prepared in accordance with the *Australian Federal Police Act 1979* and the *Financial Management and Accountability Act 1997* where appropriate.

I hereby certify that the attached Annual Report is an honest and accurate account, that all material information on the operations of ACT Policing during the 2011–12 period has been included and that the report, where possible, complies with the *Chief Minister's Annual Report Directions*.

Fraud prevention has been managed in accordance with *Public Sector Management Standard 2, Part 2.4* along with Guidelines 1.9 and 2.8 of the *Commonwealth Fraud Control Guidelines*.

In line with section 13 of the *Annual Reports (Government Agencies) Act 2004*, I understand that the report is to be laid before the Legislative Assembly within three months of the end of the financial year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Roman Quaedvlieg', is placed here.

Roman Quaedvlieg

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## CHIEF POLICE OFFICER'S FOREWORD

We began the reporting period with the aim to at least sustain, but hopefully improve on, the high standards set in the previous period after recording substantial decreases in property and volume crime, and a significant reduction in road trauma.

It is pleasing that we again achieved or exceeded 26 of our 32 key performance indicators, including recording the lowest rate of property offences in the ACT for more than 10 years.

From a purely statistical perspective, our outcomes were again exemplary.

Burglaries decreased by a further 25.8 per cent from the previous reporting period, property damage by 20.1 per cent, armed robberies were down 7.6 per cent, and motor vehicle theft dropped by 10.6 per cent.

We again exceeded all our police response time targets for priority one, two and three incidents, as well as answering emergency Triple Zero (000) calls, recording more than 90 per cent across all but one sub-measure.

Our investigative capabilities also proved to be first class, with four homicide investigations beginning and concluding during this reporting period.

A 17-year-old boy and a 20-year-old man were arrested as part of Operation TEODOLINA within days of student Liang Zhao being found dead after a brutal attack outside Northbourne Flats in Turner in August. In March we arrested and charged a 28-year-old man with the murder of a 31-year-old Macgregor woman (Operation NERIS) and in April, a 32-year-old man was arrested for the strangulation death of his 75-year-old mother.

We also prepared a brief of evidence for the ACT Coroner for the investigation into the death of a 92-year-old man at the Jindalee Nursing home.

We have also made significant headway on the traffic front.

In March 2012 we marked 12 months without recording a road death, and we ended the 2011 calendar year with the lowest road toll in more than 50 years (with a toll of six deaths).

This produced a 50 per cent decrease in recorded road deaths during this reporting period, when five people died on our roads. This was well below the national average, on top of a reduction of 45 per cent in 2010-11.

While any death on our roads is tragic, and often preventable, this is a significant achievement for the Canberra motoring community. Recording one of the lowest road tolls in history in the ACT is a promising step towards the ACT Government's Vision Zero target.

Our RAPID (Recognition of Plates IDentified) capability amalgamated with the newly established Random Roadside Drug Testing team, the latter of which was stood-up during this reporting period.

The resulting Road Safety Operations Team provides a multi-pronged approach to roadside operations. Officers are specifically trained and equipped to target and remove high-risk takers and impaired drivers off our roads. This initiative has increased the number of officers able to conduct random roadside drug testing from two to nine.

At 30 June 2012, 25 motorists had returned a positive laboratory drug test after testing positive by the roadside. Nine court convictions have been recorded for drug-driving.

In addition to our core policing function, our officers securely escorted Her Majesty Queen Elizabeth II, President of the United States Barack Obama, and the Dutch Royals in what seemed to be the year for high profile dignitary visits.

Supporting our front line staff during these high-profile visits, and many other major events or incidents, are our Volunteers in Policing.

Our 'vollies' celebrated 10 years, clocking up a massive 17 581 hours worked during this reporting period, and more than 124 000 hours since the program began in December 2001. They perform an array of duties including front office support at police stations, providing Justice of the Peace services and catering for those long hours worked at major events or incidents.

Adding to our highlight events during this reporting period was the opening of the new Belconnen Police Station.



Chief Police Officer for the ACT Roman Quaedvlieg at a muster at Winchester Police Centre

The opening of the new police station, environmentally progressive and outstanding in its design, and built from the ground up to satisfy the needs of a modern community policing service, was a rare and auspicious occasion.

This new facility will serve us well into the future.

Around 100 officers and staff have now made the station their 'second home', and our station mascots of some 20 years, the Blue Tongue lizard colony, has made a safe and unfussed transition to their new environment.

Thousands of people came through the doors of the new station as part of our public open day.

This overwhelming positive community engagement is of immeasurable value to us.

We enjoy the respect of the ACT community, and we recorded the highest result nationally of people who agreed police perform their job professionally and are confident in their police service. This was corroborated in market research we undertook this year into the perceptions and attitudes toward our agency.

Managing perceptions is an ongoing issue for us, as it is for police in all Australian States and Territories.

While we recorded unprecedented decreases in a majority of actual crime types — particularly in relation to burglaries and motor vehicle theft — community perceptions have not shifted commensurately.

This is one of the reasons we launched our new interactive online crime maps — CrimeStatistics — providing the community with unfiltered information about actual crime in their suburb.

Key features of CrimeStatistics include an increase in the crime types reported (including the categories of homicide and traffic offences), the ability to search and view statistics by suburb and postcode as well as crime type, and the ability to view trends over time.

While a lag in time between actual reductions of crime over a sustained period and community perceptions of crime is expected, working toward understanding and addressing this issue in the long term should result in improved perception outcomes, and engender greater confidence in police.

The way in which we interact with people living with a mental illness in our community will continue to be a focus for us. Our Mental Health Community Policing Initiative, which celebrated its first year of implementation, has gone some way to ensuring that we can recognise, relate to, and respond to those who come in contact with police as a result of mental illness.

Training has already been provided to 198 of our officers, and the mental health clinicians embedded in ACT Policing Operations have been involved in providing advice on more than 1400 cases.

We have seen a parallel reduction in emergency actions where mental health patients are transported by police to The Canberra Hospital for assessment, declining from 80 to 40 transports per month.

The introduction of the Alcohol Crime Targeting Team in December 2010 to coincide with the government's liquor reforms has made significant headway in efforts to tackle the issue of alcohol-related crime and violence.

Since its inception, we have recorded decreases in the number of people lodged in protective custody for intoxication, and closed this reporting period recording a 13.3 per cent decrease in alcohol-related charges compared with 2010–11.

We recognise that addressing alcohol-related crime will require long-term social and behavioural change, and a whole-of-community effort. Significant work is being undertaken by police and partner agencies. We launched, as an initial pilot, the Multi-Agency Liquor Taskforce during this reporting period, an inter-agency forum that we expect will go some way to identify sustainable partnered solutions to alcohol-related harm in our society.

Supporting our efforts from 1 July 2012 will be the Specialist Response Group, Australia's largest specialist policing function.

Twelve months of planning in 2011–12 resulted in amalgamation of two policing elements within the AFP: our Specialist Response and Security function and the AFP's International Deployment Group Operational Response Group (ORG).

The Specialist Response Group will deliver a comprehensive tactical response — marksmen, police negotiators, canines, bomb response, water operations, police divers, targeted operations, public order management and air support — to the ACT and abroad, and will support our frontline and community policing efforts.

Along with caring for the needs of the community is the obligation to care for the needs and safety of our own members.

We've gone to considerable lengths during this reporting period to improve and maintain the safety of our men and women.

Tasers were introduced to our frontline Sergeants in August 2011 and after a supplementary review, a decision was made to upgrade the Taser fleet to the X2 model which accommodates a video recording capability.

This new conducted energy weapon will have the capability to record video in high-definition. This will provide greater accountability and officer protection through the ability to capture, record and review all instances of Taser use.

Load bearing vests were also introduced during this reporting period, designed to prevent lower-back injuries suffered by our officers — who carry around 7kg of standard accoutrements on the traditional accoutrements belt — and to help injured members return to operational duties.

We also continued our embrace of technology to support operational activities and promote officer safety in the reporting period. Greater use of mobile detection technology such as RAPID, improvements in in-car computing, and the judicious use of technology on the AFP operational helicopter, all contribute to advancing officer safety and operational outcomes.

In addition to key operational safety measures and injury prevention strategies, we have maintained our strict policy around vehicle pursuits, ensuring the safety of the public, offenders, and police is paramount in our consideration whether to continue with a pursuit.

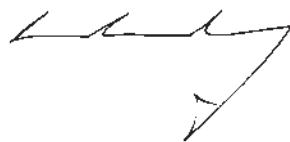
The 12-month Roster Review, too, is aimed to improve rostering practices to better align with the welfare and family needs of our members while still delivering more efficiencies in operational deployments.

Intelligence-led policing will continue to drive the way we conduct our business because we know it produces results. Similarly, tackling property and volume crime, using intelligence as a primary tool, will always be a core function and require a sustained effort.

While we may face some of the many challenges today as we did in 1913, as we approach the Centenary celebrations of Canberra what hasn't changed is the commitment and integrity of our men and women in the rank and file.

Our aim is to be responsive, engaged and professional, and our focus will remain on core policing activity.

We look forward to continuing a tradition of providing quality police services to the people of Canberra.



Roman Quaedvlieg  
Chief Police Officer for the ACT

100  
YEARS

## Celebrating 100 years of policing in the ACT

The centenary of Canberra in 2013 gives us the opportunity to reflect on the role policing has played in the Australian Capital Territory (ACT) over the past 100 years.

While ACT Policing has been the community policing arm of the Australian Federal Police (AFP) since its formation in 1979, from 1913 until 1927 New South Wales Police patrolled the region.

The Commonwealth Police (Federal Capital Territory) came into existence in 1927 with its name changing to the Commonwealth Police (Australian Capital Territory) in 1938 to reflect the name change of our capital from the Federal Capital Territory to the Australian Capital Territory. In 1957 the name changed again to the Australian Capital Territory Police or, more commonly, ACT Police.

Since 1979 the name of the community policing arm of the AFP has been ACT Policing.

With structural changes over time came changes to our uniforms, our vehicles, our technology and crime in general. Our mission, however, is the same as it was 100 years ago: to keep the peace and preserve public safety.

From bushrangers to Parliament House, and wheeling around the Territory in Triumph SAINTS, this year our annual report goes back in time to bring you some events from the past 100 years of policing in the ACT.

# ACT POLICING — AT A GLANCE

## Our role

ACT Policing is the community policing arm of the Australian Federal Police (AFP). We are responsible for providing quality policing services to the people of the Australian Capital Territory (ACT). We do this in partnership with the community.

More information on our role can be found at **Section A.1 – The organisation**.

The Policing Arrangement also enables the Minister for Police and Emergency Services to provide general directions on policy, priorities and goals to the Chief Police Officer through the Ministerial Direction (see **Appendix 3**).

Our executive comprises the Chief Police Officer for the ACT, the Deputy Chief Police Officer – Response, the Deputy Chief Police Officer – Crime, and the Director Corporate Services.

More information on our governance can be found at **Section A.1 – The organisation**.

## Our mission

Our mission is to keep the peace and preserve public safety within the ACT. We work to achieve this by providing quality police services in partnership with the community.

## Our intent

We strive to deliver a professional, innovative and effective policing service in an ever-changing environment for all the people of Canberra.

## Our governance

The AFP is a statutory authority established by federal parliament under the *Australian Federal Police Act 1979*. It is part of the Commonwealth Attorney-General's portfolio, reporting to the Minister for Home Affairs and Justice.

As the community policing arm of the AFP, we deliver policing services to the ACT under a Policing Arrangement between the Australian and ACT governments (see **Appendix 1**).

The Policing Arrangement provides for the establishment of an annual Purchase Agreement between the ACT Minister for Police and Emergency Services, the Chief Police Officer for the ACT and the Commissioner of the AFP (see **Appendix 2**). The Purchase Agreement specifies the type and level of services required by the ACT Government at an agreed price.

## Our strategic approach

Our strategic approach is to continue to create a safer and more secure ACT through:

- closer integration of our members with the community to promote mutual trust, assurance and the active cooperation of the community
- delivering proactive policing strategies to prevent, detect, investigate and prosecute crime and address the perceptions of crime and safety in the community
- maintaining a capability to focus and coordinate energy and resources at key points in key moments in time to achieve specific objectives
- embedding a customer service culture that ensures the delivery of compassionate and respectful support to the public
- creating a workforce that continues to deliver a professional policing service that contributes to AFP capabilities and embraces professional development opportunities.

## Our values

We pride ourselves on being a values-driven organisation. Our core values of **integrity, commitment, excellence, accountability, fairness and trust** represent our principles and standards — the values we uphold as part of our personal and professional duties.

More information on our values can be found at **Section A.1 – The organisation**.



Our Rural Patrol continue to keep a look out across the ACT and its rural areas from Mt Coree II

## Our people

Our people — men and women, officers and our staff — are our greatest asset. We are proud that our more than 900 staff are committed to providing effective policing services to the ACT, often going above and beyond core duties to ensure the safety of our community.

More information about our people can be found at **Section C.7 — Staffing profile**.

## Our budget

Our operating expenditure budget for this reporting period was \$148 564 000.

Under the Policing Arrangement between the Australian and ACT governments, funds to deliver community policing services to the ACT are provided by the ACT Government to the AFP.

More information on our budget and expenditure can be found at **Section A.6 — Financial report**.

## Our highlights

Among other key highlights, major achievements in 2011–12 included realising a continued decrease in burglaries and motor vehicle theft (down 25.8 per cent and 10.6 per cent respectively) and a reduction in road deaths in the ACT (down 50 per cent). We also recorded

the lowest rates across all property offences in more than a decade.

Our major highlights for the reporting period were as follows.

**Homicide investigations — Operations TEODOLINA, Pennar and Neris:** Our Criminal Investigations function investigated four alleged murders in Turner, Narrabundah, Macgregor and Yarralumla during this reporting period. These investigations and the subsequent arrests of alleged offenders in relation to all four murders during this period is a significant achievement. Also during this reporting period, two people were convicted and sentenced for murders that took place in September 2008 in Dower and in July 2008 in Charnwood.

**Opening of the new Belconnen Police Station:** The new Belconnen Police Station became operational on Tuesday 31 January 2012 following four years of consultation and work between the ACT Government's Justice and Community Safety (JaCS) Directorate, building architects BVN Architecture, building contractors St Hilliers and ACT Policing. The new, \$23.5 million, 2800sqm police station located on the corner of Benjamin Way and Market Street was officially opened on 30 March 2012 by Chief Minister for the ACT, Katy Gallagher, and Minister for Police and Emergency Services, Simon Corbell, in the presence of AFP Commissioner Tony Negus, Chief Police Officer for the ACT Roman Quaedvlieg and members of the Belconnen Police Station.

**Opening of the Specialist Response and Security complex:** Our purpose-built Specialist Response and Security (SRS) complex in Canberra was opened on 28 September 2011. The new facility covers more than 2700sqm, made up of 1100sqm of storage space and 1650sqm of office space. The building has undergone a refit to enable our members to carry out training exercises within the facility and store a range of specialist tactical equipment.

**Formation of the Specialist Response Group:** Twelve months of planning in 2011–12 resulted in the formation of the AFP's Specialist Response Group (SRG) which came into effect on 1 July 2012. This group was formed through the amalgamation of two policing elements within the AFP: ACT Policing's SRS and the International Deployment Group's Operational Response Group (ORG). The amalgamation of the SRS and the ORG will deliver a comprehensive tactical response that includes marksmen, police negotiators, tactical intelligence, canines, bomb response, water operations, police divers, targeted operations, public order management and air support.

**Opening of the new Phillip Forensic Medical Centre:** We had significant involvement in the JaCS development of the new Phillip Forensic Medical Centre which was officially opened on 7 September 2011. The new centre, which was designed around the principles of industry best practice and in accordance with the National Pathology Accreditation Advisory Council guidelines, provides a much greater clinical capacity than the former Kingston facility.

**Marking 12 months fatality free on our roads:** In March 2012 the ACT recorded zero deaths on its roads over a 12 month period, the only jurisdiction in Australia to not record a road fatality over an extended period of time. This was a significant achievement for ACT Policing, the ACT Government and the people of Canberra. There has been no record found of this ever occurring in any State or Territory since reporting of fatalities began. We also recorded a single digit road toll of six in the 2011 calendar year, making it the lowest road toll since 1959 and a two-third reduction from the 2010 road toll.

**Combined road safety operations:** In February 2012 we amalgamated two teams — the RAPID (Recognition and Analysis of Plates IDentified) team and the Random Roadside Drug Testing (RRDT) team — to form the Road Safety Operations Team (RSOT). This has enhanced our capabilities and expanded our reach in removing

impaired drivers from ACT roads. The RSOT provides a multi-pronged approach to roadside operations, specifically trained to target and remove high-risk takers to ensure the safety of the Canberra motoring community. The amalgamation increased the number of officers able to conduct RRDT to nine. The RRDT came into full effect during this reporting period, testing the presence of cannabis, methamphetamine (speed and ice) and ecstasy (MDMA) in motorists. As of 30 June 2012, 25 people had returned a positive laboratory drug test, with nine convicted for drug-driving. Several others are still before the court.

**Volunteers in Policing — celebrating 10 years:** The Volunteers in Policing (VIP) program celebrated its 10th anniversary in December 2011. Our 46 volunteers — 23 women and 23 men — continue to provide incredible support to our officers in meeting operational and business requirements. Our 'vollies' perform a range of duties ranging from front office support to providing Justice of the Peace services, with 81 069 documents witnessed and certified during this reporting period.

During this reporting period the VIP program recorded 17 581 hours worked (more than 1400 hours each month), representing a total of more than 124 000 voluntary hours since the program's inception.

**Protecting visiting dignitaries:** ACT Policing played a significant role in the security arrangements and providing escorts for a number of high profile visits during the last quarter of 2011, including visits by Her Majesty Queen Elizabeth II and the Duke of Edinburgh, the President of the United States, Barack Obama, and Prince Frederick and Princess Mary of Denmark. Our newly refurbished Police Operations Centre was used to coordinate security for the visit by Queen Elizabeth and President Obama. The new layout provided efficiencies that enabled a combined whole-of-AFP and ACT Government response to the visits.

**Supporting the Commonwealth Heads of Government Meeting:** Fourteen of our members were deployed to Perth in October 2011 in an AFP contingent to help Western Australia Police provide services for the Commonwealth Heads of Government Meeting. Our members provided assistance in the areas of media liaison, intelligence and specialist response and security arrangements around motorcades, static guards, public order and tactical response.

## Our challenges

Our challenges primarily revolve around the socio-economic environment and technological advances which, from a law enforcement perspective, may greatly affect our ability to deter, investigate and prosecute crime. These challenges are outlined here.

- **Fast-growing population — our footprint:** Keeping pace with the demographic and geographical growth and development of the ACT over the medium to long term. Our challenge is to ensure the effective delivery of policing services to the community in terms of our interface with the public and response capability.
- **Workforce diversity — reflecting our community:** Ensuring that, as a police service, we reflect the community in which we serve. This requires a concerted long-term effort to recruit and retain women, Aboriginal and Torres Strait Islanders, and people from culturally and linguistically diverse backgrounds.
- **Instilling community confidence:** Addressing perceptions of crime and satisfaction with police to increase confidence in our service and members, and reduce fear of crime in our community.
- **Budgetary environment — building flexibility:** Building our leadership capability and ‘holding our ground’ over time in a tighter fiscal environment to future-proof our organisation.
- **Evolving crime environment:** Keeping pace with new crime types, trends, and the ever-evolving criminal and technological environments to equip our members with the skills required to deter crime and enforce the law.

This is achieved by delivering on four key areas of focus: Crime and Safety Management, Traffic Law Enforcement and Road Safety, Prosecution and Judicial Support, and Crime Prevention.

Each output is measured by a number of key performance indicators (KPIs). We achieved or exceeded 26 out of the 32 KPIs for this reporting period. Two important milestones were achieved when we recorded the lowest rate of property offences in more than 10 years, and ended the 2011 calendar year with the lowest road toll in more than 50 years.

More information about our performance can be found at **Section A.9 — Analysis of agency performance**.

## Our performance

Our performance is measured by a framework of one major outcome and a series of outputs and performance measures articulated in the annual Purchase Agreement (see **Appendix 2**).

The major outcome of the Purchase Agreement is to ‘work in partnership with the community to create a safer and more secure Australian Capital Territory through the provision of quality police services’.

## *100 Years of Policing in the ACT*

# 1913–38

In 1913 when Australia's national capital was named Canberra, New South Wales Police patrolled the region.

The original police service for the ACT was formed in 1927, the year of the opening of Canberra's provisional Parliament House.

The Territory's new police force was called the Commonwealth Police (Federal Capital Territory). It was made up of one New South Wales Police

sergeant, one constable and ten Commonwealth Peace Officers.

Canberra was very much in its initial years of establishing itself as a national capital in this period; therefore most of the policing carried out was doing the rounds of the rural areas of the ACT.

1927  
Sergeant Phillip J. Cook — the ACT's first policeman and  
other Members of the Commonwealth Police (Federal  
Capital Territory)

Image courtesy of AFP Museum

Members of the Commonwealth Police  
(Federal Capital Territory) outside the first  
ACT Court House, Acton  
circa 1927–30

Image courtesy of AFP Museum



Members of the Commonwealth Police  
(Federal Capital Territory) outside the first  
ACT Court House, Acton  
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Image courtesy of AFP Museum

Members of the Commonwealth Police  
(Federal Capital Territory) outside the first  
ACT Court House, Acton  
circa 1927–30

Image courtesy of AFP Museum

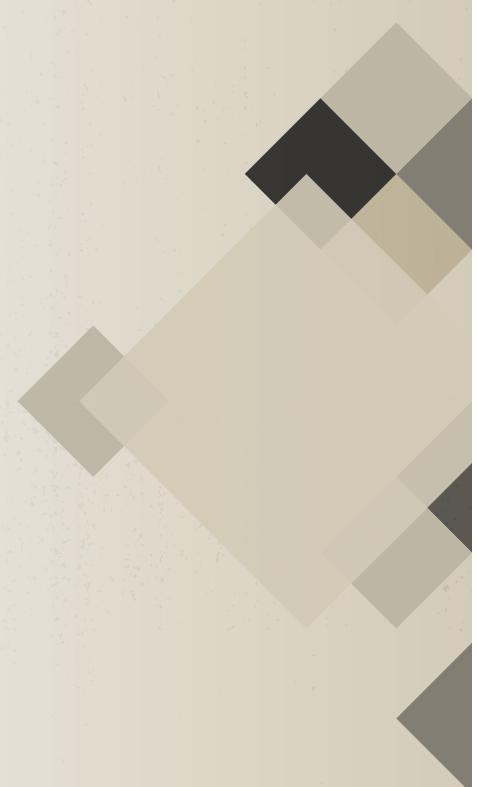
Members of the Commonwealth Police  
(Federal Capital Territory) outside the first  
ACT Court House, Acton  
circa 1927–30

Image courtesy of AFP Museum



# SECTION A

## PERFORMANCE AND FINANCIAL MANAGEMENT

- A.1 THE ORGANISATION
  - A.2 OVERVIEW
  - A.3 HIGHLIGHTS
  - A.4 OUTLOOK
  - A.5 MANAGEMENT DISCUSSION AND ANALYSIS
  - A.6 FINANCIAL REPORT
  - A.7 STATEMENT OF PERFORMANCE
  - A.8 STRATEGIC INDICATORS
  - A.9 ANALYSIS OF AGENCY PERFORMANCE
  - A.10 TRIPLE BOTTOM LINE
- 

## A.1

## Our role

The Australian Federal Police (AFP) is a statutory authority established by federal parliament under the *Australian Federal Police Act 1979*. It is part of the Commonwealth Attorney-General's portfolio, reporting to the Minister for Home Affairs and Justice.

ACT Policing is the community policing arm of the AFP and our role is to deliver quality police services to the ACT.

These services are provided in accordance with *An Arrangement between the Minister for Justice and Customs of the Commonwealth and the Australian Capital Territory for the Provision of Police Services to the Australian Capital Territory* (the Policing Arrangement), signed for a further five years on 24 June 2011 (see **Appendix 1**).

The Policing Arrangement provides for the establishment of an annual Purchase Agreement between the ACT Minister for Police and Emergency Services, the Commissioner of the AFP and the Chief Police Officer for the ACT (see **Appendix 2**). The Purchase Agreement specifies the type and level of services the ACT Government requires from ACT Policing on an annual basis, and the agreed price of those services.

The Policing Arrangement enables the Minister for Police and Emergency Services to provide general directions on policy, priorities and goals to the Chief Police Officer in the form of a Ministerial Direction (see **Appendix 3**).

We achieve our outcome — ‘in partnership with the community, create a safer and more secure Australian Capital Territory through the provision of quality police services’ — through four key outputs:

- 1. Crime and Safety Management** — providing efficient and effective police response to calls for assistance; conducting investigations to detect offenders and bring them to justice; and maintaining a proactive presence in the community, driven by the analysis of police intelligence data.

- 2. Traffic Law Enforcement and Road Safety** — enforcing traffic laws and promoting safer behaviour on ACT roads with the objective of reducing the number of crash fatalities and injuries to members of the community.
- 3. Prosecution and Judicial Support** — maximising the number of successful prosecutions in court by providing support to the Office of the Director of Public Prosecutions (DPP) and the courts.
- 4. Crime Prevention** — reducing and preventing crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community’s role in their own safety and security.

## Our mission and values

Our mission is to keep the peace and preserve public safety within the ACT. We work to achieve this mission by providing quality police services in partnership with the community.

In line with the AFP, we pride ourselves on being a values-driven organisation. The core values of **integrity, commitment, excellence, accountability, fairness and trust** represent our principles and standards — the values we uphold as part of our personal and professional duties.

### **Integrity**

Integrity is displayed on an individual level through soundness of moral principle, honesty and sincerity. We demonstrate integrity through:

- a genuine commitment to the success of individuals
- complete honesty and forthrightness in all interactions with people
- high standards of personal conduct and character at all times
- complete trustworthiness when handling property, money and information.

## A.1

### ***Commitment***

Our commitment is characterised by our dedication, application, perseverance and a belief in the ability of individuals to achieve and add value. We display commitment by:

- applying ourselves to all tasks/jobs for which we have responsibility
- persisting with jobs until objectives are achieved or are no longer reasonably attainable
- striving to uphold the vision and mission of the AFP
- striving to achieve individual, team and corporate milestones.

### ***Excellence***

We believe there is always room for improvement — and that the never-ending search for improvement leads to excellence. We aim for excellence in everything we do. To promote excellence in our organisation we:

- empower our employees and involve them in providing a quality service
- coach and develop people rather than control and direct them
- strive to deliver the product that best serves the needs of our clients and our community
- constantly improve work performance by seeking to remove waste and inefficiencies
- dedicate time and effort to self-improvement
- encourage innovation, experimentation and risk-taking
- support teamwork by communicating with each other, participating together with problem solving, sharing work, delegating, and taking responsibility for individual tasks, dealing with conflict, performance problems and discipline issues.

### ***Accountability***

Accountability is achieved through taking ownership of our work and/or results, and being answerable for our outcomes. This means we:

- accept personal responsibility for the consequences of our actions
- ensure people know what is expected of them, how their work will be evaluated, and how success is measured or determined

- allow individuals and teams to make decisions about their work
- do not take credit for the work of others
- provide feedback on work performance.

### ***Fairness***

We are committed to being fair — that is, impartial and equitable. This means we:

- respect people as individuals
- apply anti-discrimination, fairness and equity principles in our daily work
- do not act out of malice, prejudice or personal bias when making decisions
- approach people and issues with tolerance and an open mind.

### ***Trust***

We believe in trust, having faith and confidence, and being able to rely and depend on others. This means we:

- assume people can be relied on to do the right thing
- declare conflicts of interest if they arise
- do not subject people to abuse of power
- respect each other regardless of roles and status
- foster an environment in which people do not fear punishment for making honest mistakes.

## **Our structure and governance**

Our executive comprises a Chief Police Officer, a Deputy Chief Police Officer — Response, a Deputy Chief Police Officer — Crime, and the Director Corporate Services.

The Chief Police Officer for the ACT is responsible to the Minister for Police and Emergency Services for the achievement of outcomes and key performance indicators (KPIs) as determined in the Purchase Agreement (see **Appendix 2**) and for the key areas of focus outlined in the Ministerial Direction (see **Appendix 3**). The Chief Police Officer is also responsible for general management, workforce planning and management of resources used to provide quality police services to the ACT community.

## A.1

As an Assistant Commissioner of the AFP, the Chief Police Officer also reports to the Commissioner of the AFP. The Chief Police Officer is supported by the three functional streams of Crime, Response, and Corporate Services.

The Deputy Chief Police Officer — Response is responsible for the management of North and South District General Duties, ACT Policing Operations, Traffic Operations, and Emergency Management and Planning.

The Deputy Chief Police Officer — Crime is responsible for the management of specialised policing services, including Criminal Investigations, Specialist Response and Security (SRS), ACT Policing Intelligence, Crime Prevention, and Judicial Operations (including the ACT Watch House).

The Director Corporate Services is responsible for the portfolios that deliver enabling services to support frontline policing services to the ACT community. These include Ministerial and Operational Support, the Exhibit Management Centre (EMC) and ACT Firearms Registry, Ministerial and Operational Support (MOS), Finance and Logistics, Human Resources, Media and Marketing, and the Volunteers in Policing program.

An organisational structure chart can be found at [Figure C.5.1](#).

## Response

### *Emergency Management and Planning*

The Emergency Management and Planning team is made up of three key areas:

**5. Counter-terrorism:** Members working within the counter-terrorism area represent ACT Policing on the National Counter-Terrorism Committee (NCTC) as well as other relevant forums and working groups.

Chief Police Officer for the ACT Roman Quaedvlieg is a member of the NCTC and chair of its chemical, biological, radiological and nuclear security sub-committee.

**6. Emergency management:** This area is responsible for reviewing, revising and applying the ACT's emergency plans. These plans outline the inter-agency regional response to an emergency situation.

**7. Visits (delegations) and major events:** This area is responsible for the development of operational strategies and the deployment of ACT Policing resources to major events (such as Skyfire — Canberra's largest waterfront fireworks event), demonstrations and visits to the ACT by foreign dignitaries.

Each of the three areas work towards increasing the preparedness and response capabilities of the ACT to events and major incidents, including terrorism-related occurrences, natural disasters, health pandemics and the coordination of recovery operations.

### *North and South Districts — general duties*

The ACT's five police stations — Belconnen, City (Civic), Gungahlin, Woden and Tuggeranong — work together to respond to requests for police assistance across Canberra.

On 1 July 2011 ACT Policing revised patrol zones to ensure frontline policing is supported and effectively resourced across the Territory. The catalyst for the review was the growing population and emerging suburbs of Canberra. The revised patrol zones take into account the changing environment and patrol workloads.

North District patrols (Belconnen, City and Gungahlin) service the City Central Business District, the inner north, Belconnen and Gungahlin. The City District now patrols the additional suburbs of Yarralumla, Parkes, Barton, Fyshwick, Beard, Oaks Estate and Capital Hill. The South District patrols Kingston, Manuka, Fyshwick, Woden, Weston, Tuggeranong and Hume. The South District also operates a two-member Rural Patrol team from the Tuggeranong Police Station which services the ACT's rural population with the support of other ACT Policing teams as required.

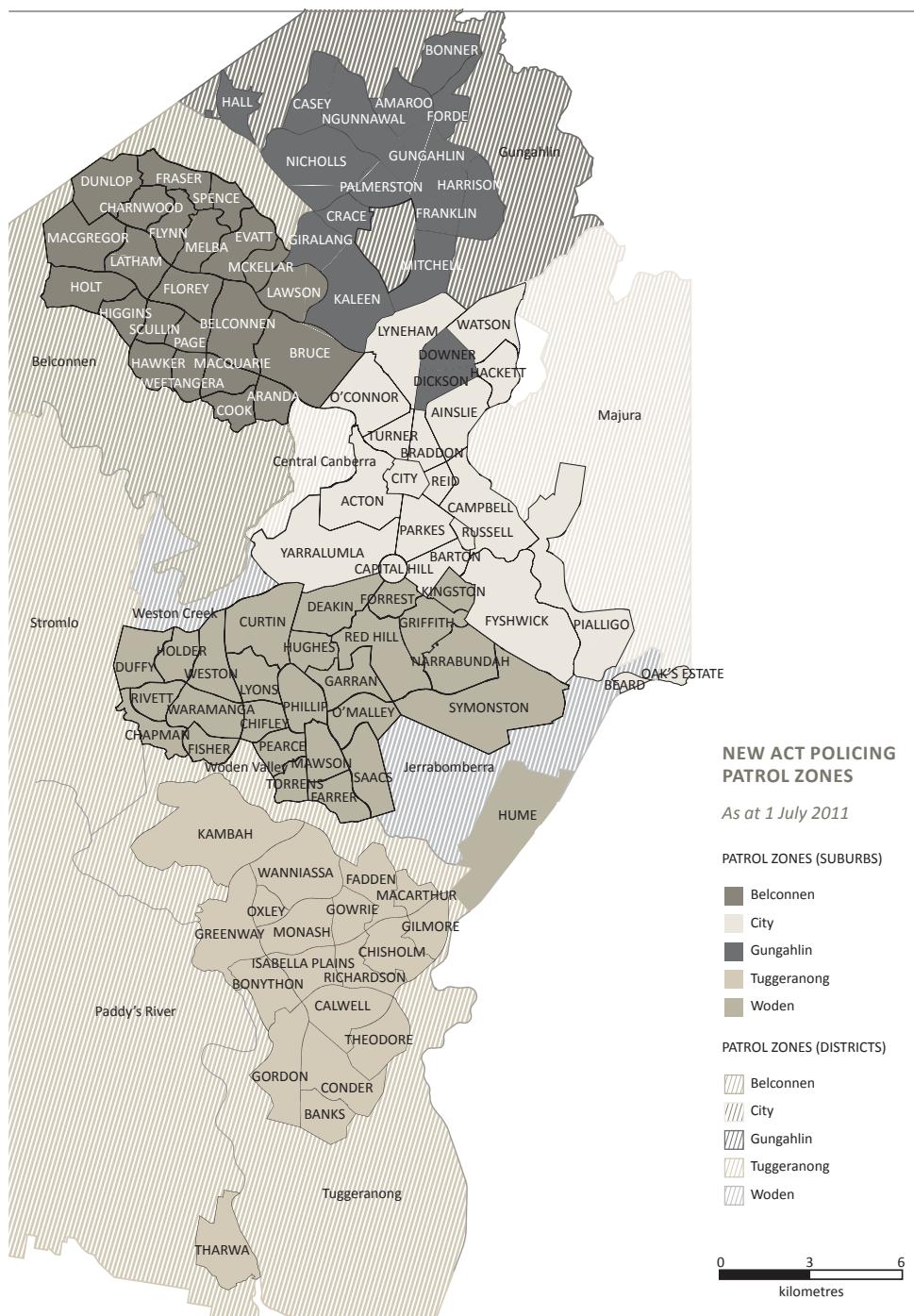
A map of Canberra and patrol zones can be found at [Figure A.1.1](#).

More information about our patrol zone review can be found at [Section A.2 — Overview](#).

Districts share the responsibility for responding to incidents, undertaking patrols and detecting and investigating crime.

The five stations also provide a 24-hour-a-day, seven-days-a-week general enquiry and face-to-face service for the community.

A.1

**FIGURE A.1.1 — ACT POLICING PATROL ZONES**

## A.1

### ***Specialist Response and Security***

Specialist Response and Security (SRS) is a multi-disciplined, specialist policing portfolio providing the capability to prepare for, manage and respond to major incidents.

Services provided by SRS include:

- high-level tactical response through the application of an extensive range of specialist skills encompassing tactical policing, public order, and rural search-and-rescue operations
- response to, and management of, incidents involving explosive and incendiary devices or chemical, biological or radiological materials
- provision of a canine law enforcement capability to assist in the search and location of people
- the maintenance of public order and drug, firearm and explosive detection
- negotiation at high-risk critical incidents with the objective of achieving peaceful resolution
- law enforcement, education and police diver capability in ACT waterways
- development and delivery of internal training programs.

Work was undertaken during the year to amalgamate the SRS with the AFP's International Deployment Group's Operational Response Group (ORG). From 1 July 2012 this will result in the largest specialist policing capability in Australia — the Specialist Response Group (SRG).

More information about the SRG can be found at **Section A.2 — Overview**.

### ***Traffic Operations***

Traffic Operations is responsible for enforcing traffic laws and promoting safer driving on ACT roads. Traffic Operations works closely with the ACT Office of Road Safety to develop and implement strategies relating to education, deterrence and enforcement of traffic matters.

Services provided by Traffic Operations include:

- enforcement of traffic offences across the ACT through high visibility patrols and specific targeted operations, using motorcycles and patrol vehicles

- the collation and analysis of intelligence related to traffic violations
- traffic management duties at high profile events
- ceremonial motorcade support for foreign dignitaries, government visits and major ceremonial events
- investigation of all fatal and serious motor vehicle collisions that occur within the ACT through its Crash Investigations and Reconstruction Team
- management of alcohol breath analysis equipment and random roadside drug testing
- management of ACT Policing's RAPID (Recognition and Plates IDentified) system
- management of blood samples for alcohol and drug testing following motor vehicle collisions.

## Crime

### ***ACT Policing Intelligence and Crime Prevention***

In keeping with our intelligence-led policing approach, the ACT Policing Intelligence and Crime Prevention functions were combined during this reporting period.

ACT Policing Intelligence provides an intelligence capability to support police activities and inform criminal investigations within the ACT.

Services provided by ACT Policing Intelligence include:

- collecting, collating and analysing information to enable the identification of potential offences and offenders
- providing intelligence to assist in investigations
- evaluating and assessing information to identify current and emerging crime trends
- providing timely and actionable intelligence to prevent acts or threats of terrorism, violence or unlawful behaviour
- employing a range of surveillance techniques and equipment to support intelligence collection
- evaluating information received from members of the public and law enforcement agencies to determine appropriate policing action
- managing regulatory and administrative requirements of relevant legislation

## A.1

- actioning intelligence requests for information from external agencies to assist criminal investigations
- facilitating the anonymous reporting of criminal or suspicious activity by the public through ACT Crime Stoppers.

Crime Prevention aims to increase confidence in police through interaction and engagement with the community. A key element in achieving this is working with key stakeholders across government and the community sector.

Crime Prevention supports and coordinates a broad range of community engagement programs, including:

- our Suburban Policing Strategy — designed to increase the visibility and availability of police to work within the community, this is also the responsibility of every area of ACT Policing, including the North and South District
- the Family Violence Intervention Program — providing a coordinated community and criminal justice response to family violence in the ACT
- Victim Liaison Officers — providing support to victims of crime
- the Home Safety Program — providing crime prevention advice to residential burglary victims
- support for community organisations — this includes ACT Neighbourhood Watch, ACT Safety House and the Canberra Police and Community Youth Club
- the Multicultural Liaison Team — working with Canberra's diverse multicultural community to address community issues and concerns
- the Youth Liaison Team — identifying young people at risk and young offenders, and liaising with support services for referral to programs that divert young people away from crime and harmful behaviours
- the Early Intervention Pilot Program — targeting under-age drinkers as part of the National Binge Drinking Strategy
- Police Early Diversion Scheme — providing a diversionary pathway for offenders engaged in personal drug use
- the Alcohol Crime Targeting Team — formed in 2010 to strengthen the enforcement of new ACT Government liquor laws and address issues

associated with the sale and supply of alcohol through engagement, education and enforcement

- the Aboriginal and Torres Strait Islander Community Engagement Team — working to strengthen the relationship between police and Aboriginal and Torres Strait Islander communities
- the Business Liaison Team — working with Canberra's business community and peak bodies to assist and advise on crime prevention and control.

### ***ACT Policing Operations***

ACT Policing Operations provides centralised command, control, communications and coordination services for ACT Policing.

Services provided by ACT Policing Operations include:

- receiving and triaging Triple Zero (000) and 131 444 police assistance calls
- receiving and triaging ACT Crime Stoppers and general enquiry calls
- receiving and triaging — through the Operations Monitoring Centre — written and electronic requests for police investigations
- managing and allocating resources to ensure an efficient and timely response to requests for assistance
- monitoring the ACT's closed circuit television (CCTV) network and providing a timely response to incidents requiring police attention
- operating and maintaining call centre and despatch information communications technology infrastructure
- servicing and maintaining our secure radio network
- maintaining our vehicle fleet communications capability.

During the reporting period, ACT Policing Operations handled 141 464 calls for police assistance (not including general switchboard calls), including 28 524 Triple Zero (000) calls, 91 024 non-emergency calls to 131 444 (police assistance), and 5 096 calls to Crime Stoppers. Police were dispatched to 93 056 incidents.

## A.1

ACT mental health clinicians were embedded in ACT Policing Operations during this reporting period as part of the Mental Health Community Policing Initiative (MHCPI). The clinicians have access to the ACT Health database and are a dedicated police resource, providing a triage and information service in real time to police who are responding to a mental health incident. Since the launch of the MHCPI, the mental health clinicians have been involved in more than 1400 cases. We have also recorded a reduction in emergency actions from 80 to 40 per month.

### *Criminal Investigations*

Criminal Investigations is the primary function responsible for investigating serious and major crime in the ACT.

Criminal Investigations members are involved in the investigation of:

- homicides
- serial aggravated robbery, serious assaults, arson, suicides
- coronial matters referred by the ACT Coroner
- sexual assault and child abuse matters
- counter-terrorist investigations in the ACT
- missing persons, in circumstances where there are fears for the person's safety, or suspicious circumstances surrounding their disappearance
- technology-enabled crime, including online fraud and child exploitation
- monitoring and compliance checks of registered child sex offenders on the Australian National Child Sex Offender Register (ANCOR)
- organised crime and drug-related matters
- ACT and Commonwealth fraud
- corruption by public officials
- proceeds of crime to trace, restrain and confiscate funds acquired as a result of criminal activity
- serial burglary and motor vehicle theft and organised re-birthing of stolen motor vehicles
- drug trafficking, supply, manufacture and possession.

### *Judicial Operations*

Judicial Operations provides regulatory and legal support to ACT Policing.

Services include:

- ACT Watch House custodial operations
- quality assurance of briefs of evidence to identify potential procedural improvements to increase the number of successful prosecutions
- adjudication on disputed traffic and camera infringement notices
- maintenance of the Autocite traffic and criminal infringement systems
- processing of immediate suspension notices for 'prescribed content of alcohol' matters
- processing of requests from members of the public, solicitors, government departments and other agencies for access to information on recorded incidents
- administration, service and execution of various judicial orders, warrants and notices
- minor complaints management via the Complaints Recording and Management System (CRAMS).

## Corporate services

### *Exhibit Management Centre (and ACT Firearms Registry)*

The EMC provides a shop front service to the ACT community and administers the approvals for ACT licenses and firearm registrations, ensuring compliance with the ACT firearms legislation.

The EMC also provides a secure storage facility for the preservation and management of exhibits and property seized and held by ACT Policing, ensuring the continuity and integrity of this evidence.

### *Finance and Logistics*

Finance and Logistics facilitates our management of finances, assets, fleet, facilities management, uniform services, procurement and contract support.

Services provided by Finance and Logistics include:

- ensuring financial framework compliance
- managing accounts payable and accounts receivable
- coordinating witness travel
- stocktaking our assets and firearms
- preparing and managing our budget
- undertaking financial reporting and analysis
- providing procurement and contract support
- preparing our financial statements
- providing specialist advice relating to major capital upgrades
- administering the routine maintenance of existing facilities
- managing our vehicle fleet.

#### ***Human Resources***

Human Resources (HR) manages our most important asset — our people. HR works to align people management policies and practices with business objectives to best support ACT Policing through:

- undertaking strategic and operational workforce planning to promote a professional and sustainable workforce
- providing HR advice to all ACT Policing members and stakeholders
- recruiting and selecting unsworn personnel and providing assistance to AFP National with sworn recruitment processes
- reporting on the use of human resources by ACT Policing
- coordinating learning and development through training programs
- managing processes relating to Performance Development Agreements to reward effective performance and to identify opportunities for development
- managing workplace injuries, rehabilitation and graduated return to work arrangements for employees who have been injured in the course of duty

- advising on workplace health and safety policy, practical interventions in the workplace and risk management issues
- coordinating retention policies and practices, including advancements and transfers
- managing our staff rosters.

#### ***Media and Marketing***

Media and Marketing supports the operational outcomes of ACT Policing by building cooperative relationships between the media and police, distributing public information and profiling the work of our organisation and people through campaigns and programs in the local community.

Services provided by Media and Marketing include:

- responding to media enquiries about police incidents and distributing written, audio, visual and photographic material
- producing media releases and facilitating print, radio and television interviews on law enforcement issues, incidents and community initiatives
- facilitating media training for operational police officers
- undertaking daily monitoring of local news services
- providing internal communications services, including producing our monthly internal staff magazine, *ACT Policing News*
- developing and implementing internal and external communication strategies, advertising, campaigns and educational programs
- producing marketing materials, including publications, brochures, posters, information sheets, news stories and website content
- maintaining and developing our social media presence (twitter/CPOACT and twitter/ACTPol\_Traffic) and website police.act.gov.au
- project managing initiatives to stimulate public interest and focus on specific crime types or security issues through strategies that include community events such as White Ribbon Day, the ActewAGL Royal Canberra Show, and community requests

## A.1

- running the education program — Constable Kenny Koala — designed to educate primary school-aged children on a range of safety matters
- filming crime scenes, post-mortems, vehicle collisions and photo boards (virtual line-ups)
- managing CCTV-related material in support of investigations
- liaising with State and Territory police media as well as ACT and Commonwealth Government department representatives on common issues and public information coordination
- producing our annual report
- providing media advice and support to the Chief Police Officer for the ACT, the Deputy Chief Police Officers and the Director Corporate Services.

### *Ministerial and Operational Support*

MOS provides advice to our executive, ACT Government agencies and the Minister for Police and Emergency Services on law enforcement matters.

Services provided by MOS include:

- briefing the Chief Police Officer and the Minister for Police and Emergency Services on ACT Policing activities
- coordinating ministerial correspondence
- researching and developing policy to inform operational initiatives
- supporting policy development through inter-agency and inter-governmental liaison and coordination
- monitoring, evaluating and reporting on performance and the implementation of programs within the agency
- managing our corporate governance framework which supports operational policy and practices
- coordinating drug and alcohol policy development
- responding to questions from the ACT Legislative Assembly on policing matters
- responding to letters from the general public
- providing briefing support for the executive who attend national and international forums

- managing the EMC, including the Forensics and Data Centre Service Level Agreement with our management and analysis of forensic evidence.

### *Volunteers in Policing program*

Our Volunteers in Policing (VIP) program provides the opportunity for experienced members of our community to make a positive contribution by using their skills in a number of ways to support our work and, importantly, our critical mass on the frontline.

Roles undertaken by our VIPs include:

- supporting our commitment to community events
- undertaking Justice of the Peace duties
- role playing (as part of recruit training)
- assisting with administration duties
- providing front office support at police stations
- supporting the Chequered Ribbon Association.

During this reporting period, our volunteers in policing provided 17 581 hours of service, averaging more than 1400 hours per month over a 12-month period.

## Our clients and stakeholders

Our primary client is the community which we serve and protect. We work in close partnership with the community itself to ensure the delivery of quality policing services to the ACT.

Our primary stakeholder is the ACT Government. In line with the Policing Arrangement and annual Purchase Agreement (see **Appendices 1 and 2**), our role is to keep the peace and preserve public safety within the ACT. We are responsible for reporting quarterly and annually on our outcomes and KPIs to the Minister for Police and Emergency Services.

Building partnerships with the community lies at the core of effective community policing, and working with community stakeholders is an essential part of our role in facilitating access and interaction with the community. We strive to maintain these relationships for our benefit and that of the community.

## A.1

To fulfil our role to the best of our ability, we also work with a number of agencies, including government, non-government and not-for-profit organisations.

Our primary clients and stakeholders include:

- ACT Government
- State and Territory police services
- Justice and Community Safety Directorate
- Housing and Community Services Directorate, including the Bimberi Youth Justice Centre
- ACT Corrective Services
- ACT Courts
- ACT Health Directorate
- Territory and Municipal Services Directorate
- Office of the Director of Public Prosecutions
- Office of Regulatory Services
- Emergency Services Agency — ACT Ambulance, Fire Brigade, Rural Fire Service and State Emergency Service
- Human Rights Commission
- Australian Crime Commission
- Commonwealth Government Attorney-General's Department
- Australian Security Intelligence Organisation
- Australia New Zealand Policing Advisory Agency
- local businesses, schools, community groups and centres
- community partners such as Crime Stoppers, Police and Community Youth Club, and Neighbourhood Watch
- national security agencies, such as the Protective Security Coordination Centre
- road transport agencies such as the National Roads and Motoring Authority, the Road Safety Trust, the Motor Registry and the Road Transport Authority
- utilities bodies such as ActewAGL and TransAct
- communication agencies
- media outlets
- research bodies, such as the Australian National University, the University of Canberra and the Australian Institute of Criminology
- reporting agencies, including the Australian Bureau of Statistics and the Australian National Audit Office.

More information about our partnerships can be found at **Section A.2 — Overview**.

**100  
YEARS**

*Ginninderra — the region's first police station*



Ginninderra Police Station circa 1906

The village supported the people who worked on Ginninderra Station. It later supported other surrounding stations and workers.

By 1850 Ginninderra Village had developed into a thriving and prosperous settlement.

The Ginninderra Police Station was then operated by the New South Wales Police. The police station was permanently closed in 1927 when police duties for the ACT were transferred from the New South Wales Police to the newly formed Commonwealth Police (Federal Capital Territory).

The station building, rebuilt in 1906 after the original station was destroyed by fire, is now an ACT Heritage Listed Building.

## A.2

ACT Policing is the community policing arm of the Australian Federal Police (AFP). Our mission is to keep the peace and preserve public safety within the ACT.

In line with the 2011–12 Purchase Agreement (see [Appendix 2](#)) — set out as part of the contractual arrangement between the ACT and Australian governments and the AFP — our performance is measured against four key outputs:

1. **Crime and Safety Management** — providing efficient police response calls for assistance received from members of the community, conducting investigations to detect offenders and bring them to justice, and maintaining a proactive presence in the community, driven by the analysis of police intelligence data.
2. **Traffic Law Enforcement and Road Safety** — enforcing traffic laws and promoting safer behaviour on ACT roads with the objective of reducing the number of crash fatalities and injuries to members of the community.
3. **Prosecution and Judicial Support** — maximising the number of successful prosecutions in court by providing support to the Office of the Director of Public Prosecutions (DPP) and the courts.
4. **Crime Prevention** — reducing and preventing crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community's role in their own safety and security.

Each output is assessed at a whole-of-service level against seven specific areas of focus:

1. Level of crime
2. Perceptions of crime
3. Police responsiveness
4. Public confidence in police
5. Road safety
6. Supporting the judicial process
7. Crime prevention.

These specific areas of focus are broken down into 32 key performance indicators (KPIs).

## Strategic assessment of agency performance

We attained or exceeded 26 of our 32 KPIs during this reporting period, achieving some notable accomplishments, including recording the lowest rate of property offences in more than 10 years.

We also recorded a significant decrease — 50 per cent — in road fatalities during this reporting period, on top of a reduction in 2010–11 of 45 per cent. This is one of the lowest road tolls on record.

Importantly, we again exceeded all our police response targets for attendance at priority one, two and three incidents, as well as emergency Triple Zero (000) calls, recording more than 90 per cent on all but one measure.

We also delivered a high 90.6 per cent against delivery of briefs to the DPP within the set timeframe. In addition, we recorded the highest result nationally of people who agreed police perform their job professionally, and are confident in their police service.

There are some measures against which we did not meet the performance target, namely around self-reporting and perceptions of crime. While some of these performance measures are outside of our direct control, we use performance results against KPIs as one of the means of ensuring our policing efforts are directed in the right areas.

### *1. Level of crime*

We met all four measures relating to levels of crime, including both measures relating to the 'number of offences against the person' and the 'number of offences against the person cleared'.

'Offences against the person' reported to ACT Policing decreased by 8.1 per cent (or 242 offences) compared with the previous reporting period (2010–11). 'Other offences against the person' were down by 34.8 per cent and assaults, both in the home and public places, were down by 8.9 per cent and 9.2 per cent respectively.

## A.2

Offences against property were also down by 19.2 per cent (or 4707 offences) compared with the previous reporting period. This represents the lowest rate of property offences recorded in more than 10 years in the ACT.

All offence types under the ‘offences against property’ category decreased considerably when compared to the previous reporting period.

We also exceeded our clear-up rate targets for ‘offences against the person’ and for ‘offences against property’ by 10.8 per cent and 3.3 per cent respectively.

### ***2. Perceptions of crime***

We achieved our KPIs against the majority of measures aimed at determining the public’s perception of crime. Six of these KPIs are measured by the National Survey of Community Satisfaction with Policing (NSCSP), conducted by an independent research company commissioned by the Australia New Zealand Policing Advisory Agency (ANZPAA).

Canberrans are less concerned about becoming a victim of physical or sexual assault compared with the national average — they are more concerned about becoming a victim of housebreaking or motor vehicle theft. While there is a community perception of being prone to motor vehicle theft, we only narrowly missed our target by 0.9 per cent, and recorded a decrease in this crime type.

The ACT also recorded above the national average of people who feel safe at home alone, both during the day and after dark. This is a promising result.

### ***3. Police responsiveness***

We again exceeded all our police response targets, with police attendance to priority one (critical) incidents recorded at a high 85.4 per cent within eight minutes and 95.8 per cent within 12 minutes.

Response times for lower level incidents (priority two) far exceeded our targets of 60 per cent within twenty minutes and 95 per cent within thirty minutes, recording 92.9 per cent and 97.6 per cent respectively. Priority three incidents, where police attendance or attention is required no later than 48 hours 90 per cent of the time, recorded a high 99.8 per cent.

In addition, 96 per cent of Triple Zero (000) calls were answered on first presentation and 99.6 per cent on second presentation, exceeding targets of 90 per cent and 98 per cent respectively.

We reassessed response times for the 2012–13 financial year during this reporting period, revising targets to build on this strong performance.

### ***4. Public confidence in police***

We exceeded two of the three measures relating to public confidence with police, being outside the target by only 0.7 per cent for the measure of the percentage of people satisfied with their recent contact with police services.

When compared nationally (as measured through the NSCSP), the ACT once again recorded the highest proportion of people who had confidence in police. Additionally, the ACT recorded the highest result for people who agreed that police performed their role professionally — 79.6 per cent of Canberrans agreed that our police treat them fairly and equally.

### ***5. Traffic law enforcement and road safety***

We achieved the majority of our targets within the traffic law enforcement and road safety output, and we again recorded a significant decrease — 50 per cent — in road fatalities during this reporting period. This built on the reduction of 45 per cent in 2010–11.

There were five road collisions resulting in five deaths during this reporting period, compared with 10 in 2010–11. We narrowly missed — by just 0.2 per cent — our target for collisions with injuries.

During this reporting period we achieved measures 21, 22 and 23 which are: self-reporting driving while not wearing a seatbelt, being over the prescribed alcohol limit, and driving when using a mobile phone. However, it is a concern that drivers in the ACT continue to self-report speeding and driving 10km/h or more over the speed limit.

### ***6. Supporting the judicial process***

We achieved against all our targets in supporting the judicial process — in particular, we recorded a high 90.6 per cent of briefs delivered to the DPP within the given timeframe (against a target of 75 per cent).

## A.2

In addition, 84.7 per cent of cases brought to court resulted in an offence being recorded, leaving only 13.5 per cent of cases finalised by a not-guilty verdict or otherwise withdrawn.

### **7. Crime prevention**

ACT Policing achieved six of its eight KPIs relating to crime prevention, including perceptions around specific quality-of-life issues such as louts and gangs, and drunken/disorderly behaviour.

We far exceeded our target in referring young people to diversionary programs, with our members assigning 121 young people to restorative justice. This was 66 over target, and higher than last year's figure of 95. Similarly, 169 people were diverted into our early intervention and drug diversion program, an increase of 59.4 per cent over the previous reporting period, and exceeding this target by 160 per cent.

More than 5000 people were referred to community support agencies during this reporting period, with 84.5 per cent of victims contacted by our Victim Liaison Officers.

Canberrans' main concerns were speeding cars and dangerous driving, as well as graffiti and vandalism.

More information about our performance can be found at **Section A.9 — Analysis of agency performance**.

## Planning framework and direction-setting mechanisms

The AFP is a Commonwealth Statutory Authority established under the *Australian Federal Police Act 1979*. ACT Policing is the community policing arm of the AFP responsible for the delivery of police services to the ACT.

These services are delivered in accordance with the three principal direction-setting mechanisms that drive our planning frameworks:

- the Policing Arrangement (see **Appendix 1**)
- the annual Purchase Agreement (see **Appendix 2**)
- Ministerial Direction (see **Appendix 3**).

Our overarching strategic direction is set in our *2008–11 ACT Policing Strategic Plan*, which encompasses our core elements and vision for the future of policing in the ACT.

### **Policing Arrangement**

The five-year Policing Arrangement is a contractual arrangement between the Australian and ACT governments and the Commissioner of the AFP (see **Appendix 1**). It sets the enabling framework by which the AFP (ACT Policing) provides policing services to the ACT.

The Policing Arrangement defines the overarching powers and relationships between all parties involved. The objectives are:

- **appropriate policing** — providing an agreed level of policing services for the ACT community
- **service quality** — promoting and sustaining a high quality of service provision
- **value for money** — encouraging efficient and effective service provision at an optimum cost with an emphasis on continuous improvement
- **capacity to deliver** — providing sufficient resources to deliver the services to agreed priorities and levels.

The Policing Arrangement was re-signed for a further five years on 24 June 2011 by Minister for Home Affairs and Justice, Minister for Police and Emergency Services, and the Commissioner of the AFP.

### **Purchase Agreement**

The Policing Arrangement provides for the establishment of an annual Purchase Agreement (see **Appendix 2**) between the Minister for Police and Emergency Services, the Commissioner of the AFP, and the Chief Police Officer for the ACT.

The Purchase Agreement specifies the type and level of services the ACT Government requires of ACT Policing as well as the agreed price of those services. It details:

- the policing outcomes, outputs, performance measures, targets and facilities to be provided
- the powers and obligations of the Minister for Police and Emergency Services and the Chief Police Officer for the ACT
- associated administrative arrangements.

## A.2

We are directly accountable to the Minister for Police and Emergency Services for the achievement and delivery of the outcomes defined in the Purchase Agreement. The Chief Police Officer for the ACT is required to report on outcomes to the Minister within one calendar month at the end of each quarter, unless otherwise agreed by the parties.

The Purchase Agreement is the key mechanism by which we plan our activities, and articulates the 32 KPIs we are measured against.

We align our workforce and strategic priorities in accordance with the requirements stipulated in the Purchase Agreement by allocating resources and specialist capabilities to service each output.

The Purchase Agreement is re-negotiated annually before the beginning of each financial year (1 July).

### **Ministerial Direction**

Clause 6 of the Policing Arrangement allows the Minister for Police and Emergency Services to provide general directions to ACT Policing (in writing) through a Ministerial Direction (see **Appendix 3**). The Ministerial Direction is updated annually, in line with the Purchase Agreement, and provides guidance on specific areas of focus relating to policy, priorities and goals for the provision of police services. It does not issue directions on operational matters.

The 2011–12 Ministerial Direction identified the following areas of special focus for ACT Policing:

- Take a leadership role with partner agencies in realising the vision and objectives of the *ACT 2010–2013 Aboriginal and Torres Strait Islander Justice Agreement*.
- Continue to work with partner agencies to implement the revised *2011–2014 Property Crime Reduction Strategy*.
- Continue to take a leadership role with partner agencies in the delivery of liquor industry reforms in the ACT (with particular emphasis on minimising the adverse effects of alcohol-related violence in public places).

- With partner agencies, continue to develop and implement the mental health intervention strategy. Continue to work with partner agencies to develop and deliver random driver drug testing with the aim of improving road safety within the Territory.

### ***Internal governance framework***

Our governance arrangements enable effective operational and organisational planning. A range of internal committees provide support to the Chief Police Officer for the ACT in the management of ACT Policing.

We have a strategic workforce plan, approved by the Executive Committee, to ensure that sufficiently skilled staff are appropriately distributed across the agency in accordance with key priorities.

A revised ACT Policing governance framework was introduced in January 2011. After 12 months of operation, the framework was re-examined and a number of small adjustments were made to ensure all decision-making bodies in ACT Policing were captured within the one framework. An updated governance framework was then issued in June 2012.

The framework structure has four principal committees for managing our business: the Executive Committee, the Business Committee, the Executive Steering Committee and the Operations Committee. Supporting these committees are six specialist committees, each of which has a particular focus. These committees are the Complaint Management Team, the Workplace Health and Safety Committee, the Learning and Development Committee, the Workforce Management Committee, the Police Pursuit Review Committee and the Taser Review Committee.

The Taser Review Committee was introduced during this reporting period as part of the governance framework developed in support of the decision to equip frontline sergeants with Tasers in August 2011.

More information about our internal governance can be found at **Section C.5 — Internal accountability**.

## A.2

### Organisational environment

The ACT represents the smallest policing jurisdiction in Australia, with a lower ratio of police per capita than other jurisdictions. This is sustainable due to several unique features such as Canberra's population being densely concentrated and mainly located in low- to medium-density suburbs, interspersed with large open spaces (some of which are subject to in-filling developments for new suburbs), and well distributed road infrastructure. Canberra is also surrounded by significant tracts of bushland and grazing properties.

Unlike other Australian jurisdictions, ACT Policing, through the AFP, operates under an agreement with the ACT Government which is more like a contractual relationship as opposed to the traditional notions of a police agency established under a State or Territory government. While this arrangement brings with it unique obligations, such as our formalised KPIs, our operating domain is no different from any concentration of population in other developed capital cities or large towns in Australia or, in fact, anywhere in the world.

Our role in this operating domain, in its simplest form, is to ensure the rule of law, and the security and safety of Canberra residents. Ensuring the rule of law, however, is a complex and challenging responsibility which is becoming more difficult through factors such as the accelerated evolution of technological change and the ability of people and crime to transcend borders with greater ease. These progressive developments compound traditional problems such as volume crime, road trauma, crimes of violence and anti-social behaviour.

Our footprint too — in terms of our interface with the public and our policing presence — will need to change and adapt as Canberra continues to grow and develop.

The emergence of suburbs such as Lawson, Wright and Coombs, and the growing suburbs of Crace, Casey, Bonner and Beard, place an additional responsibility on our services.

As the seat of Australian Government, the ACT features several Commonwealth assets and interests, including national icons that need unique policing solutions. Canberra also has a large number of visiting dignitaries who we are responsible for managing and escorting securely.

The Territory is also located entirely as an enclave within the State of New South Wales. This geographical proximity means there are significant cross-border impacts affecting the services we provide. From a policing perspective, these impacts include cross-border organised and volume crime and road safety issues, including pursuits and road trauma.

As a key agency within the Territory's criminal justice system, we work closely with a wide range of other ACT agencies to protect the community. These agencies include the Justice and Community Safety (JaCS) Directorate, the courts and the DPP.

We collaborate with JaCS on matters applying to legislative reform and on matters of common interest, such as police powers, traffic law enforcement, victim liaison and emergency management (including critical infrastructure protection).

We also work with:

- the Territory and Municipal Services Directorate and JaCS in the joint promotion of safer driving behaviour and conditions on ACT roads
- the Health Directorate on issues such as assistance with the management of people with mental health issues who come to police attention and the referral of people to drug diversion programs
- ACT Corrections and the Bimberi Youth Justice Centre on issues relating to recidivism and the justice system
- the Emergency Services Agency — which includes Ambulance, the Fire Brigade, the Rural Fire Service and the State Emergency Service — to achieve a whole-of-government approach to emergency management.

We also draw on information and expertise from the wider AFP in the areas of forensic services, information technology, technical operations, professional standards, commercial support, policy, and learning and development. The ACT is fortunate to be able to leverage world-class services in all of these disciplines, and further rely on a cost-free surge capacity of sworn and unsworn staff from AFP National Operations in times of emergency or need.

## A.2

As part of the wider AFP, we also provide opportunities for our members and support our colleagues through offshore deployments such as assisting with the disturbances at Christmas Island which occurred during this reporting period.

We also engage with other police jurisdictions and Commonwealth Government agencies and we are represented on the following national and international law enforcement forums:

- **Australia New Zealand Policing Advisory Agency (ANZPAA):** This organisation provides policing policy and strategic advice, research capacity, knowledge management and information sharing services to police ministers and commissioners throughout the Australian Commonwealth, its States and Territories and New Zealand.
- The Chief Police Officer for the ACT is a member of the ANZPAA Board of Management.
- **CrimTrac:** This agency develops and provides national approaches to information-sharing solutions for law enforcement agencies.

The Chief Police Officer for the ACT is a member of the CrimTrac Board of Management.

- **Australian Crime Commission:** This is a federal statutory body that works nationally with other federal, State and Territory agencies to counter serious and organised crime.

The Chief Police Officer for the ACT is a member of the Australian Crime Commission's Board of Management. The Deputy Chief Police Officer — Crime is also a member of the Serious and Organised Crime Coordination Committee.

- **Standing Council on Police and Emergency Management and its Senior Officers Group:** These forums seek to promote a coordinated national response to law enforcement and emergency management issues.

The Chief Police Officer for the ACT is a member of both the council and its Senior Officers Group.

- **Ministerial Council on Drug Strategy:** Supported by the Intergovernmental Committee on Drugs, this is the peak policy and decision-making body in relation to licit and illicit drugs in Australia.

The role of the council is to determine national policies and programs intended to reduce drug-related harm within the Australian community.

The Deputy Chief Police Officer — Crime is a member of the Ministerial Council on Drug Strategy.

- **National Counter-Terrorism Committee (NCTC):** Established by the Inter-Governmental Agreement signed by the Prime Minister, Premiers and Chief Ministers in October 2002. The role of the NCTC is to contribute to the security of the Australian community through coordination of a nation-wide cooperative framework to counter terrorism and its consequences.

The Chief Police Officer for the ACT Roman Quaedvlieg is a substantive member of the NCTC and chairs its chemical, biological, radiological and nuclear sub-committee.

- **Pearls in Policing:** This is an international 'think tank' involving representatives from more than 35 law enforcement agencies from around the world who share their global ideas, knowledge and experiences of policing.

For the majority of this reporting period, the Chief Police Officer for the ACT Roman Quaedvlieg remained Australia's representative for Pearls in Policing, and its Program Manager.

- **Australia New Zealand Police Commissioners Forum:** The Chief Police Officer for the ACT is a member of this forum.

## Organisational change and administrative arrangements

There has been several organisational and administrative changes during the reporting period that reflect a greater focus on the frontline — where our critical mass of resources is focused.

### *Patrol zone re-alignment*

The re-alignment of patrol zones came into effect on 1 July 2011 to ensure our general duties officers are effectively distributed across the Territory.

## A.2

The growing population and emerging suburbs in Canberra, along with a desire to sustain the low volume crime rates we've contributed to, were catalysts for the patrol zone review and subsequent re-alignment.

In reviewing patrol zones, we compared the number of incidents attended to by general duties members in 2010 on the basis of each patrol-based full-time equivalent member. In doing this, we found that:

- members of the Woden patrol zone were overstretched and responded to more incidents in 2010 than the other patrol zones of Belconnen, Gungahlin, City and Tuggeranong
- the day-shifts of the Woden, Belconnen, and Gungahlin patrols had to respond to more incidents than the day-shifts of other patrols
- the night-shifts of the City and Tuggeranong patrols were required to respond to more incidents than the night-shifts of other patrols.

The Woden and Tuggeranong patrols travelled — on average — more than 3.6km to attend incidents requiring a rapid response (priorities one and two), which is further than the ACT average of 2.94km. As a result, Gungahlin has been given the additional responsibilities for the suburbs of Giralang, Kaleen, Downer and Dickson (with increased night patrols in Dickson as well).

City Police Station now patrols the additional suburbs of Yarralumla, Parkes, Barton, Fyshwick, Beard, Oaks Estate and Capital Hill — all previously Woden patrol responsibilities.

Woden now patrols the additional suburb of Hume, as well as maintaining the remainder of its existing patrol zone.

### ***ACT Policing re-structure***

Our functional re-structure came into effect during this reporting period to maximise resources on the frontline and create greater synergies between intelligence and crime prevention.

The re-structuring of ACT Policing is part of a broader strategy to ensure we are best positioned to deliver on our KPIs, and takes into account the financial climate, ensuring first and foremost that the frontline is resourced appropriately.

The re-structure includes the amalgamation of Crime Prevention with ACT Policing Intelligence, and our Traffic Operations and Emergency Management and Planning area merged with our ACT Policing Operations function.

The amalgamation of Crime Prevention with ACT Policing Intelligence recognises the need for intelligence-led crime prevention, and the need to integrate crime prevention activities into the broader ACT Policing functions. The primary intent of this amalgamation is to ensure that the diverse utility, skills, and extensive community network established by Crime Prevention can be surgically deployed through directive intelligence, and incorporated into every facet of our workforce.

The expanded ACT Policing Operations function now aligns with the Response portfolio and reflects the close link between operational planning and the coordination of frontline resources.

These changes — which came into effect on 1 July 2011 — also resulted in a smaller executive team, which now comprises eight superintendents (formerly 10) and three corporate coordinators.

### ***Formation of the Specialist Response Group***

After 12 months of planning, the Specialist Response Group (SRG) came into effect on 1 July 2012 through the amalgamation of two policing elements within the AFP: ACT Policing's Specialist Response and Security (SRS) function and the International Deployment Group's Operational Response Group (ORG). The SRS was established in 2002 to address the specialist needs of the ACT while the ORG, established in 2005, has worked to fulfil the national and international specialist operational requirements of the AFP.

The SRG was formed as a result of recommendations from two separate reviews — the Leahy and Beale reviews — to consider a more efficient and effective operational model for the delivery of specialist policing services to the ACT, nationally and internationally in support of capacity-building missions and regional stability assistance.

The formation of the SRG provides the AFP and ACT Policing with a centrally managed one-stop shop for specialist policing capabilities, including a coordination point for part-time tactical capabilities across the AFP.

The unique skills and flexibility of the SRG enables the AFP to maximise its response to diverse operations by tailoring deployments to meet a range of operational requirements.

The amalgamation of the SRS and the ORG will deliver tactical response (including marksmen), police negotiators, tactical intelligence, canines, bomb response, water operations, police divers, targeted operations, public order management and air support. The addition of air support and full-time negotiators, for example, as well as an increase in surge capacity, are just some of the benefits to the ACT community.

#### *Roster review*

In May 2012 we began a comprehensive, year-long review of operational rosters. The review will examine existing policy, procedures, technology and architecture across the AFP and ACT Policing rostered operations. The project will identify existing challenges and provide advice on how we can better meet our business requirements and operational members' needs, and will determine the most effective and efficient roster system for ACT Policing.

The aim of the roster review is to enhance the existing information management tools and technology supporting our current rostered operation activity, as well as addressing culture issues that may be restricting flexible work options.

More information about the roster review can be found at **Section C.6 — Human resources performance**.

#### *Police Operations Centre redevelopment*

The redevelopment of the Police Operations Centre (POC) was completed during this reporting period. The catalyst for this redevelopment was a review of the existing infrastructure which identified the need for improvement to reflect current methodologies in response to emergency management.

The refurbishment of the POC includes the construction of a theatrette-style room, and enhanced infrastructure to meet the demand of a dynamic work environment when responding to major events or critical incidents. When not in use for emergency management purposes, the POC is used as a multi-purpose training room.

The workstation configuration has given us a 130 per cent increase in capacity. Technology enhancements also support the command and control function of the POC, which includes additional inputs such as closed circuit television (CCTV) and MeshNet video streams.

#### *Trial of 24/7 Clinical Forensic Medical Services*

We have a contractual arrangement with Clinical Forensic Medical Services for the provision of the following services:

- medical care for people in custody in the ACT
- attendance at deaths (suspicious, non-suspicious and fatal traffic collisions)
- documentation of injuries sustained by victims and suspects
- forensic evidence collection for victims and suspects
- forensic and medical sexual assault care
- toxicology assessment in drug-related crimes and traffic collisions
- assessment of fitness for interview, custody and forensic procedure
- court report provision and attendance
- medical care for police officers who are injured on duty (but not compensation claims) or police exposed to needles or other high-risk exposure concerns.

In February 2012 a trial began in the ACT Watch House to enable timely communication and the appropriate allocation of Clinical Forensic Medical Services staff. Nurses will provide frontline care in conjunction with the Forensic Medical Officers, with the nursing presence in the Watch House increasing from four days a week to seven.

As part of this new trial, a dedicated phone line has been set up in the ACT Watch House for nurses. This gives members 24-hour access to the nurses, either through the Watch House or on call, providing members with real-time and ongoing medical guidance. At 30 June 2012 this trial had been working well, with nurses required out-of-hours on more than 50 separate occasions in the initial five-month period.

## A.2

### Administration of legislation or other regulatory activities

The *Australian Capital Territory (Self-Government) Act 1988* provides that the ACT Policing executive has the responsibility of governing the ACT with respect to matters of law and order. However, the ACT Legislative Assembly has no power to make laws with respect to the provision by the AFP of police services in the ACT. As such, there is no ‘police Act’ or similar legislation in the ACT: the AFP is responsible for providing policing services to the ACT under s. 8 of the *Australian Federal Police Act 1979* (the Act).

Under ss. 8(1)(a) of the Act, the Minister for Home Affairs and Justice, and the ACT, have agreed to enter into arrangements for the provision of police services in relation to the ACT. These arrangements are in relation to ACT functions as defined by s. 3 of the *Australian Capital Territory Self-Government (Consequential Provisions) Act 1988*.

The Act provides that when a member of the AFP is performing functions in the ACT, in addition to any other powers and duties, they have the powers and duties conferred or imposed on a constable or on an officer of police by or under any law (including the common law) of the ACT.

Police powers and duties are outlined in s. 9 of the Act. They include the prevention of crime; the protection of people from injury or death, and the protection of property from damage, whether arising from criminal acts or otherwise; and the preservation of peace and good order.

Our powers are derived from both ACT and Commonwealth legislation.

Commonwealth legislation:

- *Acts Interpretation Act 1901*
- *Commonwealth Places (Application of Laws) Act 1970*
- *Australian Federal Police Act 1979*
- *Australian Federal Police Regulations 1979*
- *Crimes Act 1914*
- *Crimes Amendment (Controlled Operations) Act 1996*
- *Crimes Amendment (Forensic Procedures) Act 2001*
- *Crimes at Sea Act 2000*

- *Crimes (Aviation) Act 1991*
- *Crimes (Internationally Protected Persons) Act 1976*
- *Criminal Code Act 1995*
- *Criminal Code Amendment (Theft, Fraud, Bribery and Related Offences) Act 2000*
- *Customs Act 1901*
- *Financial Management and Accountability Act 1997*
- *Financial Management and Accountability Regulations 1997*
- *Freedom of Information Act 1982*
- *Occupational Health and Safety (Commonwealth Employment) Act 1991*
- *Privacy Act 1988*
- *Proceeds of Crime Act 2002*
- *Safety, Rehabilitation and Compensation Act 1988*
- *Surveillance Devices Act 2004*
- *Telecommunications Interception Act 1979*
- *Telecommunications (Interception) and Listening Device Amendment Act 1997*
- *Workplace Relations Act 1996*
- *Anti-Money Laundering and Counter-Terrorism Financing Act 2006*.

ACT legislation:

- *Animal Welfare Act 1992*
- *Bail Act 1992*
- *Children and Young People Act 2008*
- *Confiscation of Criminal Assets Act 2003*
- *Coroners Act 1997*
- *Court Procedures Act 2004*
- *Crime Prevention Powers Act 1998*
- *Crimes (Assumed Identities) Act 2009*
- *Crimes (Child Sex Offenders) Act 2005*
- *Crimes (Controlled Operations) Act 2008*
- *Crimes (Forensic Procedures) Act 2000*
- *Crimes (Protection of Witness Identity) Act 2011*
- *Crimes (Restorative Justice) Act 2004*
- *Crimes (Sentence Administration) Act 2005*

## A.2

- *Crimes (Sentencing) Act 2005*
- *Crimes (Surveillance Devices) Act 2010*
- *Crimes Act 1900*
- *Criminal and Civil Justice Act 1351 25 Edw 3 St 5 c 4*
- *Criminal Code 2002*
- *Domestic Violence and Protection Orders Act 2008*
- *Drugs of Dependence Act 1989*
- *Emergencies Act 2004*
- *Evidence (Miscellaneous Provisions) Act 1991*
- *Evidence Act 2011*
- *Firearms Act 1996*
- *Human Rights Act 2004*
- *Liquor Act 2010*
- *Listening Devices Act 1972*
- *Magistrates Court Act 1930*
- *Major Events Security Act 2000*
- *Mental Health (Treatment and Care) Act 1994*
- *Prostitution Act 1992*
- *Public Health Act 1997*
- *Road Transport (Alcohol and Drugs) Act 1977*
- *Road Transport (General) Act 1999*
- *Road Transport (Safety and Traffic Management) Act 1999*
- *Road Transport (Vehicle Registrations) Act 1999*
- *Second Hand Dealers Act 1906*
- *Victims of Crime Act 1994*
- *Witness Protection Act 1996*
- *Terrorism (Extraordinary Temporary Powers) Act 2006.*

## Subsidiaries, joint ventures and partnerships

To effectively police Canberra, we are involved in a number of joint ventures and partnerships with the community, government and non-government stakeholders and national private and federal bodies.

These partnerships enable us to work collaboratively with other agencies to enhance service delivery.

Details of these ventures and partnerships are detailed in **Table A.2.1**.

**100  
YEARS**

*Behind every good man is a good woman*



Sergeant Phillip J Cook, his wife and daughter (*circa 1923*)

The first record of a woman playing an active role in policing in the ACT was the wife of Sergeant Phillip J Cook — the ACT's first policeman.

Mrs Cook came to Canberra in 1923 with her husband (then with the New South Wales Police) and actively assisted him, assuming his policing role in his absence.

Many wives of serving police officers assisted their husbands in their day-to-day work during this time. Much of this work was unpaid and largely unrecognised, even though the community relied on it.

In 1927 Sergeant Cook was selected to be a Sergeant in the newly formed Commonwealth Police (Federal Capital Territory).

## A.2

**TABLE A.2.1 — ACT POLICING SUBSIDIARIES, JOINT VENTURES AND PARTNERSHIPS**

<b>AGENCY NAME</b>	<b>TYPE OF ARRANGEMENT</b>	<b>NATURE OF INVOLVEMENT</b>
ACT Corrective Services	Memorandum of Understanding (MoU)	Working relationship re detention arrangements under the <i>Terrorism Act 2006</i>
ACT Crime Stoppers Ltd	MoU/partnership	National partnership between Crime Stoppers, the AFP and other corporate sponsors. Crime Stoppers gathers information supplied by the community and has become an integral part of policing
ACT Community Services Directorate (Disability and Housing)	MoU	Working relationship dealing with sexual assault of children and young people
ACT Director of Public Prosecutions	MoU	Prosecution support, case management hearings and committals; victim support; prosecution policy and guidelines
ACT Environment Management Authority	MoU	Control of noise pollution in the ACT
ACT Fire Brigade an ACT Rural Fire Service	MoU	Fire investigations and search-and-rescues in the ACT
ACT Forests (Department of Urban Services)	MoU	Emergency disposal site
ACT Health	MoU	Diversion programs and cooperation in drug, alcohol, poison and other substance matters. Mental health intervention partnership
ACT Internal Omnibus Network (ACTION)	MoU	Establishment of the Security Transport Monitoring Centre
ACT Justice and Community Safety Directorate	MoU	Restorative Justice Unit, CCTV systems, case management systems access
ACT Office of Road Safety	MoU	Coordination of community road safety messages; coordinated traffic operations where appropriate, including provision of government resources (such as speed camera vans and Road Transport Authority Vehicle Inspectors)
ACT RSPCA	MoU	Investigations into animal welfare matters
ACT WorkCover	MoU	Working arrangements for workplace incidents/investigations
Australian Crime Commission	Partnership	Working arrangements (along with other Australian, State and Territory agencies) to counter serious and organised crime. The Australian Crime Commission Board consists of Commissioners from all State and Territory police services and key Australian Government agencies.
Canberra Cabs	MoU	Incident reporting
Canberra Hospital	MoU	Working relationship — forensic and medical sexual assault care
Canberra Multicultural Community Forum	MoU	Working arrangements
Canberra Rape Crisis Centre	MoU	Working arrangements supporting victims of crime
Commonwealth Attorney-General and all State/Territory Attorneys-General	MoU	Seizing and transferring evidence

AGENCY NAME	TYPE OF ARRANGEMENT	NATURE OF INVOLVEMENT
CrimTrac	An inter-governmental agreement signed by all Australian police ministers, including the ACT Minister for Police and Emergency Services	Agreement to develop and host the technology required to give police across Australia ready access to information needed to solve crimes. The board defines the agency's strategic directions and key policies, sets initiatives and appoints CrimTrac Board of Management members.  The Director Corporate Services is a member of CrimTrac's Strategic Issues Group, providing guidance to the Board and Chief Executive of CrimTrac on critical projects.  The Chief Police Officer is a member of the CrimTrac Board.
CrimTrac — DNA database	MoU	Input into the National Criminal Investigation DNA Database and cooperation with data matching
Department of Defence	MoU	Handling of bomb incidents in the ACT
Department of Environment Land and Planning, ACT Planning Authority, ACT Attorney-General	MoU	Provision of crime data
Domestic Violence Crisis Service	MoU	Working relationship, cooperative arrangements and victim support
ACT Education and Training Directorate	MoU	Working arrangement between ACT Policing and the School Education Division
Emergency Services Australia	MoU	Working relationship on fire and ambulance incidents, search-and-rescues, and calls to Triple Zero (000)
Lifeline Canberra	MoU	Personal support line
Mental Health ACT, Calvary Health Care ACT, Canberra Hospital, ACT Ambulance Service	MoU	Working relationship.
Neighbourhood Watch	MoU	Working relationship on crime statistics and crime prevention
NSW Police Force	MoU	Liaison during national campaigns and on an ad hoc basis; joint operations with NSW Police, including criminal investigations and traffic operations
Pharmaceutical Guild Association	Partnership	Joint policing and proactive strategy — Project STOP — which helps to identify inappropriate patterns of sales/use of pseudoephedrine which may be diverted to manufacture illicit drugs
Police and Community Youth Club (PCYC)	Partnership	Working relationship on crime prevention; assistance in staffing PCYC; joint activities and programs directed at young people
SupportLink	Commercial relationship	Victims of crime and those in crisis are referred by our members to SupportLink for counselling and support services

## A.3

We met or exceeded 26 of our 32 key performance indicators (KPIs) during this reporting period, achieving some notable accomplishments, including recording the lowest rate of property offences in more than 10 years. Burglaries decreased by 25.8 per cent, property damage by 20.1 per cent, armed robberies were down 7.6 per cent, and motor vehicle theft dropped by 10.6 per cent.

We recorded a significant decrease — 50 per cent — in road fatalities during this reporting period, on top of a 45 per cent reduction in 2010–11. This is one of the lowest road tolls on record, and ended the reporting period with the lowest road toll in more than 50 years.

We also managed the security for 13 high-profile visits to the ACT, including those of Her Majesty Queen Elizabeth II, President of the United States Barack Obama, and the Crown Prince and Princess of Denmark.

Also during this reporting period two people were sentenced for murders that took place in September 2008 in Dower and in July 2008 in Charnwood. A 37-year-old man was sentenced to life in prison in July 2011 for the murder of his two Dower friends. In the same month a 43-year-old woman was sentenced to 16 years in prison for the stabbing murder in Charnwood.

### Noteworthy operational achievements

#### *Homicide investigations*

ACT Policing's Criminal Investigations function investigated four alleged murders in Turner, Narrabundah, Macgregor and Yarralumla during this reporting period.

A 17-year-old boy and a 20-year-old man were arrested as part of Operation TEODOLINA within days of the death of a young man who was found brutally attacked outside Northbourne Flats in Turner on 4 August 2011. The matter is before the court.

On 21 January 2012 police were called to the Jindalee Nursing home following the discovery of a dead 94-year-old man. Criminal Investigations detectives have completed enquiries and prepared a Brief of Evidence for the Coroner as part of Operation PENNAR.

On 28 March 2012 police arrested and charged a 28-year-old man with the murder of a 31-year-old Macgregor woman the previous day (Operation NERIS). The matter is before the court.

On 2 April 2012 members of the ACT Ambulance Service and ACT Policing were called to a Yarralumla address in relation to the apparent strangulation death of a 75-year-old woman. Her 32-year-old son was arrested and charged with her murder at the time. This matter is also before the court.

These investigations and the subsequent arrests of alleged offenders during this period represent significant policing achievements.

#### *Opening of the new Belconnen Police Station*

The former Belconnen Police Station in Lathlain Street had opened in 1976 and was one of the first pieces of infrastructure in the area. In 2011–12 it celebrated its 35<sup>th</sup> anniversary but it no longer met existing or projected policing requirements.

A new station was designed with growth in mind, and to align the role of police more closely with the community it serves, delivering the requirements of a modern 24/7 policing facility. The new Belconnen Police Station became operational on Tuesday 31 January 2012 following four years of consultation and work between the ACT Government's Justice and Community Safety (JaCS) Directorate, building architects BVN Architecture, building contractors St Hilliers, and ACT Policing.

The new \$23.5 million, 2800sqm police station, located on the corner of Benjamin Way and Market Street in Belconnen, was officially opened on Friday 30 March 2012 by Chief Minister for the ACT Katy Gallagher and Minister for Police and Emergency Services Simon Corbell. Present were AFP Commissioner Tony Negus, Chief Police Officer for the ACT Roman Quaedvlieg, and members of the Belconnen Police Station. The ceremonial event opened with a station opening parade involving Belconnen members, AFP pipes and drums and a ceremonial motorcade along Benjamin Way, which was followed by the raising of the flags.

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The ceremonial opening parade to mark the beginning of the new Belconnen Police Station

The new purpose-built police station accommodates 100 members and includes five holding cells, five secure interview rooms, four ‘soft’ interview rooms for members of the public, a family counselling room, a gym and change rooms, a staff kitchen and breakout area/courtyard, a sally port (with custodial transition facilities), and a publicly available community meeting room.

The new station has a number of five-star sustainability features. Some of the energy saving fixtures include rainwater harvesting, solar hot water systems and chilled beam air conditioning for a healthier and more sustainable working environment. These innovations set a new benchmark for environmentally sustainable Territory-owned buildings and police stations Australia-wide.

### ***Opening of Specialist Response and Security complex***

ACT Policing’s purpose-built Specialist Response and Security (SRS) complex in Canberra was opened on 28 September 2011.

The new facility covers more than 2700sqm, made up of 1100sqm of storage space and 1650sqm of office space. It provides flexibility for further expansion with an additional 800sqm of office space available within the complex.

The building has undergone a refit to enable ACT Policing members to carry out training exercises within the facility and store a range of specialist tactical equipment.

The building was opened by Minister for Police and Emergency Services Simon Corbell in the presence of AFP Commissioner Tony Negus and Chief Police Officer for the ACT Roman Quaedvlieg. This marked the first time the SRS has enjoyed a purpose-fit building to match their capabilities, with tactical response, police negotiators, canine, training and support teams accommodated within the one complex.

The complex will also house additional specialist teams in the near future, including those of the new amalgamated Specialist Response Group.

### ***Formation of the Specialist Response Group***

After 12 months of planning, the AFP’s Specialist Response Group (SRG) came into effect on 1 July 2012 through the amalgamation of two policing elements within the AFP: SRS and the International Deployment Group’s Operational Response Group (ORG). The SRS was established in 2002 to address the specialist needs of the ACT. The ORG, established in 2005, has worked to fulfil the national and international specialist operational requirements of the AFP.

The SRG was formed as a result of recommendations from two separate internal reviews (the Leahy and Beale reviews). The reviews recommended a more efficient and effective operational model for the delivery of specialist policing services to the ACT, nationally and internationally, in support of capacity-building missions and regional stability assistance.

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The formation of the SRG provides the AFP and ACT Policing with a centrally managed one-stop-shop for specialist policing capabilities, including a coordination point for part-time capabilities across the AFP.

The unique skills and flexibility of the SRG enable the AFP to maximise its response to diverse operations by tailoring deployments to meet a range of operational requirements.

The amalgamation of the SRS and the ORG will deliver tactical response (including marksmen), police negotiators, tactical intelligence, canines, bomb response, water operations, police divers, targeted operations, public order management and air support.

### *Opening of the new Phillip Forensic Medical Centre*

ACT Policing had a significant involvement with the JACS development of the new Phillip Forensic Medical Centre which was officially opened on 7 September 2011.

The new Forensic Medical Centre, designed around the principles of industry best practice and in accordance with the National Pathology Accreditation Advisory Council guidelines, provides a much greater clinical capacity than the former Kingston facility.

For ACT Policing, the new centre provides many improvements, including increased refrigeration facilities for up to 100 bodies, a secure homicide cage that holds eight, and a freezer section that holds 16.

The new Forensic Medical Centre is also used as a training facility for post mortems (police recruits and medical students), disaster victim identification procedures, and procedures relating to those deceased in combat (that is, defence force personnel). This training is facilitated by the Coroner's Office, with assistance from the mortuary manager.

### *Marking 12 months fatality free on our roads*

In March 2012 the ACT recorded zero deaths on its roads, the only jurisdiction in Australia to not record a road fatality over an extended period of time. This was a significant achievement for ACT Policing, the ACT Government and the people of Canberra. There has been no record found of this ever occurring in any State or Territory since reporting of fatalities began.

An NRMA–ACT Road Safety Trust-funded study into the ACT's driving culture found that the ACT has

Australia's second highest rate of registered passenger vehicles per 1000 people at 599. Despite this, the ACT recorded the lowest road toll across Australia for the 2011 calendar year (six people), making it the lowest road toll since 1959 and a two-third reduction on the 2010 road toll. This trend was continued through to the end of June 2012.

We believe a key contributor to this result is the cooperative work we have undertaken with the ACT Government and other stakeholders to prevent and respond to fatalities in the ACT. This has included increased driver awareness, advances in our technology, more police patrols targeting traffic, and joint road safety media campaigns.

### *Road safety operations*

The introduction of the Recognition and Analysis of Plates IDentified (RAPID) technology in July 2010 has had a real impact on ACT roads by identifying drivers who pose the greatest risk to other road users. Statistics demonstrate approximately one-third of fatal collisions in the ACT had involved unregistered/uninsured or unlicensed drivers.

In July 2011 the RAPID team celebrated a year of full capability, recording the scanning of 856 743 vehicles which resulted in 1172 vehicles being detected as unregistered, 780 as uninsured (no third party), 474 unlicensed drivers and a total of 4858 traffic infringement notices issued.

During this reporting period, none of the five fatalities recorded involved an unlicensed/unregistered driver. This has been consistent since the introduction of RAPID.

Also during this reporting period the Random Roadside Drug Testing (RRDT) team came into full effect, with two members initially qualified to take preliminary drug (saliva) samples on the roadside. This is the first time the ACT, and ACT Policing, has had the power to enact such testing.

The initial months of the development and implementation of RRDT focused on establishing robust governance, training, developing operational protocols, and purchasing drug kits and associated equipment.

During the year we conducted 812 random roadside drug tests, and we expect this to increase to more than

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Former Deputy Chief Police Officer Bruce Hill with Sergeant Sharan Slater and two of our volunteers celebrating 10 years

2000 annually once the capability has matured. At 30 June 2012, 25 people had returned a positive laboratory drug test, nine of whom were convicted for drug-driving.

The oral swabs used for random roadside drug testing detect the presence of cannabis, methamphetamine (speed and ice) and ecstasy (MDMA). An additional laboratory test is required to confirm the presence of these drugs before a prosecution can proceed.

In February 2012 we amalgamated the RAPID and RRDT teams to form the Road Safety Operations Team (RSOT) to enhance our capabilities and expand our reach in removing all impaired drivers from ACT roads.

Combining these teams increased to nine the number of officers who are able to conduct RRDT. The RSOT provides a multi-pronged approach to roadside operations, with members specifically trained to target and remove high-risk takers to ensure the safety of the Canberra motoring community.

#### ***Volunteers in Policing — celebrating 10 years***

The Volunteers in Policing (VIP) program celebrated its 10th anniversary in December 2011.

We have 46 volunteers — 23 women and 23 men — and the program continues to add value to our effectiveness and capacity to meet operational and business requirements.

The program has 28 approved active role descriptions. Volunteers perform a range of duties, including front office support at police stations, role playing with recruits, finger-printing, and Justice of the Peace (JP) activity. Our JP volunteers witnessed and certified 81 069 documents for ACT Policing and members of the public during the reporting period, an increase of 29.9 per cent over the previous reporting period.

The past year was extraordinarily busy for our VIPs who provided support to several events managed by ACT Policing, including the:

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- Convoy of No Confidence (in August 2011)
- Wall to Wall Remembrance Ride (in September 2011)
- visit by Her Majesty Queen Elizabeth II (in October 2011)
- visit by the President of the United States (in November 2011), when our volunteers provided catering for more than 1000 people.

In July 2011 our VIPs assisted police with the collation and packing of stolen property at a house in Lyons — the largest stolen property seizure in ACT Policing's history. The support provided by exhibiting thousands of stolen goods helped us successfully capture the necessary information in seven days.

In addition, following the fire and explosion at Mitchell in September 2011, the VIPs conducted a major 'keyholder' exercise, visiting all businesses in the ACT to obtain updated information about after-hours emergency contact details. This resulted in 89 per cent of all businesses in Mitchell alone registering their details for inclusion on our keyholder register.

The high level of demand for the VIP program's services is demonstrated by the fact that, during the reporting period, the program recorded more than 1400 hours worked each month for 12 consecutive months

During 2011–12 the VIP program recorded 17 581 hours worked, an increase of 30.7 per cent from the previous year. This represents a total of more than 124 000 voluntary hours since the program's inception.

### *Visiting dignitaries*

We played a significant role in the security arrangements for a number of high profile visits during the last quarter of 2011, including the seven-day visit by Her Majesty Queen Elizabeth II and the Duke of Edinburgh, the President of the United States Barack Obama and Prince Frederick and Princess Mary of Denmark.

Our newly refurbished Police Operations Centre was used for the visit by Queen Elizabeth and President Obama. The new layout provided improved efficiencies, enabling a whole-of-AFP and ACT Government response to the visits.

### *Her Majesty Queen Elizabeth II and the Duke of Edinburgh*

Her Majesty Queen Elizabeth II and the Duke of Edinburgh arrived in Canberra on 19 October 2011 for a seven-day visit before attending the Commonwealth Heads of Government Meeting in Western Australia from 28 to 30 October 2011.



Our Traffic Operations team provided the official escort for Her Majesty Queen Elizabeth II and President of the United States Barack Obama

ACT Policing worked closely with foreign security officials, other policing services, the AFP, and the Department of the Prime Minister and Cabinet's ceremonial, media and hospitality officials to deliver security escorting arrangements and traffic management, and to ensure all protocol requirements were met for the royals' public engagements. The primary aim was to ensure the security and dignity of Her Majesty the Queen.

Her Majesty carried out several public engagements during her visit to Canberra, including travelling from Government House across Lake Burley Griffin by the Admiral's Barge to visit Floriade, a visit to the Royal Military College Duntroon, a service at St John the Baptist Church in Reid, and a visit to the Australian War Memorial.

Teams of uniformed general duties officers and Traffic Operations, supported by our Emergency Management and Planning team, SRS (Tactical Response) and support personnel maintained an essential but low profile throughout the visit. Water Operations, police divers and the SRS Bomb Response Team was also used to carry out assessments several hours before any public engagements occurred. All vehicles in areas where public engagements were to take place — including media outside broadcast control vans — were thoroughly searched during this exercise.

#### ***President of the United States Barack Obama***

The 22-hour visit to Canberra of the President of the United States, Barack Obama, in November 2011 resulted in tight security arrangements and hundreds of officers on hand to ensure a timely and appropriate response to any incidents that may have arisen.

A number of our teams were heavily involved leading up to and during the visit, including:

- Emergency Management and Planning
- ACT Policing Intelligence
- ACT Policing Operations
- Traffic Operations
- general duties and airport officers
- the SRS (including Tactical Response and the Bomb Response Team).

The broader AFP also contributed, taking care of route security (with an officer stationed every 100 metres along each scheduled route) and maintaining the security integrity of the large motorcade and international media contingent.

Security at all venues was tight and the distance between the public and the President much greater than that normally afforded to VIP visitors.

The Bomb Response Team manually searched 90km of underground tunnels, drains, light poles, buildings, and roads to and from various locations. SRS members were also part of the 30+ motorcade, along with the President's custom-built Cadillacs and SUVs.

We worked closely with the Department of the Prime Minister and Cabinet and the US Secret Service to ensure every detail of the security 'envelope' was covered.

Roads were closed both ways during every motorcade movement, which included route security. The skies were patrolled day and night by RAAF fighter aircraft.

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### *Prince Frederick and Princess Mary*

Prince Frederick and Princess Mary visited Canberra for several hours on 22 November 2011, arriving in Canberra at 10.30am and departing at 4.30pm. The royal couple managed to carry out several engagements in this time, including a tree planting ceremony at the National Arboretum.

Traffic Operations, AFP Close Personal Protection, four crowd-control teams and the SRS Bomb Response Team took care of security arrangements for the visit. Escorts for all motorcade movements were provided by our Traffic Operations and Emergency Management and Planning teams.

### *Supporting the Commonwealth Heads of Government Meeting*

Fourteen ACT Policing members were deployed to Perth in October 2011 within an AFP contingent to assist Western Australia Police with the Commonwealth Heads of Government Meeting. They were deployed under the Police Assistance to Neighbouring States arrangements.

They provided assistance in the areas of media liaison, intelligence and specialist response and security arrangements around motorcades, static guards, public order management and tactical response.

In addition to high-level security for the 53 prime ministers/presidents and 72 foreign ministers who attended, there were 4000 delegates and 1300 media to manage.

## Major challenges

Along with our future priorities, we have identified five major challenges in our operating environment. These mainly revolve around the socio-economic environment and technology advances which, from a law enforcement perspective, may affect our ability to deter, investigate and prosecute crime.

More information about our future priorities can be found at **Section A.4 — Outlook**.

### *Fast-growing population — our footprint*

Keeping pace with the geographical growth and development of the ACT over the medium to long term is essential for the effective delivery of policing services to the community.

Planning is under way now to prepare for the impact on police services by emerging suburbs such as Lawson, the developing suburbs of Crace, Casey, Bonner and Beard, in addition to Wright and Coombs as the Molonglo Valley fills and expands.

'Infill' residential growth in such diverse areas as Watson, Jamison and the inner city is also part of the planning process so as not to shift resources without assessing how this displacement may affect short-to medium-term needs.

As a highly urbanised, busy, autonomous policing environment encircled by a separate, regionalised law enforcement structure, ACT Policing sits within a unique milieu.

The economic and social — as well as geographic — closeness between Canberra and Queanbeyan (the fastest-growing regional centre in NSW), and the mobility of people between the two jurisdictions, effectively extends our 'footprint' far beyond the ACT's borders. Further north, Gungahlin has the fastest growing population in the country, and while the existing shared emergency service centre fulfils current needs, the area's projected growth will place pressure on this facility.

Mindful of the benchmarks set by the new Belconnen Police Station, any greenfields Gungahlin station must include an effective interface with the community and extend the opportunity to share our facilities with local stakeholders.

As Canberra grows we must be prepared to insert ourselves into planning processes to contribute ideas and identify potential future issues. We are doing this in partnership with the Land Development Agency. Innovative approaches to planning, in particular the use of 'crime prevention through environmental design', are identified as providing a significant long-term benefit for the community and reducing demands on law enforcement.

### ***Workforce diversity — reflecting our community***

As a police service it is imperative that we reflect the community in which we serve. This will require a concerted long-term effort and focus to recruit and, more importantly, retain women, Indigenous people, and people from culturally and linguistically diverse backgrounds.

Research commissioned through TNS Social Research in late 2009 suggests that those who would consider a career in policing are attracted to the ‘challenge’, the diversity of roles, the opportunity for career progression and, most importantly, giving back to the community. Barriers, however, are much greater, with potential recruits acknowledging the tough physical requirements, and raising concerns around work/life balance, conditions and pay, risk to personal safety and a male dominated workforce. While these are predominantly misconceptions, reaching niche audiences is even more difficult.

For example, during this reporting period we welcomed six Aboriginal and Torres Strait Islander trainees who, by 30 June 2012, had completed a six-week training course in ACT Policing Operations. This training enables trainees who have expressed an interest in becoming a police officer to gain a working knowledge of police powers, policies and procedures; the Police Real-time Online Management Information System (PROMIS); and Computerised Automotive Dispatch (CAD) system. Trainees receive professional development and exposure to operational police work in preparation for applying to undertake a sworn recruit course — ultimately becoming our future community police officers.

Also during this reporting period we launched the AFP’s ‘anything but every day’ campaign, which had a strong focus on attracting women, with women-specific videos and web content designed for this audience. While we received more than 4500 applications, only 24 per cent were female, despite our focus.

Attracting niche audiences must be done through community engagement, reaching out to community groups in a credible way, and over a sustained period of time, in order to address misconceptions and profile policing as the career it is.

### ***Instilling community confidence***

In any assessment of a community’s confidence in its service providers, it’s vital to view the context in which that service is delivered. In contrast to many providers, the environment in which police operate can often be both confronting and challenging. A significant proportion of ‘everyday’ policing involves conflict resolution of varying degrees ranging from the strident, emotion-charged environment of a domestic dispute, to the cold, calculated assault or robbery of an innocent victim.

When an offence occurs, police identify the potential victims, witnesses or offenders and take steps to preserve any evidence. This ‘unpacking’ of a volatile situation by police to dispassionately assess its constituent parts is crucial to preserve the integrity of the investigation. If the matter reaches court, the quality of the evidence gathered at the time of the offence, including that of the witness statements provided, will be critical to the prosecution case. By nature, it is often a detached and analytical process yet it is this objectivity which underscores its value to the judicial process.

The community takes confidence and assurance from the fact that its police service is sufficiently trained and equipped to deliver a myriad of functions at short notice. These roles range from emergency management to in-depth investigations, and from bushland search-and-rescue to traffic duties.

Also enshrined in the relationship of trust between police and the community is public confidence in the integrity and honesty of officers to enforce the law without prejudice or bias. At the core of this is a transparency to the role of policing — an ability for police costs and processes to be exposed to scrutiny through the court and appeals system, through parliamentary hearings, and via the media.

Positive outcomes achieved by police, through the gathering of supportive evidence for a successful prosecution, and the successful marketing of results, nourishes community confidence and helps to develop a sense of ‘partnership’, whereby the public and police can work together to fight crime.

Similarly, understanding the many forms of engaging with the community, from traditional direct engagement through to social media, and the proactive dissemination of police activity, including crime

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statistics, will only serve to help our cause in the long term. While high crime reporting rates also impact on perceptions of crime, they are also an indication of a healthy democratic community that has confidence in its police to investigate and solve crime. Our challenge is to understand and address this complex set of inter-operable parts that result in negative or positive perceptions of crime.

### **Budgetary environment — building flexibility**

The ability to remain flexible in our deployment of resources and skills will be critical in responding to major incidents and unforeseen events while maintaining core policing services for the community.

More and more of our members will be required to multi-skill, particularly in this continued tight fiscal environment.

The establishment of the ACT-based Specialist Response Group (SRG), integrated from the more diverse elements of the AFP's International Deployment Group and the ACT's SRS team, is an example of how capability and opportunity arises in an environment of financial challenge. Comprising some officers previously based interstate as well as some based in the ACT, the SRG is a rotational group of teams trained to provide specialist capabilities to both the AFP and its community policing arm, ACT Policing.

These services range from tactical response to search-and-rescue, dog teams and hostage negotiation.

This aspiration for reducing duplication and greater flexibility extends right across our workforce, and extends into our partner agencies. At general duties and patrol levels, our officers are empowered to call on a variety of skills and capabilities to supplement our own investigative capabilities. These services may range from the resources of the Forensic and Data Services Rapidlab service, to clinicians embedded within ACT Policing Operations and assigned to support our response to people in the community experiencing mental health issues.

### **Evolving crime environment — keeping pace**

Technology-enabled crime is a growing issue for police services around the world. It is increasing in importance as a high proportion of retail activity steadily migrates online and technically-savvy criminals leverage the anonymity of the internet to exploit others and commit traditional and new crimes.

Police are striving to keep pace with this crime 'evolution'. New technology such as Cloud computing, for instance, challenges our legal and legislative frameworks, and creates an environment whereby criminals can conduct transactions and purchase illicit goods with limited scrutiny and account.

As much as the streets of the city we serve are our operational environment, we increasingly need to police the cyber domain. The challenge for our people is to remain contemporary, ensure we up-skill to keep pace with developments, and look to adopt law enforcement best practice from around the globe.

## Progress against key strategic outputs and service delivery priorities

Our 2008–2011 *ACT Policing Strategic Plan* identifies five key strategic drivers which provide our overarching direction. In line with these key drivers are portfolio (Crime and Response) business plans, and functional action plans.

More information about our performance can be found at **Section A.9 — Analysis of agency performance**.

### **1. Closer integration of police with the community to promote mutual trust, assurance and the active cooperation of the community**

#### ***Strengthening the Suburban Policing Strategy***

Our continued focus on our Suburban Policing Strategy (SPS) ensures increased police visibility in neighbourhood areas, schools and shops.

Our SPS maintains a strong focus on visibility, accessibility and engagement with the community. This crime prevention initiative allows our members to proactively target and address community concerns of volume crime by patrolling public places where this form of crime is likely occur. Proactive patrolling in areas such as public car parks not only increases our accessibility to the public but it reduces the opportunistic commission of volume crime.

All stations in the ACT are given responsibility for proactively policing allocated suburbs within their patrol zones as well as developing solutions to crime issues in their suburbs.

During this reporting period we conducted 29 938 SPS-related activities. From the total number of SPS activities, 75.2 per cent consisted of visibility activities (proactive vehicle patrols), 20.5 per cent accounted for accessibility jobs (beat/patrol/bicycle patrols) and 4.3 per cent were acknowledged to be community engagement activities (meetings with community members and institutions in relation to a specific issue).

We began a review of the SPS during this reporting period to further strengthen efforts, particularly in the realms of community engagement.

More information about our community engagement efforts can be found at **Section B.1 — Community engagement**.

#### *Improving public access to police and delivery of policing services*

##### New Belconnen Police Station

The new Belconnen Police Station was designed to align the role of police more closely with the community it serves, delivering the requirements of a modern 24/7 policing facility.

The new \$23.5 million, 2800sqm police station, located on the corner of Benjamin Way and Market Street, became operational on 31 January 2012 following extensive consultation and collaboration over a four-year period.

##### Bicycle patrols

Our bicycle patrols supported ACT Policing general duties during the spring and summer months of 2011–12. Their presence at key locations and key events such as Australia Day and the ActewAGL Royal Canberra Show acts as a visible crime deterrent and has improved public cooperation since their introduction.

The bicycle patrols are also used to patrol sidewalks, parks, car parks, university campus areas, residential and business areas.

#### *Using emerging technology creatively*

##### Launch of CrimeStatistics

Our new interactive crime maps were launched in February 2012 at the ActewAGL Royal Canberra Show. These maps were redeveloped to support the revised patrol zones and the Freedom of Information Act (reform), as well as to influence media reporting and meet community needs.

In April 2011 we undertook an external website survey to identify opportunities to enhance our online services. The former interactive online crime maps were a particular focus of this survey, being one of the top five most popular features on our website at [police.act.gov.au](http://police.act.gov.au). The former maps provided statistics for that month only, at a broader zone level (i.e. Belconnen, Tuggeranong, Woden etc).

The community wanted to know what was happening in their suburb and not just for that month. They wanted to be able to make their own comparisons over time, to see for themselves whether crime was really on the decline.

The inability to view the maps on smart phones or iPads was also identified as an issue.

Key features of the new interactive crime maps — CrimeStatistics — include an increase in the crime types reported (including homicide and traffic offences), the ability to search statistics by suburb and postcode as well as crime type, and the ability to view trends over time.

The user-friendly maps provide a community engagement platform to improve on our perceptions and fears of crime key performance indicators.

##### Social media

During this reporting period we continued to use social media to improve the information exchange between ACT Policing and the Canberra community.

Traffic twitter followers who received information on traffic incidents numbered 4494 at 30 June 2012. The Chief Police Officer for the ACT Roman Quaedvlieg — the first ‘top cop’ in Australia to use social media in this way — had 2761 followers.

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### In-car computing and RAPID roll-out

A review of in-car computing was undertaken during this reporting period which resulted in an upgrade of technology and infrastructure to support this capability. The majority of our patrols now have up-to-date in-car computing.

Our automated number plate recognition tool — RAPID — was also rolled-out to selected North and South District patrol cars during this reporting period. Previously RAPID was only installed in Traffic Operations' vehicles.

### **2. Delivering effective policing strategies to prevent, detect, investigate and prosecute crime and address perceptions of crime and safety in the community**

#### *Integrating intelligence in all ACT Policing initiatives*

##### Regional District Intelligence Officers

ACT Policing's intelligence-led policing model identifies, prioritises and drives strategies to prevent, investigate and detect crime and crime trends. Our ACT Policing Intelligence function primarily drives our integration of intelligence, which was further transferred to police stations during this reporting period, whereby District Intelligence Officers allocate tasks aligning with station-specific priorities and identified 'hot spots'. These tasks are designed to reduce specific crime types, pursue offenders and/or address identified crime and safety at the district level.

This involves identifying and targeting repeat offenders and areas likely to be the target of criminal activity through data analysis and information sharing, and employing technology to analyse and distribute data and information in real time to support evidence-based decision-making.

##### Amalgamating ACT Policing Intelligence and Crime Prevention

ACT Policing's functional re-structure came into effect during this reporting period. The aim of this re-structure was to maximise resources on the frontline, align our intelligence and crime prevention functions more closely, and integrate these areas into the broader ACT Policing organisation.

Specifically, the amalgamation of Crime Prevention with ACT Policing Intelligence recognises the need for intelligence-led crime prevention, and the need to integrate crime prevention activities into all of our initiatives and 'patrol craft'. The primary intent of this amalgamation is to ensure that the diverse utility, skills, and extensive community network established by Crime Prevention can be surgically deployed through directive intelligence, and incorporated into any facet of our workforce.

More information about ACT Policing's re-structure can be found at **Section A.2 — Overview**.

#### *Deterring offences*

##### Crime prevention through community engagement programs

ACT Policing participates in several education programs, targeted initiatives and community engagement activities to prevent crime within our community.

During the reporting period our Crime Prevention function has had a particular focus on children and young people, as well as local businesses. Following are some of these initiatives:

- **Multicultural Liaison Team** — Our Multicultural Liaison Officers (MLOs) team works with many stakeholders to provide migrant, refugee and asylum seekers with advice and support in settling into the ACT community. The MLO establishes relationships with community leaders by attending the Canberra Multicultural Community Forum each month. The strength of this partnership enables information to be shared between police and the multicultural community. We also sponsored the Eid al-Fitr festival for the second time. More information about our involvement in the multicultural community can be found at **Section C.22 — ACT Multicultural Strategy**.
- **Aboriginal and Torres Strait Islander Community Engagement** — This team is committed to improving outcomes for Aboriginal and Torres Strait Island (ATSI) communities. The team works on a range of initiatives, including the Restorative Justice trial, the Community Helping Aboriginal Australians to Negotiate Choices leading to Employment and Success (CHANCES) program, the 'Front Up' program and the Murra Project. The team is also involved in NAIDOC Week and other community events.

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More information about our involvement with the ATSI community can be found at **Section C.21 — Aboriginal and Torres Strait Islander reporting**.

- **Youth Liaison Team** — The Youth Liaison Team is responsible for the prevention of crimes committed by young people, and it oversees the diversion programs aimed at improving outcomes for young people at risk, and their families. Recognising that youth crime is an ongoing issue, work has continued with at-risk young people during this reporting period through our School Liaison Network as well as by having a presence at events attracting large groups of teenagers, such as the Foreshore Festival, Skyfire and Groovin' the Moo.
- **Seniors Liaison Officers** — Our dedicated Seniors Liaison Officers interact with older residents of the ACT to educate them on crime prevention strategies. This involves visiting individual homes and participating in events such as Seniors Week and the Canberra Retirement Expo.
- **Business Liaison Officers** — Our Business Liaison Officers work with local businesses and the commerce community, such as the Chamber of Commerce, to establish and maintain positive relationships and provide information and advice on crime prevention strategies and recidivist offender profiles.

### Early Intervention Pilot Program

ACT Policing and ACT Health have partnered in the delivery of the Early Intervention Pilot Program on behalf of the Australian Government to target under-age drinking and drug taking.

During the reporting period, the team went to every Canberra event — including Skyfire, the Foreshore Festival, Groovin' the Moo and Australia Day live — to work with young people. Reception areas were set up at each event, with the team working alongside patrol officers. Young people who were apprehended for under-age drinking were diverted to the Alcohol Diversion Program. They were then sent to an education program in an attempt to change their drinking behaviour.

### Promoting road safety compliance

During 2011–12 we operated the first full year of the ACT Road Safety Calendar, integrating traffic law

enforcement targeting with community messages and audience-specific media campaigns. Our contribution to, and involvement in, traffic and road safety was further recognised during this reporting period by being awarded the 2012–13 NRMA–ACT Road Safety Trust Grant to undertake detailed market segmentation research into risky driver behaviour. This is the first time we have received this grant.

In awarding the research grant to ACT Policing, the Road Safety Trust has acknowledged the importance of better understanding the most influential motivations for drivers' speeding and impaired driving, segmented by age and gender. This information will allow us to develop more effective strategies and messaging around this risky road behaviour.

Also, in amalgamating the RAPID and Random Roadside Drug Testing teams to form the Road Safety Operations Team (RSOT) in February 2012, we have enhanced our capabilities and expanded our reach in removing all impaired drivers from ACT roads. The RSOT provides a multi-pronged approach to roadside operations, with officers specifically trained to target and remove high-risk takers to ensure the safety of the Canberra motoring community. Combining the team increased to nine the number of officers who are able to conduct random roadside drug testing.

Targeting high-risk and anti-social driving will be a focus of our traffic enforcement efforts over the next 12 months. This has also been identified as a priority by the Minister for Police and Emergency Services, Simon Corbell, in the 2012–13 Ministerial Direction.

### *Detecting, investigating and prosecuting offences*

#### Criminal investigations and partnerships

Our Criminal Investigations function continued to carry out its business-as-usual work during the year in detecting, investigating and prosecuting offences across a range of crime types. The team also engaged with community groups through regular community forums in the ACT to increase awareness of evolving crime types and current crime trends. Forums included the:

- National Counter-Terrorism Committee meetings
- Heads of Gangs Conference
- ACT Policing Health Directorate Liaison meeting

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- Australia New Zealand Policing Advisory Agency (ANZPAA) Child Protection Committee
- Canberra Rape Crisis Centre
- Care and Protection Services
- Office for Children, Youth and Family Support
- Child at Risk Health Unit
- Victim Support ACT
- Forensic and Medical Sexual Assault Care
- Child at Risk Health Unit
- Care and Protection Services
- shopping centre management and security
- ACT Corrective Services.

Our North and South superintendents and officers-in-charge — in addition to our Crime Prevention function — also facilitate several partnerships in order to detect and prosecute crime.

Neighbourhood Watch — a community-based crime prevention program — aims to improve the quality of life within a neighbourhood by detecting crime, minimising preventable crime and promoting closer community ties. The program relies on the community and the police working together in a partnership to achieve these goals. A member of our Crime Prevention function attends monthly ACT Neighbourhood Watch meetings — a forum where all suburbs are represented and community concerns are discussed.

### Alcohol-related harm and crime

Our Alcohol Crime Targeting Team, which celebrated its first year of operation during this reporting period, works to enforce liquor-related legislation to reduce alcohol-related violence and crime through education and engagement.

We also ran a pilot of the Multi-Agency Liquor Taskforce, an inter-agency forum to address issues within and outside of licensed premises. The goal of the taskforce is to reduce the impact of alcohol-related harm to society by detecting and prosecuting intoxicated people and preventing anti-social behaviour.

### *Improving community perceptions of crime and safety*

#### Community engagement and online communications

In recognition of the need to influence community perceptions of crime and safety within the ACT, we re-aligned elements of our Crime Prevention function to Media and Marketing to allow for broader audience-driven communications, encompassing an integrated media, marketing, education and outreach approach.

Our display at the 2012 ActewAGL Royal Canberra Show took a different approach in providing an interactive educational display and it won the Indoor Grand Champion Display Award. The display included a confronting re-enactment of a fatal crash scene from 2008 to increase driver awareness of the consequences



We maintain an active presence at major community events to minimise alcohol-related harm and crime

## A.3

of dangerous driving, including speeding. The re-enactment was also accompanied by a scripted audio of the ‘radio conversation’ between attending police and ACT Policing Operations, story boards recounting the incident and interviews with the mother of one of the victims.

We have also significantly improved our community engagement by having a presence at events and festivals, and at ACT Policing-driven campaigns such as the Bunnings Home Security event.

Our Constable Kenny Koala program was also re-aligned to Media and Marketing during this reporting period and continues to educate thousands of children each year to prevent them from being either a perpetrator or a victim of crime.

We also received and responded to hundreds of requests from members of the community to provide guest speakers or police presence at community events, forums, workshops and schools.

In addition to our community outreach programs and direct face-to-face engagement, we launched CrimeStatistics during the year to provide the community with unfiltered information about crime in their suburb. This online service allows the public to see for themselves what is happening and how crime is trending, with an ability to compare crime over time. It is also a useful tool for the media, who can use statistics to draw the public’s attention to crime. The interactive maps provide a community engagement platform to improve on community perceptions and fears of crime and our related key performance indicators.

More information about our community engagement — including our Royal Canberra Show display and our Constable Kenny Koala program — can be found at **Section B.1 — Community engagement**.

### Understanding community expectations

Early in 2012 we sought community feedback in the form of research to identify and understand perceptions of, attitudes towards and opinions on ACT Policing and its role in policing the Canberra community.

The results of the qualitative and quantitative research will guide future operational strategies and organisational communication — that is, how we engage with the community and provide them with the information they want. It will also gauge the requirements in terms of the public/police interface, the visibility of policing and future needs and/or wants.

Overall, participants had very positive views towards ACT Policing, signifying respect for the policing service, as well as perceiving the service to be professional and officers to be courteous and conscientious.

While the majority of participants felt police were ‘doing the best with what they’ve got’ the most common request was for high visibility of police on the roads (driving in cars, as well as more prominent ACT Policing branding on existing road signage), on foot and through the media (public service announcements, advertising and sponsorship).

### Increasing our visibility and presence in the community

In line with the ANZPAA research into the visibility of police cars, and our market research findings, we refreshed the design of our patrol cars.

Market research findings confirmed that residents of the ACT are most likely to notice our police cars on the side of the road. The purple RAPID vehicles are very popular, as are other brightly coloured traffic cars.

The new design takes into account key ANZPAA operational findings, which include the need for:

- visibility and contrast between the colours blue, white and fluoro orange (on white vehicles)
- larger checks to help people see cars from greater distances
- continuation of a line of orange along the side of the vehicle to indicate its total length.

The ‘new look’ branded vehicles will be gradually rolled out in 2012–13.

## A.3

### 3. Maintaining a capability to focus and coordinate energy and resources at key points in key moments in time to achieve specific law enforcement objectives

#### *Responding to major incidents or unforeseen developments without compromising core policing services*

##### Resourcing for significant events

In 2011–12 major incidents such as the Mitchell fire and explosion required significant resources, and we rostered our most experienced personnel to work in the Police Operations Centre at these times. We were able to maintain our core policing duties while efficiently resourcing major events and we continued to provide quality policing services to the ACT.

The resource requirements for all major events held in the ACT are centrally sourced from our Human Resources (HR) area. The centralisation of this function ensures the efficient allocation of resources from all areas of ACT Policing.

##### Police Operations Centre

The redesign and redevelopment of the Police Operations Centre (POC) was completed during this reporting period. The catalyst for the POC redevelopment was a review of the existing infrastructure which identified the need for improvement to reflect current methodologies in emergency management.

The refurbishment of the POC includes the construction of a theatrette-style room, and enhanced infrastructure to meet the demands of a dynamic work environment when responding to major events or critical incidents.

The workstation configuration offers an increase of 130 per cent in capacity. Technology enhancements also support the command and control function of the POC, which includes additional inputs such as closed circuit television (CCTV) and MeshNet video streams.

The POC was used for several major events during this reporting period. Along with our members, partner agencies (such as the Emergency Services Agency) used the POC to ensure a coordinated response for major incidents including the Mitchell fire in February 2012, and the visits by Her Majesty Queen Elizabeth II and President of the United States Barack Obama.

When not in use for actual events, the POC is used for training and exercises to rehearse our response to major incidents across the frontline, intelligence, public information and investigations. We undertook four major exercises this year as part of our ongoing capability and emergency management response training in preparation for major incidents.

More information about our critical response training can be found at **Section C.8 — Learning and development**.



Redevelopment of the Police Operations Centre has increased our capacity to respond to major incidents

### **Promoting a professional and sustainable workforce**

#### **Team Leader Development Strategy**

The Team Leader Development Strategy is used to promote a professional and sustainable workforce by ensuring that the organisation has the skills and resources to deliver the range of policing services required for the ACT and, at times, in support of broader AFP law enforcement efforts. The strategy is an annual process that involves establishing a member's current and future career goals, balanced with the requirements of our workforce.

Our Workforce Management Committee assesses members' needs against our operational requirements with a view to exposing team leaders to a large range of environments within ACT Policing to develop their competencies. From an organisational perspective, the process contributes to the stability of our workforce and service by increasing the diversity of leadership roles that members have experienced. It also reduces our dependence on individuals. It is generally accepted in policing that it is 'anything but every day' and each member, particularly team leaders, must have the ability to adapt to an array of situations.

#### **Reviewing our rosters for continuous improvement**

We are committed to fostering a safe environment for the Canberra community and we recognise the need to manage and allocate resources to ensure an efficient and timely response to requests for policing assistance. Consequently, we review our rostering practices every five years. The 2012 Roster Review began during this reporting period to identify improvements or an alternate approach to rostering our members to meet organisational requirements, and individual expectations, and to maximise flexibility.

In an operational 24/7 policing environment, developing a flexible workplace through a roster is not without its challenges. The 12-month Roster Review — incorporating a six month trial of any new model — will be one of the more complex projects we will undertake. An initial four-month consultation phase was completed at 30 June 2012 giving all members the opportunity to contribute to the review.

More information about our Roster Review can be found at **Section C.6 — Human resources performance**.

### **4. Embedding a customer service culture that ensures the delivery of compassionate and respectful police services to the public**

#### ***Providing quality, responsive, customer-focused policing services***

##### **ACT Policing Operations training**

We again exceeded our police response time targets as set out in our Purchase Agreement (see **Appendix 2**), much of which is coordinated through our ACT Policing Operations (communications) function, which is usually the first point of contact between police and the public.

As well as training in terms of taking calls for police assistance and Triple Zero (000), and the associated dispatch of police vehicles, ACT Policing Operations staff undergo a six-week training program to ensure knowledge of the theoretical and practical aspects of evidence, police powers and policy. The ongoing training ensures members have the contemporary knowledge to evaluate reported incidents appropriately, provide accurate and timely advice across a vast topic base, and ensure accurate recording of crime data.

The dedicated ACT Policing Operations training team also generates quality assurance reports to identify systemic issues to be addressed in ongoing service training.

##### **Re-invigorating leadership training**

The AFP launched its re-invigorated approach to management and leadership training during this reporting period, for which the executive level was initially targeted.

ACT Policing has ensured that all executive level employees have participated in performance management, finance and HR workshops during this reporting period. These workshops are designed to ensure our managers have the knowledge, skills and organisational contacts to manage staff and our business and ensure effective service delivery.

More information about strengthening our organisational resilience can be found at **Section C.6 — Human resources performance**.

## A.3

### *Improving support for victims of crime and other incidents*

Supporting victims of crime and suicide prevention  
We have dedicated Victim Liaison Officers (VLOs) within our Crime Prevention function to ensure support is provided to victims of crime or other incidents. Our VLOs help us to meet our obligations under the *Victims of Crime Act 1994*. Each police station has an allocated VLO who makes daily contact with victims of crime.

One of the KPIs in our Purchase Agreement (see **Appendix 2**) specifically relates to contact with victims of crime, and we again achieved our target during this reporting period, with 84.5 per cent of victims supported by our officers.

ACT Policing is also represented on the Men's Health and Suicide Prevention Working Group, as part of the ACT Health Directorate Suicide Prevention Strategy for the ACT 2009–14. Among the many programs and activities in that strategy, funding was provided for targeted suicide prevention activities, particularly for high-risk groups.

Chief Police Officer for the ACT Roman Quaedvlieg was a keynote speaker at the 2012 Men's Health and Suicide Prevention Forum, speaking about suicide from a policing and community perspective.

#### Mental Health Community Policing Initiative

Our Mental Health Community Policing Initiative (MHCPI) had been in place for a full year by June 2012. The introduction of the initiative followed an extensive review into how our frontline police recognise, relate and respond to people in our community with a mental illness who come to police attention.

Police are often first responders to incidents involving people with a mental illness. Through analysis undertaken in 2010, it was estimated that 10 per cent of all incidents responded to by police had a mental health component, and that approximately 80 minutes was spent on each job in providing support to the person in need.

The three-pronged approach to the MHCPI includes:

1. A tailored mental health training package for the frontline, adapted for the ACT community from the successful and proven NSW Police model. Mental health professionals — including psychiatrists and

psychologists — cover a variety of subjects, such as personality disorders, substance abuse and co-occurring disorders, Aboriginal and Torres Strait Islander mental health, and the signs and symptoms of mental illness and dementia. The four-day training package includes speakers from a number of government and non-government mental health organisations. At 30 June 2012, 198 members had undertaken this training.

2. A world-first trial of embedding mental health clinicians into ACT Policing Operations (the communications command centre) to directly support the frontline by identifying the most effective response to an individual's health through professional expertise and real-time access to the Mental Health ACT Database.
3. A psychologist from Mental Health ACT works alongside the MHCPI team, headed by an experienced sergeant.

During this reporting period, ACT Policing has been involved in 64.79 incidents per week that have a mental illness element. Since the launch of the MHCPI, mental health clinicians have been involved in more than 1400 cases, all of which have assisted police in some degree to better understand the environment or person they were trying to help. We have also seen an increase from approximately 20 to 55 per cent of cases where members are now contacting triage (the clinicians) when faced with a mental health job, and emergency actions have reduced from approximately 80 to 40 per month.

The MHCPI aims to improve our response to people in our community living with a mental illness when they come into contact with police, and to improve interoperability between agencies to enhance a whole-of-government approach.

This mental health reform is a result of an agreement and partnership between ACT Policing, Mental Health ACT, Calvary Health Care ACT, The Canberra Hospital and the ACT Ambulance Service.

As part of our internal governance, the MHCPI has undergone an internal 12-month review. One of the recommendations of the review was the expansion of clinicians (days and times) in ACT Policing Operations. This is being considered and will be reviewed further in discussions with key stakeholders.

## SupportLink

We use the e-referral system, SupportLink, on a daily basis to make referrals to several community organisations and programs.

SupportLink gives us a simple tool to refer at-risk or vulnerable people into early intervention programs and services that could significantly help them with issues before they become more serious. Early intervention programs and services reduce the number of people coming into contact with the criminal justice system.

During the reporting period the total number of referrals made to SupportLink was 5265. This figure includes the 323 referrals made to alcohol and drug diversion programs.

## 5. Creating a workforce that delivers a professional policing service, that contributes to AFP capabilities and embraces professional development opportunities

### *Developing a culture that encourages innovation*

#### Legislative reforms and reviews

We work closely with the ACT Government's Justice and Community Safety (JaCS) Directorate and routinely provide input into ACT legislative reforms. The implementation of these reforms directly impacts on our core business of providing law enforcement and community safety in the ACT. We regularly instigate change as the result of operationally identified issues, and we encourage our members to bring their ideas to the forefront in order for us to do this. Our input takes into consideration any parallel or associated Commonwealth Government legislation where applicable, identifies potential enhancements to support effective processes, and supports consistency with other Australian jurisdictions.

During this reporting period we contributed to the review of the *Prostitution Act 1992*, and the introduction of an R18+ classification category for computer games. We also provided significant input into the *2012–2015 Property Crime Reduction Strategy*, the Diversionary Framework for Youth Justice, and the Bimberi Review Implementation Taskforce.

## Introducing the Business Committee

A revised ACT Policing governance framework was introduced in January 2011. After 12 months of operation, the framework was re-examined and a number of small adjustments were made to ensure all decision-making bodies in ACT Policing were captured within the one framework. An updated governance framework was issued in June 2012.

The structure has four principal committees, one of which is the Business Committee, which was established to implement and monitor the introduction of new initiatives. This provides a formal avenue for our members to put forward their ideas for consideration by a committee comprising the Deputy Chief Police Officers, the Director Corporate Services, an Executive Steering Committee representative and an Operations Committee representative.

Several initiatives have been born through the Business Committee, including the Mental Health Community Policing Initiative, the current Roster Review, and in-car computing.

More information about our committees can be found at **Section C.5 — Internal accountability**.

### *Developing recruitment, retention and development strategies*

#### Anything but every day — AFP recruitment campaign

During the year the AFP and ACT Policing carried out a combined recruitment campaign based on an eight-week national advertising campaign. The campaign attracted more than 4500 applications from the ACT, NSW and nationally.

The 'anything but every day' campaign was launched to attract federal agents, community policing officers and protective service officers, with a particular focus on diversity and women. Of the applicants, around 920 selected ACT Policing as a preference. Almost one quarter of applicants (24 per cent) were women and one-fifth (19 per cent) identified as being from a culturally or linguistically diverse background.

Successful applicants will be scheduled into four planned recruit courses in 2012–13, where they'll undertake a challenging 25-week live-in Federal Police Development Program at the AFP College in Barton. This prepares them for deployment on the frontline on graduation.

## A.3

We also had a recruit class graduate during this reporting period.

### Workforce Management Committee

ACT Policing has a robust committee process in place to facilitate advancement and cross-skilling within the AFP and ACT Policing. The Workforce Management Committee examines the impact of each transfer request between the AFP and ACT Policing, the outcome of which is decided based on the recommendation of the employee's supervisor and broader workforce considerations.

In support of wider AFP operations, we facilitated the deployment of 60 sworn members and two unsworn staff during this reporting period to assist with Operations CANNA and ETON on Christmas Island.

The members were deployed to assist with public order management in response to critical incidents occurring on Christmas Island at the time.

The secondment of staff within the AFP is a unique opportunity for our sworn officers, allowing them to experience national investigations and develop a broader policy and law enforcement knowledge base.

More information about the Workforce Management Committee can be found at **Section C.5 — Internal accountability**.

### Learning and Development Committee

The Learning and Development Committee ensures a coordinated and consultative approach is taken to the learning and development needs of our members. The committee ensures that all training needs are met either internally through the AFP Learning and Development function (and the AFP College) or via external providers.

During this reporting period the committee met to identify any training gaps and to prioritise development programs, specifically focusing on the development of middle management (sergeants and officers-in-charge). A framework is being developed to address higher level needs.

More information about the Learning and Development Committee can be found at **Section C.5 — Internal accountability**.

### *Embedding professional standards, ethical practices and AFP values*

#### Respectful Workplace Training

More than 340 of our members undertook Respectful Workplace Training during this reporting period, covering topics such as welfare services, professional standards, reporting, AFP values and bullying.

The two-hour, in-depth mandatory session focused on practical applications and examples of inappropriate workplace conduct and behaviour, and the importance of respect in the workplace.

#### Professional Standards secondments

Professional Standards (PRS) is a function within the AFP dedicated to investigating and managing complaints against police and the internal reporting of members.

Within the professional standards tiered model, PRS investigates category 3 conduct matters and, in consultation with other agencies, may investigate some corruption matters in support of the Australian Commission for Law Enforcement Integrity. Appointees outside of PRS may also be called on to conduct investigations.

As part of our strategy to embed professional standards and ethical practices in ACT Policing, we transfer and second staff to PRS for a six- to 12-month period to provide exposure to PRS model and reporting requirements. Not only does this provide them with an additional skill set in internal investigations, it provides a much greater understanding and appreciation of our core values and the role PRS plays in ensuring our organisation maintains high integrity.

During this reporting period 11 of our members were seconded to PRS.

## A.4 — OUTLOOK

While we are mindful of the need to provide immediate policing services to the Canberra community, it is also important that we look to the future in an attempt to predict trends and changes in both criminal activity and service demand.

Specific priorities or areas of focus for ACT Policing are contained in two principal documents. The first is the annual Ministerial Direction (see **Appendix 3**) issued by the Minister for Police and Emergency Services, and the second is the *2008–2011 ACT Policing Strategic Plan*.

For 2012–13 our areas of specific focus will be to:

- work with partner agencies to implement the *2012–15 Property Crime Reduction Strategy*
- actively work with partner agencies in combating the adverse effects of alcohol-related violence in public places
- continue to focus on road safety issues, particularly in relation to anti-social and dangerous driving behaviours.

The *2008–2011 ACT Policing Strategic Plan* lists the following as issues, influences and challenges that are likely to impact on the provision of policing services in Canberra over the life of the plan:

- the ongoing impact on the community of offences committed by a relatively small number of recidivist offenders
- heightened public expectations of accountability, service and responsiveness, shaped in part by media and new communications technologies
- the profile of, and increasing reliance on, forensic science in the detection, investigation and prosecution of crime
- the expansion of closed circuit television and other security technologies in and around the ACT
- the continued expansion and development of residential areas within the ACT that will influence patterns of low-level, anti-social crime in local neighbourhoods
- trends towards medium to high density housing developments

- the increasing role of technology in crime and the growth of new crime types
- the continuing threat to national institutions and infrastructure from terrorism
- the adequacy of legislation as a contemporary deterrent to criminal or anti-social behaviour
- increasingly interlinked and complex social, welfare, health and financial issues within society.

We are in the process of developing a revised strategic plan to cover the period 2012 to 2015. That plan, together with the current *ACT Policing 2007–2012 Environmental Scan*, will reflect the external influences likely to impact on criminality and our organisation.

**A.4**

### Future priorities

Our future priorities are based on major challenges we have identified, trends and changes in our operating environment, and our strategic focus areas. Our priorities take into account both our internal and external operating environments, and the need to detect, influence and disrupt crime.

#### ***Property and volume crime — sustaining performance***

The reporting period ended with significant decreases across several crime types, including burglaries (down 25.8 per cent), stolen motor vehicles (down 10.6 per cent) and property damage (down 20.1 per cent). We also recorded the lowest rate of property offences in more than 10 years.

Historically, it has been demonstrated that within a short period of time volume crime levels will rise if there is a reduction in the commitment to meeting this priority. Volume and property crime will not go away — it needs to be contained through proactive policing strategies, not just as a reactive response to an increase in crime type.

## A.4

A crime forecasting paper developed by our Performance, Evaluation and Review Team during this reporting period identified trends over a 24-month period. Using the Auto-Regressive Integrated Moving Average model (that is, time series data analysis), the forecast indicates a possible rise in the total number of offences, including property offences, in the ACT from 2012 to end-2013. Using a Seasonal Auto-Regressive Integrated Moving Average model, 'offences against the person' are likely to remain stable.

Further to this, unforeseen events, pressures in the external environment and cyclical crime patterns can all affect our performance and crime results.

The *2012–15 Property Crime Reduction Strategy* was launched by the ACT Government during this reporting period, taking into account the need for a whole-of-community approach to sustaining lower levels of volume crime through partnerships and recognition of cause and effect relationships.

### ***Alcohol-related violence in public places***

Alcohol-related violence and crime is an Australia-wide problem that will only be resolved through long-term social and behavioural change — recognised by the Australia New Zealand Policing Advisory Agency (ANZPAA) as a key national law enforcement focus.

Since the implementation of our Alcohol Crime Targeting Team (ACTT) on 1 December 2010 as a dedicated tool to address alcohol-related crime, we have recorded decreases in the number of people lodged in protective custody for intoxication.

While we also experienced a decrease in the amount of alcohol-related charges in the ACT during this reporting period — a 13.3 per cent decrease compared with the previous year — alcohol-related crime remains a challenge.

The introduction of the ACTT to coincide with the government's liquor reforms has made significant headway in our efforts to tackle this issue through enforcement, education and engagement. During the reporting period the ACT conducted 782 inspections of licensed premises and issued 554 criminal infringement notices for offences such as consuming alcohol in a public place and refusing to leave licensed premises.

During the year we also launched (as an initial pilot) the Multi-Agency Liquor Taskforce, an inter-agency forum to address issues within and outside of licensed premises. The goal of the forum is to reduce the impact of alcohol-related harm to society by detecting and prosecuting intoxicated people and anti-social behaviour. Stakeholders include the Australian Hotels Association, Clubs ACT, licensees from various outlets in Woden, the Office of Regulatory Services, and ACT Policing. By engaging in dialogue among licensees, and providing them with a line of communication with police, we provide opportunities for the exchange of best practice methodology. These meetings are held quarterly with the aim of finding long-term sustainable solutions to alcohol-related violence.

As an example of our efforts in this space we sponsored the 2012 Skyfire event. This gave us the opportunity to actively engage with the Canberra community, in particular some of our hard-to-reach and high-risk alcohol-consuming audiences — young people. Crowds at Skyfire traditionally consist of teenagers, young adults and family groups, and it is one of the few all-age events in the ACT where alcohol is permitted. The high number of young people attending Skyfire makes it an ideal opportunity to promote targeted crime prevention messaging around young people and under-age drinking.

Our integrated approach at Skyfire in 2012 included a social media campaign, supported by traditional media and community engagement including on-the-ground police and education activity as well as a partnership with Directions ACT. An education display was made up of a marquee, a video display playing the campaign video ('Too many drinks and you're a galah'), and a table with brochures and free merchandise, including wrist bands, glow sticks and 'galah' branded bottles of water.

We believe this approach was a big success, with a 60 per cent decrease from 2011 in the number of intoxicated teenagers (12) taken into custody at Skyfire 2012.

Operation UNITE — a weekend of action against alcohol-related crime — conducted in collaboration with all Australian and New Zealand police, will also continue to take place as part of our efforts. Operation UNITE builds on the significant work being undertaken by police and partner agencies, and is part of our long-term strategy in dealing with alcohol-related crime.

## A.4

### ***Anti-social and dangerous driving***

We play an important role in preventing and responding to road incidents and we have contributed to achieving a relatively good road safety record for the ACT.

However, complacency in this area leads to increases in the number and severity of road collisions resulting in deaths and/or injuries.

In March 2012 the ACT recorded zero deaths on its roads, the only jurisdiction in Australia to not record a road fatality over an extended period of time. This was a significant achievement for ACT Policing, the ACT Government and the people of Canberra.

Traffic enforcement and road safety, particularly dangerous and anti-social driving, will remain a key priority for ACT Policing.

We completed the first full year of the ACT Road Safety Calendar during this reporting period, integrating traffic law enforcement targeting with community messages and audience-specific media campaigns.

Our approach in targeting anti-social and dangerous driving was further advanced when we were awarded the 2012–13 NRMA–ACT Road Safety Trust Grant to undertake detailed market segmentation research into risky driver behaviour. In awarding the research grant, the trust has acknowledged the importance of better understanding the most influential motivations for drivers' speeding and impaired driving. This information will allow us to develop more effective strategies and messaging around this risky road behaviour, complementing our law enforcement efforts.

We also amalgamated the RAPID and Random Roadside Drug Testing (RRDT) teams to form the Road Safety Operations Team (RSOT) in February 2012. This has enhanced our capabilities and expanded our reach in removing all impaired drivers off ACT roads. The RSOT provides a multi-pronged approach to roadside operations, with team members specifically trained to target and remove high-risk takers to ensure the safety of the Canberra motoring community. The amalgamation of the team increased to nine the number of officers who are able to conduct random roadside drug testing.

Our operational efforts have proven worthy, with no fatality during this reporting period involving an unlicensed/unregistered driver, and with our new RRDT capability detecting 25 drug drivers.

Traffic enforcement has, and will continue to have, a direct impact on the reduction in fatalities and collisions with injury but there is a body of evidence which shows an increasing incidence of irresponsible driver behaviour which will require enforcement, education, engineering and encouragement. This translates to a combined approach of law enforcement and targeted operations, media and advertising, and working in partnership with road safety stakeholders. These include police, government, road traffic and safety authorities, road and related infrastructure designers and, most importantly, road users.

### ***Developing a flexible workforce***

The ability to remain flexible in deploying resources and skills is critical to responding to major incidents and unforeseen events while we continue to deliver core policing services.

The continued threat of natural disasters, and the requirement that we exercise and maintain our preparedness and inter-operability with emergency services and other government agencies, remains a significant area of focus.

Maintaining a balance between policing the community and contributing to recovery efforts and emergency management is an ongoing challenge for us. The high level of training, rapid-response capability and resourcefulness of our officers signals that they are a valued commodity during a crisis.

The amalgamation of our Specialist Response and Security function with the AFP's Operational Response Group to form the Specialist Response Group (SRG), which came into effect 1 July 2012, goes some way towards building our capacity to support local and domestic emergencies without impacting on our frontline. The SRG is now Australia's largest specialist policing capability, and we can call on it at any given time. However, this does not remove the need for us to be able to deploy our frontline members for any given event and to manage that incident effectively.

More information about the SRG can be found at [Section A.2 — Overview](#).

## A.4

Incident Command and Control Training must also remain a focus. This enhanced training empowers first response officers at the crisis scene, regardless of their rank or experience level, to assume immediate command and potentially make critical decisions to engage external services and stakeholders, evacuate premises, or order shutdowns of infrastructure.

This training can be scaled up quickly and allows for various specialist functions — such as negotiators, tactical, intelligence or public information/media — to append to the response command structure while operating as an independent cell.

Our Team Leader Development Strategy helps to promote a professional and sustainable workforce by ensuring members have the development and skills to deliver the range of policing services required for the ACT. This strategy will form a crucial part in our ability to maintain and deliver a flexible workforce. It is generally accepted in policing that it is ‘anything but every day’, and each member — particularly team leaders — must be able to adapt to, and perform in, an array of situations on any given day.

### *Instilling a client-focused ‘service culture’*

By definition, policing is a service to the community. However, the dilemma faced by ACT Policing is that the nature of our service delivery may, at times, involve the resolution of conflict through the use of force.

Resolving issues and conflicts, often those in which emotions run high, is an intrinsic part of police training and operations. From the moment police attend and make an initial assessment of the task at hand, there is a myriad of branches to the resolution continuum which may involve a variety of resources. Some of these are highly innovative, and all are primarily focused on the de-escalation of the conflict.

Our priority is to ensure that our officers develop a ‘service culture’ from the time of their graduation into operational duty. This means driving and instilling a service-oriented ‘patrol craft’ mentality among all our officers, from the executive to the constable on the frontline.

While we have improved on our police satisfaction key performance indicator (KPI), we again did not achieve the national average measure (15) of 84.1 per cent during this reporting period. However, we were outside our target by only 0.7 per cent.

As recorded by the National Survey of Community Satisfaction with Policing the most common reason for contact with police in the past 12 months was ‘random breath testing operations’ (23.2 per cent), followed by ‘to report a crime’ (15.5 per cent). The most common reason stated for those satisfied with their most recent contact was that police officers were ‘fair/professional’ (20.4 per cent). The most common reason for dissatisfaction with policing during this reporting period was that ‘police didn’t do enough, took no action’ (26.2 per cent).

While the public agrees that our police are fair and professional, it is imperative that all members of ACT Policing approach their duties understanding and implementing a client service philosophy, with a view to achieving our KPI in the next reporting period.

We also sought community feedback early in 2012 in the form of market research to identify and understand perceptions towards and attitudes/opinions about ACT Policing and its role in policing the Canberra community.

Overall, participants had very positive views towards ACT Policing, signifying respect for the policing service, as well as perceiving the service to be professional, and officers to be courteous and conscientious. This was tempered, however, by comments such as ‘police are doing the best with what they’ve got’, with some frustrations surrounding police not following up on jobs that were important to respondents.

The qualitative and quantitative research will guide future operational strategies and organisational communication in how we work with the community.

### *Engaging with the community*

During this reporting period we commissioned Grey International and Colmar Brunton Research to undertake research to identify and understand perceptions of, attitudes toward and opinions on ACT Policing and our role in policing the Canberra community. Our engagement with the community, and the community’s expectations of our interface with them, were also key drivers of the research.

While the majority of participants felt police were ‘doing the best with what they’ve got’ the community did want to see greater visibility of police on roads (driving in cars, as well as more prominent ACT Policing branding

on existing road signage), on foot, and through the media (public service announcements, advertising, sponsorship, and online).

Understanding community expectations and engagement requirements allows us to integrate what we know of our external operating environment with the communication and outreach channels we can provide as an interface with the Canberra public. Specifically, our efforts in the social media space, through our ACTPol\_Traffic and CPOACT Twitter accounts, must be enhanced as one of the primary tools used by one segment of our audience, especially young people.

We launched our new interactive Crime Maps — CrimeStatistics — as part of our community engagement and media profiling approach during this reporting period. Key features of CrimeStatistics include an increase in the crime types reported (including homicide and traffic offences), the ability to search statistics by suburb and postcode as well as crime type, and the ability to view trends over time. The user-friendly maps provide a community engagement platform to improve on our perceptions and fears of crime KPIs.

We have plans to increase our online presence through our media centre, the creation of a virtual ‘community centre’, and exploring crime reporting smart phone applications.

We must recognise, however, that community engagement takes many forms, and that our online efforts complement our frontline engagement and our outreach programs, such as Constable Kenny Koala and our presence at events such as the ActewAGL Royal Canberra Show. This means that we must align our engagement with our audience requirements, to best serve the needs of our clients. For example, some of the more vulnerable members of our community are those to whom age, language and culture remain barriers, so written or online communication is not recommended for them. Some newly-arrived migrants are from cultures where police are not viewed with a high degree of public trust or confidence, so presence at events may be preferred. Similarly, senior members of our community require more personalised engagement and direct contact.

Realising effective community engagement will require this broad understanding, and an outreach strategy that increases rapport with the public, our partners and our stakeholders.

#### ***Embedding intelligence-led policing and crime prevention***

ACT Policing’s functional re-structure came into effect during this reporting period intended to maximise resources on the frontline and create greater synergies between intelligence and crime prevention.

Institutionalising intelligence-led principles in crime prevention activities — and embedding crime prevention into core policing across the whole organisation — is instrumental to our long-term efficiency.

The re-structured ACT Policing is part of a broader strategy to ensure we are best positioned to deliver on our KPIs. The amalgamation of Crime Prevention with ACT Policing Intelligence recognises the need for intelligence-led crime prevention, and the need to integrate crime prevention activities into the broader ACT Policing. The main intent of this amalgamation is to ensure that the diverse utility, skills, and extensive community network established by Crime Prevention can be deployed through directive intelligence, and incorporated into every facet of our workforce.

Our Operations Committee was re-focused during this reporting period to be driven by ACT Policing Intelligence, to ensure that directions taken and decisions made reflect our intelligence data. This intelligence-led approach will further enhance crime targeting, particularly in relation to recidivist offenders and our engagement with individuals, groups and families identified as ‘at risk’. It will also help to direct our Suburban Policing Strategy and general duties officers to identified crime ‘hot spots’.

Crime prevention through environmental design will also be a key future focus, adapting to the changes in our operating environment and the growth of Canberra. This will enable us to provide planning input into suburbs and public areas — for example, ensuring appropriate lighting at skate parks and advising on the placement of secure automated teller machines.

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### Trends and changes in the operating environment

ACT Policing operates in a dynamic environment that makes it necessary to adapt and evolve to meet the changing demands of service to the community. The program of community policing is well established and the ongoing collaboration between ACT Policing, the community and partner agencies continues to enhance the security and safety of the ACT.

There is now a much greater level of scrutiny, from media and self-aware community members, and we recognise the importance of maintaining the regular dissemination of accurate and useful information, and conducting ongoing community consultation.

The importance of scanning and interpreting the environment cannot be underestimated. It helps us to make informed decisions on current and future demand for services, and to deploy resources appropriately. The continuous cycle of data collection, analysis and dissemination is vital to development and implementation of tactical, operational and strategic plans. While command and control may be viewed as the dominant governing model today in most policing organisations, community expectations require more flexibility in how police deliver their service, and this remains our focus.

#### *Canberra's growing population*

As Canberra continues to undergo substantial growth, with Gungahlin being the fastest growing area in Australia, the geographic dispersion of the ACT population will impact on the way we deliver frontline capabilities.

Canberra's growing population will continue to have an impact on policing, how we are positioned, as well as our resourcing on the frontline. It will also affect police response times.

During this reporting period we consolidated our patrol zone re-alignment to ensure distribution of workload across our workforce and alignment of resources to high demand. The Roster Review will similarly position us to adapt our resources to demand.

More information on the Roster Review can be found at **Section C.6 — Human resources performance**.

Determining not only the best location for policing services within a fast-growing community but also the type of police presence required may change the way policing has been traditionally managed. Factors include what the ACT will look like in five to 10 years' time, and whether services should continue to be provided through regionally based police stations or smaller — possibly mobile — police stations with supplementing district stations.

ACT Policing is unique in that we police Australia's national capital, and through contractual arrangements between the ACT Government and the AFP (see **Appendix 1**) we can for the time being rely on the surge capacity that the broader AFP provides.

An ongoing and effective working relationship with the ACT Planning and Land Authority will help to support decisions in conjunction with crime analysis on the future placement of police facilities. This will also provide us with the opportunity to advise on 'crime prevention through environmental design' principles.

#### ***Technology and technology-enabled crime***

While technology-enabled crime as a concept is no longer a new trend in the operating environment, the prevalence and sophistication of criminals in using technology has certainly seen a change in the law enforcement arena.

The pace and type of technological advances continues to change at an exponential rate, with new technology — such as iCloud, for example — challenging our legal and legislative frameworks, and enabling new crimes to prevail.

Many forms of technology-enabled crime allow anonymity and enable immediate transactions to take place, often using paths that are difficult to trace. While organised crime syndicates have been using technology for the purposes of crime for some time, more and more lower-end criminals are now using technology as a tool to commit an array of traditional crimes, from sexual exploitation of children to drug supply and trafficking, as well as new crimes such as 'cyber stalking'.

Social media, too — while used primarily as a tool to engage with the community — is also now a vital investigative and intelligence-gathering tool.

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It is imperative for police to adapt to emerging technologies and understand the ways in which these tools can be used for law enforcement activity. Keeping pace with these ongoing changes in our operating environment, remaining contemporary, and maintaining best practice in the technological environment is a challenge for all law enforcement agencies world-wide.

### ***Increased concern about violent crime***

The potential for violent crime is ever-present in every police jurisdiction, although crime trends reveal that the prevalence of the more significant and injurious violent crimes is broadly diminishing.

The real change is in the concern about violent crime, and how ubiquitous media reporting of violence has increased the community's perception towards it.

Developments in the media landscape, particularly the competitive 24 hour news cycle, has led to greater demand for consumer media product. Crime, particularly violent, gun-related crime, for example, has been the subject of extensive media coverage in recent times.

Gun-related crime has in reality declined significantly in Australia since 1996 when, in the aftermath of the Port Arthur massacre, the Australian Government initiated a buy-back scheme under which 640 000 firearms were surrendered throughout Australia.

Nonetheless, illegal firearms will always be an issue in the community, in spite of the most concerted efforts from all agencies concerned, and the community's perception needs to be recognised and dealt with by police.

## **Significant risks and ongoing issues**

### ***Responding to mental health***

The Mental Health Community Policing Initiative (MHCPI), which began its rollout in 2010–11, has now become an embedded part of ACT Policing's business model.

The complexity of human behaviours is such that a one-size-fits-all approach to mental illness is not a workable solution. The MHCPI acknowledges it does not offer a cure-all, but the related training does give our frontline officers a greater knowledge of the issues involved and skills to apply when people living with mental health in our community come into contact with police.

Support is provided by the ACT Health Crisis Assessment and Treatment Team (ACT Health), or, in the first instance, through the clinicians 'embedded' within ACT Policing Operations four nights a week.

Police are often the first responders to incidents involving an individual living with a mental illness. Through an analysis of our reporting system in 2010, it was estimated that 10 per cent of all cases responded to by police had a mental health element, and that on average approximately 80 minutes was spent on each job involving a consumer with mental health issues.

Our refined MHCPI training has now been delivered to 198 members working on the frontline. However, our response to people living with a mental health condition will always present a risk, due to behavioural uncertainty. We must immerse into the minds of our members, and the organisation as a whole, our approach to mental health in our community, underpinned by the MHCPI.

During this reporting period, ACT Policing was involved in an average of 65 incidents per week that had a mental illness element. Since the launch of the MHCPI, mental health clinicians have been involved in more than 1400 cases, all of which have assisted police to some extent to better understand the environment or person they are trying to help. We have also seen an increase from approximately 20 to 55 per cent of cases where members are now contacting triage (the clinicians) when faced with a job involving a consumer with a mental illness. Emergency actions have reduced from approximately 80 to 40 per month.

A 12-month review of the MHCPI produced several recommendations, including an expanded seven-day roster for the clinicians working rotational shifts in ACT Policing Operations.

### ***Technological advances — keeping pace***

Rapid advances in technology continue to be a significant risk and ongoing issue for law enforcement and the criminal justice system.

The fraudulent use of stolen data — often through credit card 'skimming' — is on the increase. The desire by consumers for quicker and easier methods of credit card payment provides windows of opportunity to technologically savvy offenders.

## A.4

The rise in the use of point-of-sale wireless technologies is one such avenue for data theft while the more traditional is in developing websites of such convincing sophistication and apparent authenticity that consumers are sufficiently convinced to provide their credit card data.

Recommendations on how to identify and avoid these fraudulent sites and deliver protection on data theft is readily available from consumer organisations and websites (such as SCAMwatch) as well as credit card providers. In addition, the Australian Crime Commission this year launched a campaign in partnership with all State and Territory police services (Operation GALLILEE) to raise public awareness of ‘boiler room’ fraud, or investment fraud.

Routine traffic enforcement using tried and proven laser speed detection equipment has become more challenging through the emergence of laser jamming devices, which are legally sold in Western Australia but illegal in all States and Territories if used to interfere with police equipment. Some of these devices are now known to be in use in the eastern States, and have the cosmetic appearance of conventional parking sensors, with the transmission equipment usually hidden inside the vehicle.

These devices contravene the *Commonwealth Law Radio Communications Act 1992* (s. 193) through the transmission of a signal which effectively negates the incoming speed measurement signal. As quickly as police are provided with software updates, these are matched — and often ‘tweaked’ — by the jamming equipment developers.

Data storage in the ‘cloud’ — virtual servers feeding into vast data banks which remotely hold private information — is now commonplace as consumers seek more flexibility from their portable devices, and as businesses seek to reduce costs by using the resources of external cloud providers. The computing cloud can encompass computer platforms, applications and infrastructure.

Consumers can remotely access the cloud securely provided appropriate safeguards and protocols are observed. Of greater concern to law enforcement is when non-encrypted wireless technology connects the user to the cloud. These communications can be easily accessed with the appropriate technology, exposing the victim to gross invasions of privacy,

theft of data and even potential blackmail. Safeguards against this crime occurring are readily available but consumers, in the interests of convenience, are often prepared to take unnecessary risks.

The challenge for police in this technological world is keeping up with the pace of technological advancements, in a crime fighting sense as well as in relation to prosecution/legislation requirements. Identifying changes in technology-enabled crime — but more importantly, understanding changes in order to enforce the law effectively and bring criminals to justice — is an ongoing effort.

### ***Legislative reviews and reforms***

We experienced a number of legislative reviews and reforms during this reporting period some of which required a response on our part to operationalise such as the introduction of random roadside drug testing.

Operational preparedness, including developing policies and guidelines to support legislation, is an ongoing challenge in our environment, with some areas of operation and reform being more complex than others. Being adaptable will ensure we continue to effectively respond to and enforce these reviews and new legislative reforms.

The ability of ACT Policing to provide input into legislative reforms that impact on law and order, or justice and community safety, is also essential, and is provided through our relationship with the Justice and Community Safety Directorate. This supports our mission and all four key pillars of our business: Crime and Safety Management, Traffic Law Enforcement and Road Safety, Prosecution and Judicial Support, and Crime Prevention.

More information about legislative reviews can be found at **Section B.4 — Legislative report**.

### ***Mobility of organised crime***

The transient population of the ACT brings with it enforcement challenges.

Crime does not recognise borders. The ability of well-organised groups — and opportunistic criminals — to commit property crime within the ACT and deliver the stolen items into the NSW market, often before the victim has the chance to report the crime, has been

## A.4

noted. The mobility of these groups enables them to distribute illicit drugs quickly and efficiently using established transport corridors.

Having a close working relationship with NSW Police, particularly patrols and detectives within the Monaro and Queanbeyan local area commands, delivers a shared and coordinated effort which works to thwart distribution networks. The sharing of intelligence between police jurisdictions is more vital now than ever in this challenge to identify and prosecute criminals working across borders, as is strengthening the relationship between police and our Commonwealth partners to identify serious and organised crime syndicates.

### ***Analysis and interpretation of DNA***

Forensic science — specifically, the use of DNA — is often a critical investigative tool in the prosecution of offenders. Scientific analysis and interpretation of DNA evidence continues to present challenges to the justice system as a whole, including law enforcement.

Recent developments in the European standard of DNA interpretation has resulted in the adoption of new marker sets in the Australian system. A substantial body of work is now being undertaken — by ANZPAA, the National Institute of Forensic Science, CrimTrac and the Senior Officers Group — to adopt the new system.

### ***Use of force — maintaining accountability***

The use of reasonable force underpins all AFP conflict management strategies and our use-of-force model, which defines reasonable force as being the minimum force reasonably necessary in the circumstances of any particular case.

All operational members receive use-of-force training (and annual revalidation), during which the principles of negotiation and conflict de-escalation are always emphasised as alternatives to the use of physical force.

The reality of working on the frontline — particularly in general duties — often involves preparing for incidents that involve physical interaction. Our officers rely on their training to deliver an appropriate response, while considering the impact of that response on the safety of the public, their colleagues and the person who is subject to the use of force.

During the course of their duties, officers may encounter hostility or even verbal and/or physical abuse, more often during situations where excess alcohol consumption and/or narcotic substances have had a detrimental behavioural effect on a person. It is during such incidents that our officers have to make an immediate assessment of the situation and take decisive action to gain control, while avoiding or limiting physical harm to themselves and the person involved.

It has become common for onlookers to record on mobile phones these kinds of interactions with police and to then immediately circulate the footage to the various popular social media networks. Unfortunately, the prevalence of these images can create a negative public perception of use-of-force incidents, as the images often do not portray the circumstances that have led to such an outcome.

Use of force and public perceptions will continue to be an ongoing issue for ACT Policing.

In a media-driven environment, where crime-related incidents are often lead stories, it is imperative for us to maintain our accountability and ensure relevant practices are in place, and adhered to. This is particularly important with conducted energy weapons, which were introduced to our frontline sergeants during this reporting period. Our chosen conducted energy weapon — Taser — is understood as a less-than-lethal use-of-force option, and we must prepare for the fact that any incident involving a Taser, or a firearm, will be subject to a high level of media and public scrutiny. The Taser Review Committee, also introduced during this reporting period, will assess trends and practices employed on the frontline specifically.

We maintain a strong relationship with the ACT Ombudsman's office in the content of our conducted energy weapon model to ensure externally accountability to complement our internal measures.

More information about the Taser Review Committee can be found at **Section C.5 — Internal accountability**.

### ***Perceptions and reporting of crime***

Managing community perceptions of crime is an ongoing issue for ACT Policing, as it is for all Australian States and Territories. Of the six KPIs we did not quite achieve during this reporting period, half specifically related to community perceptions of crime.

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While we recorded significant decreases in a majority of actual crime types — particularly in relation to volume and property crime — community perceptions have not shifted commensurately.

Housebreakings and motor vehicle theft, for instance, recorded significant decreases during this reporting period — down 25.8 per cent and 10.6 per cent respectively — but these offence types were among the crimes most perceived by the community as likely to occur. While a lag in time between actual reductions of crime over a sustained period and community perceptions of crime is expected, working towards addressing this issue in the long term will require visible policing efforts supported by proactive media communications and community engagement. A sustained effort and reduction in crime should result in improved public perceptions of crime in Canberra.

Our small statistical data set, too, can impact on perceptions of crime when statistics are represented in percentages. Media reporting to the community can at times be misrepresented due to a spate of offences or incidents.

Through our market research commissioned during this reporting period, a number of Canberrans believed crime in the ACT had increased over the past decade or two, although the majority felt that crime fell into the ‘petty’ category. Relative to other States, the ACT was felt to be safer — and many felt that this was linked to

the level of police visibility and the smaller size and more affluent community in the ACT.

The level of perceived ‘danger’ at night was an issue across all age groups and there is a sense that this has deteriorated over time. Some participants discussed a cultural shift and changing social norms and linked this to greater access to information about crime. Our crime statistics do not support the notion that Canberra is less safe in the evenings.

While high crime reporting rates impact on perceptions of crime, they can also be an indication of a healthy democratic community that has confidence in its police service to investigate and solve crime. This complex set of inter-operable parts that result in negative or positive perceptions of crime is something we need to understand and address. It is important to note that while we aim to reduce the level of fear of crime in the community, there are some positive aspects to the community having some level of awareness of crime in their neighbourhood. A level of awareness about crime can reinforce crime prevention behaviours and limit the person’s potential for victimisation.

More information about our perception of crime KPIs can be found at **Section A.9 — Analysis of agency performance**.

### *Opium seized in the ACT*

In December 1990 a 27-year-old Canberra man was charged with cultivating cannabis and opium, following the seizure of 85 cannabis plants and 133 opium plants.

Police had not previously encountered opium being grown in the ACT.

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YEARS**



Police seize their first opium hoard, December 1990

# A.5 — MANAGEMENT DISCUSSION AND ANALYSIS

As a contracted police service, ACT Policing provides community policing services for an agreed price, as part of the Policing Arrangement (see **Appendix 1**) and the annual Purchase Agreement (see **Appendix 2**). Any spending in excess of the agreed price for the year must be met from the broader Australian Federal Police (AFP). The establishment of a price for the delivery of policing services is a multi-faceted process that allows for some unexpected budgetary demands .

While our fiscal decisions supported a continued strong financial position during this reporting period, adjustments to long service leave (LSL) provisions as a result of bond rate movements contributed significantly to a budget overspend of \$3.5 million, or a variance of 2.4 per cent to budget. The adjustment to LSL provisions was outside the budgetary control of ACT Policing. The variation was included in the broader AFP financial performance and did not have a fiscal impact on the ACT Government.

Excluding the LSL adjustment the operating result would have been \$0.7 million under budget or a variance of 0.5 per cent.

## Financial performance for 2011–12

Total revenue received by the AFP for the provision of policing services to the ACT was \$148.9 million. This represented an increase of \$2.6 million or 1.8 per cent compared with the previous financial year (2010–11).

The major factors in this increase were funding for an additional three police officers (for the implementation of Random Roadside Drug Testing) and funding for the effects of the *2012–2016 AFP Enterprise Agreement*.

Total expenditure amounted to \$152.4 million, which was up \$5.7 million, or 3.9 per cent. The increase in expenditure relates mainly to a change in the discount rate for long service leave provisions due to the significant decrease in the 10-year Commonwealth

Bond rate — a key element in the calculation of the discount rate for long service leave provisions for Commonwealth Government entities.

During this reporting period the Commonwealth Bond Rate decreased from 5.21 per cent to a record low of 3.04 per cent, resulting in a \$4.2 million adjustment to long service leave expenditure. Additional staffing and salary costs associated with the 2012–2016 AFP Enterprise Agreement and the implementation of random roadside drug testing also contributed to the increase in expenditure.

Our financial performance is also balanced through a tightly controlled and mature workforce planning model. More information about our staffing model can be found at **Section C.7 — Staffing profile**.

Annual financial statements for the reporting period, accompanied by the Auditor-General's independent audit report, can be found at **Appendix 4 — Financial statements and statement of performance**.

## Management analysis and externalities

In addition to costs incurred through LSL and the AFP Enterprise Agreement, our financial performance was impacted by two primary externalities.

### Court costs

There was an increase in court costs awarded against ACT Policing during this reporting period.

While there has been no significant change in the number of cases where costs are awarded against ACT Policing (in the event of a prosecution discontinuing), the basis on which court costs are calculated has changed. The prescribed model emerging to calculate these costs is manifesting itself in higher costs awarded, and has the potential to impact on future budgetary considerations.

In 2008 s. 244 of the *Magistrates Court Act 1930* relating to 'costs in criminal matters' was amended. Previously, s.44 provided that if the court made an order in favour of the defendant 'it may in its discretion award and

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order that the informant must pay to the defendant the costs it considers just and reasonable'.

The amendment removed the reference to the court's discretion and also the qualification that the award be of 'costs it considers just and reasonable'. The amended s. 244 now provides that costs ordered to be paid must be awarded in the way prescribed by regulation and may be recovered under the rules relating to enforcement of judgments of the court in civil proceedings.

Costs have continued to rise as the new rules have been increasingly applied by defence teams.

This reporting period has seen costs in excess of \$300 000 awarded.

More information about our prosecution rate can be found at **Section A.9 — Analysis of agency performance**.

#### ***Infringement administration costs***

The administrative process for traffic and criminal infringement notices is, by agreement, temporarily being managed by ACT Policing (Judicial Operations) until a technical solution is implemented by the Justice and Community Safety Directorate. In the interim we continue to absorb the administrative resourcing required to manage municipal infringement notices.

An additional criminal infringement notice was added during the reporting period relating to smoking in cars containing children.

#### *Women in policing*

In 1947 the Commonwealth Police (Australian Capital Territory) employed its first policewoman — Constable Alice Clarke.

Constable Clarke went on to become a Senior Constable in 1955 and retired after more than 20 years of service in 1967. Her long tenure disproved the popular theory about the employment of women in policing — that they would complete their training, get married then leave.

Things went backwards during the 1960s when Public Service regulations restricted married women from being police officers. During that time, policewomen were only issued with whistles — when they needed assistance, they had to give three blasts of the whistle.

Even when the first policewomen were finally issued with guns, they had to keep them in their handbags!

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Our earliest policewomen: Joan Colman, Alice Clarke, Robyn Davidson and Gladys Johnson (*circa* 1963–67)

## A.6 — FINANCIAL REPORT

Annual financial statements for this reporting period, accompanied by the Auditor-General's independent audit report, can be found at **Appendix 4 — Financial statements and statement of performance.**

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YEARS

*Jolimont served for 21 years*



The original Jolimont building (in 1945) which housed police in the ACT for 21 years (from 1945 to 1966)

From 1945 until 1966 the Jolimont building, on the corner of Northbourne Avenue and Alinga Street, Civic, served as the headquarters for police in the ACT and also housed the Census Bureau.

While the police section was officially named Northbourne Station, it was referred to as 'Jolimont' as the building had previously been moved from Jolimont in Melbourne (near the MCG). The present Jolimont Centre occupies the same site.

ACT Police moved into what is now City Station in 1966, while the original Jolimont building was destroyed in a suspicious fire in 1967.

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Our performance is measured by one main outcome supported by a series of outputs and performance measures as detailed in the Purchase Agreement (see **Appendix 2**).

Our main outcome is to work in partnership with the community to create a safer and more secure ACT through the provision of quality police services. This is supported, and achieved, through our four key outputs:

1. **Crime and Safety Management** — providing efficient police response to calls for assistance received from members of the community, conducting investigations to detect offenders and bring them to justice, and maintaining a proactive presence in the community, driven by the analysis of police intelligence data.
2. **Traffic Law Enforcement and Road Safety** — enforcing traffic laws and promoting safer behaviours on ACT roads with the objective of reducing the number of crash fatalities and injuries to members of the community.
3. **Judicial Operations** — maximising the number of successful prosecutions in court by providing support to the Office of the Director of Public Prosecutions and the courts.
4. **Crime Prevention** — reducing and preventing crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community's role in their own safety and security.

As a contracted police service, our statement of performance — against our performance generally and financially — is assessed against these four key outputs.

Our statement of performance for this reporting period, accompanied by the Auditor-General's independent audit report, can be found at **Appendix 4 — Financial statements and statement of performance**.

More information about our performance can be found at **Section A.9 — Analysis of agency performance**.

## Measuring our performance

Our performance reporting framework was introduced in the 2002–03 financial year and since that time there have been a range of amendments, deletions and additions to the suite of key performance indicators (KPIs) included in the annual Purchase Agreement (see **Appendix 2**).

The agreement contains a range of notes to the KPIs which indicate the source of the data. The targets set for each KPI are based on a range of factors (most of which are shown in **Table A.7.1**), which are included in the notes attached to the Purchase Agreement.

Targets can be generated by annual or three-year averages, meaning that targets are either a pre-determined number, or change each year. KPIs are generally assessed against crime statistics and the National Survey of Community Satisfaction with Policing.

**TABLE A.7.1 — ACT POLICING KEY PERFORMANCE MEASURES AND SOURCE OF DATA**

MEASURES	TARGET	SOURCE OF DATA
<b>LEVEL OF CRIME</b>		
1. Number of 'offences against the person' reported or becoming known per 100 000 population	800 or less	Arithmetic — sourced from Police Real-time Online Management Information System (PROMIS) data with Australian Bureau of Statistics (ABS) population data
2. Number of 'offences against property' reported or becoming known per 100 000 population	8500 or less	Arithmetic — sourced from PROMIS with ABS population data
3. Percentage of 'offences against the person' cleared	67% or more	Arithmetic — sourced from PROMIS with ABS population data
4. Percentage of 'offences against property' cleared	14% or more	Arithmetic — sourced from PROMIS with ABS population data
<b>PERCEPTIONS OF CRIME</b>		
5. Percentage of persons who are concerned about becoming a victim of physical assault in a public place — excluding sexual assault — in the next 12 months	National average or less	National Survey of Community Satisfaction with Policing (NSCSP) conducted by the Social Research Centre
6. Percentage of persons who are concerned about becoming a victim of sexual assault in the next 12 months	National average or less	NSCSP
7. Percentage of persons who are concerned about becoming a victim of housebreaking in the next 12 months	National average or less	NSCSP
8. Percentage of persons who are concerned about becoming a victim of motor vehicle theft in the next 12 months	National average or less	NSCSP
9. Percentage of persons who feel safe at home alone during the day	National average or more	NSCSP
10. Percentage of persons who feel safe at home alone during the night	National average or more	NSCSP
<b>POLICE RESPONSIVENESS</b>		
11. Response times for priority one incidents:		Arithmetic — sourced from Computer Aided Despatch (CAD) system
• within 8 minutes	60% or more	
• within 12 minutes	90% or more	
12. Response times for priority two incidents:		Arithmetic — sourced from CAD system
• within 20 minutes	60% or more	
• within 30 minutes	95% or more	
13. Response times for priority three incidents, where police attention or response is required:		Arithmetic — sourced from CAD system
• as determined in consultation with the complainant		
• in any event, no later than 48 hours from the initial contact by the complainant		

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MEASURES	TARGET	SOURCE OF DATA
14. Percentage of Triple Zero (000) calls answered on first or second presentation: • on first presentation • on second presentation	90% or more 98% or more	Arithmetic — sourced from Telstra Data
<b>PUBLIC CONFIDENCE IN POLICE</b>		
15. Percentage of persons satisfied with their most recent contact with police services	National average or more	NSCSP
16. Percentage of persons who agree that police perform their job professionally	National average or more	NSCSP
17. Percentage of persons who agree that police treat people fairly and equally	National average or more	NSCSP
<b>TRAFFIC LAW ENFORCEMENT AND ROAD SAFETY</b>		
18. Number of road crashes resulting in death per 100 000 population	4.2 or less	Arithmetic —sourced from AFP PROMIS data
19. Number of road crashes resulting in injury per 100 000 population	180 or less	Arithmetic —sourced from traffic data
20. Percentage of persons who self-report driving 10km per hour or more over the speed limit	National average or less	NSCSP
21. Percentage of persons who self-report driving while not wearing a seatbelt	National average or less	NSCSP
22. Percentage of persons who self-report driving while suspecting they are over the prescribed alcohol limit	National average or less	NSCSP
23. Percentage of persons who self-report driving when using a mobile phone	National average or less	NSCSP
<b>SUPPORTING THE JUDICIAL PROCESS</b>		
24. Percentage of briefs delivered to the Director of Public Prosecutions within the designated timeframe	75% or more	Arithmetic —Judicial Operations data and ACT Court outcomes data
25. Percentage of cases finalised by offence proved in court	80% or more	Arithmetic — Judicial Operations data and ACT Court outcomes data
26. Percentage of cases finalised by a not-guilty verdict or otherwise withdrawn	18% or less	Arithmetic — Judicial Operations data and ACT Court outcomes data
27. Percentage of cases otherwise resolved	5% or less	Arithmetic — Judicial Operations data and ACT Court outcomes data
<b>CRIME PREVENTION</b>		
28. Percentage of persons who perceive the following quality of life issues to be a problem in their neighbourhood: • speeding cars, dangerous or noisy driving • graffiti/vandalism • louts/gangs • drunken/disorderly behaviour	National average or less National average or less National average or less National average or less	NSCSP

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MEASURES	TARGET	SOURCE OF DATA
29. Number of juveniles referred to diversionary programs	55 or more	Arithmetic — data sourced from Restorative Justice Unit, Justice and Community Safety Directorate
30. Number of persons referred to community support agencies	5100 or more	Arithmetic — data sourced from SupportLink
31. ACT Policing Victim Liaison Officers providing contact with victims of indictable crime reported to police	75% or more	Arithmetic — data sourced from PROMIS
32. Number of referrals to drug diversion programs (drug demand reduction effort)	65 or more	Arithmetic — data sourced from ACT Policing Crime Prevention

## Surveying community satisfaction with police services

The NSCSP is a household survey that is conducted by The Social Research Centre every quarter and collects information from 28 502 people Australia-wide, providing annual national averages.

This survey provides information on attitudes towards services provided by the police, perceptions of 'fear' of crime, and problems in the neighbourhood area. It also provides information on the most recent contact with police, who initiated the contact and reasons for the contact.

Out of our 32 KPIs, 14 are directly measured against the results of the NSCSP. The targets for these KPIs are based on national averages, enabling us to make comparisons with other State and Territory police services.

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YEARS

*'Bobby on the beat' in Belconnen*



A female police officer out and about as part of the suburban policing approach *circa* 1970s

When the Belconnen Division was established in 1976, it adapted the traditional English 'bobby on the beat' concept to suit the developing Belconnen region.

Every policeman in the new Belconnen Police Station was given one of the district's 23 suburbs to police. The objective of 'suburban policing', as it became known, was to ensure members got to know their suburbs by talking with residents and shopkeepers and visiting schools, social/welfare organisations and youth clubs.

This closer knowledge of the community would enable them to identify potential crime trouble spots and criminal behaviour, recognise areas that needed a greater focus, and possibly help people cope with problems before they got out of hand.

This concept is still in place today and continues to be known as our Suburban Policing Strategy.

## A.8 — STRATEGIC INDICATORS

A.8

As the community policing arm of the AFP, and in accordance with the definition in the *Financial Management Act 1996*, ACT Policing does not meet the criteria of a department nor that for a public authority, or a ‘prescribed’ Territory authority.

The services provided by ACT Policing are on a ‘fee for service’ arrangement. Our funding is delivered as part of the budget apportioned to the Justice and Community Safety (JaCS) Directorate, and measured against an annual Purchase Agreement (see **Appendix 2**).

The strategic indicators for the AFP and JaCS are described in their individual annual reports. More information about our progress against our own strategic indicators can be found at **Section A.3 — Highlights**.

More information about our governance can be found at **Section A.2 — Overview**.

### Taking policing to the water

ACT Policing’s Water Operations had its origins in early Canberra when police would respond to distress calls from locals who had got into trouble in the nearby Murrumbidgee and Molonglo rivers.

There were also less urgent problems to deal with. When Lake Burley Griffin was created in the heart of Canberra in the 1960s, police ended up towing out the bogged vehicles of locals who were a little too curious and had ventured too far onto the muddy lake bottom during construction.

In 1963 the then ACT Police Commissioner, Edward Richards, drafted a formal request to the Department of the Interior to formalise the role of rescue in and around the city’s waterways and shores.

He proposed a team of six members, with a former dairy cottage on the lake shore at Yarralumla Bay to be the residence. The ACT Water Police was born.

100  
YEARS



Water Operations in the early years *circa* 1960s

## A.9 – ANALYSIS OF AGENCY PERFORMANCE

In line with the annual Purchase Agreement (see [Appendix 2](#)), our aim is to create, in partnership with the community, a safer and more secure ACT through the provisions of quality policing services.

The agreement outlines four main outputs against which our performance is measured. These four outputs are:

1. Crime and Safety Management
2. Traffic Law Enforcement and Road Safety
3. Prosecutions and Judicial Support
4. Crime Prevention.

### 1. Crime and Safety Management

*[Output 1] ... providing efficient police response to calls for assistance received from members of the community, conducting investigations to detect offenders and bring them to justice, and maintaining a proactive presence in the community, driven by the analysis of police intelligence data.*

Measures associated with this output are level of crime, perceptions of crime, police responsiveness, and public confidence in police. For a summary of results against the 2011–12 Purchase Agreement, see [Appendix 4 — Financial statements and statement of performance](#).

A.9

#### *Level of crime*

The first four measures in the Purchase Agreement relate to level of crime. We met the annual target for all four measures this year.

For a full summary of all offences reported or becoming known to police, offences cleared and apprehensions in the ACT, see [Appendix 5 — Offences reported or becoming known in the ACT](#).

#### *Measure 1 — Number of ‘offences against the person’ reported or becoming known per 100 000 population*

‘Offences against the person’ include homicide and related offences, assault, sexual offences and other threatening, negligent or dangerous acts towards a person. During this reporting period, ‘offences against the person’ accounted for 9 per cent of all offences reported in the ACT.

Our target for this measure was 800 or fewer offences per 100 000 population. We achieved (and improved on) this target, with 770.3 offences being reported per 100 000 population — 30 offences fewer than the target.



A record property haul of stolen goods took place in South Canberra during this reporting period

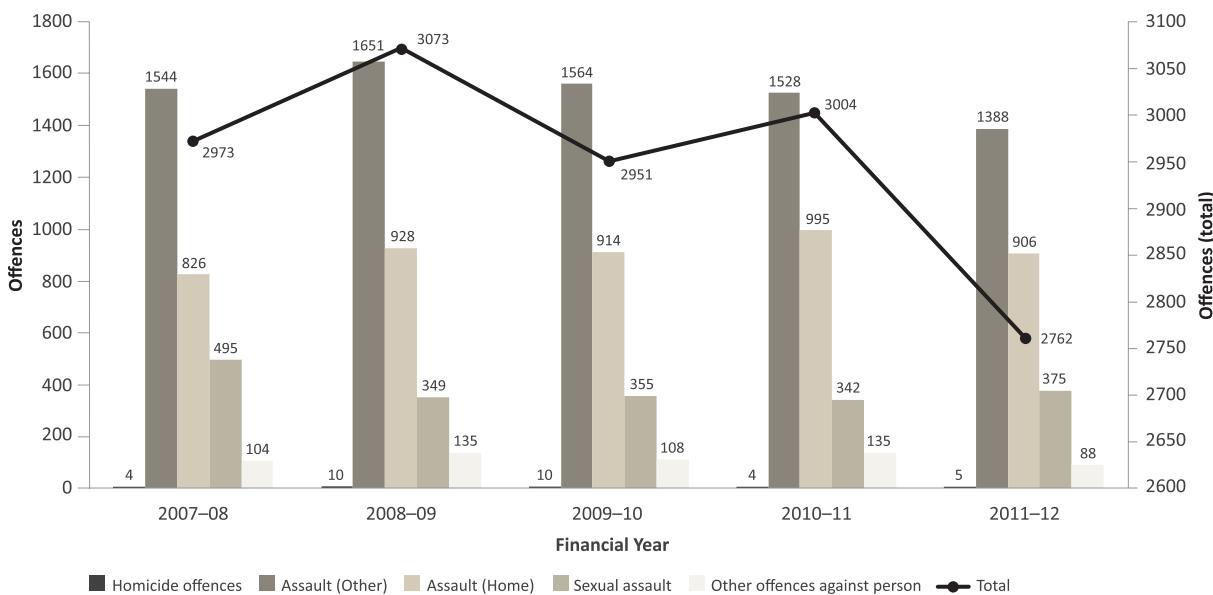
## A.9

During the reporting period there were 2762 'offences against the person' reported to ACT Policing. This represents an 8.1 per cent decrease (or 242 offences) compared with the 2010–11 reporting period.

'Offences against the person' that recorded lower figures than 2010–11 were 'other offences against the person' (down 34.8 per cent, or 47 offences) and

assaults, both in the home and public places, down by 8.9 per cent and 9.2 per cent respectively. Compared with the previous reporting period, homicide and related offences increased from four offences to five in 2011–12, and sexual offences increased from 342 to 375 offences.

**FIGURE A.9.1 — OFFENCES 'AGAINST THE PERSON' BY TYPE 2007–08 TO 2011–12**



\* Other offences 'against the person' include kidnapping, dangerous or negligent acts, harassment and threatening behaviour.

Source: PROMIS at 2 July 2012

We continue to proactively target the misuse of alcohol, acknowledging there is a strong connection between excessive alcohol consumption and 'offences against the person'. During this reporting period 28 per cent (764 offences) of all 'offences against the person' were alcohol-related.

Throughout the reporting period we developed and implemented various strategies to encourage safe and responsible drinking practices in order to reduce the effects on the community of alcohol-related harm and crime.

One of these strategies was signing a Memorandum of Understanding (MoU) with the Sobering Up Shelter (operated by Catholic Care) to reduce the incidence of alcohol-related violence and anti-social behaviour in public places. This MoU authenticates the partnership between ACT Policing and Catholic Care and documents how each agency will service the Canberra community and care for people under the influence of alcohol. The agreement allows our members to treat intoxicated people without the need for placing them into protective custody in the ACT Watch House, and enables our officers to refer intoxicated people to the Sobering Up Shelter so that they recover in a safe environment

and can be treated by professional alcohol and other drug workers. The operation of the Sobering Up Shelter is anticipated to reduce the incidence of alcohol-related violence and anti-social behaviour by redirecting intoxicated people found in public areas to a safer environment where they can recover and be cared for.

We also sponsored Skyfire for the second year in a row — Canberra's largest event where alcohol is publicly permitted. As part of our sponsorship we released a YouTube video, 'too many drinks and you're a galah', which went 'viral' and featured on big screens at the event. The objective of this social media campaign was to promote awareness of under-age and binge drinking among young people by targeting a captive audience at the Skyfire event, with a long-term goal to change drinking behaviours. The video was supported by on-the-ground efforts by our education and patrol teams, including an educational display in partnership with Directions ACT where free 'galah' branded bottles of water and glow sticks promoting anti-binge drinking messaging were distributed.

*Measure 2 — Number of offences against property reported or becoming known per 100 000 population*

'Offences against property' include robbery, burglary, fraud, handling of stolen goods, motor vehicle theft, theft other than of a motor vehicle, property damage and environmental offences. In 2011–12 offences against property accounted for 64.2 per cent of all offences reported or becoming known in the ACT.

The target for this measure was 8500 or fewer offences against property reported or becoming known to us per 100 000 population. We achieved this measure by recording 5522.2 offences, significantly lower than the target.

There were 19 801 offences against property reported to ACT Policing during the year. When compared with the previous reporting period, this represents a decrease of 19.2 per cent (or 4707 offences). This represents the lowest rate of property offences recorded in more than 10 years.

All offence types under the 'offences against property' category have decreased considerably since the previous reporting period. **Table A.9.1** illustrates the significant decreases across all offence types included in this key performance indicator (KPI).

**TABLE A.9.1 — OFFENCES AGAINST PROPERTY BY TYPE  
2010–11 TO 2011–12**

OFFENCE TYPE	2010–11	2011–12	% CHANGE
<b>Robbery</b>	260	245	↓ 5.8
Armed robbery	145	134	↓ 7.6
Other robbery	115	111	↓ 3.5
<b>Burglary</b>	3487	2588	↓ 25.8
Dwelling	2519	1805	↓ 28.3
Shops	347	338	↓ 2.6
Other	621	445	↓ 28.3
<b>Motor vehicle theft</b>	1315	1176	↓ 10.6
<b>Property damage</b>	7351	5874	↓ 20.1
<b>Other theft</b>	11 149	9286	↓ 16.7

*Source: PROMIS at 2 July 2012*

During this reporting period we continued to identify new ways to influence property crime rates by working with external stakeholders. Our Crime Targeting Team (CTT) developed and initiated an investigative strategy focused on all areas of ACT Policing, providing the resources needed for the immediate investigation of volume crime offences.

As part of this strategy, the CTT increased its efforts to develop intelligence holdings on identified property receivers by targeting recidivist shoplifters and monitoring disposal of stolen property. Through the identification of property receivers, the team was able to gain broader insight into the cycle of property offending within the ACT.

Working on this strategy, the CTT team actively enhanced relationships with the Security and Loss Prevention Officers of major shopping centres and retailers in the ACT. The team attended several major stakeholder meetings, established communication channels and, in return, received training from retail organisations.

In addition, the CTT initiated a procedural change for managing and prosecuting offenders who continue to enter retail complexes. Before this review, the prosecution of people who had continued to return to retail complexes despite having been banned from

## A.9

the premises (as a result of their criminal behaviour) had been deemed too difficult to enforce. Following a review of current ACT legislation, an assessment of prosecution practice in other jurisdictions, and advice from AFP Legal and the office of the ACT Director of Public Prosecutions, prosecutions for the offence of trespass have now been instituted, with convictions recorded.

This has resulted in the circulation of guidance to our members on issuing a 'Banning Notice' and prosecuting for a breach of this notice. We anticipate that this procedural change will have a significant positive impact on the retail theft market.

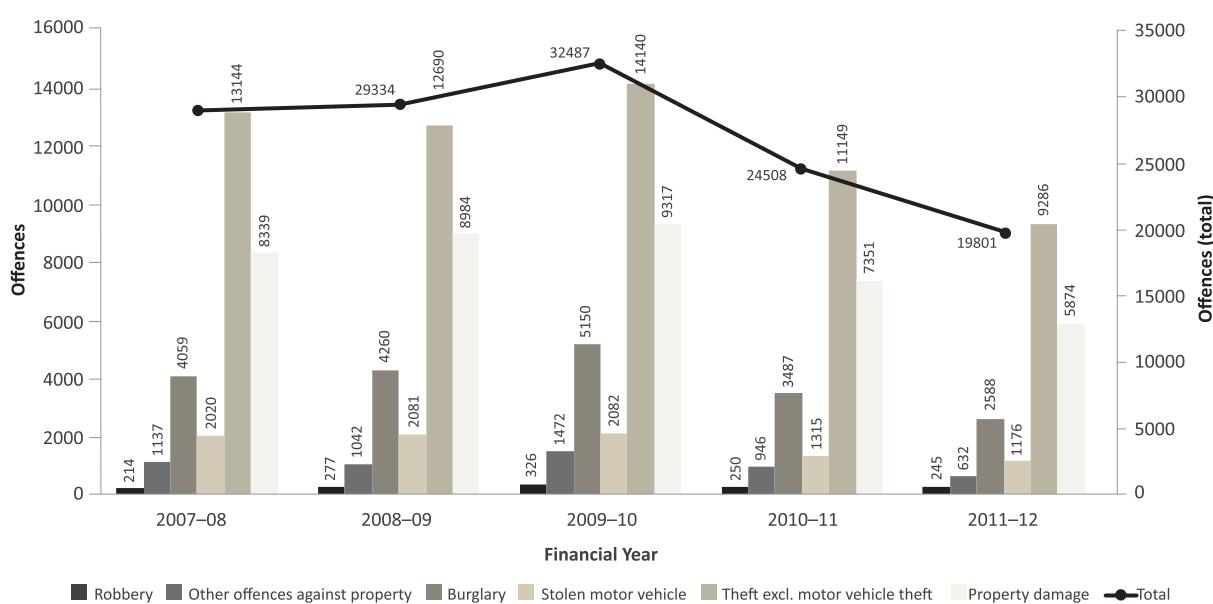
We have also continued aggressively targeting bail compliance and recidivist offenders, complemented by improved forensic collection, analysis and interoperability between our members and forensic experts.

Our ACT Policing Intelligence team also played a key role in this investigative strategy by regularly monitoring past sales data from second-hand dealers and coordinating meetings with NSW Police (Queanbeyan) to promote awareness of current targets and property crime trends.

### *Measure 3 — Percentage of 'offences against the person cleared'*

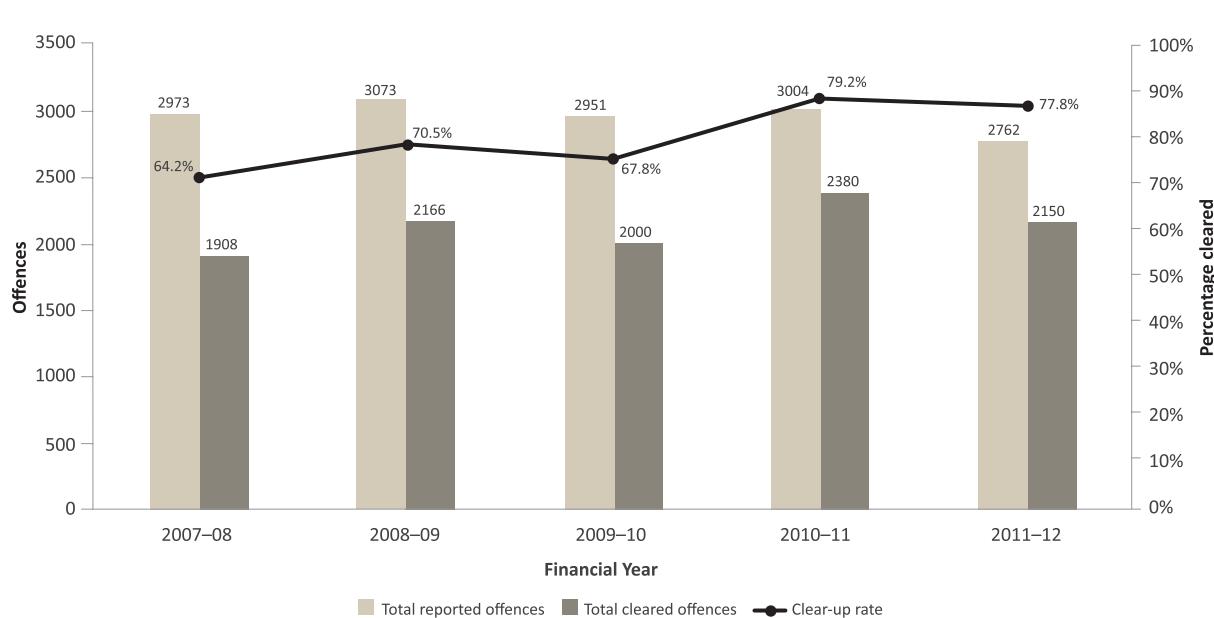
'Offences cleared' relates to offences for which there was an outcome during the reporting period. These outcomes include identification of an offender (through arrest or some other form of proceeding such as a summons or caution), withdrawal of the complaint, insufficient evidence to proceed against an alleged offender, or the determination that the offence was unsubstantiated.

FIGURE A.9.2 — OFFENCES AGAINST PROPERTY BY TYPE 2007–08 TO 2011–12



\* Other offences against property include robbery, blackmail and extortion, fraud and misappropriation, and handling of stolen goods offences  
Source: PROMIS at 4 July 2012

A.9

**FIGURE A.9.3 — ‘OFFENCES AGAINST THE PERSON CLEARED’ 2007–08 TO 2011–12**

Source: PROMIS at 2 July 2012

The target for this measure required a clear-up rate of 67 per cent or more offences for all offences against the person. We achieved this target with a clear-up rate of a high 77.8 per cent (or 2150 offences), exceeding the target by 10.8 per cent. **Figure A.9.3** illustrates our consistent performance against this measure (of over 64 per cent) since 2007–08.

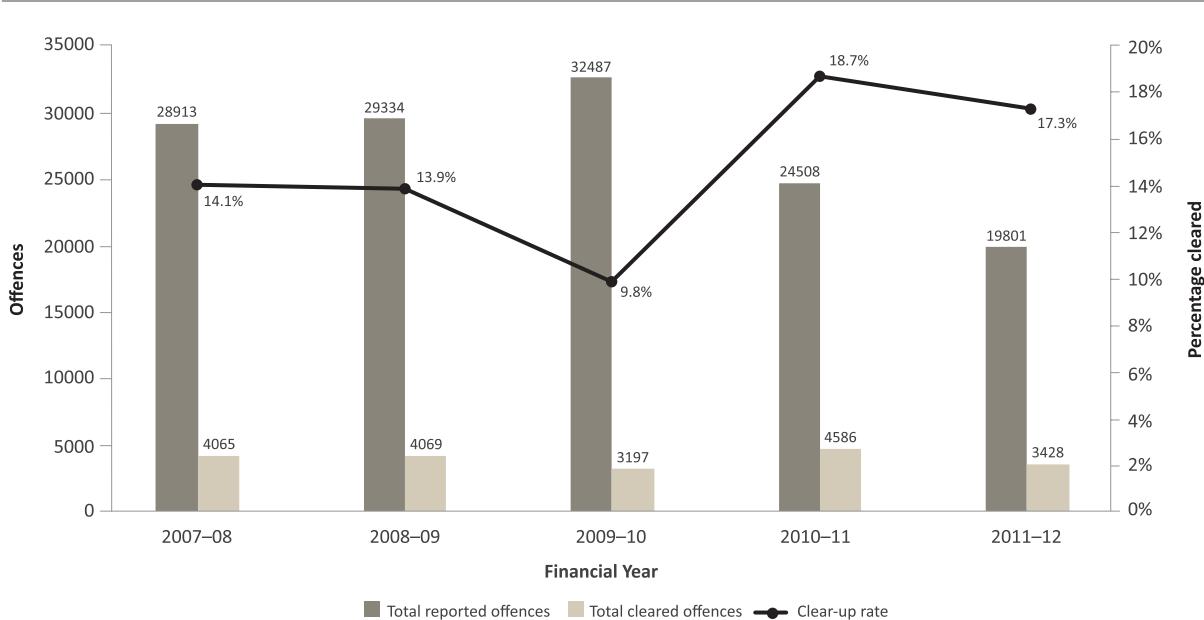
#### *Measure 4 — Percentage of offences against property cleared*

The clear-up of ‘offences against property’ occurs where an outcome for an investigation was recorded as completed. The possible outcomes are the same as those for ‘offences against the person cleared’.

The annual target for this measure is 14 per cent or more. We achieved this target by recording a clear-up rate of 17.3 per cent of total property offences (or 3428 cleared property offences), exceeding last year’s result by 3.3 per cent. **Figure A.9.4** illustrates our consistent performance against clear-up rates for offences against property for the past five years.

The nature of property offences typically means that it is more difficult for us to clear these offences than it is to clear ‘offences against the person’. This is because the victim rarely sees the offender commit the offence and offenders often do not know their victims. The achievement against this measure, however, is strongly associated with the declining rate of property offences during this reporting period. In order to improve on this performance, we will employ the same strategies to influence property crime rates within the ACT.

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**FIGURE A.9.4 — OFFENCES AGAINST PROPERTY CLEARED 2007–08 TO 2011–12**

Source: PROMIS at 2 July 2012

#### *Perceptions of crime*

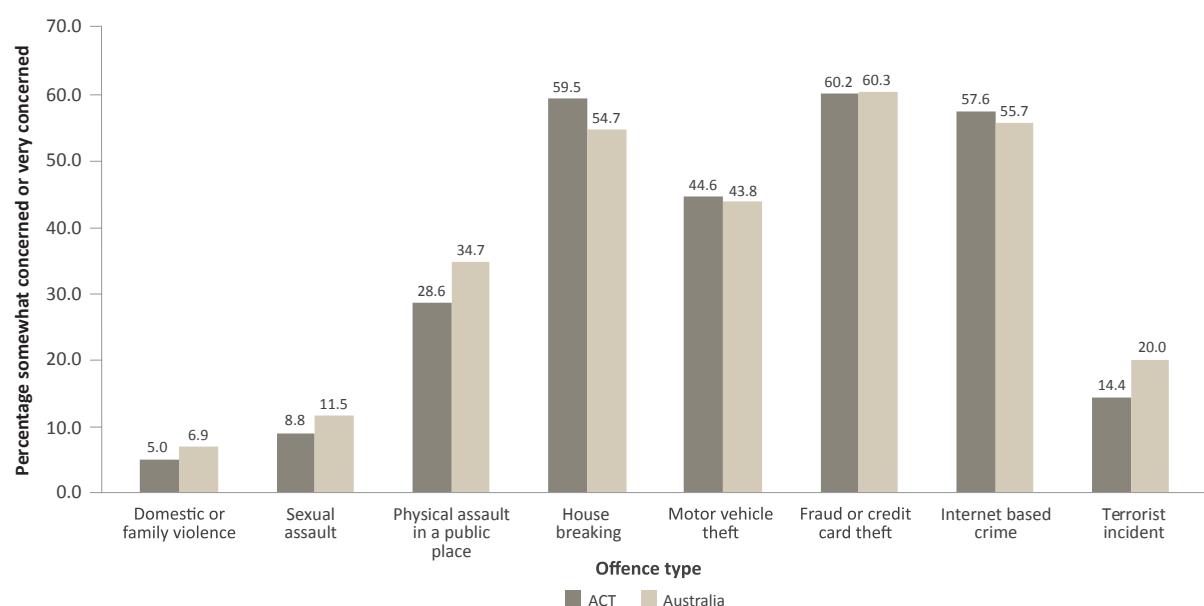
The National Survey of Community Satisfaction with Policing (NSCSP) is a nation-wide telephone survey that measures community perceptions of a range of policing-related issues, including satisfaction with policing services, feelings of safety, concern about potential victimisation and beliefs about police behaviour. During this reporting period 2400 residents of the ACT participated in the survey, with 28 502 participants nationally.

The survey monitors community concern about becoming a victim of certain types of crime. While this series of questions can elicit a variety of interpretations, they are the best available indicators of ‘fear’ of crime. Results range from an assessment of the likelihood of victimisation through to how the respondent would feel if they were to become a victim. **Figure A.9.5** shows the percentage of people in the ACT who were somewhat concerned or very concerned about becoming a victim of certain crime types in the next 12 months compared to the national average.

It is important to note that while we aim to reduce the level of fear of crime in the community, there are some positive aspects to the community having some level of concern/awareness of crime in their neighbourhood. This can reinforce crime prevention behaviours and limit the person’s potential for victimisation.

Similarly, while high crime reporting rates impact on perceptions of crime, they are also an indication of a healthy democratic community that has confidence in its police service to investigate and solve crime.

The perception of crime measures in the Purchase Agreement (measures 5–10) assess the community’s concern about becoming a victim of crime in the next 12 months with regard to physical or sexual assault, burglary and motor vehicle theft. This section also includes measures that assess the percentage of people who feel safe at home alone during the day and after dark

**FIGURE A.9.5 — PERCEPTION OF CRIME BY OFFENCE TYPE 2011–12**

*Source: National Survey of Community Satisfaction with Policing, July 2012*

For these measures, we are required to achieve a result that is equivalent to the national average or less (for measures 5–8) and equivalent to the national average or more (for measures 9–10).

It is important that the results for the perceptions of crime be taken in context against the actuality of crime reported to police. Housebreakings and motor vehicle theft, for instance, recorded significant decreases during this reporting period, but these crimes were among those that respondents perceived they were most prone to experiencing.

During the year we continued to identify new mediums to engage the community and reduce the fear and perception of crime. In February 2012 we launched an online interactive crime mapping tool — CrimeStatistics — to provide the public with open and unfiltered information on crime rates in their suburb as a way of influencing perceptions of crime.

Our new online crime statistics offer the community direct access to uncensored data for various crime types with the capacity to draw comparisons between suburbs

and trends over time. The online tool includes a new crime mapping format using Google Earth as a base platform to enhance the usability and the visual presentation of crime rates in the ACT.

It is well known that information provided to the public via the media has a significant influence on community perceptions of crime. Unfortunately, the stories generally deemed by the media to be ‘newsworthy’ more often relate to violence, crime and catastrophe rather than to news of decreases in crime and general safety messages.

By increasing the accessibility of crime statistics to the ACT community through a single communication source, we anticipate that CrimeStatistics — along with an integrated approach to our future media and communication strategies — will improve community engagement and influence community attitudes in relation to crime. CrimeStatistics will enable members of the public to identify and monitor crime rates for specific offence types themselves. This, combined with media releases featuring certain trends, should help to highlight the inconsistency between people’s

## A.9

perceptions of certain crimes and the actual incidence of these crimes. For example, the statistics will show that people's fear of increasing incidences of housebreakings and motor vehicle theft are unfounded, as these crimes have actually decreased in number.

*Measure 5 — Percentage of persons who are concerned about becoming a victim of physical assault in a public place (excluding sexual assault) in the next 12 months*

Our target for this measure was the national average of 34.7 per cent (or less). We achieved this comfortably, with 28.6 per cent of people in the ACT concerned about being a victim of physical assault in a public place (excluding sexual assault) in the next 12 months.

*Measure 6 — Percentage of persons who are concerned about becoming a victim of sexual assault in the next 12 months*

Our target for this measure was the national average of 11.5 per cent (or less). In the ACT 8.8 per cent of people were concerned about becoming the victim of sexual assault in the next 12 months.

During 2011–12 the number of sexual offences reported to ACT Policing increased by 9.6 per cent compared with the previous reporting period. We continue to encourage victims of sexual assault and other sex-related offences to report those incidents, regardless of when they occurred. We often find that we record several historical sexual assault cases each reporting period. Sexual offences are generally under-reported nationally.

*Measure 7 — Percentage of persons who are concerned about becoming a victim of housebreaking in the next 12 months*

Our target for this measure was the national average or less. The national average for this reporting period was 54.7 per cent, while the ACT result was 59.5 per cent.

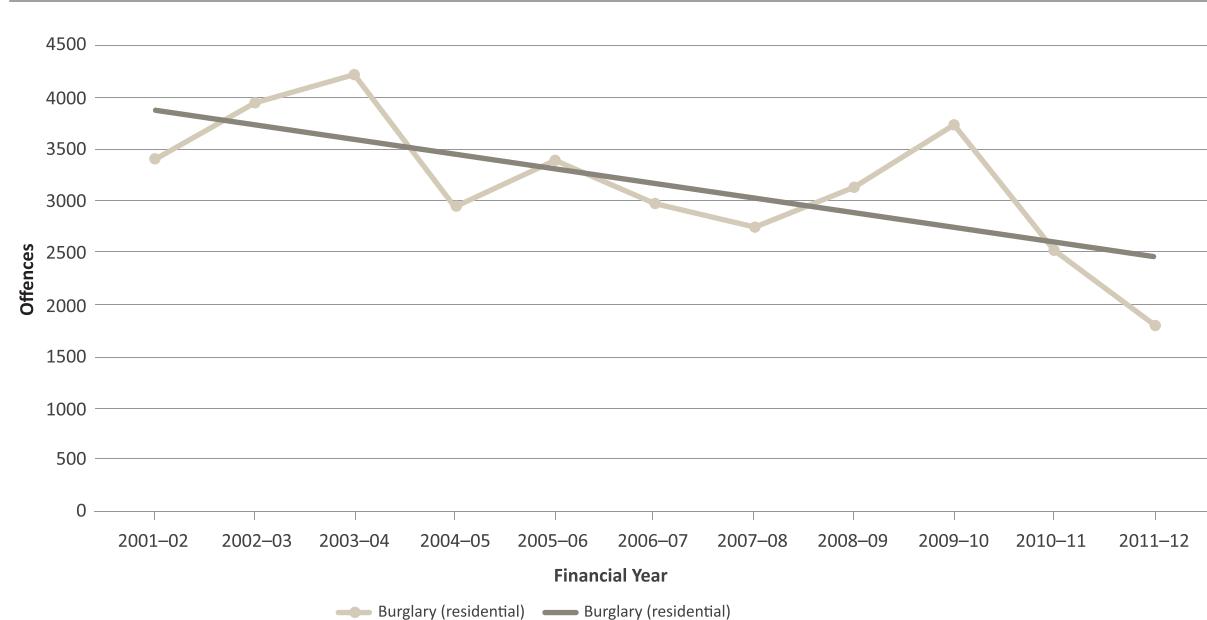
The result of this measure emphasises a continued perception issue, the causes of which are repeatedly difficult to identify. Compared with the previous reporting period, the rate of residential burglaries in the ACT has decreased significantly — by 28.3 per cent (or 714 offences) — demonstrating the inconsistency between the rate of recorded crime and the perception of crime in the community.

It is important to note that the 1805 residential burglary offences reported during this reporting period was the lowest rate of housebreakings recorded in the ACT for more than a decade. This is demonstrated in **Figure A.9.6** which illustrates a downward trend in residential burglary offences.

We continue to identify new ways to promote community awareness of home security to reduce the threat of housebreakings. In November 2011 we partnered with Bunnings and conducted 'break and enter target hardening' workshops to educate the community about how to protect their homes against burglaries ahead of the Christmas holiday season. These workshops took place at Bunnings Warehouse outlets across the ACT on Saturday and Sunday, allowing us to give local residents information and practical advice on how to best safeguard their homes. As part of the workshops, ACT Policing and Bunnings handed out more than 3000 tote bags filled with light timers, our Home and Personal Safety Guide and Bunnings brochures on how to install garden lights, deadbolt locks and screen doors.

Another initiative we undertook to improve community perceptions of housebreakings is communicating our success by publicising the number of arrests, charges and successful prosecutions. Our patrols also continued to integrate regional initiatives locally and take ownership of targeting high-risk offenders through intelligence-led initiatives and high-visibility policing. While these are positive initiatives, as they can result in the community improving security, they can inadvertently increase concern of becoming a victim. This is a common response to proactive police publicity on specific crime issues.

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**FIGURE A.9.6 — RESIDENTIAL BURGLARY OFFENCES REPORTED TO ACT POLICING 2001–02 TO 2011–12**

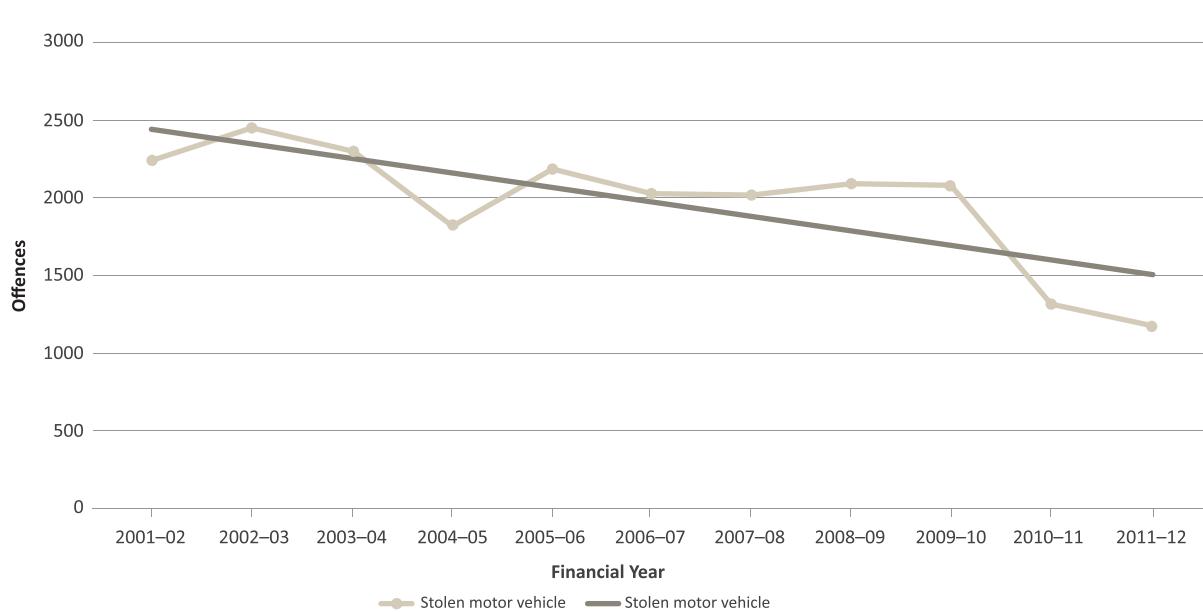
Source: PROMIS at 2 July 2012

*Measure 8 — Percentage of persons who are concerned about becoming a victim of motor vehicle theft in the next 12 months*

Our target for this measure was the national average or less. We did not meet this measure, recording 44.6 per cent of people in the ACT concerned about being a victim of motor vehicle theft compared with 43.8 per cent nationally, narrowly missing the target by 0.9 per cent.

As with perceptions of housebreaking incidences, the result for the perception of motor vehicle theft in the ACT is inconsistent with the reported rate of crime. This is evident from the 10.6 per cent (or 139 offences) decrease in reported stolen motor vehicle offences compared with the previous reporting period. **Figure A.9.7** shows the declining trend in stolen motor vehicle offences, illustrating that the results for 2011–12 are the lowest in more than a decade.

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**FIGURE A.9.7 — STOLEN MOTOR VEHICLE OFFENCES REPORTED TO ACT POLICING 2001–02 TO 2011–12**

Source: PROMIS at 2 July 2012

Throughout this reporting period we employed several strategies to engage with the community and improve the public's perception of the level of motor vehicle theft. One of our strategies included Project Plate Safe, involving our members fitting vehicle number plates with secure tamper-proof screws. Following the success of Project Plate Safe conducted at Westfield Woden in 2010–11, we delivered this program through Westfield Belconnen. Project Safe Plate was specifically designed to prevent number plate theft which is often the precursor to other crime types such as stolen motor vehicles and other property and traffic-related offences.

Our Suburban Policing Strategy (SPS), too, maintains a strong focus on visibility, accessibility and engagement with the community. This crime prevention initiative allows our members to proactively target and address community concerns of motor vehicle theft by patrolling public places where this form of crime is likely to occur. Proactive patrolling in areas such as public car parks not only increases our accessibility to the public, it also negates the opportunistic commission of crime. ACT Policing is currently reviewing the SPS to make

further improvements in how we engage with the community.

During this reporting period we conducted 29 938 SPS-related activities. Of the total number, 75.2 per cent consisted of visibility activities (proactive vehicle patrols), 20.5 per cent were accessibility jobs (beat/patrol/bicycle patrols) and 4.3 per cent were community engagement activities (meetings with community members and institutions in relation to a specific issue).

#### *Measure 9 — Percentage of persons who feel safe at home alone during the day*

Our target for this measure was the national average or more, which we achieved. The national average for the financial year was 94.8 per cent, with the ACT recording 96.4 per cent.

#### *Measure 10 — Percentage of persons who feel safe at home alone after dark*

The target for the percentage of people who feel safe at home alone after dark was the national average or

more. The national average was 87.8 per cent and we exceeded this target with a figure of 91 per cent.

**Figure A.9.8** illustrates that residents of the ACT feel safer than other Australians in all locations and at all times of the day.

#### ***Police responsiveness***

We encourage all members of the public to report criminal incidents to police. All contact the public has with us is recorded and although not all reports will result in attendance by our members those reports form part of the intelligence process that identifies issues and directs the targeting of patrols.

The coordination of efficient and effective responses to calls for assistance from members of the community is the responsibility of ACT Policing Operations.

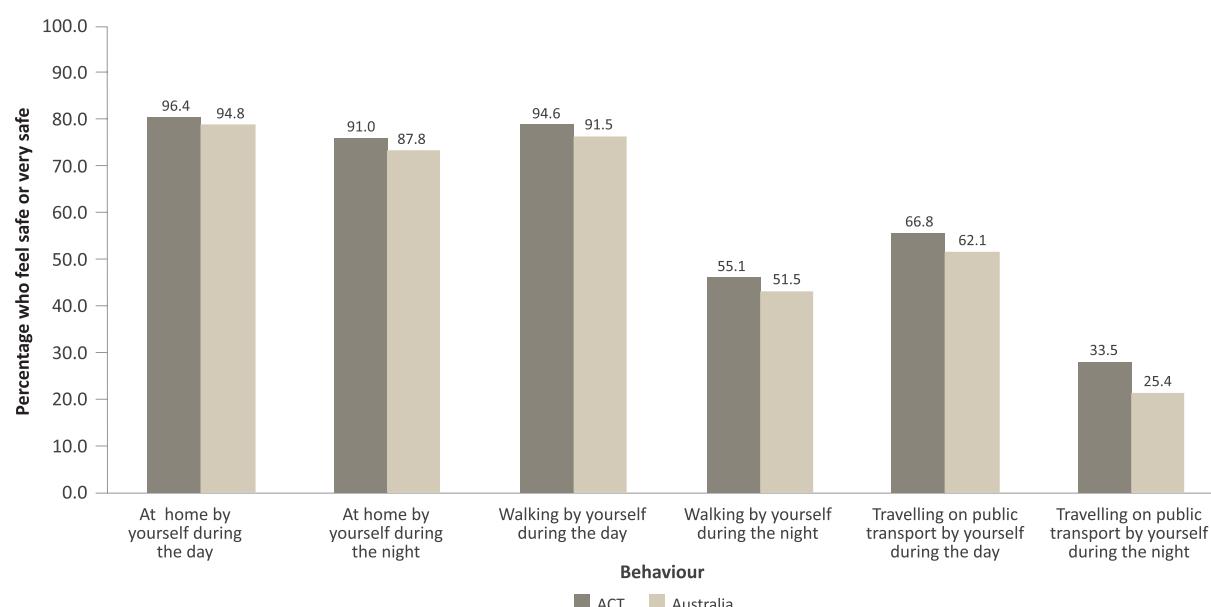
The allocation of our resources on the frontline continues to be managed in accordance with the three-level priority response model. This model ensures

that our resources are deployed to the most serious incidents at any given time. The categories are:

- priority one — life-threatening or time-critical situations
- priority two — situations where the information provided indicates that the time is important but not critical
- priority three — situations where there is no immediate danger to safety or property but police attendance or response is needed no later than 48 hours from the initial contact by the complainant or a time agreed with the complainant.

Measures 11 to 13 gauge our responsiveness by recording response time to incidents of each priority type, while measure 14 details the urgency with which Triple Zero (000) calls are answered. ACT Policing has again exceeded the targets for all measures relating to the police responsiveness output.

**FIGURE A.9.8 — FEELINGS OF SAFETY BY LOCATION AND TIME OF DAY 2011–12**



Source: National Survey of Community Satisfaction with Policing, July 2012

## A.9

*Measure 11 — Response time for priority one incidents*

The targeted response time for priority one incidents is 60 per cent or more within eight minutes and 90 per cent or more within 12 minutes. Both targets were achieved, with ACT Policing recording response times of a high 85.4 per cent within eight minutes and 95.8 per cent within 12 minutes.

*Measure 12 — Response times for priority two incidents*

The target for priority two incidents is 60 per cent within 20 minutes and 95 per cent or more within 30 minutes. We again exceeded this target, recording response times of 92.9 per cent and 97.6 per cent respectively.

*Measure 13 — Response times for priority three incidents*

The 2010–11 target for priority three incidents was 90 per cent for police attendance or response no later than 48 hours from the initial contact by the complainant — or within a time that is determined in consultation with the complainant. ACT Policing achieved this target with a high 99.8 per cent.

*Measure 14 — Percentage of Triple Zero (000) calls answered on first or second presentation*

The reporting period target for Triple Zero (000) calls that were answered on first presentation was 90 per cent or more. The target for Triple Zero (000) calls answered on second presentation was 98 per cent or more. We achieved a result of 96 per cent for calls answered on first presentation and 99.6 per cent for calls answered on second presentation.

*Public confidence in police*

If members of the public are satisfied with their most recent contact with our members, they are more likely to report other incidents (contributing to the gathering of intelligence) and assist us in solving crimes in our community.

The NSCSP includes a number of questions that monitor public confidence levels of police nation-wide. Three of these survey questions are used to measure confidence and satisfaction with ACT Policing against the national average (for measures 15–17).

We continue our commitment to providing quality services to the ACT community with a strong emphasis on community interaction and engagement. These efforts have been supported by an audience-driven approach to engaging the community at events catering to the interests of the public. We are aiming to increase the public's awareness of community policing efforts through proactive engagement, as well as through traditional and non-traditional media channels, in support of our officers on the frontline. In this way, we hope to contribute to a greater level of community confidence in ACT Policing.

Importantly, along with this measure, we commissioned Grey International and Colmar Brunton Social Research to undertake research similar to the NSCSP but based solely in the ACT. More than 1000 members of the Canberra community participated in quantitative research (telephone interviews) and qualitative focus groups. Results showed that, overall, Canberrans are very satisfied with ACT Policing, with our officers considered professional, courteous and conscientious, generally aligning with the results of the NSCSP.

*Measure 15 — Percentage of persons satisfied with their most recent contact with police services*

Our target for this measure was the national average (84.2 per cent) or more. We were just outside of this target (by 0.7 per cent) with a result of 83.5 per cent.

The reasons for the most common recent contact with police in the past 12 months were 'random roadside breath testing operations' (23.2 per cent), followed by 'to report a crime' (15.5 per cent). The most common reason stated for those satisfied with their most recent contact was that police officers were 'fair/professional' (20.4 per cent). This corresponds with the outstanding KPI results for measures 16 and 17, regarding police professionalism and police treating people fairly and equally. The most common reason for dissatisfaction with policing during this reporting period was that 'police didn't do enough, took no action' (26.2 per cent).

It is likely that our increasingly proactive policing approach will result in a larger number of people being dissatisfied with police as a result of having been subject to more law enforcement. Throughout the reporting period we participated in various community events to build positive experiences and relationships in order to influence the community's confidence in and satisfaction with us.

A.9

One of these events was the Belconnen Police Station open day. In conjunction with the official opening of the new Belconnen Police Station in March 2012, we hosted an open day for the new station which allowed the public to see our brand new policing facility and its state-of-the-art features — a rare glimpse which included tours of the station and holding cells. The day was hugely successful, attracting approximately 5000 members from the community, one of the busiest station public open days on record. The open day included various interactive displays and demonstrations that gave us the opportunity to directly showcase our capabilities and give the community information on services we provide to keep the community safe.

*Measure 16 — Percentage of persons who agree that police perform their job professionally*

Our target for this measure was the national average or more. We achieved this target, with 89.3 per cent of people in the ACT agreeing that we perform our job professionally compared with 85.1 per cent nationally.

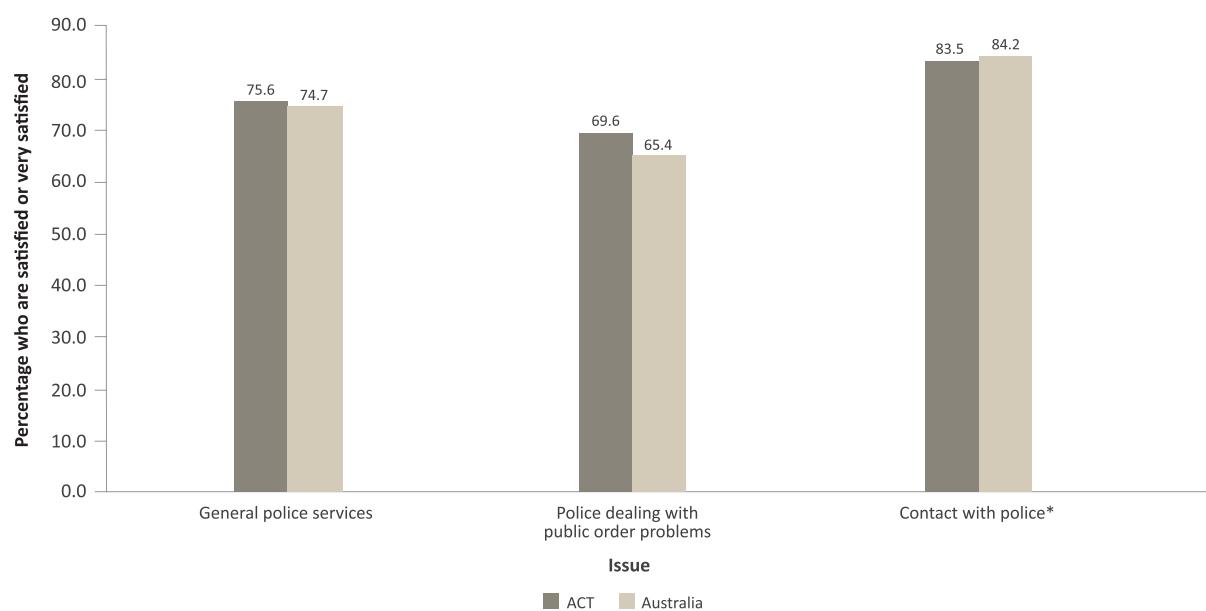
We are proud to say that for this reporting period the ACT recorded the highest result nationally of people who agreed police performed their job professionally.

*Measure 17 — Percentage of persons who agree that police treat people fairly and equally*

Our target for this measure was the national average (74.6 per cent) or more. We exceeded this target with 79.6 per cent of people in the ACT agreeing that police treat people fairly and equally.

Figure A.9.10 shows a comparison of results between the ACT and the national average relating to community beliefs about police. These questions focus on the perceived professionalism, fairness and honesty of our members and the confidence respondents have in them. When compared nationally, the ACT once again recorded the highest proportion of people who had confidence in police during this reporting period.

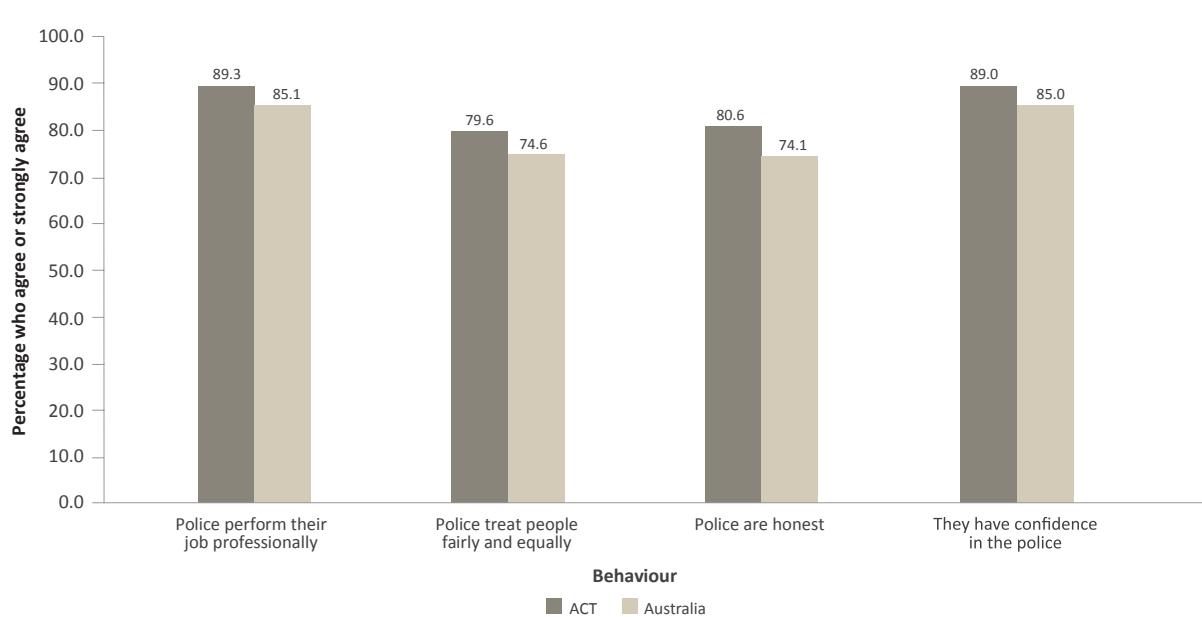
FIGURE A.9.9 — SATISFACTION WITH POLICE 2011–12



\* Proportion of people who have had contact with police in the last 12 months that were satisfied with that contact

Source: National Survey of Community Satisfaction with Policing, July 2012

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**FIGURE A.9.10 — COMMUNITY BELIEFS ABOUT POLICE 2011–12**

*Source: National Survey of Community Satisfaction with Policing, July 2012*

## 2. Traffic law enforcement and road safety

*[Output 2] ... enforcing traffic laws and promoting safer behaviour on ACT roads with the objective of reducing the number of crash fatalities and injuries to members of the community.*

Working closely with road safety stakeholders and partnering agencies, we have played a key role in the development of various road safety initiatives to educate, design and enforce the road rules applicable to the ACT with a strong focus on reducing trauma. These agencies include the Territory and Municipal Services Directorate, the Office of Road Safety and the Justice and Community Safety (JaCS) Directorate.

One of these cross-government initiatives included the *ACT Road Safety Strategy 2011–2020* and the corresponding action plan which was launched by the ACT Government in November 2011. This inter-agency project was developed with the aim of reducing road trauma in the ACT by 30 per cent. The design of the

strategy was influenced by the Swedish Government's 'Vision Zero' policy and structured to complement the *National Road Safety Strategy* that also aims to see 30 per cent fewer fatal deaths and serious injuries within the road transport system nationally.

Our Traffic Operations function provided considerable input into the development of the *ACT Road Safety Strategy 2011–2020* and is primarily responsible for ensuring action items attributed to ACT Policing are successfully achieved. We will continue to promote road safety efforts under the direction of the new action plan with our key responsibility being to maintain and, if possible, increase the levels of traffic enforcement on ACT roads, including a focus on anti-social and dangerous driving behaviours.

Also during this reporting period we introduced our full Random Roadside Drug Testing (RRDT) capability — a key strategy in our road safety efforts that focuses on removing impaired drivers from our roads. ACT Policing began implementing RRDT in May 2011 following legislative amendments to the *Road Transport (Alcohol*

A.9

*and Drugs) Act 1977.* These new amendments allowed qualified ACT Policing officers to randomly test drivers without the requirement to suspect a driver of being under the influence of drugs before performing a drug test.

In direct response to the new RRDT capability, we expanded our road safety efforts with the introduction of the new Road Safety Operations Team. This new traffic enforcement team was introduced in February 2012 as an integrated traffic targeting approach that combines the Recognition and Analysis of Plates IDentified (RAPID) system and the new RRDT capability. This has created a multi-pronged roadside operations approach that is an improved way of combatting and deterring dangerous driving.

The expansion of the RRDT capability through this new traffic enforcement team has led to an increased number of members (from two to nine) who are trained to conduct roadside drug tests.

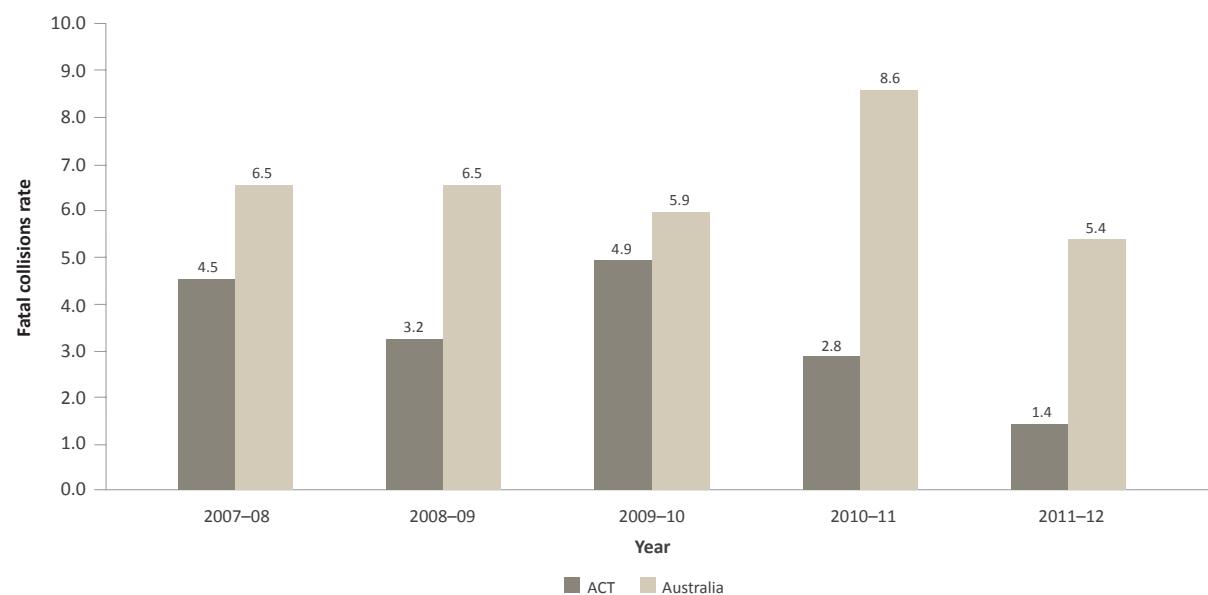
At 30 June 2012 the Road Safety Operations Team had conducted 812 drug tests, with 25 drivers returning confirmed positive results. It is anticipated that once the Road Safety Operations Team is fully established, the number of tests conducted for each reporting period will be 2000 or more.

#### *Measure 18 — Number of road crashes resulting in death per 100 000 population*

Our target for this measure was 4.2 or fewer road crashes resulting in death per 100 000 population. We achieved this measure by recording just 1.4 fatal road crashes per 100 000 during this reporting period.

There were a total of five road collisions resulting in five deaths in 2011–12. This represents a significant 50 per cent decrease compared with the 10 deaths (from 10 collisions) recorded in 2010–11 — which was also a significant drop from the results recorded in 2009–10.

**FIGURE A.9.11 — FATAL COLLISIONS PER 100 000 POPULATION 2007–08 TO 2011–12**



Source: ACT Policing Annual Reports, PROMIS at 21 August 2012, [http://www.infrastructure.gov.au/roads/safety/road\\_fatality\\_statistics/fatal\\_road\\_crash\\_database.aspx](http://www.infrastructure.gov.au/roads/safety/road_fatality_statistics/fatal_road_crash_database.aspx) as at 2 August 2011 and Regional Population Growth, Australia and New Zealand, 2011 (ABS Cat. no. 3218.0)

## A.9

*Measure 19 — Number of road crashes resulting in injury per 100,000 population*

Our target for this measure was 180 or fewer road crashes resulting in injury per 100 000 population.

We narrowly missed this target (by 0.2 per cent) with the number of road crashes resulting in injury recorded at 180.2.

*Measure 20 — Percentage of persons who self-report driving 10km per hour or more over the speed limit*

Our target for this measure was the national average or less. We did not meet this target, with 28.9 per cent of ACT drivers more likely to self-report driving 10km or more over the speed limit compared with the national average of 24.7 per cent.

There were 7935 traffic infringement notices issued for speeding-related offences in 2011–12, a slight decrease of 1 per cent on the number issued for speeding (8018) in the previous reporting period.

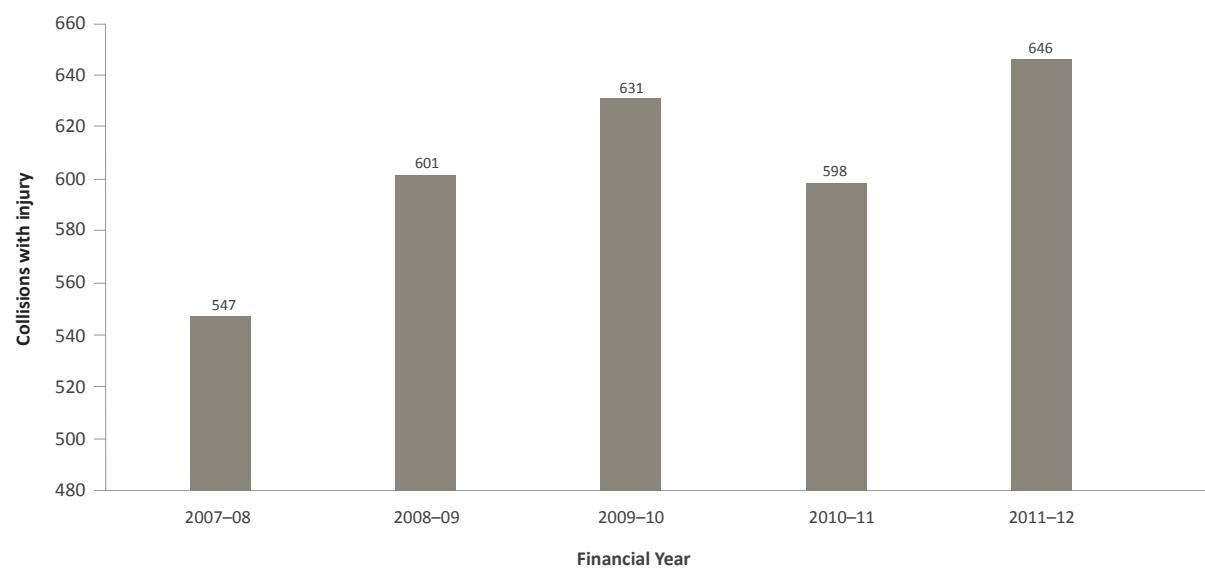
An additional key strategy of our road safety campaign is to increase driver awareness of the consequences of dangerous driving, including speeding. Our display at this year's ActewAGL Royal Canberra Show used a confronting re-enactment of a fatal crash scene from 2008 to highlight the harsh reality of a speed-related fatal collision. More information about our display can be found at **Section B.1 — Community engagement**.

*Measure 21 — Percentage of persons who self-report driving while not wearing a seatbelt*

Our target for this measure was the national average (2.1 per cent) or less. We achieved this target in 2011–12 with just 1.1 per cent of people self-reporting driving while not wearing a seatbelt.

ACT Policing issued 722 traffic infringement notices during the year for driving while not wearing a seatbelt. This is an increase of 17.8 per cent over the previous reporting period.

**FIGURE A.9.12 — MOTOR VEHICLE COLLISIONS WITH INJURY 2007–08 TO 2011–12**



Source: PROMIS at 2 July 2012

A.9

**Measure 22 — Percentage of persons who self-report driving while suspecting they are over the prescribed alcohol limit**

Our target for this measure was the national average (2 per cent) or less. We achieved the target during this reporting period, with 1.3 per cent of people self-reporting driving while suspecting they are over the limit.

Removing all impaired drivers from ACT roads remains a strong focus for ACT Policing. Throughout the reporting period we conducted 91 489 random breath testing operations in which 1427 drivers were over the prescribed limit of alcohol, with 1.6 per cent of drivers producing a positive test result. This was a slight increase over last financial year.

We continued to develop new policing strategies to target drink driving and repeat offenders. One of these tactics included the strategic targeting of drink-driving hot spots at peak times and locations. This targeting initiative is based on information generated from the 'last place of drink' question asked of offenders when

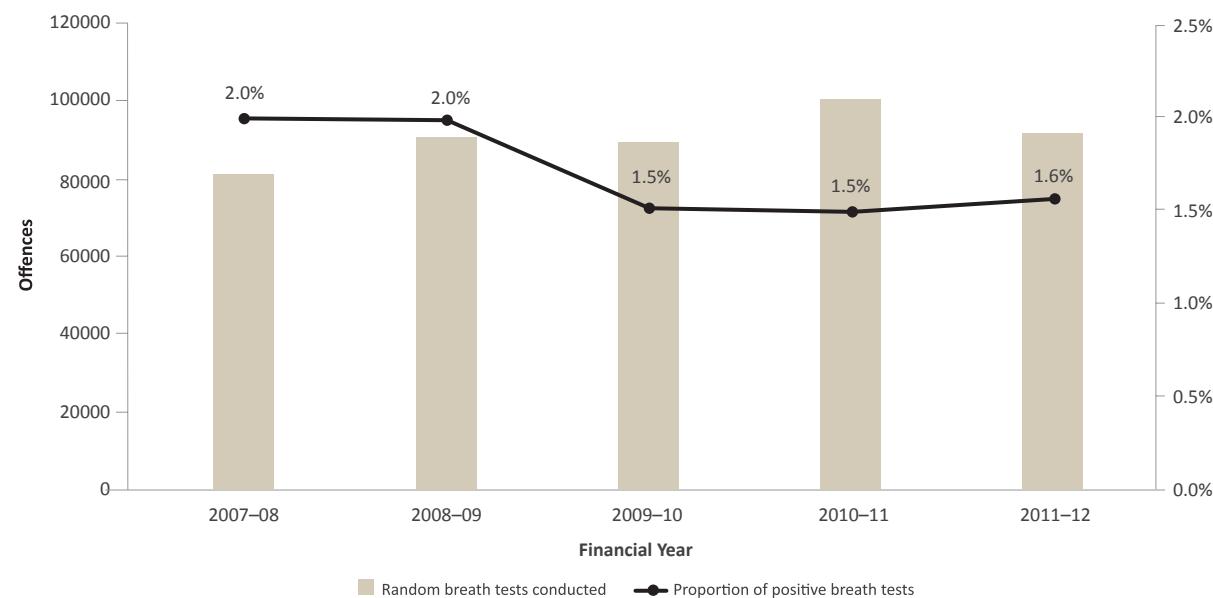
they are caught drink-driving. The Road Safety Operations Team uses this information to identify hot spots on the basis of common places and times. This strategy enables us to proactively target drivers under the influence of alcohol.

**Measure 23 — Percentage of persons who self-report driving when using a mobile phone**

Our target for this measure was the national average (12.2 per cent) or less. We achieved this target with a figure of 10.6 per cent.

In 2011–12 we issued 2102 traffic infringement notices to ACT motorists for driving when using a mobile phone which is 18.6 per cent lower than 2010–11 figures.

**FIGURE A.9.13 — NUMBER OF BREATH TESTS BY YEAR 2007–08 TO 2011–12**



Source: ACT Policing Annual Reports 2010–11 and ACT Policing Traffic Operations

A.9

### 3. Prosecution and judicial support

*[Output 3] ... maximising the number of successful prosecutions in court by providing support to the office of the Director of Public Prosecutions (DPP) and the courts.*

*Measure 24 — Percentage of briefs delivered to the DPP within the designated timeframe*

Our target for this measure was to deliver 75 per cent or more of briefs to the DPP within the designated timeframe. We exceeded the target for this measure, with 90.6 per cent of briefs delivered to the DPP within the set timeframe.

This result is an improvement from the previous reporting period where we delivered 79.9 per cent of briefs to the DPP within the designated timeframe.

*Measure 25 — Percentage of cases finalised by offence proved in court*

Our target for this measure was to finalise 80 per cent or more cases. We achieved this target, with 84.7 per cent of cases finalised by the offence being proved in court.

*Measure 26 — Percentage of cases finalised by a not-guilty verdict or otherwise withdrawn*

Our target for this measure was to finalise 18 per cent or fewer cases with a not-guilty verdict or otherwise withdrawn. We achieved this target, with 13.5 per cent of cases finalised in these ways.

*Measure 27 — Percentage of cases otherwise resolved*

Our target for this measure was to ensure 5 per cent or fewer cases were ‘otherwise resolved’, that is, other than by ‘offence proved in court’, or by a not-guilty verdict, or otherwise withdrawn. This measure relates to incidents where defendants are found unfit to plea due to mental illness. We achieved our target, recording 1.8 per cent of cases otherwise resolved.

### 4. Crime prevention

*[Output 4] ... reducing and preventing crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community’s role in their own safety and security.*

Research shows that neighbourhood problems, incivility or perceived problems, are commonly linked to perceived levels of crime and general safety. For example, perception of neighbourhood incivility is an indication that there is a lack of public order in the area, social controls are diminishing, and police are unable to deal effectively with neighbourhood problems.

One of the aims of the Suburban Policing Strategy (SPS) is to reduce the fear of crime in the community. The combined approach of the SPS in employing increased visibility, foot patrols and engagement with the community has the potential to reduce crime, anti-social behaviour and concern about crime, and to increase public confidence in police.

Our SPS approach is supported by a broader outreach and community engagement approach, and complemented by an open communications platform driven through the media and online communications.

*Measure 28 — Percentage of persons who perceive the following quality of life issues to be a problem in their neighbourhood*

*Speeding cars, dangerous or noisy driving*

Our target for this measure was the national average (69.9 per cent) or less. Our result was over the target, with 72.8 per cent of people perceiving speeding cars, or dangerous or noisy driving as being a problem in their neighbourhood.

We have continued our commitment to addressing community concerns of dangerous driving by increasing the public’s awareness of traffic-targeting in their local neighbourhood. Through the new online crime mapping tool — CrimeStatistics — the public now has access to information relating to the number of traffic infringement notices issued by ACT Policing, and the capacity to draw comparisons between suburbs and periods over time. By increasing the community’s access to information relating to traffic infringement notices,

and other crime types, we anticipate an improvement in ACT residents' perception of quality of life issues by giving them a clearer understanding of traffic enforcement that is taking place in their local area.

#### *Graffiti/vandalism*

Our target for the percentage of people who perceive graffiti/vandalism to be a problem in their neighbourhood was the national average (47.2 per cent) or less. The ACT result was 50.6 per cent.

Financial year comparisons show that the number of graffiti offences reported to ACT Policing has increased by 14.1 per cent since 2010–11, while results for total property damage offences for this reporting period show a 20.1 per cent decrease.

Historically, school holiday periods attract higher than normal incidents of a criminal nature at schools — typically, vandalism in the form of smashed windows, graffiti and burglary. Our Operation School Safe, which ran during this reporting period, is designed to reduce the incidence of criminal behaviour and vandalism occurring at schools during the holiday period. All our general duties members conducted proactive patrols in and around schools to provide a visible police presence and prevent or discourage incidents of criminal and anti-social behaviour.

#### *Louts/gangs*

Our target for this measure was the national average (27.4 per cent) or less. We achieved this target, with 20.9 per cent of people perceiving louts/gangs as being a problem in their neighbourhood.

#### *Drunken/disorderly behaviour*

Our target for this measure was the national average (36.9 per cent) or less. We achieved this target, with 29.6 per cent of people in the ACT perceiving drunken/disorderly behaviour as being a problem in their neighbourhood.

#### *Measure 29 — Number of juveniles referred to diversionary programs*

Our target for this measure was 55 or more juveniles referred to diversionary programs (restorative justice). We more than doubled this target, referring 121 young people to a diversionary program.

In partnership with the Restorative Justice Unit, we began a trial to refer all eligible Aboriginal and Torres Strait Islander (ATSI) young people to restorative justice. The trial was supported in an effort to reduce the disproportionate incarceration rate of ATSI youth as well as to align ACT Policing with the *ACT Justice Diversion Blueprint*.

This trial was successful, as we recorded twice the number of referrals compared with the previous reporting period, and a 10 per cent reduction in the incarceration rate of ATSI people. Findings from the trial also showed that all people who had participated in a diversionary conference were compliant with the outcome agreements. Given the success of this trial and the positive impact on the community, we have undertaken to support this approach for a further 12 months.

#### *Measure 30 — Number of persons referred to community support agencies*

Our target for this measure was 5100 or more people referred to community support agencies. We achieved this target, with 5265 referrals to SupportLink.

Our members use the SupportLink service to provide a crime prevention or community care approach to issues identified during their duties. The primary issues addressed were:

- victim support (counselling)
- general support
- mental health (non-crisis)
- road trauma support
- victim support (court).

#### *Measure 31 — ACT Policing Victim Liaison Officers providing contact with victims of indictable crime reported to police*

Our target for this measure was 75 per cent or more. We achieved this target, with 84.5 per cent of victims contacted by our Victim Liaison Officers during the reporting period.

**A.9***Measure 32 — Number of referrals to drug diversion programs (drug demand reduction effort)*

Our target for this measure was 65 or more referrals to drug diversion programs. We achieved this target with a high number of people — 169 — diverted to the Early Intervention and Drug Diversion Program. This is an increase of 59.4 per cent over the previous reporting period.

**TABLE A.9.2 — NUMBER OF CHARGES FOR DRUG OFFENCES BY OFFENCE TYPE 2010–11 TO 2011–12**

OFFENCE TYPE	2010–11	2011–12	% CHANGE
Possess and use drugs	426	462	8.5
Deal and supply drugs	49	68	38.8
Manufacture and grow drugs	33	22	-33.3
<b>TOTAL</b>	<b>508</b>	<b>552</b>	<b>8.7</b>

*Source: PROMIS at 2 July 2012*

## A.10 — TRIPLE BOTTOM LINE

In line with the ACT Government's commitment to shape the development of a sustainable ACT, **Table A.10.1** outlines our economic, environmental and social indicators.

TABLE A.10.1 — TRIPLE BOTTOM LINE REPORT 2010–11 TO 2011–12

	INDICATOR	2010–11 RESULT	2011–12 RESULT	% CHANGE
ECONOMIC	Employee expenses			
	• Number of staff employed (headcount)	946	905	-4.3
	• Total employee expenditure	\$98m	\$104m	+6.1
	Operating statement			
	• Total expenditure	\$146.7m	\$152.4m	+3.9
	• Total own source revenue	\$0.3m	\$0.3m	Nil
	• Total net cost of services	\$146.4m	\$152.1m	+3.9
	Economic viability			
	• Total assets (notional allocation of AFP assets)	\$32.9m	\$36.0m	+9.4
ENVIRONMENTAL	• Total liabilities (notional allocation of AFP liabilities)	\$29.9m	\$37.2m	+27.7
	Transport			
	• Total number of fleet vehicles	211	224	+6.2
	• Total transport fuel used	Not available	Not available	Not available
	• Total direct greenhouse emissions (tonnes of Co2e) of the fleet	1383	1358	-1.8
	Energy use — kWh			
	• Total office energy use	6799	7197	+5.8
	• Office energy use per person	7.18	7.95	+10.7
	• Office energy use per m2	0.26	0.27	-3.8
SOCIAL	Water consumption			
	• Total water use — kilolitres	15 133	13 818	+9.5
	• Office water use per person	15.99	14.45	+1.1
	• Office water use per m2	0.58	0.61	-4.9
	Resource efficiency and waste			
	• Total co-mingled office waste per FTE	No data available	No data available	No data available
	• Total paper recycled			
	• Total paper used (by reams) per FTE			
	• Percentage of paper recycled			
The Diversity of Our Workforce	The Diversity of Our Workforce			
	• Women (Female FTEs as a percentage of the total)	33%	34%	+3.0
	• People with a disability	0.4%	0.6%	+25
	• Aboriginal and Torres Strait Islander people	1.2%	1%	-1.7
	Staff with English as a second language	10.8%	6.7%	-37.9
	Staff health and wellbeing			
	• OH&S incident reports	218	172	-15.8
	• Accepted claims for compensation (as at 30 June 2010)	70	42	-40
	• Staff receiving influenza vaccinations	267	287	+7
	• Workstation assessments requested	18	12	-33

A.10



1963  
1963 The Australian Capital Territory Police outside the Census Office, Canberra. The building also housed police headquarters. (now the Jolimont Centre)  
Image courtesy of AFP Museum



1946  
Commonwealth Police (Australian Capital Territory),  
and a Peace Officer stand guard at St John's Church,  
Canberra making way for the vehicle of the Governor-General,  
the Duke of Gloucester  
Image courtesy of AFP Museum

## 100 Years of Policing in the ACT

### 1939–63

This era was marked by the outbreak of World War II in 1939. Policing organisations had to absorb additional responsibilities due to the high numbers of service personnel deployed to war efforts.

During this period several of the original Commonwealth Police (Australian Capital Territory) serving members became eligible for retirement but stayed on until the end World War II.

On 24 October 1945 Mr Justice Simpson was appointed Judge of the Supreme Court of the Australian Capital Territory and New South Wales. Also in 1945 a Plain Clothes Branch was established in the Commonwealth Police (Australian Capital Territory).

In 1947 the first policewoman (Alice Clarke) was appointed to the Commonwealth Police (Australian Capital Territory) and a traffic branch was established in the ACT.

The name of Canberra's police service became the Australian Capital Territory Police in 1957.

In 1960 the Commonwealth Police Force was formally established.

In the 1960s ACT Police assumed responsibility for embassy and consular protection (this did not last long and the task was transferred to the Commonwealth Police).

# SECTION B

## CONSULTATION AND SCRUTINY REPORTING

- B.1 COMMUNITY ENGAGEMENT**
- B.2 INTERNAL AND EXTERNAL SECURITY**
- B.3 LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS**
- B.4 LEGISLATIVE REPORT**

## B.1 — COMMUNITY ENGAGEMENT

**B.1**

We expanded our community engagement programs during the year to further increase our profile and to work collaboratively with community groups, the general public and, in some instances, partner agencies, to create a safer and more secure ACT.

The purpose of our community engagement is to encourage positive interaction between police and members of the community, increase community confidence, and actively create supportive relationships with a number of stakeholders.

Community engagement programs include educational themes, advisory programs and those specifically designed for young people and senior members of the community.

During this reporting period we focused on greater effectiveness through our interaction with the community, to enable mutually beneficial outcomes.

### Community consultations and tools used to engage with the community

Some of the community engagement and consultation programs conducted during this reporting period are illustrated in **Table B.1.1**.

**TABLE B.1.1 — COMMUNITY ENGAGEMENTS AND CONSULTATIONS 2011–12**

<b>CONSULTATION 1</b>	
Line area:	ACT Policing Media and Marketing, Specialist Response and Security, Water Operations, Traffic Operations, ACT Policing recruits, Belconnen Police Station members, Exhibit Management Centre, Crime Prevention, Chequered Ribbon Association, AFP Forensics and AFP Recruitment
Project:	Belconnen Police Station open day
Consultation process:	<p>On Saturday 31 March 2012 ACT Policing opened the doors of its new state-of-the-art Belconnen Police Station to the Canberra community.</p> <p>Visitors followed a ‘Lizard trail’ map in their tour of the station, collecting stickers of key items along the way. The lizard theme — emanating from the station’s renowned Blue Tongue lizards — was prevalent throughout the open day on stickers, balloons and branded bottles of water.</p> <p>Face painting continued the lizard theme. Two of the Blue Tongue lizards — moved from the old Belconnen Police Station — were also on public display in a purpose-built terrarium.</p> <p>A RAPID car and police bikes were on display as part of the Traffic Operations. The day was also supported by our Crime Prevention team and the Exhibit Management Centre along with the Chequered Ribbon Association, Crime Stoppers, Neighbourhood Watch, ACT Fire and Rescue and the ACT Rural Fire Service.</p> <p>The AFP’s Forensics team were again one of the most popular attractions, with the crowds fascinated by the finger-printing techniques and other technologies on display.</p> <p>Visitors were able to have their photo taken in a police line-up and take a first-hand look at our Operational Safety Training and canine demonstrations.</p> <p>Constable Kenny Koala’s ‘Kids Corner’ provided children with an opportunity to learn about personal safety and, as always, was a hit with the kids, as was the Volunteers in Policing barbecue.</p>
Groups/individuals consulted:	Members of the Canberra community, especially families with young children
Approximate number consulted:	Approximately 5000 members of the Canberra community attended the open day
Outcome:	Anecdotal feedback was very positive. Members of the Canberra community participated in a variety of activities.

B.1



Thousands of Canberrans seized the opportunity to take a ‘behind the scenes’ look at the new Belconnen Police Station

## CONSULTATION 2

Line area:	ACT Policing’s Crime Prevention, General Duties, and Media and Marketing
Project:	Skyfire 2012
Consultation process:	<p>Skyfire 2012 was held on Saturday 17 March 2012. The event gave us the opportunity to actively engage with the Canberra community, especially some of our hard-to-reach and high-risk audiences — teenagers and young adults.</p> <p>Crowds at Skyfire traditionally consist of teenagers, young adults and family groups. Skyfire is one of the few all-age events in the ACT where alcohol is permitted.</p> <p>The large number of young people attending Skyfire makes it an ideal opportunity to promote targeted crime prevention messaging around young people and binge drinking.</p> <p>Our integrated approach in 2012 included sponsorship and a social media campaign supported by traditional media, and community engagement that included on-the-ground activity and partnership with Directions ACT.</p> <p>Our campaign efforts had a strong focus on targeting under-age drinking and alcohol-related offences in the lead-up to the event.</p> <p>Community engagement at the event aimed to provide teenagers and young adults with a positive and voluntary interaction with police.</p> <p>An education display was made up of a marquee, a video display playing the campaign video, a table with brochures, and free merchandise including wrist bands, glow sticks and campaign-branded bottles of water.</p>
Groups/individuals consulted:	Families and young people
Approximate number consulted:	Approximately 150 000 people attended Skyfire 2012
Outcome:	<p>Preventative messages about police visibility and a no-tolerance approach to anti-social behaviour were driven through ACT media channels leading up to the event. Parents were also advised to be aware of where their teenagers were on the night of Skyfire.</p> <p>Our partnership with Directions ACT ensured the issues of law enforcement and the health impacts of under-age and binge drinking were addressed.</p> <p>Opinions expressed by members of the public were generally very positive. The ‘galah’ campaign, in particular, stimulated debate around the issue of under-age and binge drinking among young people, and featured on national news as a result.</p> <p>There was a 60 per cent decrease from 2011 in the number of teens taken into custody for intoxication at Skyfire 2012.</p>

**B.1****CONSULTATION 3**

Line area:	ACT Policing Media and Marketing
Project:	2012 ActewAGL Royal Canberra Show
Consultation process (tools used):	<p>The 2012 ActewAGL Royal Canberra Show was held at Exhibition Park in Canberra from 24 to 26 February 2012.</p> <p>The objective of the 2012 ACT Policing display was to increase awareness and understanding of our community policing efforts, influence perceptions of crime, and increase confidence in police through interaction and engagement.</p> <p>Our display at the show was interactive and relevant to members of the public, focusing on drink- and drug- driving, child safety and internet safety.</p> <p>The consequence of driving while under the influence of alcohol or drugs (and speeding) was demonstrated with a confronting collision scene set up as a re-enactment of a fatal collision in 2008 in which one young man died, two young men suffered life-changing injuries and the driver was imprisoned.</p> <p>Darkness, flashing police lights, simulated leaking fuel from the vehicle, an audio of the ongoing radio dialogue between police at the scene and ACT Policing Operations as well as an interview with the mother of the victim all contributed to the reality of the re-creation. Dummies demonstrating where the individuals were found after the crash were a chilling reminder of the possible consequences of drink driving.</p> <p>Our new online interactive crime maps were launched at the show by the Minister for Police and Emergency Services, Simon Corbell. Attendees were able to use touch screens to find out the crime statistics in their neighbourhood and see which crime type was most prevalent.</p> <p>Manoeuvring a radio controlled car around a suburban road while experiencing the effects of being under the influence of alcohol or drugs by wearing our ‘drunk goggles’ seemed to really hit home to many people who tried them.</p> <p>Constable Kenny Koala was available for photos and to talk to people about his child safety messages. His display also included interactive badge-making. Children were able to join the Constable Kenny Koala Star Club during the show.</p> <p>The AFP’s High Tech Crime Operations focused on the global initiative, ThinkUKnow, which aims to educate kids, carers and parents on the dangers and benefits of the online world.</p> <p>Police vehicles on display included a RAPID vehicle and a police motorcycle.</p>
Groups/individuals consulted:	Members of the public, especially the Canberra community, families and children
Approximate number consulted:	More than 100 000 people attended the event over the course of the three days
Outcome:	<p>The ACT Policing display was a very popular section of the Leisure and Lifestyle Centre (in the Budawang Pavilion).</p> <p>Feedback from members of the public, particularly via social media, was very positive and participation in all activities was high. Many mentioned they found the crash scene confronting and a reminder of the dangers.</p> <p>ACT Policing won the 2012 ActewAGL Royal Canberra Show Indoor Grand Champion Display Award for the display.</p> <p>Approximately 570 children joined the Constable Kenny Koala Star Club at the show.</p>



B.1

The confronting fatal collision re-enacted as part of ACT Policing's display at the ActewAGL Royal Canberra Show

#### CONSULTATION 4

Line area:	ACT Policing Media and Marketing, Crime Prevention
Project:	2012 National Multicultural Festival
Consultation process:	<p>The 2012 National Multicultural Festival was held from 9 to 11 February 2012. The festival is an annual celebration led by Canberra's multicultural community. The 2012 festival again focused on the spirit of community engagement by celebrating Canberra's cultural diversity and sharing of traditions.</p> <p>ACT Policing continued its sponsorship of the National Multicultural Festival through an interactive stand situated just outside the Canberra Centre.</p> <p>Our stall was made up of a Traffic Operations motorcycle, a police photo board and a drug-driving display.</p> <p>The AFP's National Missing Persons Coordination Centre and ACT Policing's Missing Persons Unit were part of the display, providing merchandise and information brochures in a number of different languages.</p>
Groups/individuals consulted:	The ACT and Canberra's multicultural community
Approximate number consulted:	More than 260 000 attended the festival over the course of the weekend
Outcome:	<p>The presence of ACT Policing at this year's festival enabled us to actively engage with Canberra's multicultural community — an audience that can be hard to reach.</p> <p>This year our approach focused on current and topical law and order issues affecting the multicultural community. The new drug testing laws and the introduction of head-covering legislation were two key themes.</p>

**B.1****CONSULTATION 5**

Line area:	ACT Policing, Media and Marketing
Project:	White Ribbon Day
Consultation process:	<p>On 19 November 2011 we once again launched our successful Men in Uniform stalls in support of White Ribbon Day. This event is recognised as a call-to-action for the community to join together and take an active stand in condemning violence against women.</p> <p>We expanded our reach through our stalls during this reporting period to incorporate the five major shopping centres in addition to the three Bunnings stores in Canberra.</p> <p>Representatives from several organisations joined ACT Policing officers on the Men in Uniform stalls to raise funds in support of the elimination of violence against women. Other organisations represented included the ACT Fire Brigade, ACT Ambulance, State Emergency Services, the Rural Fire Service, the Australian Defence Force (a new addition), the Canberra Raiders and the Brumbies.</p> <p>The stalls sold White Ribbon Day merchandise and provided information about the issue, and representatives were inundated with support from people wanting to undertake ‘the oath’. It was considered to be an outstanding result and showed that the community is genuinely supportive of this campaign. More than \$20 000 was raised, a significant increase from \$8 000 in the previous reporting period.</p> <p>The stalls were attended by a number of ACT Policing members, including our Deputy Chief Police Officers Bruce Hill and David McLean, both White Ribbon Day Ambassadors.</p>
Groups/individuals consulted:	Unknown
Approximate number consulted:	Unknown
Outcome:	More than \$20 000 was raised for White Ribbon Day in 2011 through the Men in Uniform stalls.

**CONSULTATION 6**

Line area:	ACT Policing
Project:	Special Kids Christmas Party 2011
Consultation process:	<p>The aim of the Special Kids Christmas Party is to give more than 1600 children a day to remember. The children may be terminally ill, intellectually impaired, physically impaired, underprivileged or full-time carers of sick parents.</p> <p>Siblings of the special needs kids also attend from all parts of the Canberra region.</p>
Groups/individuals consulted:	Special needs children, members of the ACT community
Approximate number consulted:	More than 1600 special needs children and family members and carers
Outcome:	<p>Members from throughout the AFP participated in the event, bringing smiles to the faces of hundreds of children.</p> <p>(ACT Policing was again a sponsor of the event.)</p>

**CONSULTATION 7**

Line area:	Media and Marketing, Crime Prevention
Project:	Bunnings home safety promotion
Consultation process:	<p>ACT Policing partnered with Bunnings Warehouse in a home safety promotion at its stores in Belconnen, Tuggeranong and Fyshwick for the first time during this reporting period.</p> <p>Two general duties members — located at each store — provided home safety presentations and engaged with members of the Canberra community.</p> <p>Show-bags with 24-hour timers, brochures and other information was provided on home safety. Demonstrations were also delivered by experienced Bunnings' representatives.</p>
Groups/individuals consulted:	General public
Approximate number consulted:	Around 3000 show-bags were given out at the three Bunnings Warehouse locations.
Outcome:	Those members of the community who attended the Bunnings home safety presentations and engaged with ACT Policing members appeared to be very receptive to the home safety tips provided.

**B.1****CONSULTATION 8**

Line area:	Crime Prevention
Project:	Canberra Retirement and Lifestyle Expo 2012
Consultation process:	<p>A display was set up at the Canberra Retirement and Lifestyle Expo — a three-day event where businesses, organisations and government agencies provide information, products and services to our community's older demographic.</p> <p>Our Seniors Liaison Officers and our VIPs actively engaged with members of the community who are retired, or soon to be retired, providing them with information about our services and crime prevention.</p>
Groups/individuals consulted:	Members of the community who are retired or soon to be retired
Approximate number consulted:	Approximately 14 000 people attended the expo
Outcome:	The Canberra Retirement and Lifestyle Expo 2012 enabled our Seniors Liaison Officers to promote the prevention of crime information to a large number of retired or soon-to-be-retired members of the ACT community.

**CONSULTATION 9**

Line area:	Crime Prevention
Project:	ACT Seniors Week
Consultation process:	We supported ACT Seniors Week in March 2012, attending the Chief Minister's breakfast and running a stall at the Kingston Bus Depot markets.
Groups/individuals consulted:	Members of Canberra's senior community
Approximate number consulted:	Approximately 1500 people attended ACT Seniors Week activities
Outcome:	ACT Seniors Week gave our Seniors Liaison Officers access to a seniors audience and provided them with information on crime prevention and personal safety.

**B.1****CONSULTATION 10**

Line area:	Crime Prevention
Project:	Harmony Day 2012
Consultation process:	<p>Our Multicultural Liaison Officers — in conjunction with Migrant and Refugee Settlement Services and the Police and Community Youth Club (PCYC) — facilitated a basketball and futsal event on Harmony Day.</p> <p>Harmony Day is a celebration of cultural diversity and of the way that Australians are unique but have many things in common. It is also the United Nations International Day for the Elimination of Racial Discrimination.</p> <p>The theme for Harmony Day in 2012 was 'everyone belongs', promoting the message that all Australians are a welcome part of our country, regardless of their background.</p> <p>The basketball and futsal events were attended by the Federal Member for Fraser, Andrew Leighs, members of the multicultural community and our officers.</p>
Groups/individuals consulted:	ACT multicultural community
Approximate number consulted:	Approximately 200 people attended
Outcome:	<p>ACT Policing members were able to engage with members of the multicultural community. The AFP provided a team to play with the attendees of the basketball and futsal event.</p> <p>This interaction ensured our continued engagement with Canberra's multicultural community.</p>

**CONSULTATION 11**

Line area:	Crime Prevention
Project:	National Youth Week
Consultation process:	<p>Members of our Aboriginal and Torres Strait Islander (ATSI) Community Engagement Team went to Jervis Bay/Wreck Bay from 19 to 22 April 2012 as part of National Youth Week activities in partnership with the PCYC and the Housing and Community Services Directorate.</p> <p>Our Youth Liaison Team also attended the annual Youth Week Expo in Garema Place featuring young performers, artists and musicians. The team also participated in the Bimberi Expo which gave young people at Bimberi Youth Justice Centre an opportunity to establish further contacts with services and workers in the community.</p>
Groups/individuals consulted:	The team engaged with community members from the Wreck Bay ATSI community, covering a broad range of ages and educational backgrounds.
Approximate number consulted:	Approximately 100 people were consulted as part of our activities
Outcome:	<p>Participation in National Youth Week strengthens and improves the relationships between the police, ATSI communities and other service providers. It also engenders an understanding of current and emerging issues which will ensure there is an increased trust between police and these communities.</p> <p>Our Youth Liaison Team provided information about how they can help young people, and services that young people can be referred to for assistance.</p>

B.1

**CONSULTATION 12**

Line area:	Crime Prevention
Project:	NAIDOC Week
Consultation process:	<p>In July 2011 we participated in a number of NAIDOC Week activities and events, including the official flag-raising ceremony at AFP headquarters in Barton and the NAIDOC touch football competition.</p> <p>We also continued our funding of the NAIDOC Week Family Fun Day which was held at Boomanulla Oval, Narrabundah.</p> <p>NAIDOC stands for National Aborigines and Islanders Day Observance Committee. It is a celebration of ATSI cultures and an opportunity to recognise the contributions of Indigenous Australians in various fields. Activities take place across the nation during NAIDOC Week.</p>
Groups/individuals consulted:	Members of the ATSI community and key partners
Approximate number consulted:	Approximately 500 ATSI members of the community attended this event
Outcome:	ACT Policing has been supporting NAIDOC Week for more than 10 years as part of our community engagement and Crime Prevention activities and to help build strong relationships between police and the ATSI community.

**CONSULTATION 13**

Line area:	Traffic Operations
Project:	Road Ready
Consultation process:	<p>Our Road Ready program aims to educate ACT secondary/high school students on road safety, including how collisions occur and the importance of safe driving behaviours.</p> <p>At these educational sessions, a presentation was delivered called 'Real decisions, real consequences' on decision-making and the consequences of poor decisions while driving a vehicle.</p> <p>The presentation is delivered in conjunction with the Australian Defence Force Academy crash car — a car involved in a serious collision and death as a result of intoxicated driving.</p>
Groups/individuals consulted:	Members of Traffic Operations attended various secondary schools across the ACT
Approximate number consulted:	Unknown
Outcome:	ACT Policing is liaising with other emergency services to divide schools into zones to ensure all schools receive the same presentation, with consistent messaging. The presentations were received positively.

In addition to these direct engagement activities, we indirectly engage with all elements of our community through our operational support of a number of major events, including Foreshore, the Australia Day Live concert, Summernats, Celebrate in the Park, and the Melbourne Cup.

## B.1

### Constable Kenny Koala

Our Constable Kenny Koala Program continued to educate school-aged children on five main safety themes:

- traffic and road safety
- protective behaviours
- cyber safety
- littering and community care
- decision-making and consequences.

Leading Constable Kenny Koala attended a number of community events and visited 1022 classrooms, speaking with 18 307 students during this reporting period.

Constable Kenny Koala has been a Canberra institution for more than 30 years. Constable Kenny Koala is a community personality within the ACT and is ACT Policing's educator on safety messages for primary school-aged children.

Also during this reporting period Constable Kenny Koala launched his new AVIS-sponsored car at The Canberra Hospital with Garran Primary School.

Deputy Chief Police Officer Bruce Hill — together with the AVIS Regional Manager — launched the new vehicle on Day for Daniel (Morecombe), which was 28 October 2011. This new vehicle will ensure Constable Kenny Koala will be able to continue to visit many schools and keep making children feel and be safe.

The launch of the new vehicle provided an opportunity for Constable Kenny Koala to meet children who were in hospital and also the neighbouring Garran Primary School. This was the first time Constable Kenny Koala visited the special children's ward in The Canberra Hospital.

### Online engagement — CrimeStatistics

ACT Policing's new interactive crime maps were launched at the ActewAGL Royal Canberra Show.

Crime maps were redeveloped to support the revised patrol zones, influence media reporting and meet community expectations.

In April 2011 we undertook an external website survey to identify opportunities to enhance our online services. Crime maps were a particular focus of this survey, being one of the top five most popular features on our website at police.act.gov.au.

The former interactive online maps provided statistics for that month only, at a broader zone level (i.e. Belconnen, Tuggeranong, Woden etc). The community survey told us they wanted to know what was happening in their suburb and not just for that month. They wanted to be able to make their own comparisons over time, to see for themselves whether crime was really on the decline.

The inability to view the maps on smart phones or iPads was also identified as an issue.

Key features of the new interactive Crime Maps — CrimeStatistics — include an increase in the crime types reported (including homicide and traffic offences), the ability to search statistics by suburb and postcode as well as crime type, and the ability to view trends over time.

The user-friendly maps provide a community engagement platform to improve perceptions and fears of crime and our related key performance indicators.

## Suburban Policing Strategy

The Suburban Policing Strategy (SPS) is a neighbourhood policing strategy that incorporates the allocation of proactive police patrols to defined areas to ACT Policing patrols.

During this reporting period we undertook 29 938 SPS-related community consultation activities, of which 75.2 per cent were high visibility jobs (proactive vehicle patrols), 20.5 per cent were accessibility jobs (beat/foot/bicycle patrols) and 4.3 per cent were engagement jobs such as speaking with school principals or business owners about specific areas' issues.

B.1

100  
YEARS

*Keeping it rural*



A 1960s image of the ACT Police Rural Patrol VW Beetle with slain lambs

Nearly 84 per cent of the ACT, or 1762 square kilometres, has been policed by a rural policing patrol since 1962.

In the 1960s the rural ACT was patrolled by one policeman in a VW Beetle — often over rough terrain.

The Rural Patrol officer had no radio or other means of communication, and had to drive to a phone police station — at Hall, Weetangera, Royalla, Tharwa or Rocky Crossing — to make calls.

The work of the rural patrol hasn't changed much but their equipment has significantly improved. Today's rural patrol still works closely with farmers and partner agencies to keep across policing issues in the ACT's national parks and forestry areas. They chase illegal pig hunters and unregistered trail bikers, investigate stock theft and drug crops, help visitors with bogged vehicles and inspect burnt-out or abandoned vehicles.

## B.2 — INTERNAL AND EXTERNAL SCRUTINY

B.2

ACT Policing is the community policing arm of the AFP, so effectively the delivery of policing services is provided by the AFP, within the parameters of the *Australian Federal Police Act 1979*. ACT Policing is privy to both ACT and Commonwealth scrutiny matters.

The following significant developments were recorded by ACT Policing during this reporting period.

TABLE B.2.1 — ACT POLICING INTERNAL AND EXTERNAL SCRUTINY 2011–12

<b>SIGNIFICANT DEVELOPMENT 1</b>	
Name of agency:	ACT Ombudsman
Nature of inquiry/report title:	Inspection of records held by ACT Policing pursuant to the <i>Crimes (Surveillance Devices) Act 2010</i> (ACT)
Recommendations/outcome of inquiry:	<p>Two recommendations were made as a way forward to best practice:</p> <ol style="list-style-type: none"> <li>1. ACT Policing should ensure that all members who are using surveillance devices are required to record the time that devices are used on relevant action sheets.</li> <li>2. Use of surveillance devices must be in accordance with warrant conditions.</li> </ol>
Response to the outcome of inquiry:	<p>The recommendations have been addressed with the introduction of ‘action sheets’ that the Police Protection Team and any other member who is involved in the use of surveillance devices must complete every time a device is activated and de-activated. Action sheets were implemented during this reporting period.</p> <p>In accordance with the findings of the Ombudsman, ACT Policing accepts the conclusion the Ombudsman has reached regarding the need for greater specificity in surveillance device warrant conditions.</p>
<b>SIGNIFICANT DEVELOPMENT 2</b>	
Name of agency:	ACT Ombudsman
Nature of inquiry/report title:	Inspection of records held by ACT Policing pursuant to the <i>Crimes (Controlled Operations) Act 2008</i> (ACT).
Recommendations/outcome of inquiry:	<p>A report was prepared by the ACT Ombudsman with the following recommendations.</p> <p><b>Recommendation 1: Disclosure of all earlier applications in relation to the same operation/criminal activity</b>  In accordance with s. 9(4)(b) of the <i>Crimes (Controlled Operations) Act 2008</i>, ACT Policing should ensure that all applications state whether the proposed operation, or any other controlled operation in relation to the same criminal activity, has been the subject of any earlier applications for authorities or amendments of authorities.</p> <p><b>Recommendation 2: Issue 4.2.1 notifying participants of amendments to authorities</b>  The ability to ascertain whether participants of a controlled operation were notified of a standard amendment of authority within 48 hours after the day the amendment was granted — s. 13 (13).</p>

## B.2

Recommendations/outcome of inquiry (continued):	<p><b>Recommendation 3: Issue 4.4 inconsistent record keeping regarding the time and date the authorised conduct ceased</b></p> <p>This appeared to have been human error in reporting and record keeping, and has since been rectified.</p> <p><b>Recommendation 4: Issue 4.6.1 General Register</b></p> <p>The General Register did not contain information required under ss. 30(2)(c)(iii) and 30 (2)(a)(i) of the Act. This has been rectified.</p>
Response to the outcome of inquiry:	<p>We now check against the General Register for any previous applications relating to the same operation or criminal activity to ensure they are mentioned in the application.</p> <p>This issue of ascertaining whether participants of a controlled operation were notified of a standard amendment of authority within 48 hours after the day the amendment was granted — s13 (13) — has been rectified by introducing a Principal Law Enforcement Officer acknowledgment form.</p> <p>The scope of the General Register has been broadened to ensure that, in future, there is a record of the date of application for an amendment of authority and the name, and rank or position, of the person who granted the amendment of authority.</p>

### SIGNIFICANT DEVELOPMENT 3

Name of agency:	AFP internal audit
Nature of inquiry/report title:	<p>Exhibit Management Centre (EMC) property audit</p> <p>A review of the AFP's management of property and exhibits was undertaken during this reporting period as part of the Internal Audit Program.</p> <p>The correct custody and management of property and exhibits is crucial to the establishment of a brief of evidence, which directly supports our ability to conduct and pursue investigations and obtain convictions.</p> <p>The process for correct management and handling of property and exhibits is detailed in the <i>National Guideline on Property and Exhibits</i>. This is the primary governance document, designed to help employees meet their responsibilities and ensure correct practice. In 2009, the national guideline was updated to include revised and improved procedures for staff working with property and exhibits. A working group has been established to review the guideline in response to audit findings at State offices.</p> <p>This review is part of a series of reviews providing assurance around the management of property and exhibits at various AFP locations.</p>
Recommendations/outcome of inquiry:	<p>The audit resulted in 12 recommendations. Two of these were considered to have significant risks associated with them (findings 10 and 12) and eight were considered to be medium risk (findings 1, 2, 4, 5, 6, 7, 8, and 9).</p> <p><b>Recommendation 1</b> As the EMC has now been operating for 12 months, a security risk assessment of the storage, access and physical security arrangements should be undertaken. The assessment should include a review of arrangements for storage of all exhibit types to inform the development of the new national guideline.</p> <p><b>Recommendation 2</b> Establish a manual register for the 'B-class' drug safe that records the names of individuals who access the safe.</p> <p><b>Recommendation 3</b> Identify all currency items that are not recorded against an appropriate location in the Police Real-time Online Management Information System (PROMIS) and either move them to an appropriate location or rectify the PROMIS record. This should become an ongoing process.</p> <p><b>Recommendation 4</b> In conjunction with the relevant case officer, review the invalid totals currency report extracted from operational reporting and ask the case officers to correct any outstanding 'invalid total' errors against currency seizures recorded in PROMIS.</p>

**B.2**

Recommendations/outcome of inquiry (continued):	<p><b>Recommendation 5</b> PROMIS recording practices should be examined to determine if more detailed recording, particularly of sub-items, is required.</p> <p><b>Recommendation 6</b> EMC should either produce reports as required by the national guideline or determine what reporting is appropriate for ACT Policing and apply for an exemption or amendment to the guideline.</p> <p><b>Recommendation 7</b> ACT Policing should review the current treatment of drug wrappings received from ACT Government Analytical Laboratory.</p> <p><b>Recommendation 8</b> A review should be undertaken of the appropriateness of storing urine/blood samples at the EMC, and the need for a back-up power supply.</p> <p><b>Recommendation 9</b> ACT Policing should continue to follow up on items with no location, update PROMIS with correct locations for those items that are found, and determine the best course of action for items that are not found.</p> <p><b>Recommendation 10</b> Stocktakes should be conducted and the outcomes reported in accordance with the national guideline. If this cannot be done, this should be discussed with the Coordinator Investigations Support Services.</p> <p><b>Recommendation 11</b> Investigate the options for a barcode scanning capability to effectively and efficiently conduct stocktakes at the EMC.</p> <p><b>Recommendation 12</b> Ensure key identifiers (item number and item description) are visible on the external packaging of the item to enable identification.</p>
Response to the outcome of inquiry:	<p>The EMC operates in an environment of continuous improvement, striving towards industry best practice. ACT Policing has accepted the findings and is working towards incorporating the recommendations into routine business practice. At 30 June 2012, eight of the recommendations were completed with the remainder scheduled for completion by the end of 2012.</p> <p><b>Recommendation 1 — In progress</b> A security assessment has been booked for EMC.</p> <p><b>Recommendation 2 — Complete</b> A manual register has been in existence since the commencement of EMC. The register will continue to be maintained.</p> <p><b>Recommendation 3 — Complete</b> New PROMIS locations have been created, and items have been identified and recorded against correct locations within the valuables vault.</p> <p><b>Recommendation 4 — In progress</b> The AFP Operations Coordination Centre (AOCC) will review the current currency report and produce an exception report to identify errors. Case officers will be emailed details of cases for amendments.</p> <p><b>Recommendation 5 — Complete</b> The AOCC and EMC have examined current recording practices. Future property and exhibits training programs and aide memoires will reinforce correct PROMIS recording processes and procedures.</p> <p><b>Recommendation 6 — Complete</b> The officer-in-charge (OIC) of the EMC has consulted with the Coordinator Investigations Support Services (CISS). CISS advised that current reporting is adequate and an exemption from prescriptive broader AFP reporting has been provided until the release of the national guideline. The new guideline will provide a minimum standard reporting regime for all offices, along with flexible information requirements for the manager and Operations Committee.</p>

Response to the outcome of inquiry (continued):	<p><b>Recommendation 7 — Complete</b> Current processes have been reviewed and approved by the OIC EMC and CISS. EMC will develop a local registry procedure and ensure EMC staff are aware of processes for handling and recording drug wraps.</p> <p><b>Recommendation 8 — In progress</b> A review has been conducted by EMC of all current blood/urine samples and cross-matched with PROMIS records. A local registry procedure has been documented.</p> <p>The requirement for a back-up power supply was documented in the original plans for the EMC. ACT Policing Finance and Logistics were contacted to acquire quotes, but this has not yet been done.</p> <p>OIC EMC to arrange quotes for a back-up generator from suppliers and provide details to Director Corporate Services for budget consideration.</p> <p><b>Recommendation 9 — Complete</b> CISS and OIC EMC have discussed this issue and established that the EMC has been working steadily on correcting historical anomalies with records and items. The AOCC will temporarily loan a member to the EMC to assist with reconciliation of items and record cleansing. In conjunction with stocktakes, this issue will eventually be resolved.</p> <p><b>Recommendation 10 — Complete</b> The revised national guidelines on property and exhibits will result in each registry developing a stocktake plan rather than trying to meet the current over-prescriptive schedule in the existing national guidelines. CISS has provided exemption from current national guidelines stocktake requirements to move immediately to developing an EMC stocktake plan. The AOCC will assist with this plan and provide resources to conduct stocktakes.</p> <p><b>Recommendation 11 — Compete</b> An evaluation of the introduction of barcode scanning for the EMC was undertaken. The report is to be located and progressed.</p> <p>The OIC EMC is to locate the report, arrange quotes from suppliers and provide details to the Director Corporate Services for budget consideration.</p> <p><b>Recommendation 12 — In progress</b> The OIC EMC and CISS have met and discussed this issue. They agreed that the NODE barcode containing seizure information is to be recorded on the front of exhibit bags.</p> <p>A local registry procedure will be created for approval by the AOCC and ACT Policing.</p>
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**SIGNIFICANT DEVELOPMENT 4**

Name of agency:	Australian National Audit Office (ANAO)
Nature of inquiry/report title:	<p><b>ANAO performance audit — arrangements for the provision of policing services to the Australian Capital Territory</b></p> <p>The ANAO included in its planned Audit Work Program for 2011 a performance audit of the arrangements for the provision of policing services to the ACT.</p> <p>The objective of this audit is to assess the effectiveness of the AFP's management of the delivery of policing services to the ACT. In particular, the audit will examine whether:</p> <ul style="list-style-type: none"> <li>• the policing service specified in the Policing Arrangement and the Purchase Agreement are being delivered (see <b>Appendices 1 and 2</b>)</li> <li>• reporting arrangements are appropriate and complied with</li> <li>• Ministerial Directions are complied with</li> <li>• ACT Policing has effective stakeholder engagement and relationship management arrangements.</li> </ul>
Recommendations/outcome of inquiry:	The audit was ongoing at 30 June 2012.
Response to the outcome of inquiry:	The report is expected to be tabled in January 2013.

## B.2

**SIGNIFICANT DEVELOPMENT 5**

Name of agency:	AFP internal audit (conducted by KPMG)
Nature of inquiry/report title:	<p><b>ACT Policing management of warrants</b></p> <p>The AFP's Internal Audit area undertook a review of ACT Policing's management of warrants as part of the AFP's 2010–2011 Internal Audit Annual Plan.</p> <p>Warrants are highly accountable legal documents. As such, the AFP is reliant on compliance with internal policies and procedures to ensure appropriate management and accountability during the processing of a warrant.</p>
Recommendations/Outcome of inquiry:	<p>Nine recommendations were made. Two of these were considered to have significant risk associated with them (recommendations 1 and 2) while two others were considered to be medium risk (recommendations 3 and 4).</p> <p><b>Recommendation 1</b>            ACT Policing should modify existing procedures to maintain evidence that warrants have been handed over to another party and are no longer in the AFP's custody.</p> <p><b>Recommendation 2</b>            ACT Policing should discuss with AFP Treasury and the ACT Magistrates Court the purpose of the barcoding of warrants and limitations on their usefulness in demonstrating the originality of the warrant. Furthermore, ACT Policing should discuss with the ACT Magistrates Court whether barcodes could potentially be applied to warrants before being provided to ACT Policing.</p> <p><b>Recommendation 3</b>            ACT Policing's <i>Practical Guide: Warrants</i> should be updated to clarify who is responsible for clearing the drop safes of warrant money and the frequency this should occur; and to reflect the banking requirements. This should then be communicated to the appropriate staff.</p> <p><b>Recommendation 4</b>            AFP Treasury should implement a process to reconcile the warrants executed by payment (per PROMIS records) with warrant money collected; and develop guidance around processes for collecting, banking and accounting for warrant money in case staff are unavailable.</p> <p><b>Recommendation 5</b>            ACT Policing should update and finalise the draft <i>Warrants Registry — Standard Operating Procedures</i>.</p> <p><b>Recommendation 6</b>            ACT Policing should advise all officers to endorse warrants when they are executed, in accordance with the <i>Practical Guide: Warrants</i>.</p> <p><b>Recommendation 7</b>            ACT Policing should update s. 17.4 of the <i>Practical Guide: Warrants</i> to clarify the situations in which the case officer should be notified when a warrant has been executed.</p> <p><b>Recommendation 8</b>            ACT Policing should enhance existing warrant reporting to include historical information on the numbers of outstanding warrants and the age of outstanding warrants. Reporting on outstanding warrants should be used to support decisions around warrant blitz activities.</p> <p><b>Recommendation 9</b>            ACT Policing should implement a process to reconcile the warrants held in the registry with those recorded by the ACT Magistrates Court as being provided to ACT Policing.</p>

Response to the outcome of inquiry:	ACT Policing agreed with and implemented the recommendations. <b>Recommendation 1 — Complete</b> Judicial Operations have put in place a system where all warrants are recorded on the property sheet of the person in custody. Under video recording, members of ACT Corrections are handed the warrant which they sign and the receipt is filed in the ACT Watch House. <b>Recommendation 2 — Complete</b> ACT Policing already barcode all warrants; however, we will hold talks with the ACT Magistrates Court to determine the feasibility of this recommendation. <b>Recommendation 3 — In progress</b> ACT Policing's Warrant Registrar is looking to purchase new safes for each of the stations, solely for the purpose of storing money. ACT Service and Process will then collect the money from the stations, limiting the number of people responsible for dealing with it. This will be reflected in the updated practical guide and information will be sent to ACT Policing members by way of the Judicial Operations Bulletin. <b>Recommendation 4 — In progress</b> This reconciliation is reliant on ACT Policing providing AFP Treasury with a list of warrants executed by payment (in line with PROMIS records). Once this report is developed, AFP Treasury can implement this recommendation. AFP Treasury guidelines for collecting, banking and accounting for warrant money has been developed since the audit was conducted. ACT Policing will establish a regular reconciliation process with AFP Treasury. ACT Policing has extracted 12 months of data for warrant payments from PROMIS to ensure it is something we can readily produce and established that we can repeat the process by whatever dates we wish to apply. ACT Policing will now liaise with AFP Treasury to establish a regular reconciliation schedule. <b>Recommendation 5 — In progress</b> This document is in progress and should be completed by the ACT Policing Warrant Registrar in the near future. <b>Recommendation 6 — In progress</b> A Judicial Operations Bulletin is to be written addressing this recommendation. <b>Recommendation 7 — In progress</b> To be reviewed. <b>Recommendation 8 — In progress</b> To be reviewed. <b>Recommendation 9 — In progress</b> ACT Policing currently has a system whereby all warrant holdings are listed and given to the ACT Magistrates Court. This is dependent on whether the ACT Magistrates Court confirms these holdings. ACT Policing will hold talks with the ACT Magistrates Court to determine better recording processes between both agencies.
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## B.3 — LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS

B.3

In March 2012 ACT Policing provided a written submission to the Standing Committee on Justice and Community Safety inquiry into the *Crimes Legislation Amendment Bill 2011* and the *Crimes (Offences Against Police) Amendment Bill 2012*. Chief Police Officer for the ACT Roman Quaedvlieg appeared before the committee during the public hearing held on 4 April 2012.

The Standing Committee on Justice and Community Safety Inquiry into the Operation of the *Prostitution Act 1992* has concluded, and the committee report was released on 23 February 2012. Chief Police Officer for the ACT Roman Quaedvlieg had appeared before the committee on 23 March 2011.

*SAINTs a Triumph in the early years*

100  
YEARS

Back in the 1960s, police-modified Triumph motorcycles were known unofficially as a SAINT — Stops Anything In No Time!

The Triumph Thunderbird that police rode did not come with an on-board radio or flashing lights. The siren was operated by a lever on the handle bars and the device was bolted onto the back wheel. There were no indicators — riders had to give hand signals to turn left or right. It was fitted with a chronometric speedometer which marked all miles per hour, allowing police to accurately check another person's speed.

Triumph SAINTs were used by the ACT Police Traffic Branch to enforce the Motor Traffic Ordinance in the suburbs (at school crossings) and in the Civic Centre (at Commonwealth Avenue, Northbourne Avenue and London Circuit). As there were no traffic lights in the ACT in the 1960s, police directed traffic on the intersections of these major roads in the morning, at lunchtime and during afternoon peak periods.

Radio phones were introduced in about 1969 and were fitted to the tank rack. The pannier bags contained the rider's wet weather uniform and duty notebooks.



1965 Triumph SAINT motorcycle manufactured in England

## B.4 — LEGISLATIVE REPORT

We are a Commonwealth Government agency, so we do not generally administer ACT legislation. However, we routinely provide significant input to ACT legislative reforms, as their implementation directly impacts on our core business of providing law enforcement and community safety in the ACT.

ACT Policing provides input either in response to amendments proposed through ACT Government legislative programs, or by instigating change as the result of operationally identified issues. Our input takes into consideration any parallel or associated Commonwealth legislation where applicable, identifies potential enhancements to support effective processes, and supports consistency with other Australian jurisdictions.

In some instances, particularly where a review is undertaken of a specific Act (for example, the review of the *Prostitution Act 1992*), our contribution may be provided beyond one annual reporting period, as the review progresses through the various stages to potential legislative amendment.

We also provided input in areas such as policy approval for the introduction of the R18+ classification category for computer games, and the Diversionary Framework for Youth Justice and Bimberi Review Implementation Taskforce.

During this reporting period we provided comments and recommendations in relation to reforms or amendments to a range of legislation that is key to our core business operations, including the:

- *Bail Act 1992*
- *Children and Young People Act 2008*
- *Confiscation of Criminal Assets Act 2003*
- *Coroners Act 1997*
- *Corrections Management Act 2007*
- *Crimes Act 1900*
- *Crimes (Child Sex Offenders) Act 2005*
- *Crimes (Protection of Witness Identity) Act 2011*
- *Crimes (Restorative Justice) Act 2004*
- *Crimes (Sentence Administration) Act 2005*
- *Crimes (Surveillance Devices) Act 2010*

- *Emergency Act 2004*
- *Evidence Act 2011*
- *Freedom of Information Act 1989 (Cth)*
- *Human Rights Act 2004*
- *Magistrates Court (Smoking in Cars with Children Infringement Notices) Regulation 2011*
- *Prostitution Act 1992*
- *Roads and Public Places Act 1937*
- *Road Transport (Alcohol and Drugs) Act 1977*
- *Road Transport (General) 1999*
- *Road Transport (Offences) Regulation 2005*
- *Road Transport (Safety and Traffic Management) Act 2000*
- *Security Industry Act 2003*
- *Smoking in Cars with Children (Prohibition) Act 2011*
- *Terrorism (Extraordinary Temporary Powers) Act 2006*
- *Working with Vulnerable People (Background Checking) Act 2011*.

We continued to provide input into ACT Government strategies, including the:

- ACT Prevention of Violence against Women and Children Strategy
- 2012–2015 Property Crime Reduction Strategy
- Diversionary Framework for Youth Justice
- Review of Police (Criminal Investigative) Powers, with legislation governing the investigative powers of police in the ACT to be drafted.

Additionally, we have contributed to a number of Commonwealth-related initiatives. While not specific to ACT law, there is potential for these reforms to impact on our core business. These included:

- the National Classification Scheme
- a review of the security industry
- a review of federal sentencing and offender management laws
- the Australian Law Reform Commission's report, *Family Violence – A National Legal Response*
- extradition arrangements between Australia and New Zealand
- suspended sentences.

B.4

*100 Years of Policing in the ACT*

## 1964–88

On 19 October 1979, the Australian government merged the Commonwealth and the Australian Capital Territory Police, which had been an independent police service until then, to form Australia's multi-jurisdictional police service, the Australian Federal Police (AFP). The Federal Bureau of Narcotics became a part of the AFP on 7 November 1979.

The Sydney Hilton hotel bombing in 1978 was a catalyst for the formation of the AFP, with the Australian government identifying the need for an organisation to deal with issues such as national security and terrorism.

The Constable Kenny Koala child safety program started in the 1970s with the objective of educating children on a range of safety themes, and to encourage them to turn to police for help and advice.

The need to understand and engage with the local community to identify and prevent crime was recognised in the 70s through the suburban policing concept.

As the community policing arm of the AFP, ACT Policing has, since 1979, been fortunate to have the backing of a national law enforcement agency, with access to world-class services.

1979  
Constable Kenny Koala with the first AFP Commissioner, Sir Colin Woods. Constable Kenny Koala has been a well-known Canberra identity since 1975 and featured in the television program Junior Police 7 during the late 70s/early 80s

Image courtesy of AFP Museum



circa 1966–68  
Australian Capital Territory Police officer seated on a  
Triumph Trophy motorcycle outside Blundell's Cottage  
on the foreshore of Lake Burley Griffin

Image courtesy of AFP Museum



# SECTION C

## LEGISLATIVE AND POLICY BASED REPORTING

- C.1 RISK MANAGEMENT AND INTERNAL AUDIT
- C.2 FRAUD PREVENTION
- C.3 PUBLIC INTEREST DISCLOSURE
- C.4 FREEDOM OF INFORMATION
- C.5 INTERNAL ACCOUNTABILITY
- C.6 HUMAN RESOURCES PERFORMANCE
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- C.8 LEARNING AND DEVELOPMENT
- C.9 WORKPLACE HEALTH AND SAFETY
- C.10 WORKPLACE RELATIONS
- C.11 HUMAN RIGHTS ACT 2004
- C.12 STRATEGIC BUSHFIRE MANAGEMENT PLAN
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- C.21 ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING
- C.22 ACT MULTICULTURAL STRATEGY
- C.23 POSITIVE AGEING
- C.24 ACT WOMEN'S PLAN
- C.25 MODEL LITIGANT GUIDELINES
- C.26 USE OF TERRORISM POWERS
- C.27 NOTICES OF NON-COMPLIANCE

# C.1 — RISK MANAGEMENT AND INTERNAL AUDIT

## C.1

### Risk management

ACT Policing's Risk Management Plan provides the risk management framework for our organisation and incorporates ACT Policing's security and business continuity plans.

Our risk management processes adhere to the internationally recognised approach (AS/NZS/ISO 31000:2009) on risk management. We also conform to all AFP policies and processes that apply to risk management.

Risk management is an essential component of our organisation's governance framework and is essential to the AFP and ACT Policing in meeting strategic objectives and operational outcomes. Risk implications are identified through a rigorous risk assessment process incorporated into all planning and management processes, and are integrated into business processes by:

- establishing objectives and the risk management context as a standard element of planning at all levels in the AFP
- communicating and consulting about risk management
- adopting the most effective risk treatment strategies in planning, guidance and procedures
- monitoring and reviewing risk management processes as part of normal management reporting and review processes.

ACT Policing maintains a risk register which is aligned with the 2011–12 Purchase Agreement (see [Appendix 2](#)) and the 2011–12 Ministerial Direction (see [Appendix 3](#)).

The register itemises the risks impacting on our capabilities, strategic focus areas and our occupational health and safety obligations. The register is a key planning tool in our functional business planning processes.

The risk register is reviewed and assessed every six months to ensure that current risk treatments are effective and to identify new or emerging risks.

The results are reported to the AFP Senior Leadership Group, in which the Chief Police Officer for the ACT is a member.

The Business Committee was established in 2011 and meets monthly to monitor and manage risk in ACT Policing. More information about ACT Policing's Business Committee can be found at [Section C.5 — Internal accountability](#).

### Internal audit

AFP internal audit arrangements provide the AFP Commissioner with an independent and objective assurance on the AFP's risk, control and compliance framework, and its external accountability responsibilities.

ACT Policing is represented on the AFP Audit Committee by the Chief Police Officer for the ACT. Audit Committee meetings are held quarterly, or more frequently if required. The Chief Police Officer attended four of the six meetings during this reporting period.

Representatives of the Commonwealth Auditor-General's Financial Statement Audit and Performance Audit group have a standing invitation to observe and contribute to all meetings of the Audit Committee.

The Audit Committee operates under a charter approved by the Commissioner, and is empowered to approve the strategic audit plan and the annual internal audit program of the AFP. Furthermore, the Audit Committee reviews all completed internal audit reports in the first instance.

More information on AFP internal audit arrangements can be found in the AFP Annual Report at [afp.gov.au](http://afp.gov.au).

## C.2 — FRAUD PREVENTION

In an increasingly complex and dynamic operating environment, it is critical that the AFP maintains the government's confidence, and that of national and international law enforcement partners and the broader community. Central to this confidence, and trust, is the integrity and professionalism of our members.

We promote a culture of ethical conduct and behaviour, and we treat the prevention and detection of fraud and corruption seriously. Fraudulent conduct by AFP members can attract criminal, civil and disciplinary sanctions. The AFP is committed to managing fraud and corruption risks as part of its everyday business.

In March 2012 the AFP Commissioner welcomed the Federal Government's plans to introduce new legislation to conduct targeted integrity tests on officers suspected of corruption, as this capability will add to the robust integrity framework already in place. Under the legislation, the Australian Commission for Law Enforcement Integrity (ACLEI) and agencies including the AFP will have the power to conduct targeted integrity testing.

The Integrity Commissioner or the head of the agency will be responsible for authorising such tests. The Integrity Commissioner will have overall oversight of the integrity testing system and will be made aware of all integrity tests being undertaken by our agency. Oversight will also be provided by the Commonwealth Ombudsman and the Parliamentary Joint Committee on the ACLEI.

### Fraud Control and Anti-Corruption Plan

As the community policing arm of the AFP, ACT Policing operates within the *AFP Fraud Control and Anti-Corruption Plan 2011–2013*. The plan addresses the fraud and corruption risks for the AFP and directs the continual review process of all identified risks, and risk assessments, to identify new and emerging risks.

The plan provides the framework for the amelioration of fraud and corruption risk in our organisation and is consistent with the requirements of the *Financial Management Accountability Act 1997* and the *Commonwealth Fraud Control Guidelines 2011*. The guidelines require agencies to conduct a fraud risk assessment at least every two years and update its fraud control, prevention and anti-corruption plans accordingly. The AFP conducts a formal review annually and also following any significant organisational change.

The effectiveness of fraud and corruption control in ACT Policing is continually monitored through environmental scanning and complaint/compliance analysis, with emphasis on the identification of emerging organisational fraud and/or trends.

Our executive and business committees too, play an active role in negating risks of fraud and corruption.

The *AFP Fraud Control and Anti-Corruption Plan 2011–2013* compliance reviews are conducted on an ongoing basis with the results reported to the AFP Audit Committee every six months. Externally, AFP fraud statistics are reported annually to the Commonwealth Government Attorney-General's Department.

Fraud and corruption awareness training is delivered to all new employees and recruits as part of our new employee orientation and recruit training programs. Fraud and corruption control and awareness is further promulgated throughout our organisation through education and leadership programs, performance management strategies and professional standards training.

There were no allegations of fraud recorded against our members during this reporting period.

C.2

## C.3 — PUBLIC INTEREST DISCLOSURE

C.3

As a Commonwealth Government agency, the *Public Interest Disclosure Act 1994* does not apply to ACT Policing. Our public interest disclosure obligations are managed in accordance with the provisions of the *Australian Federal Police Act 1979* in addition to other Commonwealth legislation. Procedures maintained by the AFP to receive and handle disclosures, however, contain substantial linkages to s. 4(2) of the *Public Interest Disclosure Act 1994*.

The professional standards that apply to all AFP appointees, within Australia, its Territories and overseas, are determined through the following legislation and governing documents:

- *Australian Federal Police Act 1979*
- *Australian Federal Police Regulations 1979*
- Commissioner's Orders

- Commissioner's Financial Instructions
- AFP Core Values
- AFP Code of Conduct
- Commander's Orders
- national guidelines
- practical guidelines
- AFP policies.

AFP Professional Standards (PRS) — a dedicated function of the AFP — is the primary mechanism for maintaining integrity and professional standards in the AFP. However, allegations of improper or corrupt conduct by our members may, depending on the severity of the alleged conduct, be investigated by PRS, the Commonwealth Ombudsman or the Australian Commission for Law Enforcement Integrity (ACLEI).

How a particular conduct issue is dealt with depends on the category to which the issue belongs. Sections 40RK and 40RP of the *Australian Federal Police Act 1979* deal with the categorisation of such issues, as described in **Table C.3.1**.

**TABLE C.3.1: CATEGORIES OF MISCONDUCT**

CATEGORY	DESCRIPTION OF CONDUCT
Category 1	Category 1 conduct is inappropriate conduct that: <ul style="list-style-type: none"> <li>i. relates to minor management matters or customer service matters</li> <li>ii. reveals a need for improvement in the performance of the AFP appointee concerned</li> <li>iii. does not warrant being treated as category 2 or 3 conduct.</li> </ul>
Category 2	Category 2 conduct is: <ul style="list-style-type: none"> <li>i. minor misconduct by an AFP appointee</li> <li>ii. inappropriate conduct that reveals unsatisfactory behaviour by an AFP appointee</li> <li>iii. conduct that would otherwise be category 1 conduct</li> <li>iv. conduct that warrants, because of its repeated nature, being treated as category 2 conduct</li> <li>v. conduct that does not warrant being treated as category 3 conduct.</li> </ul>
Category 3	Category 3 conduct is: <ul style="list-style-type: none"> <li>i. serious misconduct by an AFP appointee</li> <li>ii. conduct that raises the question of whether termination action should be taken in relation to an AFP appointee</li> <li>iii. conduct that involves a breach of the criminal law, or serious neglect of duty, by an AFP appointee</li> <li>iv. conduct that does not raise a corruption issue.</li> </ul>
Category 4	Category 4 conduct relates to corruption issues. A corruption issue relates to a current or former staff member who: <ul style="list-style-type: none"> <li>i. has, or may have, engaged in corrupt conduct</li> <li>ii. is, or may be, engaging in corrupt conduct</li> <li>iii. will, or may at any time in the future, engage in corrupt conduct.</li> </ul>

The AFP administers issues that belong to categories 1 and 2. These issues are dealt with managerially and may be addressed by training and development action.

The AFP also investigates category 3 and category 4 (corruption) issues which are dealt with through more formal investigations and may be addressed by remedial action, including termination of employment. The investigation may also give rise to a prosecution for an offence.

More information can be found at **Section C.5 — Internal accountability**, and in the AFP's Annual Report.

## AFP Code of Conduct

Fundamental to compliance with the professional standards of the AFP is a requirement to adhere to the AFP Code of Conduct which requires that an AFP member must:

- act with due care and diligence in the course of AFP duties
- act with honesty and propriety in the course of AFP duties
- act with fairness, reasonableness, courtesy and respect, and without discrimination or harassment, in the course of AFP duties
- comply, at all times, with all applicable Australian laws
- comply with any lawful direction given by a person who has the authority to give such direction
- disclose, and at all times take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with their AFP duties or employment
- not make improper use of information obtained directly or indirectly as a result of AFP duties or employment — or duties, status, power or authority as an AFP appointee — in order to gain, or seek to gain, a benefit or advantage for the appointee or for any other person, or for any other improper purpose

- use and manage Commonwealth resources in a proper manner
- at all times behave in a way that upholds the good order and discipline of the AFP
- at all times behave in a way that upholds the AFP core values, and the integrity and good reputation of the AFP
- at all times while deployed overseas, behave in a way that upholds the good reputation of Australia.

## Professional standards investigations

PRS is primarily based at AFP headquarters in Canberra and provides investigative services to ACT Policing.

Within the professional standards tiered model, the PRS investigates category 3 conduct matters and, in consultation with other agencies, may investigate some corruption matters in support of the ACLEI. Appointees outside of PRS may also be called on to conduct investigations.

While the Commissioner of the AFP and the Commonwealth Ombudsman may determine what comprises a category 3 matter, such matters are limited to conduct that does not raise a corruption issue. Potential outcomes that may be applied to an AFP appointee for an established category 3 matter include training and development and remedial action as described in category 2 — termination action and/or criminal charge(s).

An investigator of a category 3 or corruption matter, in addition to normal police powers of investigation, may — for the purposes of the investigation — use certain powers bestowed on such investigators by Part V of the *Australian Federal Police Act 1979*. These powers include directing appointees to give information, produce documents or answer questions, as well as being able to enter premises occupied by the AFP to inspect certain material.

## C.3

### *Commonwealth Ombudsman*

While PRS is responsible for resolving complaints about the actions of AFP members, the Commonwealth Ombudsman has a role in providing independent oversight of such matters.

If a complainant remains dissatisfied after making a complaint to the AFP, they can make a complaint/appeal to the Commonwealth Ombudsman under the *Ombudsman Act 1976*.

They can complain about the conduct or actions of individual AFP members, or the policies or procedures of the AFP as an organisation.

### Reporting of ACT Policing complaint matters

ACT Policing provides detailed quarterly reports to the ACT Government covering the following complaint matters:

- complaints submitted by category
- complaint trends
- complaints submitted by source
- status of complaints
- finalised conduct issues by category
- conduct issue trends.
- More information can be found at **Section C.5 — Internal accountability**.

### *On the road again*

During the early years of ACT Policing, motorcycles were the common means of transport for both the Traffic and General Duties branches, as they enabled police to get to jobs more quickly than a car on country and city roads.

The Traffic Branch, which included the motorcycle squad, was a big branch in the late 1960s. There were 12 to 15 bikes per shift and the two shifts were from 7am to 3pm and 3pm to 11pm.

Through the late 1970s to the 1990s, ACT Policing used a variety of motorcycles — from big four-cylinder Kawasaki 1000s through to BMWs (more recently) which arrived as a fully-prepared police package.

In 1971 there were three Triumph motorcycles and 38 Honda 750s in the ACT Police fleet.

Many of the AFP's most senior officers have had their time 'on the road', including former Commissioner Mick Keelty (who spent some time in the accident investigation team attached to the Traffic Squad) and current Commissioner Tony Negus (a former pursuit motorcyclist).

100  
YEARS



Putting BMWs through their paces in the 1970s

## C.4 — FREEDOM OF INFORMATION

As a Commonwealth Government agency, we operate under the *Freedom of Information Act 1982* and requests for information under the Act are managed by the AFP's Freedom of Information team.

As an agency within the terms of the Act, the AFP and therefore ACT Policing, is subject to requests for access to documents in its possession. An applicant may request access to, or a copy of, any document held by the AFP. Requests can include administrative and policy documents or any other documentary information, including emails, diaries, notebooks or field books related to an investigation or activity of the AFP.

The AFP's Government Relations Information Access team falls within the Government Relations function of the AFP and is responsible for managing and coordinating requests under the Act. The team is also responsible for:

- helping applicants making a valid request for AFP documents and information under the Act
- notifying AFP business areas of requests for documents and information from their area and assisting with identification of materials falling within the scope of the request
- liaising with line areas to identify whether the release of certain information or documents is likely to cause harm
- making decisions in accordance with the Act.

AFP appointees are required to search for all documents falling within the scope of a request and provide advice to the Information Access team about whether the release of the document is likely to:

- cause harm from an operational, policy or relationship perspective, and/or
- attract adverse media attention or have political implications.

The *Freedom of Information Act 1982* contains strict timelines for requests to be finalised and the AFP is committed to meeting these legislative requirements as an integral part of its business.

Information regarding freedom of information requests received by the AFP during this reporting period can be found in the AFP's Annual Report at [afp.gov.au](http://afp.gov.au).

C.4

### Information Publication Scheme

The *Freedom of Information Amendment (Reform) Act 2010* places a responsibility on all Commonwealth agencies to adopt and maintain an Information Publication Scheme. The scheme places an obligation on agencies to proactively publish certain categories of information to the public. Details of the information categories are outlined in ss. 8(2) of the Act.

The reforms recognise there will always be information that should not be disclosed, such as information contrary to public interest or documents containing operationally sensitive information. These remain properly exempt under the Act.

The AFP has published information that must be disclosed under the Information Publication Scheme on its external website at [afp.gov.au](http://afp.gov.au). During this reporting period we achieved targets we set by publishing 34 documents relating to our operational activity.

In February 2012 we launched CrimeStatistics — interactive online crime maps at [police.act.gov.au](http://police.act.gov.au) — that provide crime statistics by crime type and suburb. A key catalyst for the development of CrimeStatistics was freedom of information and the Information Publication Scheme.

CrimeStatistics allow ACT Policing to provide 'raw' statistics across homicide, assault, sexual assault, theft, burglary, robbery, motor vehicle theft, property damage and other offences, as well as traffic-related incidents, so that the public has open access to such information with the ability to view trends over time.

More information about CrimeStatistics can be found at **Section A.3 — Highlights** and **Section B.1 — Community engagement**.

## C.5

The ACT Policing executive comprises the Chief Police Officer for the ACT (Assistant Commissioner Roman Quaedvlieg), the Deputy Chief Police Officer — Response (Commander David McLean), the Deputy Chief Police Officer — Crime (Commander David Pryce) and the Director Corporate Services (Ms Judith Kendrick).

The Chief Police Officer is subject to the authority of the Commissioner of the AFP and is responsible to the ACT Minister for Police and Emergency Services for the delivery of policing services against identified outputs and performance measures detailed in the annual Purchase Agreement (see **Appendix 2**). The Chief Police Officer is responsible for the management and control of operational decisions, financials, personnel and resources deployed for the purposes of the Policing Arrangement between the Australian and ACT governments (see **Appendix 1**).

During the reporting period, members of the executive have fulfilled the following duties:

- Commander David McLean, Deputy Chief Police Officer — Response: the management of ACT Policing Operations, Traffic Operations, Emergency Management and Planning, North and South Districts incorporating Belconnen, City, Gungahlin, Tuggeranong and Woden Police Stations
- Commander Bruce Hill (until February 2012) and Commander David Pryce (from February 2012), Deputy Chief Police Officer — Crime: the management of Criminal Investigations, ACT Policing Intelligence and Crime Prevention, Judicial Operations and Specialist Response and Security
- Ms Judith Kendrick, Director Corporate Services — the management of the portfolios that deliver enabling services to support frontline policing services to the ACT community which includes Ministerial and Operational Support; Finance and Logistics; Human Resources; and Media and Marketing.

There are a number of committees that ensure a professional approach to internal accountability. These committees address governance, performance, conduct of members and — importantly, for a quality police service — integrity.

See **Figure C.5.1** for ACT Policing's organisational structure.

### Senior management committees

A revised ACT Policing governance framework was introduced in January 2011. After 12 months of operation, the framework was re-examined and a number of small adjustments were made to ensure all decision-making bodies in ACT Policing were captured within the one framework.

An updated governance framework was issued in June 2012. The structure has four principal committees whose focus is the management of ACT Policing business. These are the Executive Committee, the Business Committee, the Executive Steering Committee and the Operations Committee. Supporting these committees are six specialist committees, each of which has a particular focus. These committees are the Complaint Management Team, the Workplace Health and Safety Committee, the Learning and Development Committee, the Workforce Management Committee, the Police Pursuit Review Committee and the Taser Review Committee.

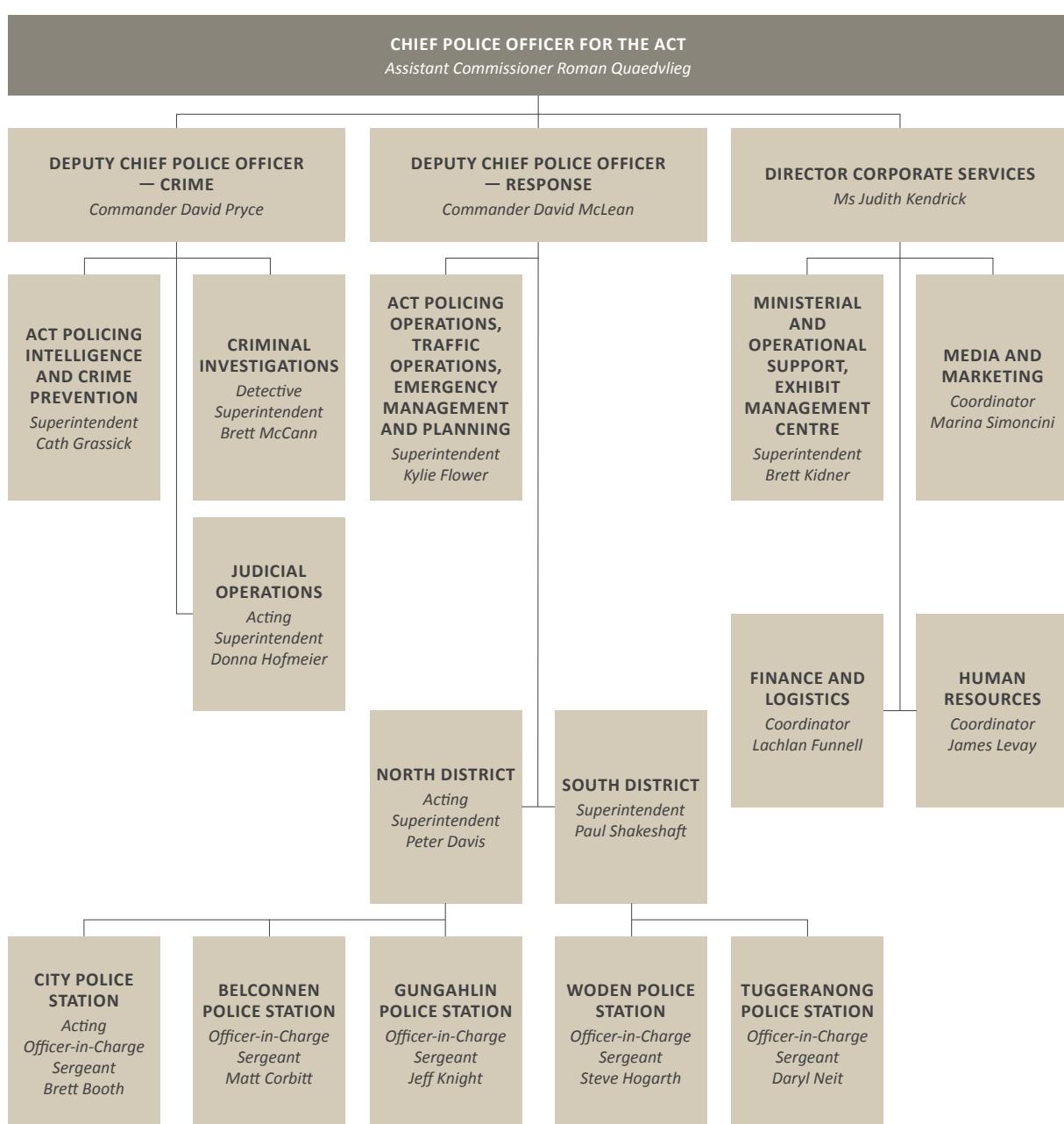
The Taser Review Committee was introduced during this reporting period as part of the rigorous governance framework developed to equip Tasers to frontline sergeants in August 2011.

**TABLE C.5.1 — SENIOR MANAGEMENT COMMITTEES**

COMMITTEE	ROLE	MEMBERSHIP
Executive Committee	<ul style="list-style-type: none"> <li>Reviews and guides ACT Policing's strategic direction, including oversight of the <i>2008–2011 ACT Policing Strategic Plan</i>, the <i>Fraud Control Plan</i>, the <i>Risk Management Plan</i> and external governance and performance agreements, such as the Purchase Agreement</li> <li>Provides overall vision and guidance for current and future operations</li> <li>Assists the Chief Police Officer in meeting obligations by managing high-level operational and corporate strategies</li> <li>Determines internal resource allocation and coordination of the executive in the leadership of ACT Policing</li> <li>Reviews the political and media landscape</li> <li>Regularly reviews the financial performance of ACT Policing and workforce planning</li> </ul> <p>Frequency: Monthly</p>	Chief Police Officer Deputy Chief Police Officers Director Corporate Services Co-opted: <ul style="list-style-type: none"> <li>Coordinator — Media and Marketing</li> <li>Coordinator — Finance and Logistics</li> <li>Coordinator — Human Resources</li> </ul>
Business Committee	<ul style="list-style-type: none"> <li>Ensures that the appropriate security awareness, in line with AFP requirements, is embedded within ACT Policing</li> <li>Ensures that risk management principles are understood and used within ACT Policing</li> <li>Monitors the introduction of all new initiatives</li> <li>Oversees audit reports relating to ACT Policing</li> <li>Reviews financial compliance and quarterly reports</li> <li>Reports outcomes to the Executive Committee</li> </ul> <p>Frequency: Fortnightly</p>	Deputy Chief Police Officers Director Corporate Services Executive Steering Committee representative Operations Committee representative
Executive Steering Committee	<ul style="list-style-type: none"> <li>Develops and implements strategies and business processes to support the delivery of quality policing services to the ACT</li> <li>Provides strategic and operational advice to the Executive Committee and develop strategies for our organisation to deliver on business requirements</li> <li>Oversights the Operations Committee and provides direction in regard to activities that complement the strategic direction of our organisation</li> </ul> <p>Frequency: Fortnightly</p>	All superintendents and coordinators. Deputy Chief Police Officers or Director Corporate Services
Operations Committee	<ul style="list-style-type: none"> <li>Prepares submissions on critical issues to be addressed</li> <li>Examines emerging crime trends</li> <li>Develops operational strategies and prioritises resources to address specific crime issues</li> <li>Prioritises applications for participation in training programs across our organisation.</li> <li>Receives and monitors status reports about regional operations</li> <li>Monitors progress against the Purchase Agreement at a tactical level</li> <li>Seeks support from other agencies about prevention, detection and investigation of specific targets, groups or operations</li> <li>Addresses issues from the Executive Steering Committee</li> </ul> <p>Frequency: Fortnightly</p>	Officers-in-charge of police stations Functional Operations Managers

## C.5

COMMITTEE	ROLE	MEMBERSHIP
Complaint Management Team	<ul style="list-style-type: none"> <li>Manages complaints involving members</li> <li>Determines the category for complaint (see <b>Table C.5.2</b>)</li> <li>Assigns investigators and manages timeliness of the investigations</li> <li>Determines findings, apply outcomes and finalise matters</li> <li>Subjects to quality assurance reviews by AFP Professional Standards</li> </ul> <p>Frequency: As required. Fortnightly updates are prepared for the Executive Steering Committee and Operations Committee meetings</p>	Officers-in-charge of police stations Operations Managers for key functions
Workplace Health and Safety Committee	<ul style="list-style-type: none"> <li>Assesses identified risks within work areas and the organisation as a whole</li> <li>Facilitates regular health and safety inspections within each designated work group</li> <li>Oversights compliance with the <i>Workplace Health and Safety Act 2011</i> in each designated work group</li> </ul> <p>Frequency: Monthly</p>	Workplace Health and Safety Manager Australian Federal Police Association representative Executive representative
Learning and Development Committee	<ul style="list-style-type: none"> <li>Ensures a consultative and coordinated approach to the learning and development needs of the organisation</li> <li>Monitors that training is conducted and programmed within budget</li> <li>Identifies training gaps and develops training programs</li> </ul> <p>Frequency: Twice annually</p>	Senior executive member (reporting directly to the Chief Police Officer) Committee members
Workforce Management Committee	<ul style="list-style-type: none"> <li>Ensures a coordinated and consultative approach to management of ACT Policing human resources</li> </ul> <p>Frequency: Fortnightly</p>	Coordinator — Human Resources (Chair) Deputy Chief Police Officers All superintendents and coordinators ACT Policing's Workforce Planner
Police Pursuit Review Committee	<ul style="list-style-type: none"> <li>Reviews all police pursuit driving incidents</li> <li>Identifies problems or patterns developing in driver behaviour so appropriate strategies may be put in place</li> <li>Identifies any training requirements</li> <li>Recommends cancellation or suspension of a member's driving authority where driver development or assessment is required, regardless of whether any other action has been instituted</li> <li>Recommends amendments to the <i>AFP National Guideline: Urgent Duty Driving and Pursuit Guideline</i>.</li> </ul> <p>Frequency: Quarterly, and immediately after a major incident involving injuries or property damage</p>	Superintendent Traffic Operations Superintendent South District Representatives from Learning and Development and Wellbeing Services Reports provided to the Deputy Chief Police Officer — Response
Taser Review Committee	<ul style="list-style-type: none"> <li>Reviews all incidents where an electrical incapacitant (Taser) was used</li> <li>Determines whether the use of an electrical incapacitant was in accordance with Commissioner's Order 3</li> <li>Initiates remedial or other action deemed appropriate in relation to the continued safe operation and use of electrical incapacitants</li> <li>Provides advice to Professional Reporting Standards and the Operational Safety Committee</li> <li>Reports quarterly to ACT Policing Executive Steering Committee on incidents and trends in the use of electrical incapacitants</li> </ul> <p>Frequency: Quarterly, and as soon as practicable following an incident involving the discharge of an electrical incapacitant</p>	Deputy Chief Police Officer — Response Superintendent Specialist Response and Security Superintendent North District Officers-in-charge of police stations (representatives from both North and South Districts) Other members co-opted as required

**FIGURE C.5.1 — ACT POLICING ORGANISATIONAL STRUCTURE**

## C.5

## Complaint Management Team

The approach to dealing with breaches of the professional standards of the AFP places an emphasis on resolving complaints in a modern managerial environment. This philosophy is complemented by the AFP's commitment to the principle of continual learning and development. This approach provides for:

- categorisation of complaints according to their seriousness
- informal resolution of certain types of minor misconduct without resorting to formal processes
- managerial resolution of minor misconduct that is not resolved informally
- the investigation of more serious matters by Professional Standards (PRS) and/or the Australian Commission for Law Enforcement Integrity (ACLEI) referral.

CRAMS enables initial recording of complaints, automatic categorisation of complaints according to the seriousness of the breach of professional

standards, and automatic referral to either the appropriate Complaint Management Team (CMT) or PRS for further action.

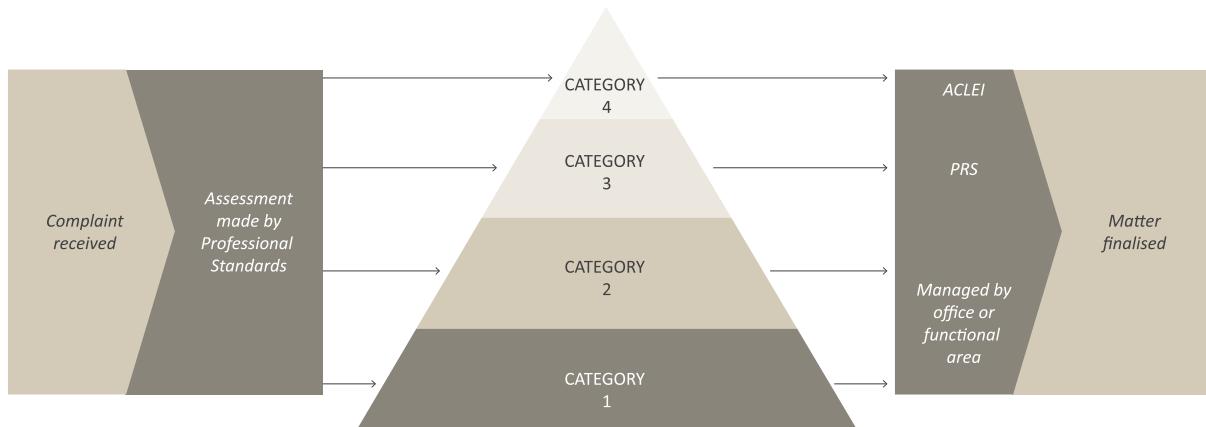
PRS administers the CRAMS system and conducts quality assurance reviews of complaints entered into the system.

The CMT consists of senior members of a functional area who meet regularly to manage category 1 and 2 conduct issues involving AFP appointees within their business area. CMTs use CRAMS to manage complaints, assign investigators, review categorisation of matters, manage timeliness of investigations, review investigation reports, determine findings, apply outcomes and finalise matters.

Our CMT representative is Detective Superintendent Criminal Investigations Brett McCann.

Our professional standards tiered model defines complaint issues in relation to the seriousness of the breach of professional standards and matters are allocated to one of four categories. **Figure C.5.2** illustrates how complaint categories are defined.

**FIGURE C.5.2 — PROFESSIONAL STANDARDS TIERED MODEL**



The types of conduct issues that fall within each of these categories has been determined through consultation between the AFP Commissioner and the Commonwealth Ombudsman. However, the category can be changed as more information about a conduct issue emerges. See **Table C.5.2** for a description of complaint categories.

The AFP Commissioner may determine that no further action be taken in relation to a complaint about the conduct or practices of an AFP employee under s. 40TF of the *Australian Federal Police Act 1979*. Following are some examples of where this may occur:

- investigation or further investigation of the issue is not warranted under the circumstances
- the person giving the information has exercised a right to have the conduct — or the practice or procedure — reviewed by a court or tribunal constituted by law and

there is no special reason to take further action in relation to the conduct, practice or procedure

- the giving of information is frivolous or vexatious
- the information is trivial
- the person giving the information did not give the information in good faith
- the person giving the information does not have a sufficient interest in the issue.

If the complainant does not agree with the decision, an appeal can be lodged with the Commonwealth Ombudsman.

**TABLE C.5.2 — COMPLAINT CATEGORIES**

<b>Category 1</b>	Category 1 conduct is inappropriate conduct that: <ul style="list-style-type: none"> <li>i. relates to minor management matters or customer service matters</li> <li>ii. reveals a need for improvement in the performance of the AFP appointee concerned</li> <li>iii. conduct of that kind does not warrant being treated as category 2 or 3.</li> </ul>	Category 1 includes matters that were incorrectly recorded as complaints
<b>Category 2</b>	Category 2 conduct is: <ul style="list-style-type: none"> <li>i. minor misconduct by an AFP appointee</li> <li>ii. inappropriate conduct that reveals unsatisfactory behaviour by an AFP appointee</li> <li>iii. conduct that would otherwise be category 1 conduct</li> <li>iv. conduct that warrants, because of its repeated nature, being treated as category 2 conduct</li> <li>v. conduct of that kind that does not warrant being treated as category 3 conduct.</li> </ul>	Potential outcomes for an established category 2 conduct issue involve remedial action which can include counselling, formal warning and recording of an adverse finding
<b>Category 3</b>	Category 3 conduct is: <ul style="list-style-type: none"> <li>i. serious misconduct by an AFP appointee</li> <li>ii. conduct that raises the question of whether termination action should be taken in relation to an AFP appointee</li> <li>iii. conduct that involves a breach of the criminal law, or serious neglect of duty, by an AFP appointee</li> <li>iv. conduct of that kind that does not raise a corruption issue.</li> </ul>	AFP Professional Standards investigate category 3 complaints
<b>Category 4</b>	Category 4 conduct relates to corruption. A corruption issue relates to a current or former staff member who: <ul style="list-style-type: none"> <li>i. has, or may have, engaged in corrupt conduct</li> <li>ii. is, or may be, engaging in corrupt conduct</li> <li>iii. will, or may at any time in the future, engage in corrupt conduct.</li> </ul>	The ACLEI investigates category 4 complaints

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## Submitted complaints

The number of complaints decreased during this reporting period compared with 2010–11 when 281 complaints were submitted containing 541 issues. In 2011–12 there were 229 complaints, of which 30 per cent were either self-reported or were reported by an AFP member.

Of the 768 issues relating to the complaints, there were 84 established complaints (out of the 359 that were finalised), where appropriate action was taken.

TABLE C.5.3 — SUBMITTED COMPLAINTS 2011–12

	2011–12	ISSUES *
Category 1	63	112
Category 2	90	152
Category 3	73	124
Category 4	3	4
<b>TOTAL</b>	<b>229</b>	<b>392</b>

\* Within each submitted complaint there may be one or more complaints made, involving more than one member.

Source: AFP Annual Complaint Report 2011–12

## Drug and alcohol testing

We are committed to safe working practices which are free from the effects of alcohol and drugs.

Our members are required to make reasoned, impartial and rapid decisions that affect, sometimes significantly and even irrevocably, the safety, rights and freedoms of members of the community. Therefore, the community and government place considerable faith and trust in law enforcement agencies, conditional at all times on officials exercising their authority and powers reasonably and rationally.

The AFP recognises the serious effects that illicit drugs, misuse of pharmaceutical products and alcohol abuse can have and the potential impact on community and government perceptions of the AFP if an AFP member is affected. In this context it is important that AFP

appointees maintain the highest standards of professionalism both on and off duty.

Given our law enforcement role, there is zero tolerance of any AFP appointee who uses illicit drugs and/or is involved in the illegal drug trade.

Furthermore, appointees must not be under the effects of alcohol while on duty and must exercise personal responsibility in the appropriate use of any pharmaceutical products.

This approach also recognises the fundamental duty of care the AFP owes to its appointees which includes providing a safe workplace free from the risks associated with the misuse of drugs or alcohol.

The AFP drug testing program relies on detecting the presence of prohibited drugs, specifically narcotic substances within the meaning of the *Customs Act 1901*, s. 4 and other drugs declared to be prohibited by the Commissioner (under authority of s. 4 and 4A of the Act). Testing of our members is authorised under Division 8 of the Act, underpinned by Division 2.4B of the *Australian Federal Police Regulations 1979*.

The key components of our drug testing strategy are:

- **Mandatory targeted testing** — a test for prohibited drugs, pharmaceutical products or alcohol whereby candidates are identified through a random selection process
- **Mandatory investigation testing** — a test for prohibited drugs, pharmaceutical products or alcohol whereby candidates are tested as part of professional standards investigations or inquiries
- **Mandatory certain incident testing** — a test for prohibited drugs, pharmaceutical products or alcohol whereby candidates are tested as a result of the occurrence of specific incidents identified under s. 40N of the Act
- **Mandatory applicant testing** — a test for prohibited drugs, pharmaceuticals or alcohol that is a condition of employment with the AFP and is conducted shortly before, during or immediately after the selection process.

Alcohol testing will be formally introduced into the AFP in the 2012–13 reporting period.

## Confidant Network

The Confidant Network is a group of AFP appointees who provide information, options and support to other appointees when dealing with inappropriate or unethical behaviour in the workplace.

There are more than 190 confidants located throughout Australia and overseas who assist members in a confidential environment. Confidants are employed in most areas within the AFP, including 14 active confidants within ACT Policing.

The Coordinator — Confidant Network is directly accountable to the Manager — Human Resource Strategies within the AFP. The Coordinator oversees the Confidant Network Coordination Team, which in turn supports the confidants.

The Coordinator — Confidant Network is also a member of the AFP's Organisational Health Committee which provides the AFP executive and the Chief Police Officer for the ACT with qualitative and quantitative data to develop an integrated workplace health model.

The Confidant Network has been integral to the development of Respectful Workplace Training in partnership with other areas of Human Resources. The Respectful Workplace Training information session has been delivered to a number of workplaces in the AFP and 340 ACT Policing staff at leadership development programs and at AFP induction and recruit training. The aim is to deliver the strategy to all AFP appointees.

During the reporting period, the Confidant Network received 126 referrals. Of these, 10 were attributed to ACT Policing.

In addition to the above, the Confidant Network had 40 recorded approaches for information. These approaches related to requests for confidants, specific information regarding conditions of employment or similar enquiries.

The remaining finalised matters were resolved through the Confidant Network without further referral.

## Use of force

The reality of policing is that, on occasions, police officers will need to use force as part of their duties. The use of reasonable force underpins our management of conflict doctrine. Reasonable force is the minimum force deemed necessary in the circumstances of any particular case. The principles of negotiation and conflict de-escalation are always emphasised as alternatives to the use of physical force. Of paramount importance is the safety of members of the public and our officers.

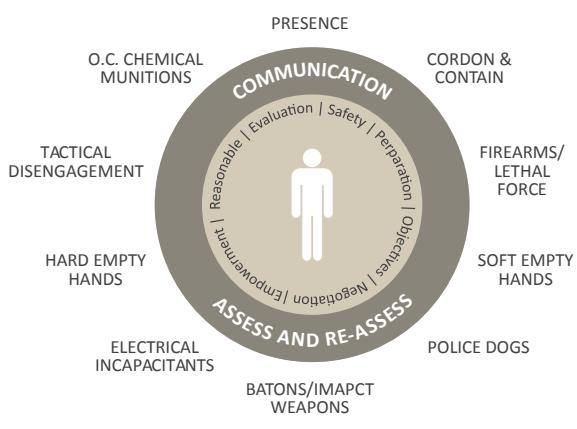
ACT Policing employs a 'use of force continuum' (see **Figure C.5.3**) rather than an approach that follows an ascending escalation-based process in dealing with any particular situation. While this circular model leads officers to rapidly assess and respond appropriately, the main focus remains de-escalation wherever possible. As **Figure C.5.3** demonstrates, communication and constant re-assessment are central to this approach. This principle underpins all operational use-of-force philosophies and training within ACT Policing.

### *Reporting use of force*

In all cases where one of our members uses force, he or she must, as soon as practicable, submit an ACT Policing Operational Safety Use of Force Report, setting out full details of the force used and circumstances in which the force was applied. This includes any situation where the officer:

- uses a firearm
- uses a baton against another person
- uses a chemical agent (OC spray) against another person
- uses an electrical incapacitate (Taser) against another person
- uses any compliance or restraint hold, strike, kick or other operational safety application against another person
- uses handcuffs or similar restraint against another person
- uses a police dog (or horse) in the application of force
- forces entry to a building, vehicle, vessel, or other secured area to search, seize or arrest
- uses a firearm, chemical agent or baton on any animal.

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**FIGURE C.5.3 — USE OF FORCE CONTINUUM**

This does not include a situation where a verbal command is the only force used.

Once the reporting member has completed the report, it is handled according to the process outlined in **Figure C.5.4 — ACT Policing's use of force reporting** flow chart. As indicated in the flow chart, any use of a Taser is reviewed by the Taser Review Committee. This committee is made up of the Deputy Chief Police Officer — Response, the Superintendent Specialist Response and Security, the Superintendent North District and officers-in-charge of stations from both North and South Districts.

### *From the Daimler to the Mini and back*

Through the years, ACT police officers have driven some unusual cars, from Ford Zephyrs and Cortinas to Daimlers, Studebakers, Valiants and Humber Super Snipes — and even the famous Mini Cooper S.

The introduction of a policy to support Australian-made cars occasionally had its pitfalls: for a period during the mid-1970s, the patrol car for General Duties was the problematic, lamentable Leyland P76.

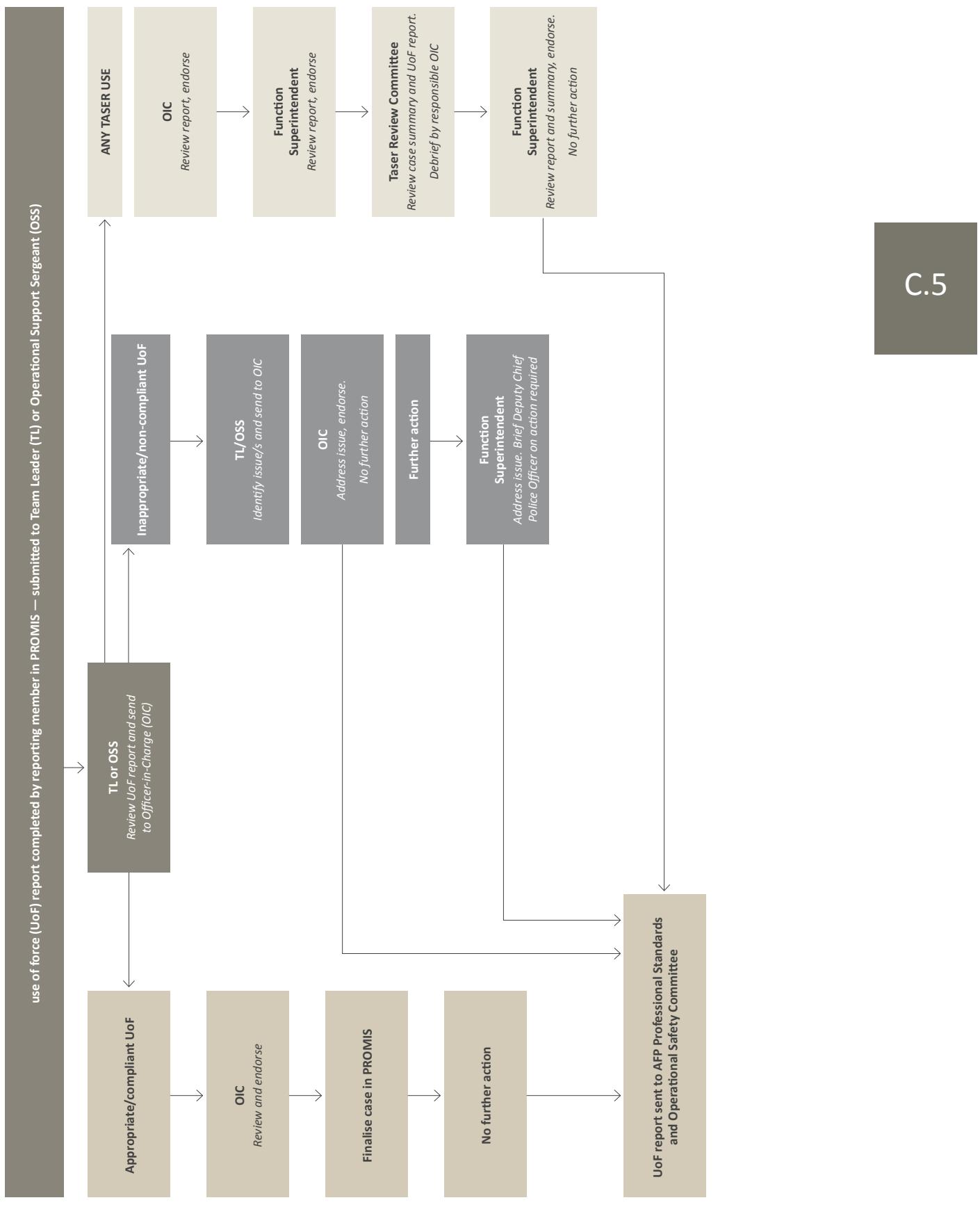
Our Traffic Operations cars today are sourced from a selection of Australian-produced models, mostly because these have proved capable of enduring the rigours of pursuit work. A number of high-profile imported cars have been trialled as alternatives but the combination of roominess, performance, affordability and reliability make models like the Holden Commodore SS and the Ford Falcon XR6 Turbo the team's logical choices.

Specialist areas of Traffic Operations have their own particular needs, with the Collision Investigation and Reconstruction Team attending crash scenes in VW Transporter vans racked up with high-tech equipment.

**100  
YEARS**



A traffic member with his Mini (circa 1970)

**FIGURE C.5.4 — REPORTING USE OF FORCE**

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TABLE C.5.4 — USE OF FORCE 2011–12

INCIDENT MONTH	JUL 2011	AUG 2011	SEPT 2011	OCT 2011	NOV 2011	DEC 2011	JAN 2012	FEB 2012	MAR 2012	APR 2012	MAY 2012	JUN 2012
Baton	3	4	5	2	0	2	8	2	2	4	2	6
Chemical agent	20	23	11	15	18	16	8	15	18	25	19	16
Electrical incapacitant	1	1	5	5	1	9	8	5	9	0	3	2
Firearm	13	13	18	6	18	10	6	7	15	6	16	8
Handcuffs	113	119	99	126	115	141	134	117	115	113	111	98
<b>Total</b>	<b>150</b>	<b>160</b>	<b>138</b>	<b>154</b>	<b>152</b>	<b>178</b>	<b>164</b>	<b>146</b>	<b>159</b>	<b>148</b>	<b>151</b>	<b>130</b>

Source: PROMIS July 2011 to June 2012

## Corporate and operational plans and associated performance reporting, monitoring and review

Our 2008–2011 ACT Policing Strategic Plan defines our objectives and how they will be achieved over the five years of the plan. This plan forms the basis for the development of our future strategies, set to be reviewed in the coming year.

Our strategic plan is driven by key output business areas of Crime and Safety Management; Traffic Law Enforcement and Road Safety; Prosecution and Judicial Support; and Crime Prevention. These business outputs are combined with our core operating principles, including our vision, the AFP's Seven Strategic Principles, our AFP Values, and our various performance measuring mechanisms.

While our strategic plan provides an overarching direction, it is complemented by portfolio business plans, and further functional action plans.

More information about progress against our strategic plan can be found at **Section A.3 — Highlights**.

Operational plans (also referred to as tactical plans) are also developed for specific policing operations, intelligence purposes and targeted exercises — such as Operation Unite — to target alcohol-related violence. They are developed on a needs basis, and as identified through our quarterly performance and policing intelligence.

More information on our planning framework can be found at **Section A.2 — Overview**.

Our performance reporting, monitoring and review is achieved predominantly through our Operations Committee, the Executive Steering Committee and the Business Committee.

In addition, the Executive Steering Committee holds, each quarter, an extraordinary meeting which focuses on performance and trends in our policing and operating environment, by which we measure our ongoing and future strategies. The Chief Police Officer for the ACT attends the quarterly 'performance extraordinary Executive Steering Committee meeting'. The information from these forums, along with crime statistics and trend analysis, is provided to the Minister for Police and Emergency Services as part of our commitment to the Policing Arrangement and Purchase Agreement (see **Appendices 1 and 2**).

As an Assistant Commissioner of the AFP, the Chief Police Officer is also responsible for reporting to the Commissioner of the AFP — in addition to the Minister for Police and Emergency Services — for achieving operational outcomes and determining policing priorities, resource allocation and delivering on set key performance indicators (KPIs).

The quarterly report to the Minister for Police and Emergency Services details progress against our 32 KPIs, comparative analysis and crime trends, and emerging issues to be considered. Some of these KPIs are derived

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by the National Survey of Community Satisfaction with Policing which is conducted each quarter, and provides yearly averages for all police jurisdictions to achieve.

In addition to this, the Report on Government Services, released each January, and the Australian Bureau of Statistics Recorded Crime — Victims Australia publication released each June, provide a benchmark for ACT Policing to measure itself against national and jurisdictional standards, both in terms of operational results (crime rates) and qualitative measures (satisfaction with police, and support to victims of crime).

More information about our performance monitoring can be found at **Section A.7 — Statement of performance**.

100  
YEARS

*Belconnen Police Station — 35 years of service*

The official opening of the Belconnen Police Station in August 1976

ACT Policing's No 3 (Belconnen) Division began on 23 August 1976 when the new Belconnen Police Station — the first purpose-built police station in the ACT — was officially opened. It was one of the first pieces of infrastructure in the Belconnen Town Centre.

The station was joined to the Belconnen Remand Centre, the holding place for anyone who was remanded in custody. At that time there was no jail in the ACT, so convicted detainees were sent to NSW jails such as the Goulburn Correctional Centre.

The Belconnen Police Station celebrated its 35-year anniversary during this reporting period but it closed in January 2012 with the opening of the new Belconnen Police Station on the corner of Market Street and Benjamin Way.

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We have a dedicated multi-disciplinary Human Resources (HR) function that provides a range of services to all operational and support functions within ACT Policing.

These include:

- recruitment
- workforce planning
- management of learning and development initiatives
- rostering of staff
- management of Performance Development Agreements
- payment of appropriate allowances
- delivery of workplace health and safety.

### Delivering for the future

ACT Policing is building organisational capacity to ensure that we have a professional, innovative and experienced workforce with the capacity to respond and adapt to future needs.

#### *Workforce planning*

ACT Policing HR maintains and develops a workforce profile through a resource plan based on a closely managed establishment model of organisational positions. The team monitors and maintains workforce numbers through unsworn and sworn recruitment, and the rotation and transfer of staff through the wider AFP to give opportunities for skill development.

Our workforce planning team has developed processes that are robust enough to respond to the resourcing requirements of planned events while incorporating the flexibility required to fill short-notice personnel demands, and in response to major unforeseen events.

The workforce planning team provide regular, detailed reports to the ACT Policing executive, which supports strategic planning, providing an accurate picture of current workforce numbers, experience levels and skills.

#### *Recruitment*

Along with recruiting for support and specialist roles within ACT Policing, the sworn recruitment process includes a rigorous program of testing and selection, based on academic, physical and emotional aptitude, determination and resilience. The candidates are carefully monitored throughout the process and only those candidates who attain the pre-determined benchmarks reach the final selection stage.

During this reporting period the AFP and ACT Policing launched the 'anything but every day' campaign to attract federal agents, community policing officers and protective service officers. The eight-week national advertising campaign attracted more than 4500 applications from the ACT, NSW and nationally. Of the applicants, around 920 selected ACT Policing as a preference. Almost one quarter of applicants (24 per cent) were women and one-fifth (19 per cent) identified as being from a culturally or linguistically diverse background.

#### *Flexible Work Options Committee*

The Flexible Work Options Committee was established to better support members and improve our organisational response to the need for a flexible working environment. We understand that members who can effectively balance work commitments and family/lifestyle responsibilities are happier and more productive at work, although this is not easy to achieve in a 24-hours-a-day, seven-days-a-week operating environment.

The committee has a primary responsibility for the review and development of opportunities to embed flexible work options into operational roles within ACT Policing. During this reporting period we achieved a significant milestone in facilitating the promotion and operational placement of a member from maternity leave into a position as a part-time patrol sergeant. The placement has enabled the member to work part-time hours to balance family life with her passion for operational community policing.

Providing flexible work options within a 24-hour operational environment presents an ongoing challenge. It is encouraging to note that there has been an overall increase of 4.8 per cent in the number of employees working part-time during this reporting

period. It is anticipated that this rate will continue to increase as flexibility becomes a greater option within the sworn workforce. A key strategy in working towards enabling greater flexibility is the Roster Review, which we launched during this reporting period.

In accordance with the *Fair Work Act 2009* and the *2012–2016 AFP Enterprise Agreement*, employees may also negotiate flexible working arrangements, such as condensed working weeks, variations to starting hours and the ability to work from home. As these negotiations are decentralised it can be difficult to quantify the exact number, but we estimate that at 30 June 2012 there were 22 flexible working arrangements in place.

The committee has also made significant contributions to the AFP National flexible working group in developing a new guideline on ‘flexible workplace practice’. The aim of the guideline is to provide support tools for employees and the employer. The committee identified the need to support women when they start maternity leave by providing key contacts, guidelines and information about their responsibilities when they return to the workplace.

#### ***Keeping in Touch program***

Our Keeping in Touch program was implemented to support our members on long-term leave, and to provide these members with up-to-date information on what is happening or has changed during their absence from the workforce. This better prepares them for re-integration into ACT Policing after extended periods of time.

During this reporting period 20 members requested this service. We kept in touch with these members with information such as job vacancies and updates on the negotiations for the new Enterprise Agreement. We also delivered our internal publication — *ACT Policing News* — to members on a monthly basis.

## **Strengthening organisational resilience**

Continually strengthening organisational resilience — particularly the development and support of our people — is critical in delivering policing services.

We develop and support the adaptability and resilience of our workforce through a variety of services. For example, as the community policing arm of the AFP, we recognise the appeal of career paths that span both traditional community policing and that of the broader AFP, and the benefits it has to sustaining our workforces in the long term. The experience and skill development as a result of such opportunities, and the diversity provided, is also a unique arrangement that is of great benefit to ACT Policing and the AFP.

#### ***Workforce Management Committee***

While we support the transfer of members between ACT Policing and AFP National, we do this through a robust committee process — the Workforce Management Committee. The committee examines the overall impact of each transfer request against the ability to provide an operational response across all areas of responsibility in ACT Policing to the Canberra community. The outcome for each individual transfer is decided based on the recommendation of the employee’s supervisor as well as other broader workforce considerations.

The Workforce Management Committee works closely with members of the Executive Steering Committee to ensure a coordinated and consultative approach to managing our human resources and ensuring our workforce planning is managed effectively.

More information about our governance committees can be found at **Section C.5 — Internal accountability**.

#### ***ACT Policing Roster Review***

In May 2012 we began a comprehensive year-long review of operational rosters that will examine existing policy, procedures, technology and architecture across the AFP and ACT Policing rostered operations. The project will identify existing challenges and provide advice on how we can better meet our business requirements and operational members’ needs.

The aim of the Roster Review is to enhance the existing information management tools and technology supporting our current rostered operation activity, as well as addressing any cultural issues that may be impeding flexible work options.

The Roster Review is being led by Deputy Chief Police Officer — Response David McLean as Executive Sponsor,

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supported by a team made up of a superintendent (project coordinator) and a project manager who was formerly an ACT Policing superintendent. An advisory committee made up of an officer-in-charge, a research officer, an IT consultant and a representative from Human Resources is providing further support and advice to the review team.

In the first phase of the project, all ACT Policing members who work the operational roster — including ACT Policing operational members, Human Resources and support staff — are being asked to contribute their ideas on how the roster could be improved. This consultative requirements gathering phase is being carried out across a number of forums, including focus groups, workshops, individual interviews and meetings at police stations.

Following consultation, a revised (if appropriate) roster model will be developed, tested and evaluated, with final implementation aimed for 2013 (and an evaluation and review of that implemented model completed by July 2014).

### **Workplace health and safety**

Our Workplace Health and Safety team within HR is responsible for the management of workplace injuries, rehabilitation and graduated return to work arrangements for employees who have been injured in the course of duty. They also provide advice on Workplace Health and Safety policy, practical interventions and risk management issues to our executive, management and staff.

During this reporting period we welcomed the new *Workplace Health and Safety Act 2011*. This Act is part of an Australian Government initiative to harmonise health and safety laws across all States and Territories. Several staff information sessions on the new Act were conducted during this reporting period, including information sessions with all operational members of ACT Policing.

In our line of work, we recognise our particular responsibility as an employer to provide a safe and healthy workplace and working environment. This involves strategies for the prevention of injury or illness through education, principles and guidelines, as well as managing the occupational rehabilitation and return to work of all injured employees. For our operational

members, it also means ensuring they are annually re-trained in operational safety.

During this reporting period 42 of our members required rehabilitation from a workplace-related injury. This is a slight reduction from the previous reporting period where 51 members required assistance with rehabilitation. The average time off work has also declined from 330 days in 2009–10 to 308 days in 2010–11 and a further reduction to 240 days in 2011–12.

We also approved and trialled load-bearing vests during this reporting period, in response to concerns raised about the weight of the traditional accoutrements belt, which can cause back injuries. The vest has been specifically designed to prevent workplace injury and will be available to all our members in 2012–13.

More information about our health and safety initiatives can be found at **Section C.9 — Workplace health and safety**.

### **Welfare Services**

Welfare Services are an essential element in the ongoing support of our members. The main role of Welfare Services is to provide assistance to members for a range of personal, professional or family-related issues. Our Chaplain and Welfare Officers are available to all members 24 hours a day, seven days a week.

Our Welfare Officers are sworn members, with a background in policing, which makes them sensitive to various issues that can emerge in the community policing environment. The Chaplain provides spiritual welfare and pastoral care of employees and their families.

In the event of a major incident, the Welfare Officers and the Chaplain provide support and counselling if and when required. Where members are involved in managing an incident over many hours, the Welfare Officers are responsible for catering to ensure they do not get fatigued. Together, they have a number of years' experience which enables them to provide the support to deliver a sense of comfort and solidarity to the officers involved in incidents that are significant or traumatic.

### **AFP Graduate Program and internships**

More than 900 applications were received for the 2012 AFP Graduate Program to fill 20 positions across 14 different business areas. In consultation with business area representatives, as well as past and current graduates, we have revamped the AFP Graduate Program. The program now boasts structured recruitment and retention strategies and is considered the AFP's flagship entry level program.

During this reporting period, ACT Policing managed five graduates.

### **Aboriginal and Torres Strait Islander Traineeship Program**

During this reporting period we developed a training plan within the AFP's newly established Aboriginal and Torres Strait Islander (ATSI) Traineeship Program. Recognising the high level of interest in a community policing career among the ATSI trainees, we have set up a specialised rotation plan through several functional areas within ACT Policing to provide an overview of community policing.

Trainees receive professional development and exposure to operational police work in preparation for an application to undertake a sworn recruit course — ultimately becoming our future ACT Policing community police officers.

We welcomed six ATSI trainees during this reporting period and, at 30 June 2012, they had completed a six-week training course in ACT Policing Operations. This training enables trainees to gain a working knowledge that includes police powers, policies and procedures, the Police Real-time Online Management Information System (PROMIS), and Computerised Automotive Dispatch (CAD). The trainees will then undertake a three-month rotation in ACT Policing Operations to use the skills developed during the training, including responding to calls for police assistance, Crime Stoppers and, after a period of time, Triple Zero (000).

The Chief Police Officer for the ACT Roman Quaedvlieg is the patron of the MION — the AFP's Malunggang Indigenous Officers Network — a support and advocacy network.

### **Volunteers in Policing**

The Volunteers in Policing (VIP) program directly strengthens our organisational resilience by supporting the frontline. The program celebrated its 10th anniversary in December 2011.

VIP program numbers remain stable at 46 (23 women and 23 men), and the program continues to add value to ACT Policing's effectiveness and capacity to meet operational and business requirements.

The program has 28 approved active role descriptions. Volunteers perform a range of duties, including:

- **role playing** — volunteers perform a range of roles, such as suspect, victim or witness, for police recruits, investigator courses and scenario situations
- **ceremonial support** — escorting/ushering/greeting guests at ceremonial events, such as the National Police Remembrance Day, police funerals and recruit graduations
- **bus driving** — collection and transportation of members and dignitaries to and from various destinations and activities in the ACT, using the Crime Stoppers bus
- **Justice of the Peace (JP) duties** — provision of JP duties to police and public at all police stations, including weekend on-call JP services. Our volunteers witnessed and certified 81 069 documents for ACT Policing and members of the public during the reporting period, an increase of 29.9 per cent over last financial year
- **letterbox drops** — undertaken when there is a need to inform the community of police activity or to assist with enquiries
- **keyholder surveys** — visiting all businesses in the ACT to obtain updated information about after-hours emergency contact details on our behalf
- **assistance with consensual fingerprinting** — for applicants for citizenship, employment checks, visa applications etc.
- **support for the AFP's Chequered Ribbon Association (AFP legacy)** — provision of administrative support through the sale and merchandising of Kenny Koalas and the collection of annual subscriptions
- **community engagement** — support and attendance at local community events

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Our police volunteers celebrate 10 years of hard work in support of our frontline

- **catering and catering support** — catering support for all ACT Policing activities and conferences, including registration, setting up and cooking barbeques.

This reporting period has been extraordinarily busy for our VIPs through the provision of support to several events managed by ACT Policing, including the Convoy of No Confidence (August 2011), the Wall to Wall Remembrance Ride (September 2011), and the visits by Her Majesty Queen Elizabeth II in October 2011 and the President of the United States in November 2011. Our volunteers provided catering for more than 1000 police and other officials during the President's two-day visit.

In July 2011 our VIPs assisted police with the collation and packing of stolen property at a house in Lyons — the largest stolen property seizure in ACT Policing's history. The support from the VIPs in exhibiting hundreds of stolen goods helped our police officers successfully conclude the capture of information in seven days.

In addition, following the fire and explosion at Mitchell in September 2011, VIPs conducted a major 'keyholder' exercise, visiting all businesses in the ACT to obtain updated information about after-hours emergency contact details on our behalf. This resulted in 89 per cent of all businesses in Mitchell alone registering their details for inclusion on our keyholder register.

The high level of demand for the VIP program's services is demonstrated by the fact that the program recorded more than 1400 hours worked each month over the 12 consecutive months of the reporting period. During this period the VIP program provided 17 581 hours to ACT Policing, an increase of 30.7 per cent over 2010–11. This represents a total of more than 124 000 voluntary hours since the program began in December 2001.

Our volunteers are a crucial part of our business. Like all members of ACT Policing, they undertake training and development opportunities, with five volunteers successfully completing their Justice of the Peace training in 2011–12.

#### ***Performance Development Agreements***

We monitor and encourage employee performance and development within the AFP through Performance Development Agreements (PDAs).

The PDA national guideline has been developed by the AFP National Manager Human Resources using power delegated under s.37(1) of the *Australian Federal Police Act 1979* to facilitate effective performance management.

All of our members enter into PDAs on a six-month basis and their performance is assessed against critical objectives and development goals they set with their team leader. Any performance, development or training needs are then identified and addressed through this process on an ongoing basis throughout the next PDA period.

## Sustaining community confidence

It is essential for ACT Policing to maintain the community's confidence that we can, and will, continue to deliver quality policing services to support a safe and secure ACT.

During this reporting period we carried out research into the community's understanding and expectations of ACT Policing. The qualitative and quantitative research was carried out in March/April 2012 and will inform future operational strategies and organisational communication — how we engage with the community and provide them with the information they desire, to ensure mutual trust and sustain community confidence.

Relative to other cities and States, the ACT was felt to be safe in terms of crime levels, with many respondents believing this was due to higher levels of police visibility and the different demographics of Canberra.

In striving to achieve a police service that represents the community in which we serve, ACT Policing actively subscribes to, and supports, the *2010–2012 AFP Workforce Diversity Plan*. This includes a commitment to diversity which is reflected in our workforce planning, and recruitment and retention strategies that recognise the workplace benefits of celebrating difference in the workplace. Diversity in ACT Policing is not limited to consideration of cultural and linguistic diversity, it also incorporates gender, sexual orientation, age and the way in which these differences positively contribute to effective policing.

For many members of the ACT community, their interaction with ACT Policing is limited to exposure at major events such as Skyfire, the ActewAGL Royal Canberra Show, the National Multicultural Festival and Summernats. Our presence at such events ensures that the community can enjoy these events with confidence that their safety is considered a high priority. In managing rostering for these events, HR focused on

refining rostering practices in order to adequately resource all operational requirements across ACT Policing in the most efficient way.

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## Working collaboratively

To ensure a safe and secure community, ACT Policing maintain close working relationships with government and non-government counterparts across the areas of law enforcement, justice, community safety, housing, health and youth services. As well as being reflected in our strategic plan, during this reporting period we have contributed to wider AFP projects and policy development including the *2012–2015 AFP Workforce Plan*, new AFP recruitment guidelines, and the 2012 working pattern review.

We also work very closely with the community in which we serve. More information about our collaboration with the community can be found at **Section B.1 — Community engagement**.

### National deployments

In support of wider AFP operations, and in conjunction with the AFP's International Deployment Group, we facilitated the deployment of 60 sworn members and two unsworn staff during this reporting period to assist with Operations CANNA and ETON on Christmas Island. The members were deployed to assist with public order management in response to critical incidents occurring on Christmas Island at the time.

### Enterprise Agreement

During this reporting period the new AFP Enterprise Agreement was approved by Fair Work Australia. Throughout the drafting phase of negotiations, ACT Policing worked closely with our national counterparts to ensure the requirements of our frontline workforce were considered. This included a review of working patterns for all members of ACT Policing, which was carried out in conjunction with the ACT Policing executive.

More information about our Enterprise Agreement can be found at **Section C.10 — Workplace relations**.

## C.6

### *Cross-border collaboration*

We have also maintained strong relationships with NSW Police through the Monaro and Yass Local Area Commands. During 2011–12 we facilitated the swearing-in of 43 NSW Police officers as AFP ‘special members’. Similarly, more than 380 of our officers have been sworn in as NSW Police Force Recognised Law Enforcement Officers. These arrangements enhance the operational capability of NSW and ACT members in response to cross-border operations.

### Enhancing skills and capabilities

The AFP has a specific business unit within National HR — Learning and Development — dedicated to supporting the personal and professional development of all AFP members, including those in ACT Policing.

Members apply for courses that will benefit their professional development or career objectives as well as ACT Policing’s operational requirements. Applications are prioritised by the Workforce Management Committee comprising HR and our superintendents and coordinators. This ensures that all members have an equal opportunity to participate in a variety of training courses to develop skills in mandatory and desirable areas.

More information about our approach to enhancing skills and capabilities within our workforce can be found at **Section C.8 — Learning and development**.

In addition, individual business areas within ACT Policing establish internal training programs to support ongoing capability and specialist skills. For example, we have newly established programs in mental health training, writing skills, management to leadership, motorcycle pursuit, first aid training and workplace health and safety.

### *Reinvigorating our leadership framework*

As a key priority during this reporting period, the AFP began re-investing in the development of its future leaders through a series of seminars and workshops, initially aimed at the executive level. Through the AFP College, it is envisaged that further training will be facilitated for all levels across the AFP and ACT Policing.

We ensured that all our executive level employees contributed to, and took part in, performance management, finance and HR workshops delivered during the year. These workshops were designed to ensure managers have the knowledge, skills and organisational contacts to manage staff and business effectively.

Additionally, our Executive Steering Committee members undertook internal adaptive leadership workshops facilitated by Dr Stephen Mugford. The committee comprises the Chief Police Officer for the ACT, our Deputy Chief Police Officers, the Director Corporate Services, and all superintendents and coordinators.

### *Mental Health Community Policing Initiative*

The recently enhanced Mental Health Community Policing Initiative training is considered to be best practice in Australia and has been academically reviewed and recognised by Charles Sturt University. The initiative was launched in June 2011.

The training is a four-day package for operational and support staff within ACT Policing to help them recognise, relate and respond to people in the community with a mental illness. The training includes presentations by specialists in the field, as well as people living with a mental illness and their families and friends.

During this reporting period 198 members completed the training — one third of the workforce.

More information about our mental health training can be found at **Section A.3 — Highlights and Section C.8 — Learning and development**.

### *Operational Safety Training*

Operational Safety Training is an annual re-certification providing officers with training in a range of options that, when justified, may be used to establish the safety of the employees, other team members and the public, to enable the effective execution of powers.

A total of 900 members have been re-qualified during this reporting period, ensuring all operational members remain current in the use of force should the need arise.

## C.7 — STAFFING PROFILE

At the final pay for the reporting period, approximately 78 per cent of our workforce comprised sworn members. Of the 702 sworn members, less than 2 per cent held the rank of Superintendent or higher.

At 30 June 2012 approximately 25.5 per cent of sworn members were female. This figure has increased slightly when compared with 2010–11 (24.8 per cent). Of the 25.5 per cent women, 84.4 per cent are at the Constable level which is a slight decrease from the 85.3 per cent reported in the previous reporting period. There was however a slight increase of women at the Sergeant level, to 14.5 per cent this reporting period from 13.1 per cent in 2010–11.

Reported FTE (full time equivalent) figures are higher than headcounts due to the inclusion of enabling FTE (101). This is a notional FTE which represents the services provided by the broader AFP in the delivery of community policing services to the ACT. These services include additional support received by Human Resources, Finance, Information Technology, Professional Standards, Legal, Learning and Development and Forensics. Enabling FTE include sworn and unsworn members.

Both headcount and FTE figures exclude members who are unpaid non-operational. This includes all members who are on leave, not paid by ACT Policing. Also excluded from FTE calculations are personnel working on Commonwealth matters.

These figures are based on substantive ranks and do not include periods of higher duties.

C.7

**TABLE C.7.1 — FULL TIME EQUIVALENT AND HEADCOUNT 2011–12**

	MALE	FEMALE
FTE by gender	319	629.7
Headcount by gender	601	304
% of workforce (headcount)	66	34

**TABLE C.7.2 — CLASSIFICATIONS (HEADCOUNT) 2011–12**

RANK	FEMALE	MALE	TOTAL
Chief Police Officer	0	1	1
Deputy Chief Police Officer	0	2	2
Commander/Director	1	0	1
Superintendent/Coordinator AFP Band 9	3	6	9
Sergeant/AFP Bands 6–8	40	126	166
AFP Bands 6–8 Temp	1	0	1
Constable/AFP Bands 2–5	255	463	718
AFP Bands 2–5 Temp	4	3	7
<b>TOTAL</b>	<b>304</b>	<b>601</b>	<b>905</b>

## C.7

TABLE C.7.3 — CLASSIFICATION PROFILE BY GENDER/SWORN (HEADCOUNT) 2011–12

RANK	SWORN FEMALE	SWORN MALE	UNSWORN FEMALE	UNSWORN MALE	FEMALE %	MALE %	TOTAL
Chief Police Officer	0	1	0	0	0	100	1
Deputy Chief Police Officer/Director	0	2	1	0	33	67	3
Superintendent/Coordinator AFP Band 9	2	4	1	2	33	67	9
Sergeant/AFP Band 6–8	26	114	15	12	25	75	167
Constable AFP Band 2–5	151	402	108	64	36	64	725
<b>TOTAL</b>	<b>179</b>	<b>523</b>	<b>125</b>	<b>78</b>	<b>34</b>	<b>66</b>	<b>905</b>

TABLE C.7.4 — EMPLOYMENT CATEGORY BY GENDER (HEADCOUNT) 2011–12

EMPLOYMENT CATEGORY	FEMALE HEADCOUNT	MALE HEADCOUNT	FEMALE %	MALE %	TOTAL
Casual	6	2	0.7	0.2	8
Permanent full-time	252	593	27.8	65.5	845
Permanent part-time	41	2	4.5	0.2	43
Temporary full-time	5	4	0.6	0.5	9
Temporary part-time	0	0	0	0	0
<b>TOTAL</b>	<b>304</b>	<b>601</b>	<b>33.6</b>	<b>66.4</b>	<b>905</b>

TABLE C.7.5 — AVERAGE LENGTH OF SERVICE BY GENDER BY AGE GROUP 2011–12

AVERAGE LENGTH OF SERVICE (YEARS)	PRE-BABY BOOMERS		BABY BOOMERS		GENERATION X		GENERATION Y		TOTAL	
	F	M	F	M	F	M	F	M	F	M
0–2	0	0	3	3	7	19	38	24	48	46
2–4	0	0	7	5	12	26	27	35	46	66
4–6	1	1	9	13	18	70	45	88	73	172
6–8	0	0	5	8	19	53	13	21	37	82
8–10	0	0	3	7	11	35	6	6	20	48
10–12	0	0	5	5	18	51	5	4	28	60
12–14	0	0	3	2	16	25	0	0	19	27
14+ years	0	0	14	61	19	39	0	0	33	100

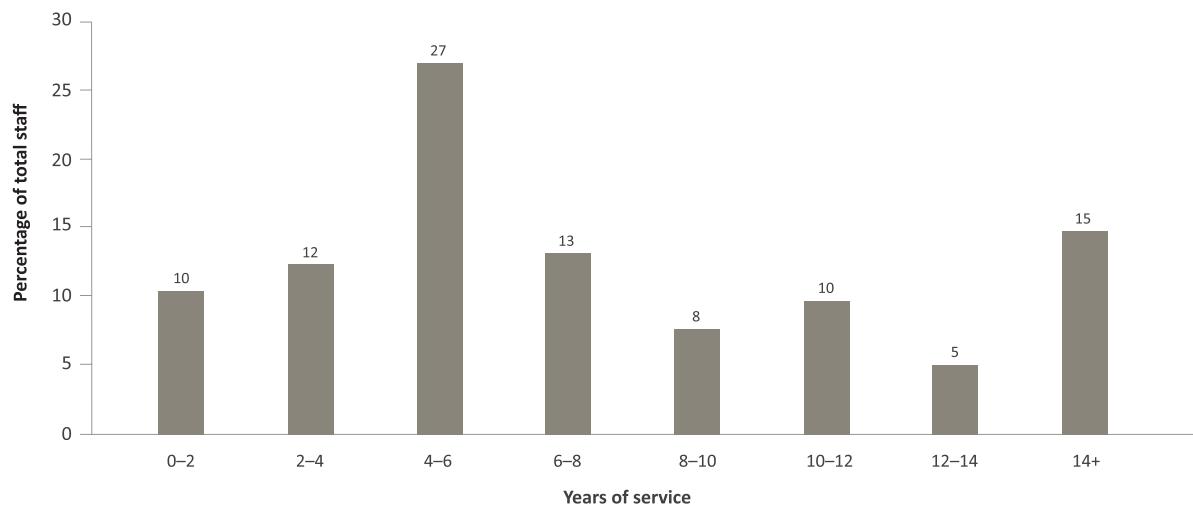
TABLE C.7.6 — TOTAL AVERAGE LENGTH OF SERVICE BY GENDER 2011–12

GENDER	AVERAGE LENGTH OF SERVICE (YEARS)
Male	8.99
Female	7.15
<b>TOTAL</b>	<b>8.37</b>

## C.7

**Figure C.7.1** illustrates the breakdown of the length of service for all ACT Policing members. In this reporting period the largest group of employees fall within the four to six years of service; this group represent 27 per cent of employees, which equates to a headcount of 45 members.

**FIGURE C.7.1 — LENGTH OF SERVICE 2011–12**



**TABLE C.7.7 — AGE PROFILE (HEADCOUNT) 2011–12**

AGE GROUP	FEMALE	MALE	TOTAL
<20	0	0	0
20–24	21	9	30
25–29	72	102	174
30–34	63	148	211
35–39	48	134	182
40–44	33	74	107
45–49	29	56	85
50–54	18	48	66
55–59	10	19	29
60–64	7	8	15
65–69	3	3	6
70+	0	0	0
<b>TOTAL</b>	<b>304</b>	<b>601</b>	<b>905</b>

## C.7

**Figure C.7.2** illustrates the gender profile of ACT Policing members by age. In this reporting period the largest group of employees fall into the 30 to 34 year age range; this group represents 23 per cent of employees, which equates to a headcount of 211 employees.

FIGURE C.7.2 — EMPLOYEE AGE PROFILES 2011–12

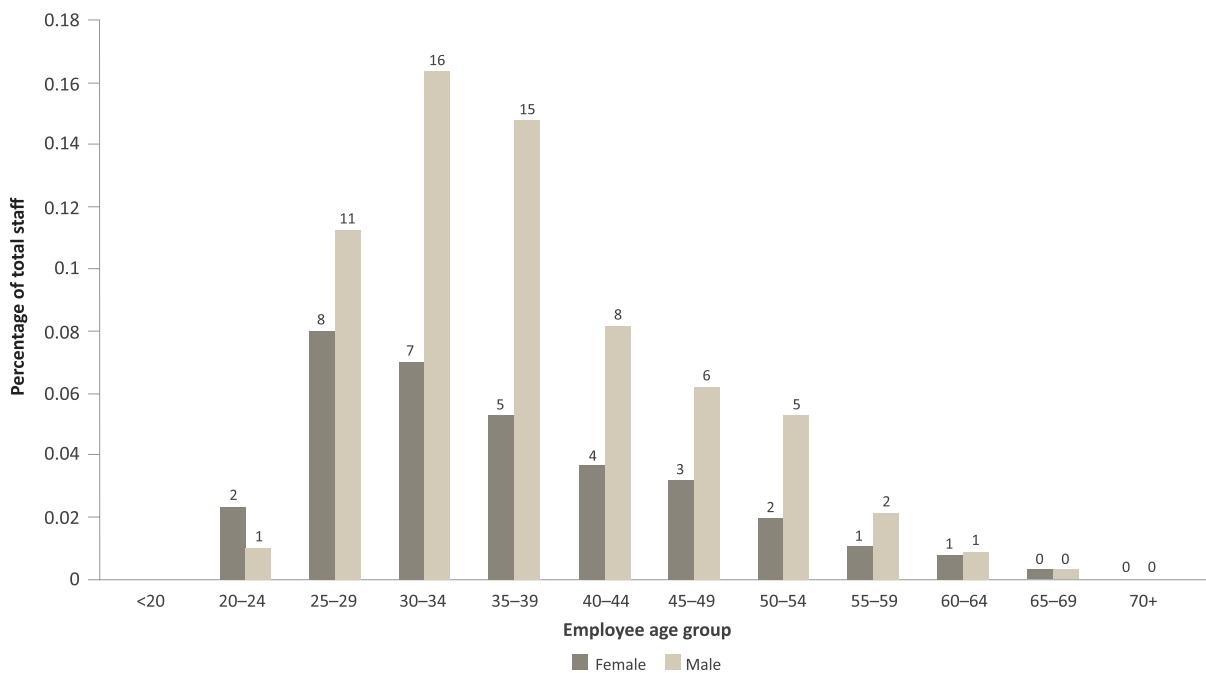


TABLE C.7.8 — AGENCY PROFILE (FULL TIME EQUIVALENT) 2011–12

BRANCH	ACT OPERATIONAL FTE	ACT NON-OPERATIONAL FTE	TOTAL
Executive	-	8.5	8.5
ACT Policing Operations	74.3	8.7	83.0
Emergency Management and Planning	8.5	-	8.5
Crime Prevention	33.9	4.8	38.7
North District	171.3	4.0	175.3
South District	124.0	3.9	127.9
Criminal Investigations	108.0	3.8	111.8
ACT Policing Intelligence	58.5	4.8	63.3
Specialist Response and Security	46.7	1.7	48.4
Judicial Operations	50.1	6.0	56.1
Ministerial and Operational Support	1.9	11.7	13.6
Financial Services	-	12.4	12.4
Human Resources	-	16.2	16.2
Media and Marketing	14.1	0.9	15.0
ACT Inoperative Pool Paid	3.7	0.9	4.6
Exhibit Management Centre	5.7	13.1	18.8
Traffic Operations	45.6	1.0	46.6
Add Enabling Services	19.5	80.5	100.0
<b>TOTAL</b>	<b>765.8</b>	<b>182.9</b>	<b>948.7</b>

## C.7

TABLE C.7.9 — AGENCY PROFILE BY EMPLOYMENT TYPE (HEADCOUNT) 2011–12

BRANCH	PERMANENT	TEMPORARY	CASUAL	TOTAL
Executive	7	1	0	8
ACT Policing Operations	86	6	8	100
Emergency Management and Planning	9	0	0	9
Crime Prevention	42	0	0	42
North District	177	0	0	177
South District	131	0	0	131
Criminal Investigations	117	0	0	117
ACT Policing Intelligence	69	1	0	70
Specialist Response and Security	58	0	0	58
Judicial Operations	58	0	0	58
Ministerial and Operational Support	15	1	0	16
Financial Services	13	0	0	13
Human Resources	18	0	0	18
Media and Marketing	17	0	0	17
ACT Inoperative Pool Paid	3	0	0	3
Exhibit Management Centre	20	0	0	20
Traffic Operations	48	0	0	48
<b>TOTAL</b>	<b>888</b>	<b>9</b>	<b>8</b>	<b>905</b>

TABLE C.7.10 — CLASSIFICATION PROFILE BY GENDER/SWORN (FULL TIME EQUIVALENT) 2011-12

RANK	SWORN FEMALE	SWORN MALE	UNSWORN FEMALE	UNSWORN MALE	FEMALE %	MALE %	TOTAL
Chief Police Officer	0.0	1.0	0.0	0.0	0	100	1
Deputy Chief Police Officer/ Director	0.0	1.9	1.1	0.3	33	67	3.3
Superintendent/Coordinator AFP Band 9	1.9	3.9	5.2	13.9	29	71	24.9
Sergeant/AFP Band 6-8	25.0	118.4	23.5	23.2	26	74	190.1
Constable AFP Band 2-5	142.3	395.5	120.0	71.6	36	64	729.4
<b>TOTAL</b>	<b>169.2</b>	<b>520.7</b>	<b>149.8</b>	<b>109.0</b>	<b>34</b>	<b>66</b>	<b>948.7</b>

TABLE C.7.11 — EQUITY AND WORKPLACE DIVERSITY (HEADCOUNT) 2011–12

	A ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT	B CULTURALLY AND LINGUISTICALLY DIVERSE EMPLOYMENT	C EMPLOYMENT OF PEOPLE WITH A DISABILITY	NUMBER OF EMPLOYEES WHO IDENTIFY IN ANY OF THE EQUITY AND DIVERSITY CATEGORIES (A, B, C)	WOMEN
Headcount	9	61	5	74*	304
% of total staff	1	6.7**	0.6	8.2	33.6

\* One member above identifies in two categories.

\*\* People who identify as being culturally and linguistically diverse. This includes first language spoken, place of birth and parental heritage. This category also includes children of migrants, including those who were born overseas and arrived in Australia before the age of five and did not speak English as a first language, those who are Australian-born but did not speak English as a first language and had at least one non-English speaking background parent, and those who are Australian-born and had neither parent speaking English as a first language.

100  
YEARS

*Guarding the Queen's safety*



Our Water Operations team escort Her Majesty Queen Elizabeth II and the Duke of Edinburgh across Lake Burley Griffin

A gracious monarch touched the hearts of Canberra in Spring 2011 when Her Majesty Queen Elizabeth II and His Royal Highness the Duke of Edinburgh spent seven days in the ACT as part of the monarch's 16th visit to Australia.

Touching down at RAAF Fairbairn in a chartered British Airways Boeing 777 jet on Wednesday 19 October, the royals were met by hundreds of adoring fans.

The Queen's theme for the tour was 'to see and to be seen'.

Providing security for the royal visitors with discretion and sensitivity, ACT Policing ensured Her Majesty's every move was carefully monitored and her safety assured at all times.

Always in the background but with the world watching, ACT Policing was represented by police and members from General Duties, Search and Rescue, Water Operations, Intelligence, Bomb Response, and Planning and Traffic.

**C.8**

The broad range of courses delivered to our own members and to our stakeholders is considered essential in ensuring we create a safer and more secure ACT.

Much of the training undertaken by our members revolves around enhancing operational capacity and leadership in decision-making. Training is also undertaken to enhance the functional and managerial capability of employees, including training in the areas of business management (financial and human resources), administration and executive leadership.

During this reporting period ACT Policing also introduced its Mental Health Community Policing Initiative training to 198 members. This was in recognition of the need to

better train our people and our stakeholders in the delivery of services to the broader community, especially in recognising, relating and responding to people living with a mental illness. The training has been adapted from the successful NSW Police model and is considered best practice in Australia. More information about our Mental Health Community Policing Initiative can be found at **Section A.3 — Highlights**.

## Developing our members

The range of courses available is extensive. **Table C.8.1** provides details of the courses and the number of participants during the reporting period.

**TABLE C.8.1 — LEARNING AND DEVELOPMENT PROGRAMS 2011–12**

LEARNING AND DEVELOPMENT PROGRAMS		Offered to sworn members? Y/N	Offered to unworn members? Y/N	Total number of participants
Initiative	Descriptions			
Human rights	A half-day workshop developed in consultation with the ACT Human Rights Commission that: <ul style="list-style-type: none"> <li>• ensures our sworn members are familiar with the <i>Human Rights Act 2004</i> (ACT) and the associated human rights considerations when performing their duties in the ACT</li> <li>• is provided to new officers during the ACT Policing recruit course schedule of training</li> </ul>	Y	Y	26
Operational safety assessment	An annual course designed to maintain the execution of policing powers, including firearms, defensive tactics and aerosol subject restraint	Y	N	900
Motorcycle pursuit	A six-week basic training in all aspects of motorcycle riding, escorting dignitaries and urgent duty driving	Y	N	12
Media training and awareness	A one-day training program outlining the importance and role of media in a policing environment. Designed to help members build confidence in dealing with the media and represent ACT Policing positively	Y	N	111
Recruit training	The Federal Police Development Program and the Federal Police Lateral Program train new entrants in the skills and knowledge required to operate as sworn members of ACT Policing	N	Y	26
Interviewing vulnerable witnesses re-certifications	A one-day workshop to help maintain the skills of members who have previously been prescribed	Y	N	79
ACT Policing Operations	A six-week mandatory basic course to develop the skills necessary to work in the first response environment of ACT Policing Operations	Y	Y	18

LEARNING AND DEVELOPMENT PROGRAMS		Offered to sworn members? Y/N	Offered to unworn members? Y/N	Total number of participants
Initiative	Descriptions			
First aid	A mandatory three-year qualification that allows individuals to acquire a first aid qualification in accordance with legislative and industry requirements. It is designed to provide the ultimate learning experience and combines DVD online interactions and scenario-based learning	Y	Y	150
Victims of crime	A mandatory training course via iAspire. The course ensures members are compliant in accordance with the <i>Victims of Crime Act 1994</i> (ACT) and internal governance	Y	Y	230
Mental Health Community Policing Initiative	A mandatory four-day training program tailored to the ACT Policing environment. The training aims to develop the participants' understanding and perception of mental illness and, in turn, assist in establishing more awareness and understanding within the wider community	Y	Y	198
Certificate IV in Training and Assessment	Aimed at teaching participants the skills required to plan and prepare for delivering training. Modules include adult learning, presentation skills, identifying training needs, group dynamics and evaluating learning	Y	Y	20
Constable development program	A 13-day course aimed at consolidating and enhancing core policing knowledge and skills to build on leadership skills through practical scenarios, oral presentations and examinations. This training also includes an 'Interviewing Vulnerable Witnesses' Program' component	Y	N	20
Disaster victim identification	The program provides disaster victim identification capability training	Y	N	13
Human source handling — basic	A four-week course to give investigators an understanding of human source (informants) operations and the requirements of handling a human source in accordance with the AFP national guideline	Y	N	8
Staff member induction program	A two-day course that aims to welcome all new staff to the AFP, embed the AFP values, increase awareness of the AFP business environment and ensure all staff understand their roles, responsibilities and obligations as members of the AFP	N	Y	4
Respectful workplace training	A two-hour in-depth session focused on the importance of respect in the workplace	Y	Y	340
Investigative interviewing techniques	A Tier 1 course to develop the skills and knowledge of experienced members to allow them to implement effective interviewing strategies and maximise the quality and admissibility of evidential material elicited from suspects and witnesses	Y	N	28
Writing 101	A one-day course to improve the quality and complexity of writing. This course explains the 'three Cs' of writing: how to write clearly, concisely and correctly. It covers planning, audience, appropriate mediums, structure, purpose, layout, formats, plain English and editing	Y	Y	6
Gay and Lesbian Liaison Officer training program	Gay and Lesbian Liaison Officers are volunteers who include police, protective service officers and civilian staff. They are trained to deal sensitively with gay, lesbian, bisexual, transgender and intersex issues, and are available to provide advice and support to members of the public as well as AFP members	Y	Y	8

## C.8

LEARNING AND DEVELOPMENT PROGRAMS				
Initiative	Descriptions	Offered to sworn members? Y/N	Offered to unworn members? Y/N	Total number of participants
Customer service workshop	A one-day customer service workshop undertaken by our Human Resources and Finance teams to engender a client-focused approach in these teams	Y	Y	29
Performance management workshop	A one-day executive development workshop to explain the new framework which moves the performance management focus from compliance with the process to actively managing all team members	Y	Y	12

TABLE C.8.2 — SPECIALIST RESPONSE AND SECURITY TRAINING 2011–12

COURSE	DESCRIPTION	NUMBER OF PARTICIPANTS
Specialist Response and Security (SRS) skills revalidation	Scheduled weekly re-validation training for all SRS Tactical Response members in their core skills sets: search-and-rescue, water operations, public order, close-quarters tactics, active shooter, counter-assault team, linear combat, vertical rescue, tactical movement techniques, high-risk vehicle stops and four-wheel drive operations.	All members (40 for each discipline) 480 in total.
National Counter-Terrorism Committee dynamic breaching course	SRS Tactical Response members completed their basic program in dynamic (or explosive) breaching methods. This allows SRS Tactical Response to have a full complement of members trained in dynamic breaching	6
Advanced breaching training	SRS Tactical Response members travelled to a rural location in Victoria gain advanced dynamic breaching training. This involved training in methods to gain entry to various premises through different mediums, including doors, windows and walls (including brick and concrete)	8
SRS Tactical Response marksman	SRS Tactical Response members completed the basic marksman course involving training in a number of different firearms and various urban and rural environments	3
SRS Tactical Response marksman and advanced marksman course	Marksman underwent advanced counter-terrorism marksman training. This involved training in both the ACT and NSW and included all aspects of counter-terrorism and counter-sniper training	8
Breathing apparatus revalidation	Breathing apparatus training ensures members are still able to operate in all types of environments, including low oxygen and clandestine laboratory environments	40
SRS basic course	A 13-week basic training in all aspects of tactical policing, both domestic and counter-terrorism in addition to training in search-and-rescue techniques, vertical rescue techniques and all aspects of public order management	8
Diploma in Security and Risk Assessment	The Canberra Institute of Technology training course furthers members' knowledge of the risk process associated with planning and conducting training and operational jobs	11
Armoured vehicle and hostage rescue training	Members of Tactical Response undertook training with two members of the Los Angeles County SWAT team who came to Canberra and delivered training in relation to the use of the armoured vehicle and hostage rescue techniques	30
Fast rope training	Members re-certified in fast roping skills through training with the Navy Seahawk at Majura	30

COURSE	DESCRIPTION	NUMBER OF PARTICIPANTS
Operational Safety Trainers	Members completed the gateways and course to gain the full accreditation of Operational Safety Trainers	5
Brief adjudication workshop	A five-day workshop structured to teach and reinforce fundamentals relating to the adjudication of briefs of evidence, including the standards required to be met for the briefs to proceed to the Director of Public Prosecutions (DPP). Designed to give participants the opportunity to demonstrate their skills and knowledge through exposure and interaction with a number of experts in the judicial process.  The course was introduced during this reporting period and was mentored and attended every day by an ACT Magistrate. The course was designed and delivered with the assistance of AFP Legal and the ACT DPP.	22

TABLE C.8.3 — EMERGENCY MANAGEMENT AND PLANNING COURSES 2011–12

COURSE	DESCRIPTIONS	OFFERED TO SWORN MEMBERS? Y/N\	OFFERED TO UNSWORN MEMBERS? Y/N	TOTAL NUMBER OF PARTICIPANTS
Incident Command and Control Systems	This course educates members on essential command/control systems to appropriately manage incident response.	Y	Y	10 Waiting for information from National
Exercises	Desktop exercise based on counter-terrorism scenarios and civil unrest in Canberra.	Y	Y	4

TABLE C.8.4 — EXECUTIVE DEVELOPMENT/MANAGEMENT COURSES 2011–12

EXECUTIVE DEVELOPMENT/MANAGEMENT COURSES				
Initiative	Descriptions	Offered to sworn?	Offered to unsworn?	Total number of participants
Police Management Development Program and Executive Development Program — Australian Institute of Police Management	The major learning outcomes of the Australian Institute of Police Management's 601 Graduate Certificate in Applied Management relate to the development of increased knowledge, skills and confidence to manage at senior organisational levels.  There are two cohorts of the Graduate Certificate in Applied Management: the Police Management Development Program and Executive Development Program. These courses are developmental, highly applied and experientially based. Case studies are based on actual events. There are opportunities for individual and group work, and exercises that help participants better understand their own behaviours and how they affect others.  The content includes strategic planning, project governance, problem-solving, strategic management, change management, contemporary leadership, policy development, financial management, media management and leadership theory.	Y	Y	1
Centre for Public Management	Four of our members undertook leadership training with the Centre for Public Management during this reporting period.	Y	Y	4

**C.8****TABLE C.8.5 — IN-SERVICE TRAINING (AFP COLLEGE)**

<b>COURSE</b>	<b>DESCRIPTION</b>	<b>NUMBER OF PARTICIPANTS</b>
ACT Investigators Training Program	The program delivers the core skills and knowledge required to successfully conduct and manage criminal investigations, including the collation of evidence and the submission of documentation to appropriate authorities.	20
Homicide Investigation Program	The aim of the Homicide Investigation Program is to develop the core knowledge and skills participants need to successfully investigate homicide offences. The two-week residential program draws on the experiences of subject matter experts to mentor and support members.	10
Sexual Offences Investigators Program	A two-week course designed to develop the skills to conduct and manage investigations of sexual assault and child abuse matters and to collate the evidence and submit documentation to the appropriate authorities.	20

***iAspire — Online training***

iAspire is the AFP's learning management system designed to make online learning easier to use, more interactive and flexible for our people. Following is a sample of courses available on iAspire:

- Operations safety assessment for police
- Investigator knowledge assessment
- ACT Policing knowledge assessment
- Technology-enabled crime
- Workplace health and safety (compulsory course for all members)
- Security awareness training (compulsory course for all members)
- ACT Watch House procedures
- Microsoft Office Suite (Word, Excel etc.).

**Commitment to whole-of-government learning and development initiatives*****Graduate Program***

As the community policing arm of the AFP, we participated in the AFP's Graduate Program and development initiatives.

Graduates work in various areas of ACT Policing and the wider AFP over a 12-month period to develop their skills and understanding of the AFP. Graduates integrate into ACT Policing at the end of their year for a three-month period.

This program is an investment in the workforce and our members' skills. ACT Policing managed five graduates during this reporting period.

More than 900 applications were received for the 2012 AFP Graduate Program to fill 20 positions across 14 different business areas.

***Aboriginal and Torres Strait Islander Traineeship Program***

During this reporting period we developed a training plan within the AFP's newly established Aboriginal and Torres Strait Islander (ATSI) Traineeship Program. Recognising the high level of interest in a community policing career among the ATSI trainees, we have set up a specialised rotation plan through several functional areas within ACT Policing to provide an overview of community policing.

Trainees receive professional development and exposure to operational police work in preparation for an application to undertake a sworn recruit course — ultimately becoming our future ACT Policing community police officers.

We welcomed six ATSI trainees during this reporting period who, by 30 June 2012, had completed a six-week training course in ACT Policing Operations. This training

enables trainees to gain a working knowledge that includes police powers, policies and procedures; the Police Real-time Online Management Information System (PROMIS); and the Computerised Automotive Dispatch (CAD). The trainees will then undertake a three-month rotation in ACT Policing Operations to use the skills obtained during the training, including responding to calls for police assistance, Crime Stoppers and, after a period of time, Triple Zero (000).

#### ***Study assistance program***

During this reporting period 17 members participated in our study assistance program.

**TABLE C.8.6 — STUDY ASSISTANCE PROGRAM 2011–12**

STUDY UNDERTAKEN	NUMBER OF PARTICIPANTS
Bachelor of Arts	1
Diploma of Law	1
Masters of Leadership and Management in Policing	1
Diploma of Government (Project Management)	1
Bachelor of Behavioural Studies (Psychology)	1
Graduate Certificate in Road Safety	1
Bachelor of Business Studies	1
Bachelor of Technology (IT Security)	1
Science (applied statistics) Studies	1
Masters of Business Administration	2
Bachelor of Policing	4
Master of Arts (Criminal Intelligence)	1
Graduate Diploma of Science (applied Statistics)	1
<b>TOTAL</b>	<b>17</b>

## Future priority learning and development areas

The future direction of our learning and development and its role in supporting ACT Policing has a strong focus on the operational development of our members and leadership training. Recruit training, investigations, and operational safety training, in particular, have been identified as areas requiring a greater focus to deliver our core business.

#### ***Re-invigorating our leadership framework***

The re-constitution of the leadership continuum is an area for focus of all levels of leadership, including team leaders sergeants, executive members and managers.

As a key priority during this reporting period the AFP began re-investing in the development of its future leaders through a series of seminars and workshops, initially aimed at the executive level. Through the AFP College, it is envisaged that further training will be facilitated for all levels across the AFP and ACT Policing.

We ensured that all our executive level employees contributed to, and took part in, performance management, finance and HR workshops delivered during this reporting period. These workshops are designed to ensure managers have the knowledge, skills and organisational contacts to manage staff and business effectively.

#### ***Mental Health Community Policing Initiative***

The recently enhanced Mental Health Community Policing Initiative training is considered to be best practice in Australia and has been academically reviewed and recognised by Charles Sturt University. The initiative was launched in June 2011.

The training is a four-day package for operational and support staff within ACT Policing to recognise, relate and respond to people in the community with a mental illness. The training includes presentations by specialists in the field, as well as people living with a mental illness and their families and friends.

During this reporting period 198 members completed the training — one third of our workforce. Training our officers and ensuring this approach to mental health is entrenched on the frontline remains a priority for us now and in the future.

## C.9

As a frontline police service, we take workplace health and safety (WH&S) seriously, and ensure measures are in place to protect both our sworn and unsworn members.

During this reporting period ACT Policing complied with its legal obligations under the new *Workplace Health and Safety Act 2011* (Cth) which came into effect on 1 January 2012. The new Act aims to harmonise WH&S legislation across the Australian and State/Territory governments, supported by WH&S regulations and codes of practice.

The new Act is the most significant change to WH&S legislation in 20 years. The introduction of the Act provides a new legislative framework for the provision of a safe and healthy working environment for all members of ACT Policing.

### Management of workplace health and safety

A key document for compliance under the Act and to promote safety in the workplace is the *AFP National Guideline: Health and Safety Management Arrangements 2007–2012* which was developed in close consultation with staff.

The national guideline helps to identify safety responsibilities for all our employees, and provides a WH&S framework for resolving disputes. It also identifies the agreed arrangements on the management, promotion and development of measures to ensure the health, safety and welfare of employees at work.

The AFP is currently developing an online training program that allows all members to verify awareness of their individual responsibilities under the new Act.

Throughout this reporting period, we maintained our WH&S structures and systems specified under legislation, including:

- systems for fire safety, emergency evacuation and first aid services at all ACT Policing locations
- an active ACT Policing WH&S committee

- a structure of designated work groups and WH&S representatives
- ongoing training for employees on WH&S and the new Act, including online staff training through iAspire (compulsory training for all staff)
- induction training on an as-required basis, specific training for managers and team leaders, and training for specific issues/hazards relating to an employee's duties
- an internal hazard and incident reporting system, and external notification of more serious safety events to Comcare
- expert advice and assistance to facilitate safety risk management
- active support for employees with injuries, including access to workers compensation entitlements and structured programs to achieve early and durable return to work under *Safety, Rehabilitation and Compensation Act 1988* processes.

ACT Policing maintains 17 designated work groups, each with a WH&S representative and deputy representative. Representative selections are made by staff and the process is facilitated by management.

The ACT Policing WH&S Committee continued its function as a key consultative forum on safety matters with four monthly meetings. The committee includes all WH&S representatives and advisors, and senior management representatives from ACT Policing Operations, Finance and Logistics, and Human Resources. This composition facilitates effective and speedy resolution of safety issues.

### Injury prevention and management

During this reporting period several WH&S prevention programs were launched to strengthen our WH&S governance and our support of our members, including:

- **training sessions on the new Act** — structured to provide staff with information about their new legislative obligations, the responsibilities of the employer, and how the new Act differs from the previous Act in terms of incident reporting and investigations

- **first aid training** — updated as recommended in early 2011 and providing a much greater focus on police-specific scenarios and issues (such as edged-weapon and blunt weapon trauma, firearms and explosives, and motor vehicle collision trauma). Approximately 150 of our members have undertaken the training since it began in September 2011
- **load-bearing vests** — designed to prevent lower-back injuries suffered by our officers and to help injured members return to operational duties
- **an ongoing review of the AFP's Physical Competency Assessment** — aimed at aligning the recruitment gateway Physical Competency Assessment to the reasonable physical expectations of an operational police officer.

We also have several ongoing injury prevention strategies, including:

- pathology testing for hepatitis and HIV for employees exposed to blood or saliva in the course of their duties
- support for employees with psychological impact from work situations, including a range of welfare, employee assistance, psychological counselling and chaplaincy support services
- influenza vaccinations
- assistance with identifying the optimal ergonomic set-up of employee workstations.

#### **Load-bearing vests**

The introduction of load-bearing vests during this reporting period is designed to reduce back and lower-back injuries suffered by our officers. Our members carry around 7kg of standard accoutrements on the traditional accoutrement belt, and this concentration of weight around the hips can contribute to lower back pain and possibly lead to compensable injuries.

A number of other police jurisdictions around Australia have already introduced load-bearing vests as part of an injury-prevention strategy for their members. We have been part of a long-term project, working together with AFP Aviation and Protection to determine a suitable vest to meet our requirements.

An extensive period of evaluation, trials and testing, and development of training modules, also took place to ensure appropriate governance was in place and requirements were met. The Arktis load-bearing vest is expected to be rolled-out to all members by the end of 2012.

#### ***Rehabilitation***

Our rehabilitation team consists of two full-time rehabilitation case managers who coordinate rehabilitation services for our members who have suffered compensable or non-compensable injury and/or illness.

These services are provided in accordance with the *Safety, Rehabilitation and Compensation Act 1988* for compensable injury and illness and for non-compensable injury and illness in accordance with the associated AFP guidelines and procedures.

The case managers achieve optimal return to work outcomes for our members by applying early intervention processes and keeping the stakeholders fully informed to ensure injured and ill members return to work as soon as practicable.

#### ***Compensation claims***

During the reporting period Comcare accepted liability for 50 new claims from ACT Policing, consistent with previous reporting periods (51 in the 2010–11 financial year). However, of the 50 claims accepted, 42 related to injury and illness sustained in 2011–12 with the remaining eight claims recording an injury date earlier than this.

At 30 June 2012 there were 112 open compensation claims with Comcare. Half of these are being actively managed by our rehabilitation case managers, with the remaining claims being open for outstanding action by Comcare. This includes reimbursement of medical and other expenses related to ongoing treatment for members who have either returned to work or have resigned from the AFP, and ongoing incapacity payments.

**Table C.9.1** provides details of the type and average costs to date for the 42 claims with an injury date within the reporting period.

## C.9

TABLE C.9.1 — TYPE AND COST OF INJURIES 2011–12

MECHANISM (INJURY MAJOR GROUP)	COST TO DATE (\$)	FUTURE COST ESTIMATE (\$)	AVERAGE COST TO DATE (\$)	NUMBER OF CLAIMS	TOTAL COST (\$)
Falls, trips and slips	57 013.28	189 820.00	5 701.33	10	214 623.85
Hitting objects with body	3 119.45	16 512.00	1 559.72	2	18 991.65
Being hit by moving objects	170 376.51	693 766.00	15 488.77	11	791 836.22
Sound and pressure	30 205.47	4 640.00	30 205.47	1	23 217.47
Body stressing	161 007.73	1 154 824.00	10 062.98	16	1 198 977.85
Heat, electricity and other environmental factors	—	—	—	—	—
Chemicals and other substances	—	—	—	—	—
Biological factors	—	—	—	—	—
Mental stress	3 703.36	15 740.00	3 703.36	1	19 431.88
Other and unspecified	3 731.15	3 285.00	3 731.15	1	3 805.80
<b>TOTAL</b>	<b>429 156.95</b>	<b>2 078 587.00</b>	<b>10 218.02</b>	<b>42</b>	<b>2 270 884.72</b>

Data source: AFP SAP WH&S module at July 2012

#### Non-compensation cases

Our rehabilitation team managed seven non-compensation cases during the reporting period, a decrease from the previous reporting period when 15 cases were managed.

At 30 June 2012 all seven cases remained active and were being managed in accordance with the AFP non-compensation policy.

#### Notified to Comcare

Eleven incidents were notified to Comcare during this reporting period. This included two dangerous occurrences and nine incidents which caused serious personal injury and required immediate medical treatment from a doctor or hospital casualty.

Internal incident reporting data for ACT Policing shows a decrease of nearly 20 per cent in incident reports in 2011–12. Of the reported incidents, about 70 per cent continued to occur in the operational policing role.

Table C.9.2 illustrates reported safety incidents over a three-year period.

**TABLE C.9.2 — NUMBER OF WORKPLACE INCIDENT REPORTS BY MECHANISM OF INJURY 2009–10 TO 2011–12**

<b>MECHANISM OF INJURY</b>	<b>2009–10</b>	<b>2010–11</b>	<b>2011–12</b>
Being assaulted by a person	25	57	32
Being bitten by an animal	0	1	1
Being hit by a person accidentally	0	2	5
Being hit by moving objects	25	5	4
Being trapped between stationary and moving object	0	1	3
Contact – biological substances (human)	27	7	14
Exposure – traumatic event	3	4	1
Exposure – environmental heat	0	0	2
Exposure – other environmental factors	0	3	6
Exposure – single, sudden sounds	0	0	1
Exposure – workplace or occupational violence	0	0	2
Fall from a height	9	10	7
Fall on same level	21	21	16
Hitting stationary object	21	9	11
Hitting moving object	0	0	2
Long-term exposure to sounds	0	0	2
Muscular stress while handling	35	24	20
Muscular stress while lifting	0	0	3
Muscular stress with no object handled	21	18	14
Other and unspecified contact	0	0	2
Repetitive movement, low muscle loading	8	5	3
Single contact with chemical	9	5	2
Stepping, kneeling or sitting	10	1	6
Suicide or attempted suicide	0	0	1
Unspecified mechanisms of incident	15	31	6
Vehicle accident	11	10	4
Work pressure	0	0	2
<b>TOTAL</b>	<b>248</b>	<b>218</b>	<b>172</b>

Data source: AFP SAP WH&S module at July 2012

## C.9

Since the introduction of the new *Workplace Health and Safety Act 2011* on 1 January 2012, the timeframe for reporting an incident has changed. Incidents must now be reported as soon as circumstances permit, whereas the previous Act required that reports be made within 24 hours for serious incidents or four days for minor incidents.

#### **Recording and measuring assaults against police**

During the reporting period ACT Policing recorded 32 assaults against police.

Most of the injuries have not resulted in time off work or compensation claims. The types of injuries sustained by members where, ‘assault by person or persons’ as the mechanism of injury, exposure to body fluids (e.g. spit or blood), soft-tissue injuries sustained during arrests, lacerations from being bitten by offenders, and contusions suffered after being kicked or punched by violent/non-compliant offenders.

Training and fitness activities accounted for about 20 per cent of all incidents, predominantly resulting in muscular stress injuries (e.g. sprain/strain). Training injuries continue to occur at a consistent rate but the type of injuries sustained are not long-term in nature and generally require minimal time off work.

**Table C.9.3** indicates that the number of incidents resulting in lost time of a day/shift has decreased slightly from the previous year and the average lost time rate remains consistent. However, the number of lost working days has decreased during this reporting period, indicating that the types of injuries sustained have been of a less serious nature and therefore require less time off work before a return to full operational duty.

TABLE C.9.3 — LOST TIME INJURY RATES 2009–10 TO 2011–12

LOST TIME INJURY RATES	2009–10	2010–11	2011–12
Lost time incident rate	3.17	1.41	1.09
Average lost time rate	11.82	23.69	24
Number of lost time incidents	28	13	10
Number of lost working days	331	308	240

*Results are as per Australian Standard 1885.1–1990*

*Data source: AFP SAP OH&S module at July 2012*

*Definitions:*

- *lost time incident rate — the number of lost time incidents for each one hundred workers employed*
- *average lost time rate — the average of working days lost per lost time incident. This rate provides a measure of the severity of injuries being experienced by workplaces over time.*

## C.10 — WORKPLACE RELATIONS

The new *2012–2016 AFP Enterprise Agreement* was approved by Fair Work Australia and came into effect on 8 March 2012. The agreement provided a 4 per cent salary increase from 8 March 2012, and a one-off productivity bonus of \$500 (pro-rata) to eligible employees.

The agreement was developed as a result of extensive employee consultation and bargaining with a large number of representatives. Throughout the bargaining period staff were kept informed of developments and progress through regular online communications (email and the AFP intranet) as well as a series of staff meetings, focus groups and live streamed information sessions conducted by the National Manager of Human Resources, Leanne Close.

Executive level members of the AFP fall under the conditions of the AFP Executive Level Agreement 2011.

There were no ACT Policing members with a Special Employment Agreement or an Australian Workplace Agreement during this reporting period.

C.10

100  
YEARS

*Fatal crash rocks Canberra*



The fatal collision that took the lives of four people in March 2010

A baby boy was among the four people killed in a tragic collision on Canberra Avenue on 20 March 2010. This is believed to be the highest death toll recorded from a single collision in the ACT.

NSW Police had been following a stolen vehicle westbound from Queanbeyan when the vehicle ran a succession of red lights and slammed into another vehicle. The driver of the first car died in hospital after the collision, while the three occupants of the second vehicle — including a three-month-old baby — died at the scene.

Wreckage from the crash was scattered hundreds of metres along the major south Canberra thoroughfare.

The high toll from the smash and media images of the carnage created by the high-speed collision resonated strongly within the Canberra community and, for months afterward, the roadside memorial provided a potent reminder of how a single incident can have a profound effect on the lives of so many people.

## C.11 — HUMAN RIGHTS

C.11

The nature of policing may, at times, require officers to arrest or detain a person, whether on a criminal charge or on any other basis. The rights of the individual under the *Human Rights Act 2004* are clearly understood by our officers, and they perform their duties in accordance with the directions of the Act. ACT Policing understands and fully supports the ACT Government's commitment to the protection of human rights and the dignity of people.

Recognition of this principle is embedded in the preamble of the revalidated five-year Policing Arrangement (see **Appendix 1**) between the Australian and ACT governments and the AFP, which was signed on 24 June 2011. The Policing Arrangement governs how policing services are delivered to the ACT through the AFP.

In Australia the rule of law is maintained by a justice system made up of independent but inter-operable component parts. As part of compliance with the statutory framework of the ACT, public sector participants in the justice system — including ACT Policing — are expected to promote and protect human rights when exercising a function under an ACT law.

### Education and training

In consultation with the ACT Human Rights Commission, a half-day human rights workshop has been developed for our members. Officers are instructed in their obligations to observe and act within human rights standards unless the law explicitly authorises otherwise.

This training is mandatory for all sworn members and is made available to unsworn members as required.

Human rights training is incorporated into the curricula for various courses such as new recruits training (through the Federal Policing Development Program), local procedures training and lateral police development programs, all of which are delivered by Learning and Development at the AFP College in Barton. This training is considered to be an essential component for all new

officers in the ACT so that they have a complete understanding of their obligations under the Act while performing their duties.

More information about our training can be found at **Section C.8 — Learning and development**.

### Internal dissemination of information

The Act is provided to ACT Policing members in hardcopy and electronically, and is uploaded on the AFP intranet for members to access as needed.

In addition, the brochures released by the Human Rights Commissioner, and publications by the Justice and Community Safety Directorate, are made available to all members and are displayed at the Belconnen, City, Woden, Tuggeranong and Gungahlin police stations, as well as the Winchester Police Centre.

### Liaison with the Human Rights Unit

ACT Policing, mainly through our Judicial Operations function, liaises with the Human Rights Unit on matters relating to the protection of a person's rights, and the human rights of the community at large.

Human rights are an overarching consideration in every cabinet submission that is prepared by ACT Policing and input is often sought from the Human Rights Commission.

### Review of (or preparations for) existing legislation

During the reporting period we contributed to several cabinet submissions which included reviews of existing legislation and, while doing so, considered human rights issues where appropriate.

More information about the legislation and policy documents reviewed by ACT Policing during this reporting period can be found at **Section B.4 — Legislative report**.

### Litigation

We are not aware of any matters before the court which have involved arguments concerning ACT Policing and the *Human Rights Act 2004*.

## C.12 — STRATEGIC BUSHFIRE MANAGEMENT PLAN

During the reporting period we contributed to the *ACT Strategic Bushfire Management Plan* through the ACT Government's Security and Emergency Management Planning Group.

ACT Policing is not a manager nor an owner of unleased Territory land so we do not have reporting requirements under the *Emergency Act 2004* (s. 85).

We have not been notified of the requirement to prepare a Bushfire Operational Plan by the Emergency Services Agency nor have we received any directions from the Minister for Police and Emergency Services relating to undertaking activities under the *ACT Strategic Bushfire Management Plan*.

C.12

100  
YEARS

*Safe passage for the Beijing Olympics torch*



ACT Policing manage the massive security arrangements for the 2008 Olympic Torch Relay

As the nation's capital and sister city of Beijing, Canberra was invited to host the Australian leg of the 2008 Beijing Olympic Torch Relay.

Accepting this invitation came with the responsibility of the AFP and ACT Policing to provide law enforcement and traffic management support for the event, including assistance in the development of the relay route; the development of a traffic management plan ensuring the safe and uninhibited passage of the relay convoy and the provision of law enforcement and other personnel for crowd control along the route and at celebration sites.

Despite the significant political tension regarding ongoing human rights issues surrounding China's perceived rule of Tibet which made the flame a target for protestors, police, in conjunction with the ACT Government, were able to keep the event focused on the sportsmanship and international camaraderie of the Olympic Games.

A total of 518 sworn AFP members were deployed to police the event, not including a number of other areas who carried out roles on the day as part of their core business activities. It is estimated that 4176 policing hours were attributed to preparing for the relay, with members attending an estimated 50 meetings over twelve months to ensure the safe passage of the torch.

**C.13****Assets managed**

The majority of facilities and infrastructure used by ACT Policing is owned by the ACT Government. Asset management for these facilities and infrastructure is the responsibility of the Justice and Community Safety (JaCS) Directorate, in conjunction with ACT Policing. We are currently developing a Strategic Asset Management Plan for assets owned by the ACT Government with JaCS to ensure the joint strategic management of these assets.

ACT Policing managed assets with a total value of \$14.5 million (at 30 June 2012). The majority of these assets are either operational or office-related. During the financial year we purchased a number of items of specialist police equipment and completed fit-out works that increased leasehold improvement assets.

**TABLE C.13.1 — ASSETS MANAGEMENT 2011–12**

Total value of assets managed at 30 June:	\$14.5 million
Building property assets:	ACT Policing is housed within 11 facilities, seven of which are owned by the ACT Government. The remaining four facilities are leased by the AFP.
Land:	N/A
Infrastructure (no. and km):	N/A
Urban parks:	N/A
Other:	For more information, see the JaCS and AFP annual reports.

**TABLE C.13.2 — ASSETS ADDED 2011–12**

ASSET	DETAILS
Belconnen Police Station	The new Belconnen Police Station on Benjamin Way, adjacent to the Winchester Police Centre, replaced the former station at Lathlain Street, Belconnen.

**TABLE C.13.3 — SURPLUS ASSETS 2011–12**

ASSET	ACTION
Former Belconnen Police Station	This building was decommissioned due to the opening of the new Belconnen Police Station on Benjamin Way.

***Asset maintenance and upgrade***

During this reporting period ACT Policing undertook upgrades to leasehold improvements (\$1.5 million), radio infrastructure (\$0.3 million) and specialist bomb response equipment (\$0.7 million).

The main areas of repairs and maintenance for the year were facilities at the City and Tuggeranong police stations, and the Winchester Police Centre.

A condition audit was conducted for all ACT Government-owned facilities (except the new Belconnen Police Station). The audit assessed the required condition for the facilities as 'good'. The assessed condition for all the facilities was below the required level. Condition issues identified in the audit will be addressed by planned maintenance and upgrades over the coming years.

More information on essential facilities upgrades can be found at **Section C.14 — Capital works**.

TABLE C.13.4 — ASSET MAINTENANCE 2011–12

ASSET TYPE	PERCENTAGE OF ASSETS AUDITED	CONDITION OF ASSET	NUMBER OF AUDITS
Winchester Police Centre	100%	Good – Fair	1
Traffic Operations Centre	100%	Fair	1
Gungahlin Police Station	100%	Fair	1
Tuggeranong Police Station	100%	Fair	1
Woden Police Station	100%	Fair	1
City Police Station	100%	Fair	1

#### *Office accommodation*

ACT Policing has staff housed across 11 separate facilities in the ACT, including five police stations.

TABLE C.13.5 — OFFICE ACCOMMODATION BY NUMBER OF STAFF/AREA OCCUPIED 2011–12

BUILDING NAME/TYPE	NUMBER OF STAFF	AREA OCCUPIED (SQM)	AVERAGE AREA OCCUPIED BY EACH EMPLOYEE (SQM)
Winchester Police Centre	314	5 888	18.69
Belconnen Police Station	88	2 800	31.82
Traffic Operations Centre	48	1 379	28.73
Gungahlin Police Station	34	226	6.65
Tuggeranong Police Station	80	2 648	33.10
Woden Police Station	78	2 011	25.78
City Police Station	185	4 243	22.94
Water Operations Facility (leased)	4	300	75.00
Specialist Response and Security Complex (leased)	47	2 068	44.00
AFP Weston Complex (leased)	5	250	45.00
Exhibit Management Centre (leased)	22	4 208	191.27

*Notes:*

- ‘Number of staff’ represents the staff included in the ACT Policing business unit at the time of the final pay for the financial year.
- ‘Average area occupied’ in each facility is the total floor area and includes non-office and office environments. It is not practical to separate non-office and office environments in the majority of ACT Policing facilities. Non-office environments include interview rooms, holding cells, the ACT Watch House, property rooms, vaults, gun unload bays and areas for storage of exhibits and equipment.

## C.14 — CAPITAL WORKS

C.14

ACT Policing completed several capital works projects during this reporting period. Of particular note was the new purpose-built Belconnen Police Station on Benjamin Way which was officially opened on 30 March 2012 by Chief Minister for the ACT, Katy Gallagher, Minister for Police and Emergency Services, Simon Corbell, AFP Commissioner, Tony Negus and Chief Police Officer for the ACT, Roman Quaedvlieg and members of Belconnen Police Station.

### New works

The following works were started and completed during this reporting period.

TABLE C.14.1 — NEW WORKS 2011–12

NEW WORKS PROJECT 1	
Project:	City Police Station refurbishment
Description:	Refurbishment of internal accommodation
Business unit:	North District — General Duties, Judicial Operations, Criminal Investigations, Video Operations Team (Media and Marketing) and Crime Prevention
Estimated completion date:	February 2012
Completion date:	March 2012
Original project value:	\$200 000
Revised project value:	\$276 000
Current-year expenditure:	\$276 000
Financially completed?	Yes
Contact details of relevant capital works officer:	Finance and Logistics
Comments:	<p>The works were completed in March 2012.</p> <p>The refurbishment involved works on all three floors of the station. The works have allowed for the individual functions housed in the station (General Duties, Judicial Operations, Criminal Investigations and Crime Prevention) to be located in their own distinct areas. The functional co-location of staff improves the operational efficiency of these areas. The works have also increased the usable space and functionality of the general duties area on the ground floor.</p>

**NEW WORKS PROJECT 2**

Project:	New boiler — City Police Station
Description:	Installation of new boiler at City Police Station
Business unit:	North District — City Police Station
Estimated completion date:	June 2012
Completion date:	June 2012
Original project value:	Part of \$338 000 of funding provided for the City Police Station boiler replacement, and storm-proofing to the Tuggeranong and Woden Police Stations
Revised project value:	\$260 000
Current-year expenditure:	\$260 000
Financially completed?	Yes
Contact details of relevant capital works officer:	Refer to Capital Works and Infrastructure — Justice and Community Safety (JaCS) Directorate
Comments:	<p>The two previous boilers were at the end of their useful lives. They have been replaced with four smaller units that will provide better fuel efficiency and overall performance. Additional upgrading of pipe work, cowling/duct work to the new units has also been completed.</p> <p>The new boilers will ensure the station retains adequate climate control.</p>

**NEW WORKS PROJECT 3**

Project:	Tuggeranong Police Station works
Description:	Repairs to cells and CCTV equipment
Business unit:	South District — Tuggeranong Police Station
Estimated completion date:	June 2012
Completion date:	June 2012
Original project value:	\$40 000
Revised project value:	\$33 000
Current-year expenditure:	\$33 000
Financially completed?	Yes
Contact details of relevant capital works officer:	Refer to Capital Works and Infrastructure — JaCS
Comments:	These works are part of the annual capital upgrade program and address a number of building defect issues as well as CCTV monitoring equipment.

**C.14**

**C.14**

## Completed works

The following works were completed during this reporting period but started in prior reporting periods.

**TABLE C.14.2 — COMPLETED WORKS 2011–12**

<b>COMPLETED PROJECT 1</b>	
Project:	Belconnen Police Station
Description:	Construction of the new Belconnen Police Station
Business unit:	North District — General Duties
Estimated completion date:	November 2011
Completion date:	January 2012
Original project value:	This project was managed by ACT Procurement Solutions and funded directly by JaCS.
Revised project value:	This project was managed by ACT Procurement Solutions and funded directly by JaCS.
Prior-year expenditure:	This project was managed by ACT Procurement Solutions and funded directly by JaCS.
Current-year expenditure:	This project was managed by ACT Procurement Solutions and funded directly by JaCS.
Financially completed?	Yes
Contact details of relevant capital works officer:	Finance and Logistics
Comments:	<p>The works were completed in January 2012 and the station was officially opened in March 2012. The new Belconnen Police Station is situated next to the Winchester Police Centre and was designed to replace the 35-year-old station on Lathlain Street.</p> <p>The new station's design aims to achieve a high green-star rating with initiatives such as rain water harvesting, solar hot water systems and a chilled beam air-conditioning system.</p> <p>The new station features a public access foyer and counter as well as holding cells, incident rooms, welfare counselling rooms and a victims of crime room. The new building also reflects community needs and addresses some of the issues encountered over the past years at the former station, specifically taking into account community feedback.</p> <p>More information about the official opening of the Belconnen Police Station can be found at <a href="#">Section A.3 — Highlights</a>.</p> <p>More information about the Belconnen Police Station open day can be found at <a href="#">Section B.1 — Community engagement</a>.</p>
<b>COMPLETED PROJECT 2</b>	
Project:	Specialist Response and Security (SRS) Complex
Description:	Relocation of SRS to a new leased facility
Business unit:	SRS
Estimated completion date:	August 2011
Completion date:	August 2011
Original project value:	\$1.3 million (capital fit-out)

## C.14

Revised project value:	\$1.4 million (capital fit-out)
Prior-year expenditure:	\$1 million (capital fit-out)
Current-year expenditure:	\$0.4 million
Financially completed?	Yes
Contact details of relevant capital works officer:	Finance and Logistics
Comments:	<p>This is a new lease. The new facility is a lease of an existing facility with a purpose-built fit-out to meet the requirements of the SRS. Specialist Tactical, Canine, Negotiators and SRS Management are located in the new facility.</p> <p>More information about the opening of the SRS complex can be found at <a href="#">Section A.3 — Highlights</a>.</p>

**COMPLETED PROJECT 3**

Project:	Police Operations Centre
Description:	Redevelopment of the emergency control centre
Business unit:	ACT Policing Operations — Emergency Management and Planning
Estimated completion date:	August 2011
Completion date:	August 2011
Original project value:	\$400 000
Revised project value:	\$150 000
Prior-year expenditure:	\$130 000
Current-year expenditure:	\$20 000
Financially completed?	Yes
Contact details of relevant capital works officer:	Finance and Logistics
Comments:	<p>The refurbishment of the Police Operations Centre (POC) included the construction of a theatrette-style room and enhanced infrastructure to meet the demands of a dynamic work environment when responding to critical incidents. When not in use for major event and emergency management purposes, the POC is used as a multi-purpose training room. The workstation configuration offers an increase of 130 per cent in capacity.</p> <p>Technology enhancements support the command and control function of the POC, which includes additional inputs such as CCTV and MeshNet video streams to further enhance investigations.</p> <p>The catalyst for the POC redevelopment was a review of the existing infrastructure which identified the need for improvements to reflect current methodologies in emergency management.</p>

**C.14****Works in progress**

The following works were in progress at the end of this reporting period. These works are managed by JaCS but relate to ACT Policing facilities.

**TABLE C.14.3 — WORKS IN PROGRESS 2011–12**

<b>WORK IN PROGRESS PROJECT 1</b>	
Project:	Storm/weather-proofing
Description:	Works to reduce the risk of storm damage to Tuggeranong and Woden Police Stations
Business unit:	South District — General Duties
Year of approval:	2010–11
Estimated completion date:	30 September 2012
Original project value:	Part of \$338 000 of funding provided for the City Police Station boiler replacement and storm-proofing to Tuggeranong and Woden Police stations
Revised project value:	\$50 000
Prior-year expenditure:	Nil
Current-year expenditure:	\$20 000
Total expenditure to date:	\$20 000
Contact details of relevant capital works officer:	Refer to Capital Works and Infrastructure — JaCS
Comments:	This project addresses issues at the Tuggeranong and Woden police stations which require storm/weather-proofing to prevent major water leaks during heavy rain periods. At the end of the reporting period, some works at Tuggeranong had been completed. However, a consultant's report is pending which will outline further works required at both stations.



The new Belconnen Police Station was a major work completed during this reporting period

# C.15 — GOVERNMENT CONTRACTING

C.15

As the community policing arm of the AFP — a Commonwealth Government agency — we operate within the Commonwealth Financial Management and Accountability framework.

Under this framework, ACT Policing is required to comply with the *Commonwealth Financial Management and Accountability Act 1997*, *Financial Management and Accountability Regulations 1997*, *Financial Management and Accountability Orders 2008* and Australian Government procurement guidelines. This ensures that our procurement processes comply with the core principles of value for money and ethical use of public funds.

## Procurement principles and processes

Under the Australian Government procurement guidelines, the AFP is required to undertake the following in relation to purchasing activity:

- advertise all open approaches to the market on AusTender
- require procurements valued at \$80 000 or more to be conducted through open approaches to the market (select tendering and direct sourcing for procurements valued at \$80 000 or more are only allowed in limited circumstances)
- report the details of all awarded procurement contracts and purchases valued at \$10 000 or more on AusTender within six weeks of entering into the arrangement.

The AusTender website can be accessed at [tenders.gov.au](http://tenders.gov.au).

## External sources of labour and services

Tables C.15.1 and C.15.2 show consultants and contractors procured by ACT Policing during this reporting period.

TABLE C.15.1 — CONSULTANCY COSTS 2011–12

CONSULTANCY GROUP	AMOUNT (\$)	SERVICES PROVIDED
Point Project Management Pty Ltd total	26 690	Facilities feasibility report
Reino International total	40 766	Autocite maintenance
SupportLink Australia	238 079	Online referral services
GHD Pty Ltd	13 888	CCTV consultancy
Grey Canberra Pty Ltd	41 000	Market research
CB Richard Ellis Pty Ltd	5 000	Property valuation
Gibson Quai Pty Ltd	72 357	Systems review
<b>TOTAL</b>	<b>437 780</b>	

TABLE C.15.2 — CONTRACTOR COSTS 2011–12

CONTRACTOR GROUP	AMOUNT (\$)	SERVICES PROVIDED
Effective People	4 583	Temporary employment services
Australian Public Service Commission	18 401	Independent Selection Advisory Panel
Australian Red Cross ACT	48 217	National registration and inquiry system
Oakton AA Services	126 152	Temporary employment services
<b>TOTAL</b>	<b>197 353</b>	

## C.16 — COMMUNITY GRANTS AND SPONSORSHIP

### C.16

Playing an active role in the community is a key component of our crime prevention strategy. This approach includes providing community grants, assisting community programs and sponsoring initiatives in support of crime prevention, with a particular focus on young people at-risk of crime or becoming a victim of crime, and their families.

#### Grants, sponsorships and assistance

During the financial year we worked with a number of stakeholders to deliver and provide funding in support of the community.

RECIPIENT	PROJECT DESCRIPTION	OUTCOMES	AMOUNT
Skyfire 2012	<p>ACT Policing combined operational efforts with a direct community engagement campaign to increase awareness of the dangers of under-age drinking, binge drinking and anti-social behaviour during Skyfire 2012.</p> <p>A campaign supported our sponsorship of Skyfire, which also included on-the-ground efforts with our officers.</p>	<p>ACT Policing's sponsorship of Skyfire was very positive from a profiling and enforcement perspective.</p> <p>Significant media coverage was received, and just 12 teenagers were taken into custody — a 60 per cent decrease from the previous year's event.</p>	\$33 000
Neighbourhood Watch (ACT)	<p>Our funding supports valuable crime prevention strategies to assist in the promotion and operational activities of the ACT Neighbourhood Watch Program.</p> <p>This program benefits the community as it encourages residents to take personal and social responsibility to help maintain the safety, wellbeing and security of their neighbourhood.</p>	This program is aimed at reducing crime, especially property crime (burglary) and crime against the person/individuals.	\$21 000
Eid al-Fitr festival	<p>ACT Policing continued its commitment to the Eid al-Fitr through sponsoring the 2011 festival. In 2010 ACT Policing developed and managed Canberra's inaugural Eid al-Fitr which attracted approximately 5000 people.</p> <p>The Eid al-Fitr is an annual holy day and festival in the Islamic calendar to celebrate the end of the fasting month of Ramadan.</p>	Members of ACT Policing attended the festival, enabling direct engagement with the Muslim and broader community.	\$10 000
Safety House program	<p>Funding provides support to valuable crime prevention programs across the ACT.</p> <p>This funding assists in the running of the Safety House program, including its community programs targeting adults and children.</p>	Safety House is a community-based program providing a safer environment for children in particular. Safety House has grown directly from the concerns of parents for the safety of children and other vulnerable members of the community.	\$5000
Street Warriors performance — Northside Community Service Incorporated	<p>Funding was provided for the Street Warriors to perform at the Northside Community Centre in October 2011.</p> <p>The Street Warriors are brothers who pioneer Indigenous hip hop music.</p>	Our Aboriginal and Torres Strait Islander (ATSI) officers attended the performance, helping to build rapport with our local Indigenous communities.	\$3000

C.16

RECIPIENT	PROJECT DESCRIPTION	OUTCOMES	AMOUNT
Northside Community Service Incorporated — Kick Start (holiday program)	The Kick Start holiday program aims to engage entire ATSI families and extended family members in activities to improve the social resilience of repeat offenders.  The Kick Start program also helps to build a social support network around the families to assist with breaking the cycle of crime.	Members of our Crime Prevention function attended the activities during the program.  This helped to build relationships with the Indigenous communities living in the ACT.	\$2727
Special Kids Christmas Party	Funding provides sponsorship for this event, supporting disadvantaged and special needs children and their families.  Crime Prevention actively supports this event in conjunction with a number of ACT organisations each year.	More than 100 members were involved in the event. The funding supports those in need, and is part of our community engagement.	\$2500
ACT Debating Union Incorporated	Our funding provides support for the non-profit debating organisation which organises debating competitions for junior students (from Years 6–8), intermediate students (from Years 9 and 10) and senior students (from Years 11 and 12) from ACT schools and the community.	The event was attended by one of our Youth Liaison Officers to strengthen relationships with young people in the ACT community.	\$1364
Northside Community Service Incorporated — NAIDOC Ball	Crime Prevention provided sponsorship for the NAIDOC Ball.	Our ATSI officers attended the NAIDOC Ball to further build relationships with people from ATSI backgrounds in the community.	\$1207



ACT Policing's sponsorship of Skyfire 2012 proved positive from an awareness raising and enforcement perspective

## C.17 — TERRITORY RECORDS

C.17

As the community policing arm of the AFP, ACT Policing does not have a Records Management Plan in the form required under the Territory's legislation. However, we do follow strict protocols in relation to the creation, capture, storage and destruction of records, particularly those records used for evidentiary or investigation purposes.

The AFP's *National Guideline on the Management of Records* sets out the procedures AFP personnel, contractors and consultants must follow in managing official AFP information.

Our records are managed in accordance with specific record-keeping obligations, governed by the following legislation:

- Archives Act 1983 (Cth)
- Australian Federal Police Act 1979 (Cth)
- Australian Information Commissioner Act 2010 (Cth)
- Bail Act 1992 (ACT)
- Coroners Act 1997 (ACT)
- Crimes Act 1914 (Cth)
- Crimes Act 1900 (ACT)
- Crimes (Forensic Procedures) Act 2000 (ACT)
- Evidence Act 1995 (Cth)
- Evidence Act 2011 (ACT)
- Electronic Transactions Act 1999 (Cth)
- Freedom of Information Act 1982 (Cth)
- Freedom of Information Act 1989 (ACT)
- Freedom of Information Amendment (Reform) Act 2010 (Cth)
- Privacy Act 1988 (Cth)
- Telecommunications (Interception) Act 1979 (Cth)
- Firearms Act 1996 (ACT)
- Prohibited Weapons Act 1996 (ACT)
- Victims of Crime Act 1994 (ACT)
- Witness Protection Act 1994 (Cth)

- Witness Protection Act 1996 (ACT)
- Road Transport (Alcohol and Drugs) Act 1977 (ACT).

The AFP also adopts the following standards for record management:

- AS ISO 15489.2:2002 *Records Management — Guidelines*
- AS/NZS 2299.1:2007 *Occupational Diving Operations*
- AS/NZS 4308:2008 *Procedures for specimen collection and the detection and quantisation of drugs of abuse in urine*
- ISO 9001:2008 *Quality Management System — Requirements*
- ISO 17025:2005 *General requirements for the competence of testing calibration laboratories*
- Commonwealth Protective Security Manual
- Australian Government Information and Communications Technology Security Manual (ASCI 33).

## C.18 — COMMISSIONER FOR THE ENVIRONMENT

We did not receive any requests for assistance in the preparation of the State of the Environment Report, nor have we been subject to any investigations by the Commissioner during this reporting period.

C.18

100  
YEARS

### *Murder of senior police officer*



Police with the car in which Colin Winchester was shot in January 1989. Photo: Jon Beale

On 10 January 1989, the ACT's top police officer, Assistant Commissioner Colin Winchester, drove to his Deakin home. As he parked his car in his neighbour's driveway at 9.15pm, the suburban silence was smashed by the sound of bullets.

Assistant Commissioner Winchester was shot twice in the head at point-blank range. The murder shattered the peace of that Canberra summer and reverberated across the nation. Colin Winchester's death sparked one of the more complex criminal investigations in Australian history. It ran for more than five years, with numerous lines of inquiry.

In 1995, David Harold Eastman, an aggrieved former public servant, was found guilty of the murder by the unanimous verdict of the jury, and was sentenced to life imprisonment.

The investigation of Colin Winchester's murder was, in some ways, a coming-of-age for the AFP. Police were working on a high-profile investigation that was complicated by mass media interest, rumour and innuendo. In addition to this, the officers were investigating the brutal slaying of one of their own, a stark reminder of the inherent risks of the job.

Assistant Commissioner Winchester remains the most senior public official to be killed in Australian history.

## C.19 — ECOLOGICALLY SUSTAINABLE DEVELOPMENT

C.19

As a Commonwealth Government agency, the reporting requirements of the *ACT Environment Protection Act 1997* do not apply to us. However, we do take our responsibility towards the environment seriously.

### Addressing ecological sustainable development

Environmentally sustainable principles and practices are being integrated into the design, construction and operation of our facilities, including:

- energy consumption minimisation
- water consumption minimisation
- waste minimisation
- consideration of the environmental impact of materials, furniture, fixtures and finishes, including whole-of-life costing, emissions minimisation, materials-waste minimisation, recycled content and use of renewable materials
- development and implementation of an environmental management system, certifiable under ISO 14001.

We ensure that environmental considerations are taken into account when purchasing office furniture and equipment. We also have a comprehensive recycling program for paper, toner cartridges, metal and fluorescent tubes.

#### *Transport*

The total ACT Policing fleet at 30 June 2012 comprised 197 motor vehicles and 27 motorcycles. **Table C.19.1** shows the breakdown of vehicles by fuel type and the estimated greenhouse emissions.

TABLE C.19.1 — VEHICLES BY FUEL TYPE 2011–12

FUEL TYPE	VEHICLES	ESTIMATED CARBON DIOXIDE EMISSIONS (TONNES)
LPG	1	4
Hybrid	1	1
Diesel	56	434
ULP	166	919
<b>TOTAL</b>	<b>224</b>	<b>1358</b>

During this reporting period we continued to meet the targets set by the Australian Greenhouse Office in relation to the number of vehicles achieving a Green Vehicle Guide score of more than 10. We also continued to encourage the use of ethanol-blended fuels during the reporting period.

#### *Water*

Total water consumption across our facilities during this reporting period was 14 852 kilolitres.

#### *Energy use and greenhouse emissions*

**Table C.19.2** below shows our energy use and associated carbon dioxide emissions. The table also includes an estimate of emissions as a result of waste based on the average full-time equivalent staff during this reporting period.

TABLE C.19.2 — ENERGY USE AND ASSOCIATED CARBON DIOXIDE EMISSIONS 2011–12

ENERGY TYPE	USAGE	ESTIMATED CARBON DIOXIDE EMISSIONS (TONNES)
Electricity	6 445 708 kWh	7197
Gas	19 302 774 MJ	1376
Waste	910 average full-time equivalent	1373
<b>TOTAL</b>		<b>9 946</b>

The total estimated carbon dioxide emissions for ACT Policing during the reporting period was 11 304 tonnes (1358 from vehicles and 9946 from energy use and waste). The slight increase from 10 277 tonnes of carbon dioxide emissions in the previous reporting period is due to an increase in the number of ACT Policing facilities used during the year (including an overlapping period for the new and old Belconnen Police Stations).

More information about our greenhouse emission reduction initiatives can be found at [Section C.20 — Climate change and greenhouse gas reduction](#).

## Measures to improve ecologically sustainable development

ACT Policing is working in partnership with the Justice and Community Safety (JaCS) Directorate to continually review the approach to ecologically sustainable development (ESD), particularly in relation to capital works and accommodation.

Many of our existing facilities were not originally constructed to high ESD standards. Together, we have developed a five-year strategic accommodation plan that will ensure a consistent approach to ESD in future upgrades, noting that our carbon footprint will necessarily be larger than other agencies given the 24-hours-a-day, seven-days-a-week nature of policing business. The plan also presents a staged approach to how we address ecological sustainable development in future buildings, an example of which is the recent construction of the new Belconnen Police Station.

A key priority of the plan, which would significantly improve our ESD, is to consolidate several inefficient facilities to a single five-star ‘green’ facility which will become ACT Policing’s headquarters, accommodating administrative and centralised functions.

### **New Belconnen Police Station**

The new Belconnen Police Station was designed and built based on specific environmental sustainability design requirements. Some important features of the design were:

- including a specialist ESD consultant in the design team
- achieving the highest possible Green Star Rating for a police station, given its specific functionality and operating environment
- meeting the requirements of the National Australian Built Environment Rating System for future measurement of operational performance.

The new station is an environmentally friendly building with several key features that encourage less energy and water use. These include a rain-water harvesting system, solar hot water systems, a chilled beam air-conditioning system and natural light penetration to reduce the demand on artificial lighting.

The station now serves as a blueprint for all future stations.

More information about the Belconnen Police Station can be found at [Section A.3 — Highlights](#).

## C.20 — CLIMATE CHANGE AND GREENHOUSE GAS REDUCTION

C.20

As the community policing arm of the AFP, we are classified as a Commonwealth Government agency, and while the *Climate Change and Greenhouse Reduction Act 2010* does not necessarily relate to us, we do take our environmental responsibility seriously.

During this reporting period we initiated several strategies to address climate change and greenhouse gas emissions, aligning to targets set out in Part 2 of the Act.

### Target: zero net emissions by 30 June 2050

We have initiated several strategies to reduce overall emissions and energy consumption from our buildings and vehicle fleet during this reporting period. With the exception of the specialised large heavy vehicle fleet, we now ensure all vehicles comply with the Australian Government carbon dioxide emission guidelines and we have started rolling out the latest in efficient vehicles which operate on GAS fuel and hybrid technology.

However, in terms of providing a 24-hours-a-day, seven-days-a-week police response, our operational requirements can sometimes restrict our ability to achieve reductions in greenhouse gas emissions.

We have been working with the Justice and Community Safety (JaCS) Directorate to finalise a five-year strategic accommodation plan. This plan aims to improve the environmental sustainability for current and future operational and non-operational accommodation.

The reduction of greenhouse gas emissions was a particular focus of the new Belconnen Police Station, which boasts several environmentally sustainable features.

We will continue to work with JaCS to ensure such environmental elements are at the forefront in planning all new facilities and when undertaking major refurbishments.

More information about the official opening of the Belconnen Police Station can be found at **Section A.3 — Highlights**.

**Target: reduced emissions by 30 June 2020, reducing further by 30 June 2050**

A key priority for us, and of the strategic accommodation plan, is to consolidate several inefficient facilities to a single five-star ‘green’ facility accommodating administrative and centralised functions.

Including our five police stations and purpose-built Specialist Response and Security complex and Exhibit Management Centre, we work across 11 facilities, all contributing to the emission of greenhouse gases. In recognising this, we continue to work towards reductions in greenhouse gas emissions.

The new Belconnen Police Station has a number of five-star sustainability features to help reduce the building’s carbon footprint in line with the ACT Government’s goal of a 40 per cent reduction in greenhouse gas emissions. Rainwater harvesting, solar hot water systems and chilled beam air conditioning for a healthier and more sustainable working environment are some of the energy saving fixtures included in the new station design which sets a new benchmark for environmentally sustainable Territory-owned buildings and police stations Australia-wide.

### Target: reduced greenhouse gas emissions per person from 30 June 2013

Our identified initiatives outlined above work in line to reach the per person target by 30 June 2013.

# C.21 — ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

C.21

We are committed to improving outcomes for our Aboriginal and Torres Strait Islander (ATSI) community and supporting the whole-of-government ATSI policy approach. This is predominantly driven through our work in the justice system, our crime prevention team and, more specifically, our ATSI Community Engagement Team.

At 31 December 2011 the estimated resident population of the ACT was approximately 370 700. The 2011 Census of Population and Housing found the resident population of ATSI people in the ACT was 5183. This represents approximately 1.39 per cent of the local ACT population.

The median age for the ACT's ATSI population was 22 years, with around one in three (32.6 per cent) being under 15 years of age. Just 2.1 per cent of this population is aged 65 and over, the lowest of any State or Territory.

As shown in **Table C.21.1**, during this reporting period 15.8 per cent of all people taken into custody by ACT Policing identified as being of ATSI descent. Of those people arrested (excluding people arrested for protective custody for intoxication), 18 per cent (487 people) identified as ATSI.

ATSI juveniles accounted for 28.2 per cent (125 people) of all juveniles taken into custody during this reporting period.

Of all the people taken into protective custody for intoxication, 11 per cent identified as being of ATSI descent.

The overall figures for this reporting period have remained relatively steady compared with the previous reporting period. The completion of a number of very influential programs, including the Murra Project and the Kickstart program, may have affected these results: the programs are being evaluated to determine outcomes and help decide our future approach.

TABLE C.21.1 — NUMBER OF PEOPLE LODGED IN CUSTODY 2011–12

		PEOPLE ARRESTED			PROTECTIVE CUSTODY INTOXICATION			TOTAL IN CUSTODY		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Juvenile	Indigenous	88	30	118	3	4	7	91	34	125
	Non-Indigenous	227	54	281	20	18	38	247	72	319
	Total	315	84	399	23	22	45	338	106	444
Adult	Indigenous	304	65	369	96	29	125	400	94	494
	Non-Indigenous	1608	333	1941	890	137	1027	2498	470	2968
	Total	1912	398	2310	986	166	1152	2898	564	3462
<b>TOTAL</b>		<b>2227</b>	<b>482</b>	<b>2709</b>	<b>1009</b>	<b>188</b>	<b>1197</b>	<b>3236</b>	<b>670</b>	<b>3906</b>

Source: PROMIS at 2 July 2012

C.21

## ATSI Community Engagement Team

The ATSI Community Engagement Team — consisting of one sergeant, two sworn officers, one Protective Service Officer and one unsworn member — is a dedicated team whose primary role is to enhance communication and understanding between ACT Policing and the ATSI community within the ACT. During this reporting period the team participated in a range of activities aimed at establishing and maintaining positive relationships within the ATSI community, and reducing the rate of ATSI people in the criminal justice system.

The team facilitates a number of programs that offer ATSI people alternatives to being involved in crime. These programs are designed to develop interpersonal skills, confidence and self-worth for those identified as ‘at risk’.

This focus is driven by our commitment to the *2010–2013 Aboriginal Justice Agreement* (AJA), which is a partnership agreement between the ACT Government and the ACT’s ATSI elected body.

## Aboriginal Justice Agreement

The AJA is a major commitment of the ACT Government, seeking to address the law and justice needs of ATSI people in the ACT. To ensure the objectives of the agreement are achieved, a reporting framework has been developed to monitor the progress of all actions.

This reporting framework outlines progress against each of the 105 identified tasks and ensures compliance with, and review of, the agreement before it expires in 2013. The objectives of the AJA are to:

- reduce over-representation of ATSI people in the criminal justice system
- improve access to justice services for victims and offenders
- improve collaboration between stakeholders to improve justice outcomes and service delivery
- facilitate ATSI people taking a leadership role in addressing their community justice concerns
- reduce inequalities for ATSI people in the justice system.

We work with our government and non-government partners to fulfil our commitments to the AJA and to

provide better services and engagement with the ATSI community in the ACT.

## Programs and activities managed or delivered

As part of our ongoing commitment to the AJA, we have continued to facilitate and deliver a number of programs and activities to enhance and empower the ATSI community in the ACT.

The ATSI Community Engagement Team facilitates a number of programs for ATSI people that are designed to develop interpersonal and team-building skills for those people identified as at risk, and to offer alternatives to involvement in crime.

### *Interview Friends Program*

In partnership with the Aboriginal Justice Centre (AJC) we maintain the Interview Friends Program. This program ensures that an ‘interview friend’ is provided to all Aboriginal and Torres Strait Islanders who require or request this service. Regular training is provided by the AJC to ensure that all volunteers maintain their knowledge and skills.

The ATSI Community Engagement Team is responsible for ensuring the currency of contact information for the Interview Friends Program.

### *‘Front Up’ program*

Research conducted by the Australia New Zealand Policing Advisory Agency (ANZPAA) confirms the over-representation of ATSI people’s involvement in crime, both as victims and offenders. It is estimated that around one-third of arrests of ATSI people in the ACT are for breaches of bail or failing to appear in court.

ACT Policing, in conjunction with the various agencies, developed the ‘Front Up’ program to provide ATSI people a mechanism to voluntarily surrender themselves to the courts without having to be processed by the ACT Watch House.

The program has been very successful and is viewed as a major step forward in fostering positive relationships between police, the AJC and the ATSI community in the ACT, as well as reducing the number of ATSI people being placed in custody.

### ***NAIDOC Week***

In July 2011 we participated in a number of NAIDOC Week activities and events, including the official Flag Raising Ceremony at AFP headquarters in Barton and the NAIDOC Touch Football competition.

We also continued our funding of the NAIDOC Week Family Fun Day which was held at Boomanulla Oval, Narrabundah.

### ***Kickstart program***

The Kickstart program focuses on ATSI people who have become disengaged from the community and service provision. The program runs in partnership with Northside Community Service Incorporated and is a conduit for ATSI people to re-engage with service providers and their local community.

During this reporting period three programs were facilitated by Northside Community Services Incorporated and supported by ACT Policing.

### ***AFP Girl Power***

The Girl Power program has been developed to increase the engagement of high-risk young ATSI women/girls in recreational activities, community-based projects and cultural awareness programs.

The aim of the program is to help reduce the rate of young ATSI women involved in crime, and to promote positive relationships between ACT Policing and the ATSI community. This initiative has been led by ACT Policing in partnership with Northside Community Services Incorporated and the Police and Community Youth Club (PCYC).

The ATSI Community Engagement Team entered a team (AFP Girl Power) in the Women's Touch Football ACT 2011 Winter Domestic Competition. The team comprised ATSI women aged 14 to 35 years who had had some form of contact with the ACT criminal justice system, as well as our members.

This program fostered positive relationships between ACT Policing and the ATSI community and provided a vehicle for honest and open communication about issues and barriers that these women were encountering in their lives.

The ATSI Community Engagement Team also developed a women's boxing/fitness program in partnership with the PCYC and the AJC.

This initial six-week pilot program was targeted at young ATSI mothers who have young children and are often unable to attend social/fitness activities in the community. The participants in this program were provided with transport to and from the PCYC, a qualified boxing/fitness trainer, a healthy lunch and childcare for the duration of the session.

We have referred six participants to this program and, with interest growing, will begin talks with both the PCYC and AJC about the continuation of the program into the next financial year.

### ***Operation MPower***

The MPower committee was established under the auspices of the *ACT Chief Minister's Task Force on Aboriginal and Torres Strait Islander Affairs*. The aim of the committee is to provide practical measures for at-risk families through frontline service delivery agencies to build their capacity to engage and to seek solutions to a range of issues that affect them.

As the lead agency, we are instrumental in forming and driving the MPower committee. This whole-of-government response is represented by the ACT Housing and Community Services Directorate, ACT Health, the Justice and Community Safety (JaCS) Directorate, the Education and Training Directorate, Housing ACT, ACT Corrections, ACT Courts and Tribunals and ACT Mental Health. The committee aims to coordinate the various services and agencies to help disadvantaged ATSI families and individuals.

The direction and make-up of the MPower committee is currently under review to ensure the appropriate participants are involved and to re-align the focus of the committee.

### ***Pathways program***

This program focuses on re-empowering ATSI people who have become entrenched within the judicial system by providing them with alternatives to crime-related activities such as employment, transport, and assisting in generating a legitimate income.

C.21

The aim of this program is to reduce the rate at which ATSI people come into contact with the judicial system and provide them with the opportunity to legitimately earn a living and support their family.

#### *CHANCES program*

The CHANCES program — Community Helping Aboriginal Australians to Negotiate Choices leading to Employment and Success — is a holistic program specifically designed for ATSI people.

This program was targeted at ATSI people who were deemed to be at risk of homelessness, re-offending or facing long-term unemployment. The participants had some experience with the criminal justice system, while others were under the care of the Office for Children, Youth and Family Support. The program also involved and supported the participants' immediate families through a dedicated homework club and child care service at the training facility.

This program incorporates:

- **nationally recognised training** — a full Certificate 1 in Work Preparation (Community Services) plus four units from Certificate I in Business
- **work experience** — a period of work experience within the community sector, the private business sector or the ACT or Australian Public Service
- **support and mentoring** — from a range of government and non-government service providers who share a common aim to provide sustainable outcomes for ATSI people deemed to be particularly disadvantaged in the areas of health, education, training and employment, and who continue to experience economic disadvantage.

Skills gained from this training provide participants with an opportunity to access casual/part-time/full-time employment or voluntary service within the wide scope of the community services industry.

We are supporting Capital Careers, Northside Community Services Incorporated and the AJC in delivering the CHANCES Program.

Along with aligning to the AJA, the CHANCES program also addressed key aspects of the *Young People's Plan 2009–2014* in improving service delivery to vulnerable young people, and helping young people to participate in education, training and employment.

During this reporting period the CHANCES program ran from 14 February to 24 May 2012.

#### *Police and Community Youth Club programs*

We have developed a closer relationship with PCYC during this reporting period, including a greater participation in PCYC's ATSI programs.

The PCYC has many recreational programs based on early intervention, crime prevention and youth crime diversion for young people who are vulnerable or in need. These programs aim to offer high adrenaline, positive, safe risk-taking activities that young people can enjoy in order to demonstrate diverse possibilities for lifestyle choices and better pathways.

The ReSET Program is the Canberra PCYC's intensive program that offers engagement for young people in need of significant support. Case management is also offered to participants and their families/carers. The program focuses on assisting young people who have had involvement with the juvenile justice system, have recently left Bimberi, and/or are currently disengaged with their education/vocation.

We refer clients into this program and also offer support and assistance to the participants and their families throughout the program.

In partnership with the PCYC we also facilitate and participate in a men's touch football team as part of the ACT winter touch football competition.

This team consists of approximately six to eight at-risk ATSI men, most of whom are currently involved in the criminal justice system in some way. There are also a number of members from ACT Policing playing in the team. The program provides the opportunity to break down the barriers and prejudices between the police and the ATSI community through the teamwork and camaraderie of a sporting team environment.

#### *ATSI Restorative Justice Trial*

Between 1 May and 31 October 2011 we partnered with the Restorative Justice Unit in a trial where all eligible ATSI young people who it was alleged had committed an offence were referred to restorative justice as a diversion from the criminal justice system.

The trial was successful in doubling the referrals during this reporting period compared with the previous one. We also achieved 100 per cent compliance for those who were found suitable and participated in a diversionary conference.

This initiative was supported in an effort to provide a diversionary pathway for this cohort, impact on the disproportionate incarceration rate of ATSI young people and to align with ours and the ACT Justice Diversion Blueprint and the *Overcoming Indigenous Disadvantage Report*.

To maintain the focus on this section of our community, at May 2012 ACT Policing had undertaken to support this trial for a further 12-month period.

## Progress against strategic areas for action

ACT Policing runs and refers to a number of programs which align with the relevant strategic areas for action and change indicators outlined in the *Overcoming Indigenous Disadvantage Report* produced by the Productivity Commission.

### **Economic participation**

As outlined above, the CHANCES program is a holistic program (Certificate I in Business) specifically designed for ATSI people who are deemed to be at risk of homelessness, re-offending or facing long-term unemployment. Skills gained from this training will provide participants with an opportunity to access casual/part-time/full-time employment or voluntary service within the wide scope of the community services industry.

The CHANCES program began on 14 February 2012 with 18 participants enrolled at this time. At the conclusion of the course 12 people graduated from the program, and of these:

- four participants have obtained employment at the completion of the training
- one participant has started her own small business
- five participants will be enrolling in the Certificate II in Business with Capital Careers
- two participants are waiting to confirm an ACT ATSI traineeship position.

## Safe and supportive communities

### **Participation in organised sport, arts or community group activities**

Involvement in organised sport activities has the potential to lead to improvement in many areas of ATSI disadvantage, including health, physical and mental wellbeing as well as the opportunity to break down barriers.

In partnership with PCYC, ACT Policing has organised and facilitated a number of sporting programs for at-risk ATSI people. These include programs previously mentioned in this report, such as:

- the PCYC touch football program
- the PCYC female boxing/fitness program
- the AFP Girl Power program.

### **Juvenile diversions**

Diversionary programs can contribute to improved socio-economic outcomes for ATSI people as interaction with the formal justice system may restrict access to educational and employment opportunities as well as affect social development of the young person.

Between 1 May and 31 October 2011, we partnered with the Restorative Justice Unit in a trial where all eligible ATSI youth who it was alleged had committed an offence were referred to restorative justice as a diversion from the criminal justice system.

This initiative was supported in an effort to provide a diversionary pathway for this cohort, impact on the disproportionate incarceration rate of ATSI youth and to align with ours and the ACT Justice Diversion Blueprint and the *Overcoming Indigenous Disadvantage Report*.

### **Repeat offending**

The PCYC, with the support of ACT Policing, has developed the ReSET Program — an intensive program that offers engagement for youth in need of significant support. It involves case management for both youth participants and their families/carers. The program mainly focuses on helping young people who have recently left Bimberi or who have had recent involvement with the juvenile justice system.

The ATSI Community Engagement Team refers clients into this program and also offers support and assistance to the participants and their families throughout the program.

## C.22 — ACT MULTICULTURAL STRATEGY

C.22

We have continued our commitment to provide a safe environment for all members of our community, regardless of their origins or beliefs, and to deliver an effective and respectful service. We do this by being part of the broader community, and by further developing the diversity of our workforce to reflect the community in which we serve.

ACT Policing has Multicultural Liaison Officers (MLOs) who are dedicated to working with the multicultural community to enhance and improve the interactions between police and the community.

FOCUS AREA	PROGRESS
Languages	<p><b>Interpreter and translator services</b></p> <p>We engage the Translating and Interpreting Service to ensure that people can exercise their rights in accordance with s.27 <i>Human Rights Act 2004</i> (ACT) to communicate in their own language.</p> <p>This is supported by the use of written interpreter guides that people can use to indicate their preferred language. These guides are displayed at the ACT Watch House and in each of our five police stations.</p> <p>Our MLOs will identify service gaps with the Translating and Interpreting Service and relay this information to an ACT Policing representative who sits on an advisory panel for the service. Our representative will share the issue with the panel so that a mutual agreement can be made to address the service requirement.</p> <p><b>Multicultural Liaison Officers</b></p> <p>MLOs regularly engage with stakeholders from the migrant, refugee and asylum seeker communities. As a result we have developed positive relationships with these communities, enabling the effective delivery of crime prevention programs.</p> <p>The experience of connecting with other cultures can remove outdated perceptions of both police and culturally diverse groups, from which new relationships and understanding can be developed.</p> <p><b>Language training</b></p> <p>Our members are also encouraged to enhance their cultural awareness, understanding and language skills. This is supported by the AFP's Culture and Language Centre. ACT Policing has a number of members who can speak a second language, and this information is provided on the member's name badge so that members of the community can recognise this.</p> <p>We regularly review and update language sheets for summonses, so that the judicial process can be clearly explained for English-speaking and non-English speaking people.</p>
Children and young people	<p><b>Youth Liaison Team</b></p> <p>The Youth Liaison Team works mainly to reduce youth crime in the ACT while seeking to ensure a balance between support for young people and law enforcement.</p> <p>In dealing with a member of the community who identifies as being from another culture, Youth Liaison Team members seek advice and direction regarding cultural issues from an MLO or a representative from our Aboriginal and Torres Strait Islander Community Engagement Team. This allows the team to engage with the young person with respect for, and an understanding of, their cultural influences.</p> <p>The Youth Liaison Team works within the bounds of the Commonwealth's multicultural policy <i>The People of Australia</i>, promulgated in 2011, and is committed to providing equitable service delivery as outlined in the document.</p> <p>During this reporting period the Youth Liaison Team began an after-hours bail compliance service for young people, including those from multicultural backgrounds. This initiative eliminates the need for identified young people to be removed from the ACT Watch House into the custody of the appropriate ACT Government service which then ensures the young person's appearance in the judicial system.</p> <p>More information about our work with young people can be found at <b>Section B.1 — Community engagement</b>.</p>

## C.22

FOCUS AREA	PROGRESS
Older people and aged care	<p><b>Community Liaison Officers</b></p> <p>In accordance with the <i>ACT Strategic Plan for Positive Ageing 2010–14</i>, Community Liaison Officers regularly engage with senior members of our community, including those from a multicultural background. Community Liaison Officers provide the ACT multicultural aged community with a home and personal safety package which provides information on crime prevention strategies in a format that is easy to understand.</p> <p>During this reporting period Community Liaison Officers were engaged in a project designed to assist non-English speaking seniors to successfully contact emergency services. This involved identifying this segment of the community and working with them and an MLO to help them find out how to use police assistance, Crime Stoppers and, importantly, Triple Zero (000).</p> <p>During this reporting period our Seniors Liaison Officers (SLOs) attended Seniors Week and the Canberra Retirement Expo to engage one-on-one with seniors.</p> <p>More information about our role with seniors can be found at <a href="#">Section C.23 — Positive ageing</a>.</p>
Women	<p><b>Canberra and National Women's Advisory Group</b></p> <p>Members of our Crime Prevention team regularly attend the National Women's Advisory Group meetings. The aim of the group is to provide strategic advice to the ACT Government on issues affecting women in the ACT. This includes the implementation of the Violence against Women and Children Strategy.</p> <p>Our SLOs are also members of a steering committee that reviews and updates the content of a Home and Personal Safety booklet that we have developed for older culturally and linguistically diverse women in the ACT in conjunction with the Women's Centre for Health Matters.</p> <p>We are also active members of the Canberra Women's Group. Our Superintendent of ACT Policing Operations and Traffic Operations, Kylie Flower, continues to attend meetings and action areas of concern on behalf of ACT Policing.</p> <p><b>White Ribbon and International Women's Day</b></p> <p>ACT Policing (as part of the AFP) continued to support White Ribbon Day and International Women's Day in partnership with other key stakeholders and in support of the <i>ACT Women's Plan 2010–2015</i>.</p> <p>During this reporting period our successful 'Men in Uniform' stalls throughout shopping centres and, for the first time, Bunnings stores, raised \$20 000 for the White Ribbon Foundation, an increase from \$8 000 in the previous reporting period.</p> <p>During this reporting period all three of our male executives became White Ribbon Day ambassadors, including our Chief Police Officer for the ACT, Roman Quaedvlieg.</p> <p>More information about our commitment to women in ACT Policing can be found at <a href="#">Section C.24 — ACT Women's Plan</a>.</p>
Refugees, asylum seekers and humanitarian entrants	<p><b>Community engagement and information sessions</b></p> <p>Our MLOs continued to engage with the various government and non-government agencies to identify refugee and migrant families who may be, or have relatives, at-risk of offending. With the active participation of the various stakeholders, the MLO initiates crime prevention strategies designed to reduce the risk of offending, or becoming a victim of crime.</p> <p>Refugees, asylum seekers and migrant communities often have a fear of police due to previous circumstances in their originating country. Our MLOs aim to reduce the level of fear these communities have by regularly engaging with them by giving presentations that inform them of the role police have in Australia.</p> <p>Our MLOs also deliver information sessions about security and legislation awareness to migrant, refugee and asylum seekers, and to international students through Canberra universities and the Canberra Institute of Technology. During these sessions we place an emphasis on driving laws, home and personal safety, and domestic violence.</p>

C.22

FOCUS AREA	PROGRESS
Intercultural harmony and religious acceptance	<p><b>Community partnerships and meetings</b> Our MLOs attend ongoing external stakeholder meetings which include the Department of Immigration and Citizenship, Migrant and Refugee Settlement Services, and the Office of Multicultural Aboriginal and Torres Strait Islander Affairs. By attending these meetings, the MLO gains an understanding of the cultural and linguistic diversity within the ACT community. They also gather important information about these cultures and use this intelligence to enhance presentations they deliver to police, migrants, refugees and asylum seekers.</p> <p>The MLO regularly meets with individuals or groups from culturally diverse backgrounds to assist them in overcoming their reticence or mistrust of police and other government institutions so they are comfortable with interactions with these organisations.</p> <p><b>Cultural awareness training</b> Our MLOs continue to provide cultural awareness training to our officers, especially those who work on the frontline. The training aims to educate the officers about different cultures and religious beliefs and how different experiences and beliefs may impact on the way people interact with police.</p> <p><b>2011 Eid al-Fitr festival</b> The Eid al-Fitr is an annual holy day and festival in the Islamic calendar to celebrate the end of the fasting month of Ramadan. ACT Policing sponsored and launched the inaugural Eid al-Fitr in the previous reporting period, and continued its commitment through sponsorship of the September 2011 festival. More than 5000 people attended the festival, and police were able to engage directly with the Muslim community. More information about our events and engagement with the community can be found at <a href="#">Section B.1 — Community engagement</a>.</p>

## *Canberra's blackest day*

In the tinder-dry summer of January 2003, lightning strikes in high country to the west of the ACT ignited a series of small fires in deep bushland.

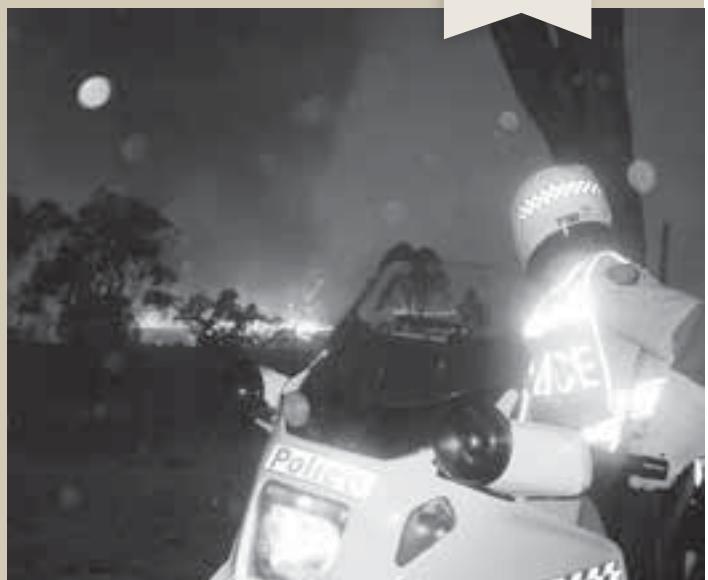
These ignition sources smouldered for days and were the catalyst for one of the most dramatic and destructive 36-hour periods in Canberra's history, when fierce, dry winds drove a firestorm which swept towards the beleaguered bush capital on multiple fronts from the west, north-west and south-west.

On 18 January the firestorm struck with fury, with a speed and vehemence few Canberrans will ever forget.

In all, four people lost their lives and 491 dwellings were destroyed in those frantic hours in which emergency services, police, volunteers and householders battled shoulder to shoulder against walls of flame and fury, to protect lives, pets and property.

The people and the landscape have carried the scars from this event for years, and a broad sweep of fire-protection and emergency response initiatives have been introduced as part of the lessons learned.

**100  
YEARS**



Police at the scene of the 2003 Canberra bushfires

## C.23 — POSITIVE AGEING

ACT Policing recognises and values the contribution senior citizens make to our community. We work collaboratively with the ACT Government and the community to support positive ageing and ensure older people are respected, valued and supported to actively participate in their community.

We do this specifically through the culture we foster, and through our Crime Prevention function which aims to work with seniors to prevent them from being a victim of crime.

The experience and skills of our seniors community, and the associated knowledge, are also an untapped resource. Our senior citizens, many of whom are now retired, particularly from the law enforcement arena, provide experience that can only be acquired 'on the job'. These people make excellent mentors for our new recruits, and we often secure the services of former members to do just this.

Our Volunteers in Policing (VIPs) also support positive ageing. Many of our volunteers are senior citizens, and they provide an invaluable service to our frontline members. More information about our VIPs can be found at **Section C.6 — Human resources performance**.

### Positive ageing partnerships

Our Seniors Liaison Officers (SLOs) in Crime Prevention contribute to positive ageing by engaging with relevant ACT Government and non-government organisations that are responsible for the care of aged people and disability groups and their carers. These engagements include:

- working with government organisations such as the ACT Health Directorate; the Office of Fair Trading; the ACT Office for Ageing; the Department of Disability, Housing and Community Services; Territory and Municipal Services; Canberra Connect; the Department of Education and Training; and the Department of Veteran Affairs
- liaising with community organisations such as the Red Cross (including distributing Meals on Wheels to directly engage with vulnerable senior citizens); Retirement Villages; and Neighbourhood Watch. The Red Cross also distributes our Home and Personal Safety booklets to its seniors.

### Direct involvement with senior citizens

C.22

During this reporting period our SLOs conducted 67 individual contacts with senior citizens in our community which resulted in a number of follow-up home visits and telephone calls. ACT Policing also delivered 45 presentations to seniors groups, which included presentations to two disability groups and their carers.

Our SLOs interact and educate the disadvantaged and vulnerable, aged individuals or communities by attending their places of residence to discuss and/or deliver presentations that:

- improve the aged community's confidence in their own safety
- build awareness of community services
- improve the confidence seniors have in police
- improve individuals' confidence to control their own personal safety
- empower senior citizens to act on suspicious behaviour and contact police (including ensuring correct contact numbers are known)
- provide advice on how to secure property.

#### *Participation in seniors events*

Along with directly engaging with senior citizens through Crime Prevention or on the frontline, we actively participate in events targeting senior citizens.

We continued our efforts supporting ACT Seniors Week in March 2012, attending the Chief Minister's breakfast and running a stall at the Kingston Bus Depot Markets. This gave our officers the opportunity to speak with approximately 1500 Canberra residents.

We also set up a display at the Canberra Retirement and Lifestyle Expo — a three-day event where businesses, organisations and government agencies provide information, products and services to our community's older demographic. ACT Policing and our VIPs actively engaged with members of the community who are retired, or soon to be retired, providing them with information about our services and crime prevention. Approximately 14 000 people attended the expo.

More information about our events and engagement with the community can be found at **Section B.1 — Community engagement**.

## C.24 — ACT WOMEN'S PLAN

C.24

Women in policing and, more specifically, increasing the representation of women in our service, is a key area of focus for ACT Policing. There was significant progress in identifying better conditions for women in policing in the ACT during this reporting period, consistent with the strategic framework of the *ACT Women's Plan 2010–2015*.

### Economic

#### *Flexible and part-time work patterns — Roster Review*

During this reporting period we put in action a significant body of work to examine ways in which flexible and part-time work patterns could be introduced more broadly into ACT Policing to facilitate a more balanced approach to work and family commitments.

Through a complex Roster Review, we began by reviewing the needs of members, particularly those in sworn roles, when they return to work from extended leave. Patrol rostering patterns are being examined to explore more effective ways to meet the requirement of a 24-hours-a-day, seven-days-a-week response capability, and to retain experience in frontline roles by looking at ways in which rosters can accommodate the work/life needs of members.

Developing flexibility in operational employment options has been acknowledged as a major challenge for us (more information about our major challenges can be found at **Section A.3 — Highlights**). Policing, is by its very nature, a reactive environment providing service and response every day of the year. A certain number of frontline police are required each shift to effectively police Canberra, and to conform with our Enterprise Agreement.

Embedding flexible work options within this operational environment presents considerable challenges. In the past, this has led to officers returning from maternity leave, for example, and traditionally being placed in non-operational roles. However, our members have indicated their desire to be able to return to operational duties while still being able to fulfil their family obligations.

The Roster Review project will run over two years and will include an extensive four-month consultation phase to ensure everyone has the opportunity to contribute to the review.

More information about our Roster Review can be found at **Section C.6 — Human resources performance**.

#### *Women in Policing forum*

In May 2012 we participated in the Australia New Zealand Policing Advisory Agency (ANZPAA) Women in Policing forum. The forum is a proactive group brought together to identify best practice in training for women in traditionally male dominated roles, flexible work options, support for women, and networking.

#### *Anything but every day — national recruitment campaign*

In April 2012 the AFP launched its 'anything but every day' campaign to attract candidates for roles in ACT Policing (as community policing officers), federal agents and Protective Service Officers.

A key focus of the campaign was attracting three niche audiences: women, Indigenous people and people from culturally and linguistically diverse backgrounds. In doing so, a micro website — anythingbuteveryday.org.au — was launched with a specific section on 'Women in Policing'. Among the 'Gateways' and 'Fitness' sections, the Women in Policing pages were among the most viewed on the site.

Female officers were profiled in the Women in Policing section, and they also led the creative execution of the campaign. Of the 4000+ candidates who applied (900+ specifically for ACT Policing), 24 per cent were female.

As part of the AFP's ongoing recruitment strategy, emphasis has been given to recruiting more women into the organisation. Future recruit courses will target a 50 per cent female participation rate.

#### *Women in leadership roles*

At 30 June 2012 the ACT Policing executive team comprised four women, including the Director Corporate Services Judith Kendrick, Superintendents Kylie Flower and Cathy Grassick, and Coordinator Media and Marketing Marina Simoncini.

## Social

### ***White Ribbon Day — Men in Uniform***

In November 2011 we once again launched our successful Men in Uniform stalls in support of White Ribbon Day — on 24 November — recognised as a call-to-action for the community to join together and take an active stand in condemning violence against women.

We expanded our reach through our stalls during this reporting period to incorporate the five major shopping centres in addition to the three Bunnings stores in Canberra.

Along with our officers, the Men in Uniform stalls included representatives from the ACT Fire Brigade, ACT Ambulance, State Emergency Services, the Rural Fire Service, the Australian Defence Force (a new addition), the Canberra Raiders and the Brumbies to raise funds in support of the elimination of violence against women.

The stalls sold White Ribbon Day merchandise and provided information about the issue and were inundated with support from people wanting to undertake ‘the oath’. It was considered to be an outstanding result and showed that the community is genuinely supportive of this campaign. More than \$20 000 was raised, an increase from \$8000 over 2010–11.

Also during this reporting period our Chief Police Officer for the ACT Roman Quaedvlieg and Deputy Chief Police Officer David McLean became White Ribbon Day ambassadors.

### ***Intervention and domestic violence***

ACT Policing is a key partner agency of the ACT's Family Violence Intervention Program. Established in 1998 this program allows for a coordinated response to family violence incidents that come to police attention and proceed to prosecution. The Family Violence Intervention Program integrates the activities of the police, prosecution, courts and corrections in the criminal justice system, and coordinates externally with other key agencies such as the Domestic Violence Crisis Service.

ACT Policing's mandate with regard to responding to family violence is investigation, evidence collection, and arrest and charge. However, we work cooperatively

with other Family Violence Intervention Program participating agencies to maximise victims' safety and protection, provide opportunities for offender accountability and rehabilitation, and seek continuous improvement in responding to family violence crimes.

Most victims of family violence are women (approximately 80 per cent), and we work closely with the Domestic Violence Crisis Service to ensure victims of this crime have access to crisis support. This relationship is supported by a Memorandum of Understanding which outlines each agency's responsibilities and how we work together in responding to family violence incidents. This includes the Domestic Violence Crisis Service providing a call-out response to all incidents, no matter the time of day or night.

We also provide victim assistance and support through the engagement of Victim Liaison Officers (VLOs). VLOs contact victims of indictable crimes and offer support, referral and assistance with a range of activities relating to the criminal justice system. Through these activities we have good working relationships with government departments and community organisations that also support victims of crime.

## Environmental

### ***Conferences***

Three members of ACT Policing attended the 2011 Australasian Women and Policing Conference in Hobart during this reporting period. The theme of the conference was ‘Police and Community: Making it Happen!’, and one of our members presented a paper on family violence in partnership with the ACT’s Domestic Violence Crisis Service.

Attendance at the conference allowed members to interact with members of all Australian policing jurisdictions, and many Pacific Island nations, as well as learn more about leadership, diversity within the community and policing gender-based violence.

A member of ACT Policing also attended the 2011 International Association of Women in Policing Annual Training Conference in Kentucky, USA. This provided the member with an opportunity to interact with women from policing organisations from across the world, and to attend many sessions on leadership and mentoring programs within the law enforcement environment.

C.24

### *Canberra Women's Network*

The Canberra Women's Network was established to provide women in policing — sworn and unsworn — the opportunity to network, discuss issues impacting on women in the workplace, and identify emerging trends and issues with a view to developing and implementing strategies to address these issues. The network provides a forum which facilitates training opportunities for women, such as developing job applications. A number of women in ACT Policing are members of the Canberra Women's Network.

On International Women's Day, the network hosted a debate titled 'A recruitment quota would result in increased numbers of women in senior positions', which was adjudicated by the ACT Chief Magistrate, Lorraine Walker. A number of members attended this debate which was also live-streamed across the organisation.

### *National Women's Advisory Group*

The National Women's Advisory Group was established in 2010 to promote a culture of diversity for the advancement, opportunities, recruitment and retention of women within the AFP. ACT Policing has senior representation on this group.

### *Women's mentoring program*

The AFP launched a mentoring program in 2012 for women returning from maternity leave. The program connects them with a mentor who can assist them in their transition back into the workforce. Several members of ACT Policing are participating in this program in either capacity.

### *Women in uniform*

Policewomen in the ACT were not issued with uniforms until 1968. Until then, they just wore plain clothes.

The first uniform comprised a junior blue skirt, jacket and cap of Australian pure wool and a blue cotton blouse with a black 'bow tie'. The skirt was straight with a kick pleat and the long sleeved jacked had epaulettes on each shoulder.

The ACT Police Uniform Committee rejected the wearing of slacks by policewomen for many years, with the argument being that women's duties did not justify this. After much discussion, slacks were eventually introduced.

In 1972 all ACT police officers were issued with new uniforms. The summer uniform worn by all AFP women was particularly disliked right from the beginning. The light blue short-sleeved jacket and matching straight skirt with a kick pleat looked smart — as long as the wearer was standing still and upright — but it was highly impractical.

After many complaints, a new uniform was introduced: a blue shirt and black culottes topped off by a black hat with a chequered band.

**100  
YEARS**



Leigh Kavanagh in uniform, ACT Police (*circa* 1972–78)

## C.25 — MODEL LITIGANT GUIDELINES

As the community policing arm of the AFP, ACT Policing complies with the Model Litigant Policy under the *Judiciary Act 1901* (Cth), and abides by the legal service directions issued by the Commonwealth Attorney-General.

As a Commonwealth Government agency, any legal work performed for ACT Policing is provided to the Commonwealth, and does not constitute Territory legal work for the purposes of the *Law Officer Act 1992* (ACT).

There were no breaches of the Commonwealth Model Litigant Policy in relation to any matters involving ACT Policing during this reporting period.

C.25

100  
YEARS

Jolimont Centre under siege



Car crash and shooting at the Jolimont Centre  
Image taken by Graham Tidy on Monday 29 November 1993 — courtesy of The Canberra Times

On 29 November 1993 a man crashed his utility vehicle through the front glass walls of the Jolimont Centre on Northbourne Avenue in Canberra, shot at police and rescue workers, set the building alight and then killed himself.

Police discovered later that before the man violently gained entry to the six-storey centre, he had shot and injured a swimming pool centre manager in a Canberra suburb.

Gas bottles were wired to explode in his vehicle, and he threw burning petrol bombs in the main street of the Countrylink travel centre.

Firemen tried to battle the blaze but were hampered by the man shooting at them. Workers in the upper floors of the building were helped out of a smashed side window and down a ladder under the protection of police.

As police surrounded the building, with weapons drawn, the gas cylinders exploded, showering glass into the main street. When the fires were brought under control, ACT Policing's specialist tactical team, wearing breathing masks, entered the building to find the man dead. He had shot himself in the stomach and his body was badly burned.

## C.26 — USE OF TERRORISM POWERS

C.26

Since the *Terrorism (Extra Temporary Powers) Act 2006* came into effect, ACT Policing has not needed to enact any powers under the Act.

This means that during this reporting period, we did not:

- make any preventative detention orders (including interim orders)
- take any people into custody or detain any party
- have any complaints made to the Human Rights Commissioner, the Ombudsman or the Public Advocate
- undertake any reviews under the *Human Rights Act 2004*
- make any prohibited contact orders.

*Canberra hosts two presidents*

October 2003 was a very busy time for ACT Policing, with visits to Canberra —within days of each other — of two of the world's most powerful leaders: the then President of the United States, George W Bush, and Chinese President, Hu Jintao.

Security around these visits was extremely tight, with fighter aircraft in the air at all times and a massive protective motorcade managed by Traffic Operations.

Adding further complexity, the Bush visit was also a contentious one, sparking widespread protests and condemnation. The US Secret Service kept a tight lid on public appearances which frustrated journalists and the large groups of protesters keen to convey their messages. The protest groups were well-organised and highly mobile, moving in large numbers between the President's appearance venues and stretching police response resources.

While the security management around the Bush visit was a major event for ACT Policing back then, we have since managed the visits of a number of high-profile dignitaries, including United States President Barack Obama in November 2011.

100  
YEARS



Protestors outside Parliament House during the visit of President George W Bush in 2003

## C.27 — NOTICES OF NON-COMPLIANCE

As the community policing arm of the AFP, ACT Policing is not subject to the *Dangerous Substances Act 2004* or the *Medicines, Poisons and Therapeutic Goods Act 2008*.

We have not been issued with any infringement notices of non-compliance relating to dangerous substances or poisons during this reporting period under any of the relevant Commonwealth legislation.

C.27

100  
YEARS

*Kathryn Grosvenor murder still a mystery*



On 9 March 2002 the body of Kathryn Grosvenor was found in Yarralumla Bay, 200m east of Attunga Point in Lake Burley Griffin. Her body was discovered by a canoeist at 9am.

Kathryn Grosvenor was 23 years of age at the time of her murder. Her body had been weighed down by a concrete bollard which police discovered had originated from Anthony Rolfe Drive in Gungahlin. She had been stabbed more than 60 times.

Kathryn was last seen wearing dark-coloured hipster pants and electric blue platform shoes and was thought to be carrying a green vinyl backpack. She was 178cm tall with a slim build and long brown/red hair.

Despite a lengthy police investigation, no one has been charged with her murder.

A reward is still in place for information leading to the apprehension and subsequent conviction of the person(s) responsible for her untimely and brutal murder.

The police search for Kathryn Grosvenor in 2002

## *100 Years of Policing in the ACT*

# 1989–2013

The year 1989 marked the end of innocence for ACT Policing, with the assassination of Assistant Commissioner Colin Winchester, the officer in charge of policing in the Australian Capital Territory.

This era also witnessed the rapid emergence of 'high tech crime' and the online world. Technology, the web, social media, all made life easier, and created a whole new landscape for criminal behaviour. As criminal became more sophisticated, so did police.

Forensics, too, became a major investigative player, from finger prints to DNA, forensic evidence remains an ever evolving science in the fight against crime.

ACT Policing is now a 950+ service, with five police stations across Canberra and a headquarters in Belconnen, housing ACT Policing Operations, ACT Policing Intelligence, Criminal Investigations and a number of support elements.

**1996**  
Protesters broke away from a rally organised by the  
Australian Council of Trade Unions and tried to force  
their way into the national Parliament of Australia

*circa 1990s*  
The evolution of forensic science during the  
90s remains a consistent in law enforcement.

# SECTION D

## APPENDICES

- APPENDIX 1 2011–2016 POLICING ARRANGEMENT BETWEEN THE MINISTER FOR HOME AFFAIRS, JUSTICE, PRIVACY AND FREEDOM OF INFORMATION OF THE COMMONWEALTH AND THE AUSTRALIAN CAPITAL TERRITORY FOR THE PROVISION OF POLICE SERVICES TO THE AUSTRALIAN CAPITAL TERRITORY**
- APPENDIX 2 2011–2012 PURCHASE AGREEMENT BETWEEN THE ACT MINISTER FOR POLICE AND EMERGENCY SERVICES, THE COMMISSIONER, AUSTRALIAN FEDERAL POLICE, AND THE CHIEF POLICE OFFICER FOR THE ACT FOR THE PROVISION OF POLICING SERVICES TO THE AUSTRALIAN CAPITAL TERRITORY**
- APPENDIX 3 2011–2012 MINISTERIAL DIRECTION**
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# APPENDIX 1: POLICING ARRANGEMENT

## An arrangement between the Minister for Home Affairs, Justice, Privacy and Freedom of Information of the Commonwealth and the Australian Capital Territory for the provision of police services to the Australian Capital Territory.

### Background

In the ACT the rule of law is maintained by a justice system composed of independent but interoperable component parts. As part of compliance with the statutory framework of the ACT public sector participants in the justice system, including ACT Policing, are expected to promote and protect human rights when exercising a function under an ACT law.

Subsection 37(a) of the *Australian Capital Territory Self Government Act 1988* provides that the ACT Executive has the responsibility of governing the ACT with respect to matters of law and order. Under subsection 23(1)(c) the ACT Legislative Assembly, however, has no power to make laws with respect to the provision by the AFP of police services in the ACT. As such there is no Police Act or similar legislation in the ACT, with the Australian Federal Police (AFP) being responsible for providing policing services to the ACT under Section 8 of the *Australian Federal Police Act 1979*.

Under subsection 8(1)(a) of the *Australian Federal Police Act 1979*, the Minister for Home Affairs, Justice, Privacy and Freedom of Information and the ACT have agreed to enter into arrangements for the provision of police services in relation to the ACT that are in respect of ACT functions as defined by section 3 of the *Australian Capital Territory Self Government (Consequential Provisions) Act 1988* (hereinafter referred to as ‘Police Services’).

Paragraph 9(1)(b) of the *Australian Federal Police Act 1979* provides that, in addition to any other powers and duties, a member of the Australian Federal Police has, when performing functions in the ACT, the powers and duties conferred or imposed on a constable or on an officer of police by or under any law (including the common law) of the ACT.

IT IS AGREED by the parties to this Arrangement as follows:

### 1. Definitions

1.1 In this Arrangement unless the contrary intention appears:

“ACT” means the Australian Capital Territory;

“ACT Executive” means the ACT Executive established pursuant to section 36 of the *Australian Capital Territory Self Government Act 1988* (Cth);

“ACT Policing” means the Australian Federal Police business unit responsible for the provision of policing services to the ACT;

“AFP” means the Australian Federal Police;

“AFP Act” means the *Australian Federal Police Act 1979*;

“Chief Police Officer” means the AFP employee appointed by the Commissioner, as provided for in this Arrangement, to be the Chief Police Officer for the ACT;

“Commissioner” means the Commissioner of the Australian Federal Police referred to in section 6 of the AFP Act;

“Commonwealth Minister” means the Commonwealth Minister of State appointed to administer the AFP Act;

“Commonwealth place of interest” means a facility or location that is directly involved in the conduct of Commonwealth Government business or is otherwise in the interests of the Commonwealth to protect.

“Police Minister” means the Minister of the ACT Executive who is responsible for police matters;

“Police Services” means community policing services provided for under this Arrangement, the Purchase

Agreement and the AFP Act which include, but are not necessarily limited to, the preservation of peace and good order, the prevention and detection of crime and the protection of persons from injury or death, and the protection of property from damage, whether arising from criminal acts or otherwise;

“Purchase Agreement” means the annual agreement provided for under this Arrangement between the Police Minister, the Commissioner, and the Chief Police Officer setting out details of goods and services purchased by the ACT from the AFP, the agreed price for those services payable by the ACT to the AFP and the reporting by the AFP on performance.

## 2. Purpose and overriding commitment

- 2.1 The purpose of this Arrangement is to establish the enabling framework for the provision by the AFP of policing services to the ACT.
- 2.2 The Commonwealth is committed to the provision, within the context of this Arrangement and the Purchase Agreement, of a high quality community policing service to the ACT.

## 3. Objectives of the Arrangement

- 3.1 Both parties seek from this Arrangement:
    - **Appropriate policing** — the Arrangement provides an agreed level of Police Services for the ACT community;
    - **Service quality** — the Arrangement promotes and sustains the high quality of service provision;
    - **Workforce** — the Arrangement promotes the provision of stable and effective Police Services for the ACT community as well as the building and retention of corporate knowledge within ACT Policing;
    - **Value for money** — the Arrangement encourages efficient and effective service provision at an optimum cost with an emphasis on continuous improvement; and
    - **Capacity to deliver** — the Arrangement provides for sufficient resources to deliver the services to agreed priorities and levels.
- 4.1 The Commonwealth and the ACT Government agree that the AFP will provide police services to the ACT in accordance with the Purchase Agreement, as varied from time to time by agreement between the Police Minister and the Chief Police Officer.
  - 4.2 The ACT shall pay the AFP for the provision of Police Services pursuant to this Arrangement the amounts specified in the Purchase Agreement.
  - 4.3 The parties acknowledge that the AFP is also required, within the ACT, to provide Police Services to the Commonwealth which are not subject to this Arrangement and for which the ACT is not required to pay. This exclusion extends to cover the costs of enforcing Commonwealth law and protecting Commonwealth interests by AFP personnel employed within ACT Policing. Costs excluded from the Arrangement will include those associated with the protection of foreign dignitaries, foreign missions, and Commonwealth places of interest. The basis for allocating costs against the Commonwealth and ACT Governments will be articulated in the Purchase Agreement.
  - 4.4 The allocation of resources for the Police Services required by the Commonwealth within the ACT will not be altered in any way which might materially affect the Police Services purchased by the ACT Government, without prior consultation and agreement. Failure to obtain agreement will be sufficient grounds for the issue of a notice to discontinue this Arrangement in accordance with clause 15.3.
  - 4.5 Revenues received by the AFP in the course of enforcement of ACT legislation under this Arrangement will be remitted to the ACT.
  - 4.6 Money received by ACT Policing in the course of performing Police Services, for which there is no identifiable owner, will be transferred to the ACT in accordance with the AFP’s obligations under the *Financial Management and Accountability Act 1997* (Cth).

- 4.7 The ACT Government will be responsible for the provision of appropriate infrastructure and facilities for the provision of Police Services by the AFP. The ACT Government and the AFP will, by way of a joint committee, develop a plan to apportion individual responsibilities for the maintenance of structures and facilities and the provision of fittings during the term of this Arrangement.

## 5. Chief Police Officer for the ACT

- 5.1 There shall be a Chief Police Officer for the ACT who shall, subject to the authority of the Commissioner, be responsible to the Police Minister for the achievement of the outcomes set out in the Purchase Agreement and the general management and control of the AFP Personnel and resources deployed for the purposes of that agreement.
- 5.2 The Commissioner shall appoint the Chief Police officer with the approval of the Police Minister.
- 5.3 If the Police Minister advises the Commissioner in writing that the Chief Police Officer no longer enjoys the confidence of the ACT Executive, and of the reasons for that lack of confidence, the Commissioner shall as soon as practicable replace the Chief Police Officer.

## 6. Police Minister's power to give directions

- 6.1 The Police Minister may give to the Chief Police Officer general directions in writing as to policy, priorities and goals in relation to the provision of Police Services by the AFP under this Arrangement and the Purchase Agreement.
- 6.2 The Chief Police Officer shall comply with any written directions received from the Police Minister under clause 6.1 unless a contrary written direction has been received from the Commonwealth Minister pursuant to the AFP Act.
- 6.3 Any written directions from the Police Minister will be appended to the Purchase Agreement in a form that enables them to be published in the ACT Policing Annual Report.

- 6.4 Except in case of emergency, the Commonwealth Minister shall not issue to the Commissioner a Direction pursuant to the AFP Act which affects the provision by the AFP of Police Services to the ACT unless the Commonwealth Minister has first consulted the Police Minister about the nature and purpose of that direction. Where in an emergency a Direction is given without prior consultation with the Police Minister, the Commonwealth Minister will consult the Police Minister about the Direction as soon as possible thereafter.
- 6.5 If a Direction by the Commonwealth Minister to the Commissioner has the effect of increasing the cost of Police Services provided to the ACT, then the costs attributable to the Direction will be borne by the Commonwealth by adjusting the price paid by the ACT in accordance with the price variation provisions of the Purchase Agreement.

## 7. Provision of information to a nominated agency

- 7.1 The Police Minister may request ACT Policing to provide information to a nominated agency of the ACT to support the Police Minister in the performance of his or her ministerial functions on policing. This information includes but is not limited to:
- (a) Complaints against AFP employees providing Police Services under this Arrangement, including the investigation of such complaints and any related action whether undertaken by the AFP, Australian Commission for Law Enforcement Integrity (ACLEI), the Commonwealth Ombudsman or otherwise;
  - (b) AFP Professional Standards (PRS) enquiries relating to AFP employee engaged in providing Police Services under this Arrangement; and
  - (c) The deployment, operational status and movement of AFP employees engaged in providing Police Services under this Arrangement.
- 7.2 At the time of nominating an agency to which information is to be provided, the Police Minister may indicate the manner in which the information is to be provided.

- 7.3 Subject to the authority of the Commissioner, the Chief Police Officer shall provide as much of the requested information as is permissible under Commonwealth and/or ACT law.
- 7.4 Nothing in clause 7.3 requires the Chief Police Officer to provide information that would compromise operational activity by the AFP, including ACT Policing.
- 7.5 The Chief Police Officer may impose conditions on the use of requested information if he or she considers it necessary for operational reasons.
- 7.6 Any information requested under clause 7.1 and provided by ACT Policing to the nominated agency must only be used for the purposes of the request.

## 8. Agreement making

- 8.1 ACT Policing may enter into agreements separate from this Arrangement with ACT Government agencies and non-government entities to deliver agreed services, as long as any agreement entered into is not inconsistent with this Arrangement, the Purchase Agreement or Ministerial Direction.

## 9. Annual Report

- 9.1 The Chief Police Officer shall report annually to the Police Minister at a time nominated by the Police Minister on the provision of Police Services pursuant to this Arrangement for the preceding year. The annual report will describe the outcomes achieved during the period reported on and shall include details of the resources utilised, the levels of crime reported and such other matters as may be specified by the Police Minister.

## 10. Audit

- 10.1 The Chief Police Officer will provide after the end of each financial year and by date nominated by the Police Minister, a financial statement for that financial year accompanied by a report of the Commonwealth Auditor-General or some other auditor nominated by the Chief Police Officer and approved by the Police Minister stating:

- (a) the correctness of the report made of performance under the Purchase Agreement; and
- (b) any other matters which the Auditor-General, or otherwise approved auditor, considers should be reported to the Police Minister.

- 10.2 The Police Minister is also entitled to have specific financial and performance audits conducted by the Commonwealth Auditor-General, or other agreed auditor, the cost of which shall be borne by the ACT.

## 11. Legal advice

- 11.1 Recognising that ACT Policing is a Commonwealth entity, ACT Policing will seek internal and Commonwealth sourced legal advice on matters falling within its purview as a Commonwealth entity, and matters regarding the internal governance of the AFP.
- 11.2 Legal advice in relation to the review of briefs of evidence and the prosecution of offences will be sourced from the ACT Director of Public Prosecutions.
- 11.3 Legal advice in relation to the interpretation of the laws of the ACT (including the common law) will be sourced from the ACT Government Solicitor's Office.

## 12. Policy matters

- 12.1 While this Arrangement is predominately for the provision of operational services to the ACT, ACT Policing will become involved in the development and implementation of ACT Government policy. When acting in this capacity ACT Policing shall act in the interests of ACT Policing in its capacity as a service provider for the ACT and within the whole of ACT Government policy framework and abide by ACT Government policy development procedures, including the requirements of the Cabinet handbook.
- 12.2 Where the Chief Police Officer holds membership of a national body or forum as the head of a law enforcement jurisdiction, the Chief Police Officer will represent the interests of ACT Policing in its capacity as a service provider for the ACT.

- 12.3 For the purposes of obtaining policy advice in relation to matters affecting the delivery of services to the ACT (including obligations under ACT legislation or representation at national and jurisdictional forums) ACT Policing will seek advice from the relevant Government agency.
- 12.4 Nothing in clause 11 or 12 shall affect the independence of the Chief Police Officer in relation to day-to-day operation of ACT Policing.

### 13. Terms and conditions of employment

- 13.1 The Commonwealth is responsible for determining the terms and conditions of employment of AFP employees involved in the provision of Police Services to the ACT pursuant to this Arrangement.
- 13.2 If the Commissioner proposes to vary the terms and conditions of employment of AFP personnel in a way which might affect the manner and cost of providing Police Services to the ACT, the Commissioner shall, before altering those terms and conditions, consult with and advise the Police Minister of the likely implications of the proposed alterations.

### 14. Dispute resolution

- 14.1 The mechanism for resolving disputes arising from this Arrangement will be as follows:
- (a) in the first instance the ACT and AFP contact officers listed at clause 14.2 will use their best endeavours to settle the dispute;
  - (b) if after 30 days the dispute is unresolved or the Contact Officers lack the authority to do so, the matter will be referred to the officers listed in clause 14.3 as the Responsible Officers.

- 14.2 For the purposes of this Arrangement the Contact Officers will be:

For the AFP, Director Corporate Services on advice from the AFP, Chief Operating Officer; and

For the ACT, Executive Director, Legislation and Policy Branch, Justice and Community Safety Directorate.

- 14.3 For the purposes of the Arrangement the Responsible Officers will be:
- (a) For the AFP, Chief Police Officer in consultation with the AFP, Chief Operating Officer; and
  - (b) For the ACT, Director-General, Justice and Community Safety Directorate.
- 14.4 Any dispute or matter of concern to either party arising from this Arrangement that cannot be resolved by the officers nominated at clause 14.2 or 14.3 shall be referred for consultation between resolution by the Commonwealth Minister and the Police Minister.
- 14.5 Contact Officers for the purpose of the annual Purchase Agreement are to be nominated in each Purchase Agreement.

### 15. Duration of this Arrangement

- 15.1 This Arrangement shall commence on a date agreed to by the parties and shall remain in force for five years.
- 15.2 Two years prior to its expiry, the parties shall commence negotiations about the terms and conditions of a renewal of the Arrangement.
- 15.3 If either party decides this Arrangement shall not be continued or renewed, it shall give at least two years notice in writing to that effect.
- 15.4 In the event that a replacement Arrangement is not signed at expiry of the preceding Arrangement, the parties may agree to extend the terms and conditions of the current Arrangement.

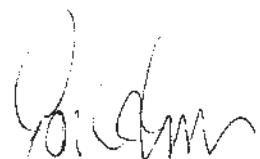
### 16. Purchase Agreement

- 16.1 A Purchase Agreement pursuant to this Arrangement shall be renegotiated annually prior to the commencement of the next financial year, which begins on 1 July.
- 16.2 The annual Purchase Agreement will set outcomes to be achieved, key performance indicators (KPI) and costs for providing the service. In the event that the parties have not signed a Purchase Agreement by 30 June in any year, the parties may agree to the terms and conditions of an interim Purchase Agreement.

16.3 If a KPI in a Purchase Agreement is not consistently met over the period of a purchase agreement, the Police Minister may direct that a review panel be convened as soon as possible to consider performance against the KPI and make recommendations to the Police Minister for remedial action.

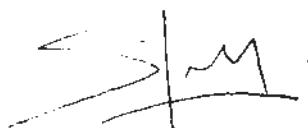
16.4 A review panel under clause 16.3 will consist of at least one member appointed by the Chief Police Officer, one member appointed by the Director-General of the Justice and Community Safety Directorate and an independent person agreed by the Chief Police Officer and the Director-General.

IN WITNESS WHEREOF this Arrangement has been respectively signed for and on behalf of the parties:



SIGNED by the Hon. Brendan O'Connor MP, Minister for Home Affairs, Justice, Privacy and Freedom of Information on behalf of the Commonwealth of Australia

24 June 2011



SIGNED by Simon Corbell MLA, Minister for Police and Emergency Services on behalf of the ACT Government

24 June 2011

## APPENDIX 2: PURCHASE AGREEMENT

### **2011–2012 Purchase Agreement between the ACT Minister for Police and Emergency Services, the Commissioner, Australian Federal Police, and the Chief Police Officer for the ACT for the provision of policing services to the Australian Capital Territory.**

#### Purpose

1. In accordance with the *Australian Federal Police Act 1979* (the Act), the Australian Federal Police (AFP) provides community policing services to the Australian Capital Territory (ACT). The Act also allows for the Commonwealth and ACT Governments to enter an arrangement for the provision of those policing services.
2. On 24 June 2011, the Commonwealth Minister for Home Affairs, Justice, Privacy and Freedom of Information and the ACT Minister for Police and Emergency Services entered an arrangement which established the enabling framework for the provision by the AFP of policing services to the ACT. The Arrangement for the Provision of Police Services to the ACT (the Arrangement) requires the ACT Minister for Police and Emergency Services (the ACT Police Minister), the Commissioner and the Chief Police Officer to enter a Purchase Agreement (the Agreement) for those services. The Agreement is required to set out the details of the goods and services to be purchased by the ACT from the AFP, the agreed price for those services and AFP reporting on performance.
3. This Agreement will be read in conjunction with the Arrangement of 24 June 2011.

#### Parties

4. This Agreement is between the ACT Minister for Police and Emergency Services, the Commissioner of the AFP and the Chief Police Officer for the ACT.

#### Definitions

5. Unless stated otherwise, definitions in the Agreement are the same as in the Arrangement.

#### Scope

6. The output classes covered by this Agreement include all the goods and services to be purchased by the ACT from the AFP through the direct police budget appropriation. This Agreement does not cover activities funded by revenue outside the direct police appropriation.
7. The ACT's purchaser interests covered by this Agreement include:
  - (h) the policing outcome and all associated outputs to be provided, listing final goods and services;
  - (i) performance measures for the outputs, together with targets where appropriate; and
  - (j) financial and resource reporting.
8. No variation of this Agreement is binding unless it is agreed in writing between the parties.
9. The policing outcome and associated outputs to be provided, the price for these outputs, performance measures and definitions are contained within Schedule 1 to this Agreement.

#### Police Resource Model

10. Once finalised, the Police Demand and Resourcing Model for the ACT currently being developed by the ACT Justice and Community Safety Directorate may be used as a tool to assist in analysing options for police staffing and in problem resolution. The Model may also be used by the ACT Government and ACT Policing as a strategic tool to inform decisions in relation to determining future police resources to respond to changing demands, trends and policy impacts on policing in the ACT.

#### AFP Enterprise Agreement 2011–2015

11. The AFP Enterprise Agreement 2011–2015 (AFP EA) will provide the terms and conditions for employment in the AFP for the period 1 July 2011

to 30 June 2015. The AFP EA was still being negotiated at the time of signing this agreement. In accordance with Clause 13.2 of the 2011–16 Arrangement for the Provision of Policing Services to the ACT, if the AFP Commissioner proposes to vary the terms and conditions of employment of AFP personnel in a way which might affect the manner and cost of providing Police Services to the ACT, the Commissioner shall, before altering those terms and conditions, consult with and advise the Police Minister of the likely implications of the proposed alterations.

12. The price of services included in Schedule 1 of this Agreement does not consider the effects of the AFP EA. The AFP will submit a request for additional funding when it is finalised and the ACT Government will consider this request.

## Facilities and Structures

13. In accordance with Clause 4.7 of the Arrangement, a committee (the Justice and Community Safety Directorate and ACT Policing Strategic Accommodation Committee) has been established. The committee is developing a model for the transfer of responsibility for appropriate support for infrastructure and the maintenance of facilities and structures from ACT Policing to the Justice and Community Safety Directorate. The Committee will need to determine the roles, responsibilities, resourcing and costs related to capital works, maintenance and upgrades.
14. ACT Policing will continue to maintain facilities and structures until a model from the committee is agreed. The price of services included in Schedule 1 of this Agreement does not consider the effects of any transfer of responsibility.

## Billing and Payment Arrangement

15. The AFP will follow the general principles of Commonwealth Cost Recovery Guidelines where appropriate in the provision of policing services to the ACT Government.<sup>1</sup>

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<sup>1</sup> Australian Government Cost Recovery Guidelines, Department of Finance and Administration Circular 2005/09

16. Payments to the AFP will be on a pro-rata monthly basis in accordance with the *2011–12 Appropriation Payment Schedule for ACT Policing*.

## Enabling Services Costs

17. Enabling services costs to support new initiatives will be included as part of any ACT Policing budget bids.
18. The Territory and AFP Responsible Officers, as defined under Clause 24 of the Agreement, will negotiate the need to fund additional enabling services on the basis of any extraordinary change in demand that may arise as a result of a policy change by the Territory or by an unforeseen change in social circumstances in the ACT, including as referred to the Territory by the Chief Police Officer. ACT Treasury will be informed of any additional funding requirements that are deemed necessary as soon as practically possible.

## Powers and Obligations

19. In accordance with the Arrangement, the Chief Police Officer for the ACT, subject to the authority of the Commissioner of the AFP, will be responsible to the ACT Police Minister for the achievement of the policing outcome and delivery of outputs set out in the Purchase Agreement and the general management and control of AFP personnel and resources deployed for the purposes of the Arrangement.
20. Short-term variations to targets and priorities set by this Agreement may be determined by the Police Minister, in accordance with Clause 8, including at the request of the Chief Police Officer, following consultation and with reasonable notice.
21. Such variations will be appended to this Agreement and should be within budget limits unless otherwise agreed.
22. Subject to Clause 7 of the Arrangement, the Chief Police Officer will provide services in support of ACT ministerial information requirements which are compliant with ACT Government standards.

## Duration of Agreement

23. The Agreement shall apply for the period 1 July 2011 to 30 June 2012 in accordance with Clause 16.1 of the Arrangement.

## Reporting

24. The Chief Police Officer shall report to the ACT Police Minister within one calendar month at the end of each quarter, unless otherwise agreed by parties, on those matters prescribed in Schedules 1, 2, 3 and 4 in this Agreement. The reports will be provided in a format agreed by the parties, covering performance, finance and resources and complaints management and also in a format suitable to be published, should the Minister so choose to do.
25. Pursuant to the AFP Professional Standards Framework outlined at Schedule 4 to this Agreement, the AFP will, in accordance with Clause 24, report to the Territory on a quarterly basis in relation to complaints management, including with regard to the following matters:
- Complaints submitted by category;
  - Complaint trends/systemic issues;
  - Complaints submitted by source;
  - Status of complaints;
  - Finalised conduct issues by category; and
  - Conduct issue trends.

## Dispute Resolution

26. The mechanism for resolving disputes arising from this Agreement will be as follows:
- (a) in the first instance the Territory and AFP contact officers listed will use their best endeavours to settle the dispute; and
  - (b) if after 30 days the dispute is unresolved or the Contact Officers lack the authority to do so, the matter will be referred to the officers listed as the Responsible Officers.

27. For the purposes of this Agreement the Contact Officers will be:
- (a) for the AFP, Director, Corporate Services on advice from the AFP Chief Operating Officer; and
  - (b) for the Territory, Executive Director, Legislation and Policy Branch, Justice and Community Safety Directorate.
28. For the purposes of the Agreement the Responsible Officers will be:
- (a) for the AFP, Chief Police Officer in consultation with the AFP Chief Operating Officer; and
  - (b) for the Territory, Director-General, Justice and Community Safety Directorate.
29. Any dispute or matter of concern to either party arising from this Agreement that cannot be resolved by the officers nominated at Clause 27 or 28 shall be referred to the Commissioner and the Police Minister.

## Annual Report

30. The Chief Police Officer shall also report annually to the ACT Police Minister, at a time nominated by the ACT Police Minister, on the provision of police services pursuant to the Purchase Agreement.

## Future Agreements

31. Performance measures recognising services delivered to specific police client groups will continue to be developed for inclusion in the 2012–13 Purchase Agreement. Specific client groups might include victims of crime, those reporting criminal incidents and those requiring police services for non-crime related matters.

## Schedule 1 – Performance Reporting

### **Outcome**

In partnership with the community, create a safer and more secure Australian Capital Territory through the provision of quality police services.

This will be achieved through four main areas of activity: Crime and Safety Management; Traffic Law Enforcement and Road Safety; Prosecution and Judicial Support; and Crime Prevention.

### **Outputs**

#### **CRIME AND SAFETY MANAGEMENT**

- *Incident Response and Policing Support for the Community*
- *Crime Detection and Investigation*

ACT Policing will provide a safer and more secure Australian Capital Territory so that members of the community can go about their daily lives without undue fear of crime.

This will be achieved by:

- i. providing efficient and effective police response to calls for assistance received from members of the community;
- ii. conducting investigations to detect offenders and bring them to justice; and
- iii. maintaining a proactive presence in the community, driven by the analysis of police intelligence data.

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*Output price:* \$94,135,000

#### **TRAFFIC LAW ENFORCEMENT AND ROAD SAFETY**

ACT Policing will enforce traffic laws and promote safer behaviour on ACT roads with the objectives of reducing the number of crash fatalities and injuries to members of the community.

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*Output price:* \$10,217,000

#### **PROSECUTION AND JUDICIAL SUPPORT**

ACT Policing will maximise the number of successful prosecutions in Court by providing support to the Director of Public Prosecutions and the Courts.

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*Output price:* \$23,010,000

#### **CRIME PREVENTION**

ACT Policing will seek to reduce and prevent crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community's role in their own safety and security.

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*Output price:* \$12,717,000

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*Total price =* \$140,079,000

The above four main outputs will be achieved through the provision of police resources – including personnel, as defined and explained in Schedule 2 of this Agreement.

The attribution of prices to outputs is indicative of resource prioritisation by outputs and may vary throughout the year according to the operational assessment of the Chief Police Officer. Changes to the total price must be agreed by both parties.

As noted in Clause 11 of this Agreement, the price shown in this Schedule does not include funding for the effects of the AFP Enterprise Agreement 2011–2015 and a request for additional funding will be submitted by the AFP when the Enterprise Agreement is finalised.

## Performance Measures<sup>1</sup>

MEASURES	TARGET
<b>Level of Crime</b>	
1. Number of offences against the person reported or becoming known per 100,000 population. <sup>a</sup>	800 or less <sup>b</sup>
2. Number of offences against property reported or becoming known per 100,000 population. <sup>a</sup>	8500 or less <sup>b</sup>
3. Percentage of offences against the person cleared.	67% or more <sup>b</sup>
4. Percentage of offences against property cleared.	14% or more <sup>b</sup>
<b>Perceptions of Crime</b>	
5. Percentage of persons who are concerned about becoming a victim of physical assault in a public place – excluding sexual assault in the next 12 months. <sup>a,c,d</sup>	National Average or less
6. Percentage of persons who are concerned about becoming a victim of sexual assault in the next 12 months. <sup>a,c,d</sup>	National Average or less
7. Percentage of persons who are concerned about becoming a victim of housebreaking in the next 12 months. <sup>a,c,d</sup>	National Average or less
8. Percentage of persons who are concerned about becoming a victim of motor vehicle theft in the next 12 months. <sup>a,c,d</sup>	National Average or less
9. Percentage of persons who feel safe at home alone during the day. <sup>a,c,d</sup>	National Average or more
10. Percentage of persons who feel safe at home alone during the night. <sup>a,c,d</sup>	National Average or more
<b>Police Responsiveness</b>	
11. Response times for Priority One Incidents:	
• Within 8 minutes;	60% or more
• Within 12 minutes.	90% or more
12. Response times for Priority Two Incidents:	
• Within 20 minutes;	60% or more
• Within 30 minutes.	95% or more
13. Response times for Priority Three Incidents: Where police attention or response is required:	
– as determined in consultation with the complainant;	90% or more
– but, in any event, no later than 48 hours from the initial contact by the complainant.	
14. Percentage of 000 calls answered on first or second presentation:	
• On first presentation;	90% or more
• On second presentation.	98% or more
<b>Public Confidence in Police</b>	
15. Percentage of persons satisfied with most recent contact with police services. <sup>c,d</sup>	National Average or more
16. Percentage of persons who agree that police perform their job professionally. <sup>c,d</sup>	National Average or more
17. Percentage of persons who agree that police treat people fairly and equally. <sup>c,d</sup>	National Average or more
<b>Road Safety</b>	
18. Number of road crashes resulting in death per 100,000 population. <sup>a</sup>	4.2 or less <sup>b</sup>
19. Number of road crashes resulting in injury per 100,000 population. <sup>a</sup>	180 or less <sup>b</sup>
20. Percentage of persons who self-report to driving 10km per hour or more over the speed limit. <sup>a,c,d</sup>	National Average or less
21. Percentage of persons who self-report to driving while not wearing a seatbelt. <sup>a,c,d</sup>	National Average or less

MEASURES	TARGET
22. Percentage of persons who self-report to driving while suspecting they are over the prescribed alcohol limit. <sup>a,c,d,e</sup>	National Average or less
23. Percentage of persons who self-report to driving when using a mobile phone. <sup>a,c,d</sup>	National Average or less
<b>Supporting the Judicial Process</b>	
24. Percentage of briefs delivered to the DPP within the designated timeframe. <sup>f</sup>	75% or more
25. Percentage of cases finalised by offence proved in court. <sup>g,h</sup>	80% or more
26. Percentage of cases finalised by a not-guilty verdict or otherwise withdrawn. <sup>i,j</sup>	18% or less
27. Percentage of cases otherwise resolved. <sup>g,j,k</sup>	5% or less
<b>Crime Prevention</b>	
28. Percentage of persons who perceive the following quality of life issues to be a problem in their neighbourhood <sup>a,c,d</sup> :	
• speeding cars, dangerous or noisy driving	National Average or less
• graffiti/vandalism	National Average or less
• louts/gangs	National Average or less
• drunken/disorderly behaviour	National Average or less
29. Number of juveniles referred to diversionary programs <sup>l</sup>	55 or more <sup>m</sup>
30. Number of persons referred to community support agencies.	5100
31. ACT Policing Victim Liaison Officers providing contact with victims of indictable crime reported to police. <sup>m</sup>	75%
32. Number of referrals to drug diversion programs (drug demand reduction effort).	65 or more <sup>b</sup>

#### Schedule 1 — Notes

1. It must be noted that not all measures contained within this table are fully within the purview of ACT Policing to control or influence.
- a. These measures encompass the jurisdiction of a great many public and private institutions and individuals who contribute to the overall results and standings. Success in these targets is not the sole domain or responsibility of ACT Policing.
- b. These targets are based on a three year average.
- b1. ACT Policing has sought an aspirational target in relation to reported offences against the person for 2011–12 with the understanding that there are a number of externalities which may adversely impact on the ability of ACT Policing to positively influence outcomes against this measure.
- c. These measures are sourced from the National Survey of Community Satisfaction with Policing (NSCSP), a self-reporting survey conducted by the Social Research Centre.
- d. Using the results of the relevant NSCSP questions, the percentage of persons ‘concerned’ in Measures 5–8 equals those who scored ‘somewhat concerned’ or ‘very concerned’; the percentage of persons ‘who feel safe’ in Measures 9–10 equals those who scored ‘safe or ‘very safe’; the percentage of persons ‘satisfied’ in Measure 15 equals those who scored ‘satisfied’ or ‘very satisfied’; the percentage of persons ‘who agree’ in Measures 16–17 equals those who scored ‘agree’ or ‘strongly agree’; the percentage of persons ‘self-report to driving’ in Measures 20–23 equals those who scored ‘sometimes’, ‘most of the time’ or ‘always’. Measure 28 equals those who scored ‘somewhat of a problem’ or ‘major problem’ for each separate problem.
- e. In the ACT, the prescribed limit is 0.00g of alcohol per 100mL of blood for those classed as a ‘special driver’ in the Road Transport (Alcohol and Drugs) Act 1977. Special drivers’ include those with a learner, provisional, probation, restricted, suspended and disqualified licence. The prescribed limit for all other drivers is 0.05g of alcohol per 100mL of blood.
- f. Briefs delivered to the DPP within the designated timeframe include those where a formal extension was applied for and granted.
- g. These measures are based on the concept of a ‘case’ where a person may be brought before the court on multiple charges. The charges are, for the purposes of this measure, grouped under the apprehension identification number which is automatically generated by the PROMIS Case Management System.
- h. This measure records successful prosecutions as being those where any of the charges under one apprehension identification number has been proven before the court.
- i. This measure records cases where none of the charges under one apprehension identification number have been proven before the court.
- j. This measure records cases which resulted in a court appearance where a magistrate or judge has made a determination which is not related to a finding of guilty or not guilty. This currently refers to mental health orders used by a court.
- k. The term “otherwise resolved” includes cases referred to the Mental Health Tribunal, remands by the court before a matter is determined.
- l. Excludes other agency referrals. Target based on 2008–09 benchmark year data.
- m. This indicator measures all cases where ACT Policing Victim Liaison Officers have made initial contact with victims for specific indictable offences reported to police within the 2011–12 reporting period.

## Schedule 1 — Definitions

TERM	DEFINITION
Offence	A breach of the criminal law.
Offences against the person	Offences against the person include homicide and related offences, assaults, sexually based offences, kidnap and other person offences.
Offences against property	Offences against property include robbery, blackmail, extortion, burglary, fraud, motor vehicle thefts, other theft offences, property damage and environmental offences.
Offence cleared	Offences cleared by arrest, caution, summons, charge withdrawn, unfounded, Voluntary Agreement to Attend Court, charge before court, diversionary conference, Simple Cannabis Offence Notice, complaint withdrawn by victim, insufficient evidence to proceed or otherwise resolved.

TERM	DEFINITION
Comparability of Survey of Community Satisfaction with Policing results	The National Survey of Community Satisfaction with Policing (NSCSP) was conducted by Roy Morgan Research from 1 July 2006 to 30 June 2010. Since 1 July 2010 the NSCSP is conducted by the Social Research Centre. While the content of the survey remains relatively similar over time, there is some potential for variations in results based solely on the difference in the survey methodologies and survey providers.
Prioritised response model	The model used by the Computer Aided Dispatch system to prioritise incidents for dispatch of patrols.
Police response	All police attendance to calls for assistance from members of the community that fit within the prioritised response model.
Priority One Incident	Life threatening or time critical situations.
Priority Two Incident	Situations where the information provided indicates that time is important, but not critical.
Priority Three Incident	There are two possible responses to situations where there is no immediate danger to safety or property. This will be either police attention or police response. Each incident will be managed on a case by case basis in full consultation with the complainant. During that consultation, a determination will be made as to whether the complainant agrees that the matter can be handled over the telephone (police attention) or if attendance is required by Police. If the latter, then attendance must be not later than 48 hours from the initial contact by the complainant.
Percentage of 000 calls answered on first and second presentation.	It is the policy of TELSTRA to re-present 000 calls to another line after 9 rings in order to maximise the response rate. This is a national standard endorsed by Emergency Services Organisations across Australia. The measurement of response to 000 calls is based on average operating capacity and the target for this measure does not include abnormal instances created by one major event where operating capacity is overloaded due to multiple reporting of the same incident.
Complaint issues	Issues associated with a complaint made in accordance with Part V of the <i>Australian Federal Police Act 1979</i> .
Custody	The restriction or removal of a person's right to freedom of movement. May also be <i>constructive</i> as a result of a person <i>believing</i> that they may not exercise their free will as a result of dealings with a police officer and is deemed to exist in circumstances where a person:
	i. is in the company, care, custody or control of a member or special member, and is restricted from leaving that company for the time being;
	ii. is placed in a holding room;
	iii. is lodged in police cells or an area or facility controlled by police; or
	iv. is placed under arrest.
Injury	An injury sustained by any person as a result of a collision, which necessitates treatment by a medical practitioner.

TERM	DEFINITION
DPP	Director of Public Prosecutions.
Hearing brief of evidence	A collation of all relevant evidentiary material relating to a prosecution to be forwarded to the DPP. It is accepted that for the Judicial Process Measures (Numbers 24, 25, 26, 27) the efficiency of other agencies such as the DPP as well as the capacity of victims and witnesses to present their evidence may also affect judicial process outcomes.
Contact with Victim	ACT Policing Victim Liaison Officers (VLO's) contact victims either via phone, letter or face to face. The VLO's may contact victims of the following indictable offences: <ol style="list-style-type: none"> <li>1. Family Violence;</li> <li>2. Homicide;</li> <li>3. Stalking;</li> <li>4. Assault;</li> <li>5. Sexual Assault (including Acts of Indecency and Indecent Exposure);</li> <li>6. Kidnapping;</li> <li>7. Robbery; and</li> <li>8. Residential Burglary</li> </ol> For offences investigated by ACT Policing's Criminal Investigations portfolio, contact with victims is made where necessary after consultation with the relevant case officer.

## Schedule 2 — Resource Reporting

### FTE Number

The ACT Government has agreed to fund the Full Time Equivalent (FTE) of 931 AFP employees engaged in the provision of community policing services to the ACT for financial year 2011–12. (831 FTE plus 100 FTE enabling). This number is a budgeted figure only, acknowledging that actual staffing levels will vary at any given time.<sup>2</sup> This budgeted figure is used in this Agreement for information only and not as a performance measure.

### Reporting

In accordance with Clause 24 of the Agreement, the Chief Police Officer will report quarterly to the Police Minister on the deployment, operational status and movement of ACT Policing employees. Reporting will include:

- Definitions;
- Designation of staff as per operational and non-operational staff;
- Aggregated number of staff transfers into ACT Policing; and
- Aggregated staff transfers out of ACT Policing;

The Chief Police Officer will give timely advice to the Minister on any senior AFP personnel movements or changes (from Superintendent rank (or equivalent) upwards).

<sup>2</sup> The budgeted FTE number is an annualised figure with actual FTE varying at any time in line with operational requirements. For example, the AFP may deploy additional resources to support ACT Policing in high workload periods such as Christmas/New Year period. Any increase in staffing may then be offset by reductions during low workload periods (winter) in order to remain within annual budgeted levels.

## Schedule 3 — Financial Reporting

The Chief Police Officer will provide the following report on a quarterly basis in accordance with Clause 24 of this Agreement:

Australian Federal Police ACT Community Policing Financial Performance For the period 2010-2011						
	Current Budget 2010-11	Expenditure YTD	YTD Budget	Pro-rata Expenditure Rate Based On Phased Budgets	Full Year Estimate	Over/Under (-)
<b>Employee Expenses</b>						
Base Salaries (inc HDA)						
Composite Salaries						
Provision for Recreation Leave						
Provision for Long Service Leave						
Superannuation						
Overtime & Penalties ACTP						
Worker's Compensation - Comcare						
<b>Total Salary Related Expenses</b>						
<b>Administrative Expenses</b>						
Communications Expenses						
Computer Expenses						
Consultants/Contractors						
General Expenses						
Insurance						
Motor Vehicle Expenses						
Office Expenses						
Other Operational Costs						
Security						
Staff Expenses						
Training						
Travel Expenses						
Property Items Discretionary						
<b>Total Administrative Expenses</b>						
<b>Non-Discretionary</b>						
Property Operating Expenses						
Termination Payments						
Compensation & Legal						
Depreciation						
<b>Total Non-Discretionary Expenses</b>						
<b>Enabling Expenses</b>						
People Strategies						
Financial & Commercial						
Learning & Development						
Legal Services						
Forensic & Technical Services						
Professional Standards						
Information Services						
<b>Total Enabling Expenses</b>						
<b>Total</b>						

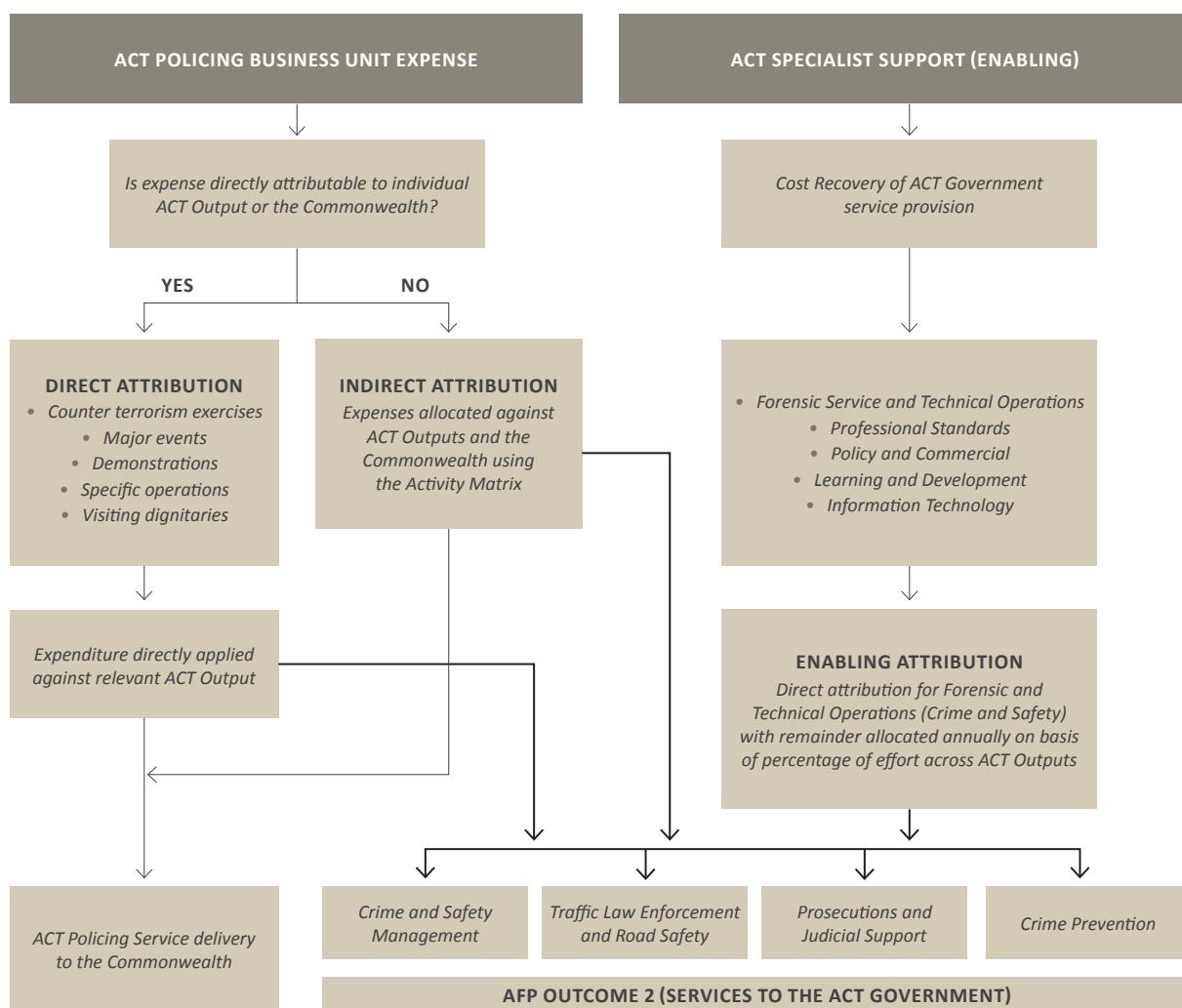
The report will be accompanied by commentary where consolidated node variations exceed 5 per cent of pro-rata phased budgets.

## Schedule 3 — Notes

### **Cost Attribution Methodology**

The AFP provides Community Policing services to the ACT Government on a cost recovery basis. Costs are calculated against defined outputs to be met by the AFP's ACT Policing business unit and some specialised elements from the wider AFP (Enabling). ACT Policing business unit costs are apportioned between the ACT and Commonwealth Governments on the basis of direct and indirect cost attribution. Costs associated with AFP operational and corporate support (Enabling) are determined using Commonwealth Government Cost Recovery Guidelines where appropriate.

### **AFP Cost Attribution Diagram**



### *Indirect Attribution*

The annual ACT Policing Activity Survey, which is used as an input into the Activity Matrix will be conducted at a time agreed to by the Police Minister and the Chief Police Officer. Any additional surveys or alternative methods of activity recording will be conducted where agreed to by both parties. Any changes to the Activity Matrix will be applied to the Financial Management Information System (FMIS) as soon as practical. No retrospective changes to the Activity Matrix will be made without the agreement of both parties.

### *ACT Funding Considerations*

The following components are part of the ACT considerations for ACT Policing costs to the Territory in 2011–12:

ACT Budgeted Full-Time Equivalents (FTE) of 931 FTE (831 FTE plus 100 FTE (enabling)) = \$140,079,000. (As noted in Clause 11 of this Agreement, this figure does not include funding for the effects of the AFP Enterprise Agreement 2011–2015.)

Annual ACT Policing budget determined by annual budget outcomes with costings for any additional police calculated on level of police officer's experience and skill to perform task. The budgeted figure includes enabling services and incorporates the equalisation contribution for Police provided in the ACT GST pool.<sup>3</sup>

## Schedule 3 — Definitions

TERM	DEFINITION
Activity Survey	An annual statistical analysis of ACT Policing activities undertaken over a seven day period to capture and define the more routine tasks performed by ACT Policing which are not readily identified by direct cost-attribution. These tasks are subsequently attributed to either Commonwealth or ACT Outputs delivered by ACT Policing.
Activity Matrix	A table of values derived from a budget weighted average of activity survey data used to allocate indirect costs against ACT Policing Outputs at a cost centre level.
Enabling	Services purchased from the wider AFP such as Information Technology or Forensic Services not within the managerial responsibility of the Chief Police Officer.
FMIS	Financial Management Information System or otherwise known as Accounting System.

## Schedule 4 - Professional Standards of the AFP

1. AFP Professional Standards is the primary mechanism for maintaining integrity and professional standards in the AFP. The professional standards of the AFP to be complied with by AFP appointees are determined through:
  - The *Australian Federal Police Act 1979* (the Act);
  - The *Australian Federal Police Regulations 1979* (the Regulations);
  - Commissioner's Orders;
  - Commissioner's Financial Instructions;
  - The AFP Core Values;
  - The AFP Code of Conduct;
  - Commander's Orders;
  - National Guidelines;
  - Practical Guidelines; and
  - Australian Federal Police policies.
2. The professional standards of the AFP apply to all AFP appointees in Australia, its territories and overseas.

<sup>3</sup> The equalisation contribution replaces the Special Fiscal Needs (SFN) allowance provided by the Commonwealth in recognition of the ACT not having control over the terms and conditions of employment of AFP employees.

### **AFP Core Values**

3. Fundamental to compliance with the professional standards of the AFP is a requirement to adhere to the core values of the organisation. The core values of the AFP are as follows:

VALUE	DESCRIPTION
Integrity	A quality that underpins an individual's soundness of moral principles. It is manifested in their uprightness, honesty and sincerity in their approach to themselves, others and their work.
Commitment	Characterised by dedication, application, perseverance, a belief in a personal capacity and professionalism to achieve and add value.
Excellence	Seeking improvement in everything we do and in the quality of the services we provide.
Accountability	Ownership of work results, personal actions and being answerable for outcomes.
Fairness	Characteristics of impartiality and equity.
Trust	Faith, confidence and being able to rely and depend on others.

### **4. AFP Code of Conduct**

Conduct expected of all AFP appointees is expressed in legislative instruments, AFP governance documents and policies and in particular Commissioner's Order 2, AFP Code of Conduct and AFP Core Values.

Fundamental to compliance with the professional standards of the AFP is a requirement to adhere to the AFP Code of Conduct. The AFP Code of conduct requires <sup>4</sup>:

- 4.1 An AFP appointee must act with due care and diligence in the course of AFP duties.
- 4.2 An AFP appointee must act with honesty and propriety in the course of AFP duties.
- 4.3 An AFP appointee must act with fairness, reasonableness, courtesy and respect, and without discrimination or harassment, in the course of AFP duties.

<sup>4</sup> Note that this section is taken from Commissioner's Order 2 hence the numbering may appear out of sequence with the body of this document.

- 4.4 An AFP appointee must, at all times, comply with all applicable Australian laws. For this purpose, Australian law means:
  - a) any Act, or any instrument made under an Act; or
  - b) any law of a State or Territory, including any instrument made under such a law.
- 4.5 An AFP appointee must comply with any lawful direction given by a person who has the authority to give such direction.
- 4.6 An AFP appointee must disclose, and at all times take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with their AFP duties or employment.
- 4.7 An AFP appointee must not make improper use of:
  - a) information obtained directly or indirectly as a result of AFP duties or employment; or
  - b) duties, status, power or authority as an AFP appointee; in order to gain, or seek to gain, a benefit or advantage for the appointee or for any other person, or for any other improper purpose.
- 4.8 An AFP appointee must use and manage Commonwealth resources in a proper manner.
- 4.9 An AFP appointee must at all times behave in a way that upholds the good order and discipline of the AFP.
- 4.10 An AFP appointee must at all times behave in a way that upholds the AFP core values, and the integrity and good reputation of the AFP.
- 4.11 While deployed overseas, an AFP appointee must at all times behave in a way that upholds the good reputation of Australia.

In accordance with sections 40RH and 40RJ of the Act, a "conduct issue" is any conduct of an AFP appointee that contravenes AFP professional standards or constitutes corrupt conduct. This also includes failing or refusing to engage in conduct.

A matter is considered a conduct issue even if:

- The subject is no longer an AFP appointee;
- The conduct occurred before the subject became an AFP appointee; occurred off duty or was private in nature;

- The conduct by the appointee also involves / implicates someone who is not an appointee;
- The conduct occurred prior to commencement of Part V of the Act; or
- The subject appointee cannot be identified.

Lawful and reasonable off-duty or private conduct will not be investigated unless the conduct has a bearing on AFP professional standards.

#### ***Compliance***

5. Compliance with the professional standards of the AFP is the responsibility of every AFP appointee.

#### ***Contravention of professional standards***

6. Where an AFP appointee becomes aware of a contravention of professional standards of the AFP by any AFP appointee, that appointee must report the contravention in accordance with the requirements of Commissioners Order 2.
7. A contravention of the professional standards of the AFP may be an AFP conduct issue (which includes corrupt conduct) pursuant to Part V of the Act.

#### ***Complaint management methodology and processes***

8. Part V of the Act establishes procedures by which:
  - a) AFP conduct issues;
  - b) AFP practices issues; and
  - c) other issues related to the Australian Federal Police may be raised and dealt with.
9. AFP conduct issues are dealt with in accordance with their seriousness and as defined by their category. Wherever possible, less serious matters are dealt with by management action. More serious matters are generally investigated by Professional Standards Investigations.

#### ***AFP conduct issues***

10. Part V of the Act deals with the categorisation of AFP conduct issues and the complaints management framework for the AFP. The four categories of conduct issues are outlined in Attachment 1 to this Schedule.

11. Pursuant to s. 40RM of the Act, the Commissioner and the Commonwealth Ombudsman may, by agreement, determine that conduct of a particular kind will be categorised as a Category 1, 2 or 3 conduct issue.

#### ***Complaints by Members of the Public***

12. The AFP supports the rights of members of the public to complain. Members of the public can complain about:
  - the conduct or actions of individual AFP appointees, or
  - the practices and procedures of the AFP.
13. A complaint can be made even in circumstances where:
  - the conduct or actions of the appointee occurred outside of Australia
  - the appointee was off-duty and their conduct breaches the AFP professional standards, or
  - the complainant cannot fully identify the AFP appointee concerned.

#### ***How Members of the Public Lodge a Complaint***

14. A complaint must be lodged directly with the AFP. A complaint can be lodged by:
  - completing an online form (link is: [https://forms.afp.gov.au/online\\_forms/complaints\\_form](https://forms.afp.gov.au/online_forms/complaints_form))
  - attending or telephoning any AFP police station or office,
  - contacting or writing to Professional Standards, or
  - the Commonwealth Ombudsman.

#### ***Complaint Management Teams***

15. A Complaint Management Team (CMT) is established in ACT Policing.
16. The functions, roles and establishment of CMTs will be in accordance with the AFP National Guideline on Complaint Management.

### ***Professional Standards investigations***

Professional Standards Investigations (PSI) is based in most AFP offices and some overseas missions. PSI is headquartered at AFP HQ in Canberra and provides professional standards investigations services to ACT Policing. Within the Professional Standards tiered model, PSI investigate Category 3 conduct matters and, in consultation with other agencies, may investigate some corruption matters in support of the Australian Commission for Law Enforcement Integrity (ACLEI). Appointees outside of the Professional Standards portfolio can also be empowered to conduct investigations on behalf of Professional Standards.

Although the AFP Commissioner and the Law Enforcement Ombudsman may determine what comprises a Category 3 matter, such matters are limited to conduct that does not raise a corruption issue. Potential outcomes that may be applied to an AFP appointee for an established Category 3 matter include training and development and remedial action as described in Category 2; termination action and/or criminal charge.

An investigator of a Category 3 or corruption matter, in addition to normal police powers of investigation, may for the purposes of the investigation utilise certain powers bestowed on such investigators by Part V of the AFP Act 1979. These powers include directing appointees to give information, produce documents or answer questions as well as being able to enter premises occupied by the AFP and to inspect certain material.

### ***The Commonwealth Law Enforcement Ombudsman***

While AFP Professional Standards (PRS) is responsible for resolving complaints about the actions of AFP appointees in accordance with Part V of the *Australian Federal Police Act 1979*, The Commonwealth Ombudsman has a role in providing independent oversight of such matters.

If a complainant remains dissatisfied after making a complaint to the AFP, then that person can make a complaint to the Commonwealth Ombudsman under the *Ombudsman Act 1976*.

The person can complain about the conduct or actions of individual AFP members; or the policies or procedures of the AFP as an agency.

### ***Reporting of ACT Policing Complaint Matters***

17. Quarterly reporting of ACT Policing complaint matters will occur and will cover such matters as:

- Complaints submitted by category (see Attachment 1);
- Complaint trends/systemic issues;
- Complaints submitted by source;
- Status of complaints;
- Finalised conduct issues by category; and
- Conduct issue trends.

## Attachment 1

CATEGORY	DESCRIPTION
Category 1 conduct	<p>Category 1 conduct is inappropriate conduct that:</p> <ul style="list-style-type: none"> <li>i. relates to minor management matters or customer service matters; or</li> <li>ii. reveals a need for improvement in the performance of the AFP appointee concerned; and</li> </ul> <p>conduct of that kind does not warrant being treated as category 2 or 3 conduct.</p>
Category 2 conduct	<p>Category 2 conduct is:</p> <ul style="list-style-type: none"> <li>i. minor misconduct by an AFP appointee; or</li> <li>ii. inappropriate conduct that reveals unsatisfactory behaviour by an AFP appointee; and</li> </ul> <p>conduct that:</p> <ul style="list-style-type: none"> <li>i. would otherwise be category 1 conduct; and</li> <li>ii. warrants, because of its repeated nature, being treated as category 2 conduct; and</li> </ul> <p>conduct of that kind does not warrant being treated as category 3 conduct.</p>
Category 3 conduct	<p>Category 3 conduct is:</p> <ul style="list-style-type: none"> <li>i. serious misconduct by an AFP appointee; or</li> <li>ii. conduct that raises the question of whether termination action should be taken in relation to an AFP appointee; or</li> <li>iii. conduct that involves a breach of the criminal law, or serious neglect of duty, by an AFP appointee; and</li> </ul> <p>conduct of that kind that does not raise a corruption issue.</p>
Corruption issue	<p>A corruption issue is when a person who is, or has been, a staff member of a law enforcement agency:</p> <ul style="list-style-type: none"> <li>i. has, or may have, engaged in corrupt conduct; or</li> <li>ii. is, or may be, engaging in corrupt conduct; or</li> <li>iii. will, or may at any time in the future, engage in corrupt conduct.</li> </ul>

Simon Corbell MLA  
Minister for Police and  
Emergency Services  
24 June 2011

Tony Negus  
Commissioner  
Australian Federal Police  
24 June 2011

Roman Quaedvlieg  
Chief Police Officer  
for the ACT  
24 June 2011

# APPENDIX 3: MINISTERIAL DIRECTION

## Minister for Police and Emergency Services Simon Corbell MLA

This Direction is issued under Section 6 of the Policing Arrangement between the Commonwealth and ACT Governments and outlines the Government's priorities and expectations for the AFP and the Chief Police Officer. This direction is to be read in conjunction with the 2011–2012 Purchase Agreement between the Minister for Police and Emergency Services, the AFP Commissioner and the Chief Police Officer for the ACT.

### The role of the Australian Federal Police

In accordance with the *Australian Federal Police Act 1979* (the Act), the Australian Federal Police (AFP) provides community policing services to the Australian Capital Territory (ACT). In accordance with the Act the Commonwealth and ACT Governments entered into an arrangement for the provision of policing services in June 2011. This arrangement details the goods and services to be purchased by the ACT from the AFP. This arrangement is supported by annual Purchase Agreements which outline the range of deliverables, key performance indicators (KPIs) and the agreed price for those services. Consistent with this agreement I expect ACT Policing to pay due attention to all elements of the Purchase Agreement.

### Special areas of focus

The ACT Government expects the AFP to give special emphasis to the following broad issues during financial year 2011–12:

- Take a leadership role with partner agencies in realising the vision and objectives of the ACT 2010–2013 Aboriginal and Torres Strait Islander Justice Agreement.
- Continue to work with partner agencies to implement the revised 2011–2014 property crime reduction strategy.
- Continue to take a leadership role with partner agencies in the delivery of liquor industry reforms in the ACT (with particular emphasis on minimising the adverse effects of alcohol-related violence in public places).

- With partner agencies, continue to develop and implement the mental health intervention strategy.
- Continue to work with partner agencies to develop and deliver random driver drug testing with the aim of improving road safety within the Territory.

### Reporting

The Government expects the AFP to report quarterly to the Minister for Police and Emergency Services on progress against special areas of focus.



Simon Corbell MLA  
Minister for Police and Emergency Services

24 June 2011

## APPENDIX 4: FINANCIAL STATEMENTS AND STATEMENTS OF PERFORMANCE



10 September 2012



Mr Roman Quaedvlieg  
Chief Police Officer for the ACT  
GPO Box 401  
CANBERRA ACT 2601

Dear Mr Quaedvlieg

**ACT COMMUNITY POLICING  
SPECIAL PURPOSE FINANCIAL STATEMENT AND STATEMENT OF PERFORMANCE  
AUDITS 2011-12**

I am writing to advise that my audits of the ACT Community Policing's special purpose financial statement and Statement of Performance for the year ended 30 June 2012 have now been completed. In accordance with section 26(2) of the *Auditor-General Act 1997*, I have the pleasure in attaching for your information a copy of my unmodified auditor's reports together with the financial statements to which they relate.

Please note that while the audit report on the special purpose financial statements is unmodified, I draw attention under the Basis of Preparation of the Financial Statement to two matters mentioned in Note 1 *Summary of Significant Accounting Policies* as follows:

As disclosed in Note 1(a) *Basis of Preparation of the Financial Statements*, the Income Statement is a special purpose statement prepared under the terms of the AFP's Policing Arrangement with the A.C.T. Government. As a result, the special purpose financial statements may not be suitable for another purpose; and

As disclosed in Note 1(b) *Enabling Expenses*, the calculation of enabling expenses was rebased in 2006-07 in accordance with the 2006/07 Purchase Agreement. Enabling expenses of \$24.006 million (2010-11: \$23.426 million) have been disclosed in the Income Statement for the Year Ended 30 June 2012 using the rebased methodology. The financial effect of using the rebased methodology compared to using the previously agreed base in 2011-12 is to increase enabling expenses by \$1.781 million (2011: \$1.385 million). As is also disclosed, the A.C.T. Justice and Community Safety Directorate has not provided additional funding for the rebased cost of enabling services.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kristian Gage'.

Kristian Gage  
Audit Principal

Delegate of the Auditor-General

**AUSTRALIAN FEDERAL POLICE**

**A.C.T. COMMUNITY POLICING**

**FINANCIAL STATEMENTS**

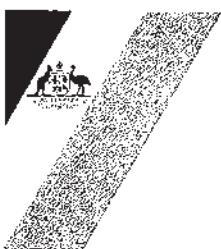
For the year ended 30 June 2012

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Income Statement

Notes to the Income Statement



## INDEPENDENT AUDITOR'S REPORT

### To the Chief Police Officer for the Australian Capital Territory

I have audited the accompanying special purpose financial statement of the Australian Federal Police (AFP) for Australian Capital Territory (A.C.T.) Community Policing for the year ended 30 June 2012. This statement is required to be prepared under a formal Arrangement made in 2011 between the Minister for Home Affairs, Justice, Privacy and Freedom of Information of the Commonwealth and the A.C.T., for the Provision of Police Services to the A.C.T. and comprise:

- Statement by the Chief Police Officer for the A.C.T. and the Chief Finance Officer;
- Income Statement for the year ended 30 June 2012; and
- Notes to and forming part of the Income Statement, including a Summary of Significant Accounting Policies.

### *Responsibility of the Chief Police Officer for the A.C.T. for the Financial Statement*

The Chief Police Officer for the A.C.T. is responsible for the preparation and presentation of the financial statement and the information it contains, and has determined that the accounting policies used and described in Note 1 to the financial statement are appropriate and in accordance with the format and methodology provided by the A.C.T. Justice and Community Safety Directorate. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statement that is free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial statement based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate 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 about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the AFP's preparation of the financial statement that give a true and fair view 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 AFP's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Chief Police Officer for the A.C.T., as well as evaluating the overall presentation of the financial statement.

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

*Independence*

In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

*Opinion*

In my opinion, the AFP's special purpose financial statement for A.C.T. Community Policing present fairly, in accordance with the accounting policies described in Note 1 to the statement, the revenues, expenses and operating result of AFP's A.C.T. Community Policing activities for the year ended 30 June 2012.

*Basis of Preparation of the Financial Statement*

Without modifying my opinion, I draw attention to two matters mentioned in Note 1 *Summary of Significant Accounting Policies*.

As disclosed in Note 1(a) *Basis of Preparation of the Financial Statements*, the Income Statement is a special purpose statement prepared under the terms of the AFP's Policing Arrangement with the A.C.T. Government. As a result, the special purpose financial statement may not be suitable for another purpose.

As disclosed in Note 1(b) *Enabling Expenses*, the calculation of enabling expenses was rebased in 2006-07 in accordance with the 2006/07 Purchase Agreement. Enabling expenses of \$24.006 million (2010-11: \$23,426 million) have been disclosed in the Income Statement for the Year Ended 30 June 2012 using the rebased methodology. The financial effect of using the rebased methodology compared to using the previously agreed base in 2011-12 is to increase enabling expenses by \$1.781 million (2011: \$1,385 million). As is also disclosed, the A.C.T. Justice and Community Safety Directorate has not provided additional funding for the rebased cost of enabling services.

Australian National Audit Office



Kristian Gage  
Audit Principal

Delegate of the Auditor General  
Canberra

7 September 2012

**AUSTRALIAN FEDERAL POLICE  
A.C.T. COMMUNITY POLICING 2011-2012**

**STATEMENT BY THE CHIEF POLICE OFFICER FOR THE A.C.T.  
AND THE CHIEF FINANCIAL OFFICER**

***CERTIFICATION***

In our opinion, the attached financial statements for the year ended 30 June 2012 are based on properly maintained financial records and give a true and fair view of the matters required by the 2011-2016 Policing Arrangement between the Minister for Home Affairs, Justice, Privacy and Freedom of Information of the Commonwealth and the Australian Capital Territory Justice and Community Safety Directorate for provision of Police Services to the A.C.T.

Signed .....

Signed .....

Date 7 September 2012

Date 7 September 2012

**ROMAN QUAEDVLIEG**  
Chief Police Officer for the A.C.T.

**PETER GUNNING**  
Chief Financial Officer

**A.C.T. Community Policing  
Income Statement  
For the Year Ended 30 June 2012**

2010-11 Actual \$'000	Note	2011-12 Budget \$'000	2011-12 Actual \$'000
<b>REVENUE</b>			
1d			
138,575		141,764	142,079
375		-	-
Appropriation 2009/10 Rollover			
5,480	3	5,480	5,310
Resources Received Free of Charge			
228		228	228
New Initiatives			
222		228	188
Facilities Upgrade			
599		-	-
DNA Backcapture			
821		864	1,082
Other Revenue			
<b>146,300</b>		<b>148,564</b>	<b>148,887</b>
<b>EXPENSES</b>			
97,683	4	98,755	103,722
23,426	5	24,223	24,006
17,410	6	17,204	16,320
2,725	7	2,902	3,017
5,480	3	5,480	5,310
<b>146,724</b>		<b>148,564</b>	<b>152,375</b>
<b>-424</b>		<b>0</b>	<b>-3,488</b>
<b>Operating Result</b>			

**NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****(a) Basis of Preparation of the Financial Statements**

The Income Statement has been prepared in accordance with the format provided by A.C.T. Justice and Community Safety Directorate. This is a special purpose statement and is prepared under the terms of the Policing Arrangement with the A.C.T. Government.

Revenue and Expenses have been extracted from the Financial Statements prepared by the Australian Federal Police (AFP) for the financial year 2011/12.

The Financial Statements of AFP have been prepared in accordance with:

- Finance Minister's Orders (or FMOs), for reporting periods ending on or after 1 July 2011; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that apply for the reporting period.

The A.C.T. Community Policing Income Statement is presented in Australian dollars and values have been rounded to the nearest thousand dollars.

**(b) Enabling Expenses**

The methodology for the price of "Enabling Expenses" in note 5 was agreed between the AFP and the A.C.T. Justice and Community Safety Directorate as part of the 2001/02 Purchase Agreement negotiation and includes adjustments to service delivery and staffing in subsequent years.

The cost of enabling services was rebased in 2006/07 in accordance with the 2006/07 Purchase Agreement. The enabling expenses shown in 2007/08, 2008/09, 2009/10, 2010/11 and 2011/12 reflect the rebased cost adjusted for increases in staffing and wage costs.

The rebased enabling expenses of \$24.006m have been disclosed in the Income Statement for 2011/12 (2011: \$23.426m). If enabling expenses had been calculated using the methodology applied prior to 2007/08 the amount of \$24.006m (2011: \$23.426m) would be reduced by \$1.781m (2011: \$1.385m) to \$22.225m (2011: \$22.041m). If this previous methodology had been used in the current year the operating result would change from a deficit of \$3.488m to a deficit of \$1.707m (2011: \$0.424m deficit to \$0.961 surplus).

The A.C.T. Justice and Community Safety Directorate have not provided additional funding for the rebased cost of enabling services. The AFP will review the basis for the cost of enabling services during 2012/13.

**(c) Cost Allocation**

The methodology utilised in preparation of notes 4, 6 and 7 was primarily Activity Based Costing which utilised statistical analysis of individual Cost Centre activities to apportion costs across outcomes. Job Costing was used where a direct relationship between an activity and outcome could be established.

**(d) Revenue**

Unless alternative treatment is specifically required by an accounting standard, revenues and expenses are recognised in the Income Statement when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

Gains from disposal of non-current assets are recognised when control of the asset has passed to the buyer.

Resources received free of charge are recorded as a revenue and expense in the Income Statement at fair value. The revenue and expense are separately disclosed under resources received free of charge. Goods or services that are received free of charge are only recorded in the Income Statement if they can be reliably measured and would have been purchased if not provided free of charge.

**(e) Net Appropriations (Section 31)**

Under Section 31 of the *Financial Management and Accountability Act 1997* certain receipts are deemed to be appropriated in accordance with that section of the Act. The AFP is able to retain and expend these receipts.

The nature of the receipts are defined in Regulations 15(3)(a) and (b) of the FMA Regulations and include:

- Receipts from the sale, leasing, hiring out of, or other dealing with goods; and
- Receipts from the provision of staff and other services (including receipts from the ACT Government for policing services provided under the Commonwealth / Australian Capital Territory Arrangement).

**(f) Comparative Figures**

Comparative information has been disclosed in respect of the previous period for amounts reported in the Income Statement. Where the presentation or classification of items in the Income Statement are amended, the comparative amounts have been reclassified where practical. Where a reclassification occurs the nature, amount and reason for the reclassification is provided.

**NOTE 2. REMUNERATION OF AUDITORS**

The Australian National Audit Office undertakes the audit of the A.C.T. Community Policing's annual Income Statement and Statement of Performance at a fee to the AFP. These audits are undertaken as special purpose audits by arrangement. The fee for the annual Income Statement audit for 2011/12 is \$30,600 GST exclusive (2010/11: \$30,600) and the fee for the Statement of Performance for 2011/12 is \$37,400 GST exclusive (2010/11: \$37,400).

**Australian Federal Police  
A.C.T. Community Policing**  
**Notes to and Forming Part of the Income Statement**  
**For the Year Ended 30 June 2012**

2010-2011 Actual \$'000	NOTE	2011-2012 Budget \$'000	2011-2012 Actual \$'000
	<b>3 Resources Received Free of Charge</b>		
	<i>Revenue and Expense:</i>		
<b><u>5,480</u></b>	ACT Government provision of Police Stations	<b><u>5,480</u></b>	<b><u>5,310</u></b>
<p>The above relates to Policing facilities provided free of charge by the ACT Government as per the Clause 4.7 of the Policing Arrangement between the Minister for Home Affairs, Justice, Privacy and Freedom of Information of the Commonwealth and the Australian Capital Territory. Fair value is measured by an independently determined rental estimation.</p>			
	<b>4 Employee Expenses</b>		
<b><u>71,182</u></b> <b><u>7,378</u></b> <b><u>13,903</u></b> <b><u>1,069</u></b> <b><u>651</u></b> <b><u>1,292</u></b> <b><u>2,073</u></b> <b><u>135</u></b> <b><u>97,683</u></b>	Salaries (composite rates and higher duties) Overtime Expenses (allowances) Superannuation Superannuation Productivity Recreation Leave Long Service Leave Comcare Expenses Other Employee Expenses  <b>Total Employee Expenses</b>	<b><u>72,059</u></b> <b><u>6,791</u></b> <b><u>14,318</u></b> <b><u>1,101</u></b> <b><u>168</u></b> <b><u>1,836</u></b> <b><u>2,482</u></b> <b><u>-</u></b> <b><u>98,755</u></b>	<b><u>73,276</u></b> <b><u>6,068</u></b> <b><u>15,091</u></b> <b><u>1,046</u></b> <b><u>173</u></b> <b><u>4,949</u></b> <b><u>2,985</u></b> <b><u>134</u></b>  <b><u>103,722</u></b>
	<b>5 Enabling Expenses</b>		
<b><u>669</u></b> <b><u>1,764</u></b> <b><u>1,626</u></b> <b><u>306</u></b> <b><u>2,817</u></b> <b><u>10,284</u></b> <b><u>5,960</u></b> <b><u>23,426</u></b>	Legal Services Finance and Commercial Professional Standards People Strategies Learning and Development Forensics and Technical Information Technology  <b>Total Enabling Expenses</b>	<b><u>675</u></b> <b><u>1,778</u></b> <b><u>1,639</u></b> <b><u>309</u></b> <b><u>2,539</u></b> <b><u>11,273</u></b> <b><u>6,010</u></b> <b><u>24,223</u></b>	<b><u>675</u></b> <b><u>1,778</u></b> <b><u>1,639</u></b> <b><u>309</u></b> <b><u>2,322</u></b> <b><u>11,273</u></b> <b><u>6,010</u></b> <b><u>24,006</u></b>
	<b>6 Administrative Expenses</b>		
<b><u>4,415</u></b> <b><u>3,773</u></b> <b><u>322</u></b> <b><u>8,900</u></b> <b><u>17,410</u></b>	Accommodation Vehicle Costs Repairs and Maintenance Other Administrative Expenses  <b>Total Administrative Expenses</b>	<b><u>4,785</u></b> <b><u>3,852</u></b> <b><u>299</u></b> <b><u>8,268</u></b> <b><u>17,204</u></b>	<b><u>4,814</u></b> <b><u>3,757</u></b> <b><u>151</u></b> <b><u>7,598</u></b> <b><u>16,320</u></b>
	<b>7 Depreciation and Amortisation</b>		
<b><u>2,596</u></b> <b><u>129</u></b> <b><u>2,725</u></b>	Plant and Equipment Other  <b>Total Depreciation and Amortisation</b>	<b><u>2,765</u></b> <b><u>137</u></b> <b><u>2,902</u></b>	<b><u>2,900</u></b> <b><u>117</u></b> <b><u>3,017</u></b>



## INDEPENDENT AUDITOR'S REPORT

To the Chief Police Officer for the Australian Capital Territory

I have audited the accompanying special purpose Statement of Performance of the Australian Federal Police (AFP) for Australian Capital Territory (A.C.T.) Community Policing for the year ended 30 June 2012. The Statement of Performance comprises a Statement by the Chief Police Officer for the A.C.T., an outcome statement, and description of outputs and performance measures. The audit did not examine the notes to the Statement of Performance.

The Statement of Performance has been prepared under the 2011-12 Purchase Agreement between the A.C.T. Minister for Police and Emergency Services and the Chief Police Officer for the A.C.T. for the provision of policing services to the A.C.T. The Agreement specifies the performance measures to be reported. No opinion has been expressed on the relevance or appropriateness of the reported measures for evaluating the effectiveness or efficiency of A.C.T. Community Policing.

### *Responsibility of the Chief Police Officer for the A.C.T. for the Statement of Performance*

The Chief Police Officer for the A.C.T. is responsible for the preparation and presentation of the Statement of Performance and the information it contains.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the Statement of Performance based on my audit. I have conducted an independent audit of the Statement of Performance in order to express an opinion on it to the Chief Police Officer for the A.C.T. I disclaim any assumption of responsibility for any reliance on this report to any person other than the Chief Police Officer of the A.C.T. and the A.C.T. Government.

My audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the 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 as to whether the Statement of Performance is free of material misstatement. Audit procedures include examination, on a test basis, of evidence supporting figures and other disclosures in the Statement of Performance. These procedures have been undertaken to form an opinion as to whether, in all material respects, the Statement of Performance has been prepared in accordance with the 2011-12 Purchase Agreement and fairly represents the performance in respect of the A.C.T. Community Policing for the year 2011-12 as measured under the Agreement.

The audit opinion on the Statement of Performance for A.C.T. Community Policing has been formed on the above basis. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

*Independence*

In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the ethical requirements of the Australian accounting profession.

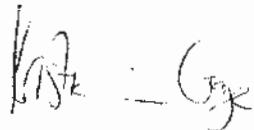
*Opinion*

In my opinion, the attached Statement of Performance for A.C.T. Community Policing for the year ended 30 June 2012 is prepared in accordance with the A.C.T. Community Policing 2011-12 Purchase Agreement and fairly represents the indicated performance of A.C.T. Community Policing for the year ended 30 June 2012.

*Basis of Preparation of the Statement of Performance*

Without modifying my opinion, I draw attention to one matter. The Statement of Performance is a special purpose statement prepared under the terms of the AFP's Policing Arrangement with the A.C.T. Government. As a result, the special purpose financial statements may not be suitable for another purpose.

Australian National Audit Office



Kristian Gage  
Audit Principal

Delegate of the Auditor General  
Canberra

7 September 2012

**STATEMENT BY THE CHIEF POLICE OFFICER FOR THE A.C.T.*****CERTIFICATION***

I certify that the A.C.T. Policing Statement of Performance for the period 1 July 2011 to 30 June 2012 is prepared in accordance with the format of the Purchase Agreement between the A.C.T. Minister for Police and Emergency Services and the Chief Police Officer for the A.C.T. for the Provision of Policing Services to the A.C.T. and is based on the Australian Federal Police records and related sources.

Signed .....  
Date 7 September 2012

**ROMAN QUAEDVLIEG**  
Chief Police Officer for the A.C.T.

## STATEMENT OF PERFORMANCE

For the year ended 30 June 2012

### OUTCOME

**In partnership with the community, create a safer and more secure Australian Capital Territory through the provision of quality police services.**

This will be achieved through four main areas of activity; Crime and Safety Management; Traffic Law Enforcement and Road Safety; Prosecution and Judicial Support; and Crime Prevention.

### OUTPUTS

#### CRIME AND SAFETY MANAGEMENT

- **Incident Response and Policing Support for the Community**
- **Crime Detection and Investigation**

A.C.T. Policing will provide a safer and more secure Australian Capital Territory so that members of the community can go about their daily lives without undue fear of crime.

This will be achieved by:

- (i) providing efficient and effective police response to calls for assistance received from members of the community;
- (ii) conducting investigations to detect offenders and bring them to justice; and
- (iii) maintaining a proactive presence in the community, driven by the analysis of police intelligence data.

Final cost: \$98,201,477.31

#### TRAFFIC LAW ENFORCEMENT AND ROAD SAFETY

A.C.T. Policing will enforce traffic laws and promote safer behaviour on A.C.T. roads with the objectives of reducing the number of crash fatalities and injuries to members of the community.

Final cost: \$13,154,173.09

#### PROSECUTION AND JUDICIAL SUPPORT

A.C.T. Policing will maximise the number of successful prosecutions in Court by providing support to the Director of Public Prosecutions and the Courts.

Final cost: \$28,515,865.60

#### CRIME PREVENTION

A.C.T. Policing will seek to reduce and prevent crime through strategies that incorporate government and community cooperation to address risk factors associated with criminal behaviour and recidivism and raise awareness of the community's role in their own safety and security.

Final cost: \$12,501,947.70

Financial year to date report against the Purchase Agreement between the ACT Minister for Police and the Chief Police Officer for the ACT, 2011-12				
Reporting period*	01 July 2011 to 30 June 2012			
Measures	Annual Target	Financial year to date result	Variation from target	On target
<b>Level of Crime</b>				
1. Number of offences against the person reported or becoming known per 100,000 population.	800 or less	770.3	-30	Y
2. Number of offences against property reported or becoming known per 100,000 population.	8500 or less	5522.2	-2978	Y
3. Percentage of offences against the person cleared.	67% or more	77.8%	10.8%	Y
4. Percentage of offences against property cleared.	14% or more	17.3%	3.3%	Y
<b>Perceptions of Crime</b>				
5. Percentage of persons who are concerned about becoming a victim of physical assault in a public place – excluding sexual assault in the next 12 months.	National Average or less (34.7%)	28.6%	-6.1%	Y
6. Percentage of persons who are concerned about becoming a victim of sexual assault in the next 12 months.	National Average or less (11.5%)	8.8%	-2.7%	Y
7. Percentage of persons who are concerned about becoming a victim of housebreaking in the next 12 months.	National Average or less (54.7%)	59.5%	4.7%	N
8. Percentage of persons who are concerned about becoming a victim of motor vehicle theft in the next 12 months.	National Average or less (43.8%)	44.6%	0.9%	N
9. Percentage of persons who feel safe at home alone during the day.	National Average or more (94.8%)	96.4%	1.7%	Y
10. Percentage of persons who feel safe at home alone during the night.	National Average or more (87.8%)	91.0%	3.2%	Y
<b>Police Responsiveness</b>				
11. Response times for Priority One Incidents:	60% or more 90% or more	85.4% 95.8%	25.4% 5.8%	Y Y
12. Response times for Priority Two Incidents:	60% or more 95% or more	92.9% 97.6%	32.9% 2.6%	Y Y
13. Response times for Priority Three Incidents: Where police attention or response is required: • as determined in consultation with the complainant; • but, in any event, no later than 48 hours from the initial contact by the complainant	90% or more	99.8%	9.8%	Y
14. Percentage of 000 calls answered on first or second presentation: • On first presentation • On second presentation	90% or more 98% or more	96.0% 99.6%	6.0% 1.6%	Y Y
<b>Public Confidence in Police</b>				
15. Percentage of persons satisfied with most recent contact with police services.	National Average or more (84.2%)	83.5%	-0.7%	N
16. Percentage of persons who agree that police perform their job professionally.	National Average or more (85.1%)	89.3%	4.2%	Y
17. Percentage of persons who agree that police treat people fairly and equally.	National Average or more (74.6%)	79.6%	5.0%	Y
<b>Road Safety</b>				
18. Number of road crashes resulting in death per 100,000 population.	4.2 or less	1.4	-2.8	Y
19. Number of road crashes resulting in injury per 100,000 population.	180 or less	160.2	0.2	N

Measures	Annual Target	Financial year to date result	Variation from target <sup>3</sup>	On target?
20. Percentage of persons who self-report to driving 10km per hour or more over the speed limit.	National Average or less (24.7%)	28.9%	4.2%	N
21. Percentage of persons who self-report to driving while not wearing a seatbelt.	National Average or less (2.1%)	1.1%	-1.1%	Y
22. Percentage of persons who self-report to driving while suspecting they are over the prescribed alcohol limit.	National Average or less (2.0%)	1.3%	-0.7%	Y
23. Percentage of persons who self-report to driving when using a mobile phone.	National Average or less (12.2%)	10.6%	-1.6%	Y
<b>Supporting the Judicial Process</b>				
24. Percentage of briefs delivered to the DPP within the designated timeframe <sup>1</sup> .	75% or more	90.6%	15.6%	Y
25. Percentage of cases finalised by offence proved in court. <sup>2</sup>	80% or more	84.7%	4.7%	Y
26. Percentage of cases finalised by a not-guilty verdict or otherwise withdrawn. <sup>2</sup>	18% or less	13.5%	-4.5%	Y
27. Percentage of cases otherwise resolved. <sup>2</sup>	5% or less	1.8%	-3.2%	Y
<b>Crime Prevention</b>				
28. Percentage of persons who perceive the following quality of life issues to be a problem in their neighbourhood.	National Average or less (69.9%) National Average or less (47.2%) National Average or less (27.4%) National Average or less (36.9%)	72.8% 50.6% 20.9% 29.6%	2.9% 3.4% -6.5% -7.3%	N N Y Y
29. Number of juveniles referred to diversionary programs.	55 or more	121	66	Y
30. Number of persons referred to community support agencies.	5100 or more	5265	165	Y
31. ACT Policing Victim Liaison Officers providing contact with victims of indictable crime reported to police.	75% or more	84.5%	9.5%	Y
32. Number of referrals to drug diversion programs (drug demand reduction effort).	65 or more	169	104	Y

<sup>1</sup> The designated timeframe commences when the court allocates a date for a Case Management Hearing and/or a hearing date, not when Judicial Operations receive the brief from DPP.

<sup>2</sup> These measures are based on the concept of a 'case' where a person may be brought before the court on multiple charges. The charges are, for the purpose of these measures, grouped under the apprehension identification number which is automatically generated by the PROMIS Case Management System. Measure 25 - Successful prosecutions - are those where any of the charges under one apprehension identification number has been proven before the court. Measure 26 - Cases finalised by a not-guilty verdict or otherwise withdrawn - are those where none of the charges under one apprehension identification number have been proven before the court. Measure 27 - Cases otherwise resolved - are those which resulted in a court appearance where the magistrate or judge made a determination which is not related to a finding of guilty or not-guilty. This currently refers to mental health orders used by the court.

<sup>3</sup> The variation from target is based on absolute terms rather than percentage variations in order to provide clearer information to users.

N = No, not on target to achieve measure

Y = Yes, on target to achieve measure

#### Summary

Number of measures where achieving target	26
Number of measures where not achieving target	6
Total measures	32

(Measures which have two parts (eg response times) have been determined as "not achieving" where at least one part of the measure has not achieved the target.)

**Financial year to date report against the Purchase Agreement between the ACT Minister for Police and the Chief Police Officer for the ACT, 2011-12**

**Reporting period:** 01 July 2011 to 30 June 2012

**Notes**

1. Source: PROMIS Case Management System as at 02 July 2012. Total person offences reported during period = 2,762.
2. Source: PROMIS Case Management System as at 02 July 2012. Total property offences reported during period = 19,801.
3. Source: PROMIS Case Management System as at 02 July 2012. Total person offences cleared during period = 2,150.
4. Source: PROMIS Case Management System as at 02 July 2012. Total property offences cleared during period = 3,428.
5. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 34.7%.
6. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 11.5%.
7. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 54.7%.
8. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 43.8%.
9. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 94.8%.
10. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 87.8%.
11. Source: Computer Aided Dispatch (CAD) system as at 02 July 2012.
12. Source: Computer Aided Dispatch (CAD) system as at 02 July 2012.
13. Source: Computer Aided Dispatch (CAD) system as at 02 July 2012.
14. Source: Telstra as at 12 July 2012.
15. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 84.2%.
16. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 85.1%.
17. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 74.6%.
18. Source: PROMIS Incident, and/or manual count as at 02 July 2012. Crashes resulting in death during the period = 06.
19. Source: PROMIS Incident, and/or manual count as at 02 July 2012. Crashes resulting in injury during the period = 646.
20. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 24.7%.
21. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 2.1%.
22. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 2.0%.
23. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012. National result = 12.2%.
24. Source: Judicial Operations as at 03 July 2012.
25. Source: Criminal Records as at 02 July 2012.
26. Source: Criminal Records as at 02 July 2012.
27. Source: Criminal Records as at 02 July 2012.
28. Source: Social Research Centre National Survey of Community Satisfaction with Police, 02 July 2012:
  - speeding cars, dangerous or noisy driving. National result = 69.9%.
  - graffiti/vandalism. National result = 47.2%.
  - touts/gangs. National result = 27.4%.
  - drunken/disorderly behaviour. National result = 36.9%.
29. Source: ACT Restorative Justice Unit as at 02 July 2012.
30. Source: Supportlink as at 02 July 2012.
31. Source: PROMIS Case Management System as at 02 July 2012.
32. Source: Crime Prevention as at 04 July 2012

Rate per 100 000 population based on ACT Population as at 30 June 2010 from Australian Bureau of Statistics publication 3218.0 Regional Population Growth, Australia, published 31 March 2011. ACT Population as at 30 June 2010 = 358 571

# APPENDIX 5: OFFENCES REPORTED OR BECOMING KNOWN IN THE ACT 2011–12

## OFFENCES REPORTED OR BECOMING KNOWN IN THE AUSTRALIAN CAPITAL TERRITORY 2011–12

OFFENCES TYPE	OFFENCES REPORTED	OFFENCES CLEARED	CLEAR UP RATE	MALE CHARGES	FEMALE CHARGES	TOTAL CHARGES
<b>OFFENCES AGAINST THE PERSON</b>						
<b>Homicide and related offences</b>						
Murder	3	2	67%	4	0	4
Attempted murder	0	0	0	0	0	0
Conspiracy to murder	0	0	0	0	0	0
Manslaughter	1	1	100%	1	0	1
Driving causing death	1	1	100%	1	0	1
Homicide unspecified	0	0	0	0	0	0
<b>Total homicide and related offences</b>	<b>5</b>	<b>4</b>	<b>80%</b>	<b>6</b>	<b>0</b>	<b>6</b>
<b>Assaults (excluding sexual)</b>						
Assault causing GBH	37	20	54%	18	2	20
Assault causing ABH	386	275	71%	168	48	216
Assault other	1871	1439	77%	610	162	772
<b>Total assaults (excluding sexual)</b>	<b>2294</b>	<b>1734</b>	<b>76%</b>	<b>796</b>	<b>212</b>	<b>1008</b>
<b>Sexual offences</b>						
Sexual assault 1st 2nd 3rd degree	6	6	100%	9	0	9
Sexual intercourse, no consent	72	72	100%	20	0	20
Sexual intercourse, person <16 yrs	62	71	115%	32	0	32
Indecent act, assault	58	55	95%	1	0	1
Indecent act, no consent	63	52	83%	31	2	33
Indecent act, person <16 yrs	84	65	77%	57	3	60
Incest	4	6	150%	5	0	5
Indecent exposure	26	15	58%	8	1	9
Abduction (sexual intent)	0	2	0	0	0	0
<b>Total sexual offences</b>	<b>375</b>	<b>344</b>	<b>92%</b>	<b>163</b>	<b>6</b>	<b>169</b>

<b>Other offences</b>						
Kidnap	5	6	120%	5	0	5
Other offences against the person	83	62	75%	59	10	69
Total other offences	88	68	77%	64	10	74
<b>Total other offences against the person</b>	<b>2762</b>	<b>2150</b>	<b>78%</b>	<b>1029</b>	<b>228</b>	<b>1257</b>
<b>OFFENCES AGAINST PROPERTY</b>						
<b>Robbery</b>						
Armed robbery	134	76	57%	72	3	75
Other robbery	111	35	32%	26	7	33
<b>Total robbery</b>	<b>245</b>	<b>111</b>	<b>45%</b>	<b>98</b>	<b>10</b>	<b>108</b>
<b>Blackmail and extortion</b>						
Blackmail and extortion	2	3	150%	2	0	2
<b>Burglary</b>						
Burglary dwellings	1805	225	12%	262	13	275
Burglary shops	338	36	11%	37	6	43
Burglary other	445	61	14%	74	8	82
<b>Total burglary</b>	<b>2588</b>	<b>322</b>	<b>12%</b>	<b>373</b>	<b>27</b>	<b>400</b>
<b>Fraud and Misappropriation</b>						
Fraud	465	502	108%	291	117	408
Counterfeiting	2	0	0%	0	0	0
Misappropriation	1	0	0%	0	0	0
<b>Total fraud and misappropriation</b>	<b>468</b>	<b>502</b>	<b>107%</b>	<b>291</b>	<b>117</b>	<b>408</b>
<b>Handling stolen goods</b>						
Receiving	4	6	150%	12	1	13
Unlawful possession	137	177	129%	129	105	234
Other handling stolen goods	6	7	117%	0	0	0
<b>Total handling of stolen goods</b>	<b>147</b>	<b>190</b>	<b>129%</b>	<b>141</b>	<b>106</b>	<b>247</b>

<b>Theft or illegal use of a vehicle</b>						
Motor vehicle theft	1176	115	10%	128	20	148
Bicycle theft	431	7	2%	2	0	2
Boat theft	2	0	0%	0	0	0
Aircraft theft	0	0	0	0	0	0
Other vehicle theft	0	0	0	0	0	0
Unspecified vehicle theft	0	0	0	0	0	0
<b>Total theft or illegal use of a vehicle</b>	<b>1609</b>	<b>122</b>	<b>8%</b>	<b>130</b>	<b>20</b>	<b>150</b>
<b>Other theft</b>						
Stock theft	0	0	0	0	0	0
Shop stealing	1165	593	51%	201	275	476
Theft at burglary, dwellings	1199	159	13%	201	7	208
Theft at burglary, shops	196	24	12%	31	5	36
Theft at burglary, other	237	20	8%	28	1	29
Other theft	6056	665	11%	416	162	578
<b>Total other theft</b>	<b>8853</b>	<b>1461</b>	<b>17%</b>	<b>877</b>	<b>450</b>	<b>1327</b>
<b>Property Damage</b>						
Arson	244	15	6%	20	2	22
Damage at burglary - dwellings	96	11	11%	22	1	23
Damage at burglary - shops	27	5	19%	11	0	11
Damage at burglary - other	75	3	4%	9	0	9
Other property damage	5432	670	12%	441	84	525
<b>Total property damage</b>	<b>5874</b>	<b>704</b>	<b>12%</b>	<b>503</b>	<b>87</b>	<b>590</b>
<b>Environmental Offences</b>						
Pollution	9	9	100%	1	0	1
Flora and fauna	0	0	0	0	0	0
Other environmental offences	6	4	67%	17	3	20
Total environmental offences	15	13	87%	18	3	21
<b>Total offences against property</b>	<b>19801</b>	<b>3428</b>	<b>17%</b>	<b>2433</b>	<b>820</b>	<b>3253</b>

<b>Offences against good order</b>						
Government security/operations	25	26	104%	67	17	84
Justice procedures	1293	1219	94%	1848	387	2235
Firearms and weapons	193	170	88%	211	31	242
Other offences against good order	944	769	81%	520	161	681
<b>Total offences against good order</b>	<b>2455</b>	<b>2184</b>	<b>89%</b>	<b>2646</b>	<b>596</b>	<b>3242</b>
<b>Drug offences</b>						
Possess and use drugs	421	401	95%	383	72	455
Deal and supply drugs	25	32	128%	60	8	68
Manufacture and grow drugs	24	18	75%	17	5	22
Other drug offences	25	13	52%	0	0	0
<b>Total drug offences</b>	<b>495</b>	<b>464</b>	<b>94%</b>	<b>460</b>	<b>85</b>	<b>545</b>
<b>Traffic offences</b>						
Drink driving offences	1392	1356	97%	1232	267	1499
Dangerous and reckless driving	134	117	87%	137	8	145
Driving licence offences	971	954	98%	928	201	1129
Other motor vehicle, traffic and related offences	2641	2340	89%	991	209	1200
<b>Total traffic offences</b>	<b>5138</b>	<b>4767</b>	<b>93%</b>	<b>3288</b>	<b>685</b>	<b>3973</b>
<b>Other offences (not elsewhere classified)</b>						
Other offences	205	114	56%	43	11	54
<b>ALL OFFENCES</b>	<b>30856</b>	<b>13107</b>	<b>42%</b>	<b>9899</b>	<b>2425</b>	<b>12324</b>

# APPENDIX 6: COMPLIANCE INDEX

## Transmittal Certificate

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# APPENDIX 7: NON-COMPLIANCE INDEX

This report has been prepared in accordance with the Policing Arrangement between the Australian and ACT governments (see **Appendix 1**) for the delivery of policing services to the ACT by the Australian Federal Police (AFP).

The report has also been prepared in accordance with the *Australian Federal Police Act 1979* and the *Financial Management Accountability Act 1997*.

Where possible, our Annual Report complies with the Chief Minister's Annual Report Directions for this reporting period. The following sections are deemed non-compliant.

SECTION	REASON FOR OMISSION
A.8 — Strategic indicators	ACT Policing does not meet the criteria of a department nor that for a public authority, or 'prescribed' Territory authority. The services provided by ACT Policing are on a 'fee for service' arrangement between the ACT Government and the AFP.
C.2 — Fraud prevention	The AFP Fraud Control and <i>Anti-Corruption Plan 2011–2013</i> addresses the fraud and corruption risks of the AFP. The plan provides the framework for the management of fraud and corruption in our organisation and is consistent with the requirements of the <i>Financial Management Accountability Act 1997</i> and the Commonwealth Fraud Control Guidelines.
C.3 — Public interest disclosure	As a Commonwealth agency, our management of public interest disclosure is in accordance with the information disclosure provisions of the <i>Australian Federal Police Act 1979</i> and other Commonwealth legislation. We do not comply with the <i>Public Interest Disclosure Act 1994</i> .
C.4 — Freedom of information	As a Commonwealth agency, we operate under the <i>Freedom of Information Act 1982</i> . Requests for information under the Act are managed by the AFP's Freedom of Information team. Details regarding freedom of information requests received by the AFP during the reporting period are detailed in the AFP Annual Report. We do not comply with the <i>Freedom of Information Act 1989</i> .
C.9 — Workplace health and safety	As Commonwealth employees we are subject to the <i>Workplace Health and Safety Act 2011</i> . We are therefore not subject to Division 6.8 of the <i>Work Safety Act 2008</i> .
C.12 — Strategic Bushfire Management Plan	ACT Policing is not a manager of unleased Territory land — nor an owner — and therefore do not have reporting requirements under the <i>Emergency Act 2004</i> (s. 85).
C.14 — Government contracting	As a Commonwealth agency we fall within the Commonwealth Financial Management and Accountability framework. Under this framework the AFP is required to comply with the <i>Commonwealth Financial Management and Accountability Act 1997</i> , <i>Financial Management and Accountability Regulations 1997</i> , <i>Financial Management and Accountability Orders 2008</i> and Commonwealth Procurement Guidelines. We do not comply with the <i>Government Procurement Act 2001</i> .

SECTION	REASON FOR OMISSION
C.17 — Territory records	<p>Our records are managed in accordance with the requirements of the Commonwealth <i>Protective Security Manual</i>, the <i>Australian Federal Police Act 1979</i>, the <i>Archives Act 1983</i> and other relevant Commonwealth and Territory legislation.</p> <p>As such, we do not have a Records Management Plan in the form required under the Territory's legislation. We therefore do not comply with the <i>Territory Records Act 2002</i>.</p>
C.19 — Ecologically sustainable development	As a Commonwealth agency the reporting requirements of the <i>ACT Environment Protection Act 1997</i> do not apply to us.
C.20 — Climate change and greenhouse gas reduction	As a Commonwealth agency the reporting requirements of the <i>Climate Change and Greenhouse Gas Reduction Act 2010</i> , s. 25, do not apply to us.
C.25 — Model litigant guidelines	<p>As a Commonwealth agency any legal work performed for ACT Policing is provided to the Commonwealth, and does not constitute Territory legal work for the purposes of the <i>Law Officer Act 1992 (ACT)</i>.</p> <p>The AFP complies with the Model Litigant Policy under the <i>Judiciary Act 1901 (Cth)</i>, and abides by the Legal Service Directions issued by the Commonwealth Attorney-General.</p>
C.27 — Notices of non-compliance	As the community policing arm of the AFP, ACT Policing is not subject to the <i>Dangerous Substances Act 2004</i> or the <i>Medicines, Poisons and Therapeutic Goods Act 2008</i> .

## APPENDIX 8: ABBREVIATIONS

<b>ABS</b>	Australian Bureau of Statistics	<b>MOS</b>	Ministerial and Operational Support
<b>ACLEI</b>	Australian Commission for Law Enforcement Integrity	<b>MoU</b>	Memorandum of Understanding
<b>ACT</b>	Australian Capital Territory	<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>ACTT</b>	Alcohol Crime Targeting Team	<b>NCTC</b>	National Counter-Terrorism Committee
<b>AFP</b>	Australian Federal Police	<b>NSCSP</b>	National Survey of Community Satisfaction with Policing
<b>AJA</b>	Aboriginal Justice Agreement	<b>NSW</b>	New South Wales (the State)
<b>AJC</b>	Aboriginal Justice Centre	<b>OIC</b>	officer-in-charge
<b>ANCOR</b>	Australian National Child Sex Offender Register	<b>ORG</b>	Operational Response Group
<b>ANZPAA</b>	Australia New Zealand Policing Advisory Agency	<b>PCYC</b>	Police and Community Youth Club
<b>AOCC</b>	AFP Operations Coordination Centre	<b>PDA</b>	Performance Development Agreement
<b>ATSI</b>	Aboriginal and Torres Strait Islander	<b>POC</b>	Police Operations Centre
<b>CAD</b>	Computerised Automotive Dispatch	<b>PROMIS</b>	Police Real-time Online Management Information System
<b>CCTV</b>	closed circuit television	<b>PRS</b>	Professional Standards (AFP function)
<b>CHANCES</b>	Community Helping Aboriginal Australians to Negotiate Choices leading to Employment and Success	<b>RAPID</b>	Recognition and Analysis of Plates IDentified
<b>CISS</b>	Coordinator Investigations Support Services	<b>RBT</b>	Random Breath Test
<b>CMT</b>	Complaint Management Team	<b>RRDT</b>	Random Roadside Drug Testing
<b>CRAMS</b>	Complaint Recording and Management System	<b>RSOT</b>	Road Safety Operations Team
<b>CTT</b>	Crime Targeting Team	<b>SLO</b>	Seniors Liaison Officer
<b>DPP</b>	Director of Public Prosecutions	<b>SPS</b>	Suburban Policing Strategy
<b>EMC</b>	Exhibit Management Centre	<b>SRG</b>	Special Response Group
<b>ESD</b>	ecologically sustainable development	<b>SRS</b>	Specialist Response and Security
<b>HR</b>	Human Resources	<b>TAMS</b>	Territory and Municipal Services Directorate
<b>JaCS</b>	Justice and Community Safety Directorate	<b>VIP</b>	Volunteers in Policing
<b>JP</b>	Justice of the Peace	<b>VLO</b>	Victim Liaison Officer
<b>KPI</b>	key performance indicator	<b>WH&amp;S</b>	Workplace Health and Safety
<b>LSL</b>	long service leave		
<b>MDMA</b>	the drug, ecstasy		
<b>MHCPI</b>	Mental Health Community Policing Initiative		
<b>MLO</b>	Multicultural Liaison Officer		

## APPENDIX 9: GLOSSARY

TERM	DEFINITION
Autocite	A small, portable, hand-held computer terminal which allows authorised officers to issue on-the-spot infringement notices for traffic and criminal offences.
Average Lost Time Rate	The average of working days lost per lost time incident. This rate provides a measure of the severity of injuries being experienced by workplaces over time.
Complaint issues	Issues associated with a complaint made in accordance with Part V of the <i>Australian Federal Police Act 1979</i> .
Conducted energy weapon	A device that, by design, delivers an electrical charge with the intention of incapacitating the subject (for example, a Taser).
Custody	The restriction or removal of a person's right to freedom of movement. May also be constructive as a result of a person <i>believing</i> that they may not exercise their free will as a result of dealings with a police officer and is deemed to exist in circumstances where a person: <ul style="list-style-type: none"> <li>i) is in the company, care, custody or control of a member or special member, and is restricted from leaving that company for the time being</li> <li>ii) is placed in a holding room</li> <li>iii) is lodged in police cells or an area or facility controlled by police</li> <li>iv) is placed under arrest.</li> </ul>
Hearing brief of evidence	A collation of all relevant evidentiary material relating to a prosecution to be forwarded to the Director of Public Prosecutions (DPP). It is accepted that for the judicial process, measures within the Purchase Agreement (see Appendix 2) — measures 24, 25, 26 and 27 — the efficiency of other agencies such as the DPP as well as the capacity of victims and witnesses to present their evidence may also affect judicial process outcomes.
Injury	An injury sustained by any person as a result of a collision, which necessitates treatment by a medical practitioner.
Lost Time Incident Rate	The number of lost time incidents for each one hundred workers employed.
Offence	A breach of the criminal law.
Offences against the person	Offences against the person include homicide and related offences, assaults, sex-based offences, kidnap and other offences against an individual.
Offences against property	Offences against property include robbery, blackmail, extortion, burglary, fraud, motor vehicle thefts, other theft offences, property damage and environmental offences.
Offences cleared	This covers offences cleared by arrest, caution, summons, charge withdrawn, unfounded, Voluntary Agreement to Attend Court, charge before court, diversionary conference, Simple Cannabis Offence Notice, complaint withdrawn by victim, insufficient evidence to proceed or offences otherwise resolved.
Prescribed concentration of alcohol	The amount of alcohol detected in a person's blood or on their breath while they were in control of a vehicle. ACT legislation stipulates three levels of blood-alcohol motorists must abide by: <ul style="list-style-type: none"> <li>(i) 'L plater' or 'P plate' driver — no more than 0g of alcohol in 100mL of blood or 210L of breath</li> <li>(ii) special driver — no more than 0g of alcohol in 100mL of blood or 210L of breath</li> <li>(iii) for any other person — 0.05g or more of alcohol in 100mL of blood or 210L of breath.</li> </ul>
Police response	All police attendance to calls for assistance from members of the community that fit within the prioritised response model.
Prioritised response model	The model used by the Computer Aided Dispatch system to prioritise incidents for dispatch of patrols.

TERM	DEFINITION
Priority one incident	Life threatening or time-critical situations.
Priority two incident	Situations where the information provided indicates that time is important but not critical.
Priority three incident	There are two possible responses to situations where there is no immediate danger to safety or property: police attention or police response. Each incident will be managed on a case-by-case basis in full consultation with the complainant. During that consultation, a determination will be made as to whether the complainant agrees that the matter can be handled over the telephone (by police attention) or if attendance is required by police. If the latter, then attendance must be no later than 48 hours from the initial contact by the complainant.
Volume crime	Volume crime relates to the majority of offences — against the person or property — which are committed and, as such, have a significant impact on a large number of community members. This includes offences such as motor vehicle theft.

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