

SECTION 3: OUR PEOPLE

Policing is a labour intensive process and the bulk of resources provided for this type of service translate directly and indirectly into people. These people are both sworn and unsworn employees of the AFP with an increasing diminution of distinctions in the type of work performed in achieving the outcome of creating a safer and more secure community. There are significant challenges to managing a work force undertaking a wide range of tasks which can vary from being dangerous and confronting at times to tedious and routine at others. ACT Policing employs a diverse range of people who have a variety of previous occupational experiences and cultural backgrounds. Over time a greater representation of female staff, minority groups, and young highly educated sworn and unsworn employees has developed.

With rapid changes in the complexity of policing functions in the ACT and changes in the local political and social environment, it is very important that ACT Policing's staff are representative of the community. This enables police members to draw upon a range of experience and knowledge to meet the challenges of their day to day responsibilities.

On average AFP employees work long hours, are more prone to injury than other groups in the workforce and have a strong desire to serve their community. Many have experienced policing in other countries, been recognised for bravery

and commitment to succeeding with difficult jobs, and will spend most, if not all of their careers, in policing.

Staffing Profile

Table 3.1 describes the staffing profile by level, gender and sworn status of AFP employees providing services to the Territory. This profile excludes personnel working for the Chief Police Officer on matters pertaining to Commonwealth interests in the ACT but includes personnel employed elsewhere in the AFP who provide services to ACT Policing. Personnel in this latter group include, by way of example, forensic analysts and information technology specialists. The total number of personnel providing services to the ACT in June 2003 was 817 full time equivalent employees.

As at 30 June 2003, 73.9 per cent of staff employed in providing services to the ACT were sworn. Of the 603.8 ACT Policing sworn members, 1.5 per cent held the rank of superintendent or higher.

During the reporting period approximately 23.6 per cent of people working in the ACT were women. There was also an increase in women holding senior positions. In 2002-2003, sworn female officers were appointed to the rank of superintendent in charge of Operations Monitoring and Intelligence Support and ACT South District. Most other sworn female staff are currently at constable level (88 per cent) with approximately 10 per cent being at

sergeant level. Fifty four per cent of unsworn staff working within ACT Policing during the reporting period were female. Unsworn female staff comprise almost 15 per cent of the total ACT Policing work force which is an increase on the last reporting year of approximately five per cent.

Recruitment

Recruitment figures include only those people working in the ACT Business Unit of the AFP and do not reflect recruitment into operational support areas funded under the enabling service arrangements such as Forensic Services and Information Technology.

ACT Policing's People Strategies Team is responsible for the recruitment of people into unsworn positions. The national arm of the AFP undertakes the recruitment of sworn members. The ACT People Strategies Team does however, coordinate related local testing, interviewing and assessment processes.

Selection of applicants to fill all vacancies within ACT Policing is undertaken in accordance with merit based selection principles with selection panels being required to address the principles of equity and diversity in assessing candidates.

The achievement of organisational staffing stability and the capacity to staff all portfolios of ACT Policing with the right people, at the right time, presented the greatest challenge to

Table 3.1: Personnel Contributing Policing Services to the ACT as at 18 June 2003 (Full-Time Equivalent)

Level	Sworn Female	Sworn Male	Unsworn Female	Unsworn Male	Total
Deputy Commissioner		0.9			0.9
Assistant Commissioner		0.9		0.3	1.2
Commander/Work level 5	0.9			0.9	1.9
Superintendent/Work level 4	1.9	7.5	5.8	13.3	28.5
Sergeant/Work level 3	14.0	107.5	21.5	17.8	160.8
WL3 - Temp	0.0	0.0	6.5	3.7	10.3
Constable/Work level 2	125.9	344.2	73.7	45.5	589.2
Work level 2 - Temp			1.9	3.7	5.6
Work level 1			4.7	5.6	10.3
Work level 1 - Temp			5.6	2.8	8.4
Total	142.7	461.1	119.6	93.6	817.0

Note: Includes Enabling FTE (95.2) and excludes personnel working on Commonwealth matters. Numbers are not whole personnel as individuals are attributed on the basis of the percentage of time they spend on ACT Policing activities. Recorded as at final pay for the financial year 2002-2003.

People Strategies in the last financial year. During the reporting period, a total of 199 new employees began their careers with ACT Policing. Of this total, 109 were police recruits, 63 were unsworn employees and 27 were lateral police recruits. This is a total increase of 67 on the previous year's recruitment of 132 employees. In addition, movement internal to the AFP saw 112 sworn members transfer into ACT Policing from AFP National within the reporting period.

People Strategies is responsible for management of short-term employment opportunities within the organisation and does this through a formal 'Expressions of Interest' process. This allows members within ACT Policing and other parts of the AFP to be selected into higher level roles to backfill for short to medium term timeframes. This process ensures

that all members have an equal opportunity to apply for higher duties and that selections are transparent and fair. Throughout this reporting period, ACT Policing advertised 48 temporary vacancies for Expressions of Interest from staff internal to the organisation.

The Expression of Interest process is particularly important for ACT Policing because a large number of promotions, transfers and appointments are made internally. Transparency and accountability in the Expression of Interest process ensures that principles of equity, diversity and fairness are properly adhered to, and all staff are confident that merit based selection is valued by the organisation.

During the reporting period People Strategies commenced a work experience project within ACT Policing. The project, which is still under

development, will involve placing secondary school students in short term placements to broaden their experiences and career opportunities. Students will undertake 'job sampling' in areas which they believe may be of interest when seeking full time employment. ACT Policing is appreciative of the potential benefits of this project, not only in terms of promoting policing as a career opportunity for local youth, but also in breaking down barriers with young people, increasing accessibility and broadening awareness of the diverse functions performed by police. This project will complement other more targeted programs focusing on youth at-risk of offending in the ACT.

ACT Policing has not been involved in the ACT Government's Graduate Recruitment Program during 2002-2003.

Worklife Diversity

The AFP promotes worklife diversity as an important initiative in ensuring that the organisation is more representative of the community and that employees are supported in balancing commitments across their working and home lives. Productivity and job satisfaction can be maximised through effective staff management processes that recognise the complexity of the modern working environment. Successful job share arrangements have recently been introduced to ACT Policing in order to maximise the contribution of employees balancing work, child-care or study commitments.

Job share arrangements allow members to fill a full time equivalent position by working part time and sharing the workload of that position with another part time employee.

A recent example of successful worklife diversity in ACT Policing involved making arrangements for two women returning from maternity leave to job share a position within Operations Monitoring and Intelligence Support. The role was equivalent to one full time position and both women wanted to work part time hours. The position duties were split and days and hours managed so that a total of 40 hours per week were contributed between the two women.

The People Strategies Team has developed a Skills Database which records all AFP and tertiary qualifications, re-certification of defensive skills training, and currency of second language skills for every member of ACT Policing. This database will ensure that the range of skills and experience held by employees can be monitored and quickly referred to as particular incidents emerge. The Skills Database provides a capacity to identify skill sets at short notice to support contingency operations and a facility for maintaining an accurate overview of competencies and contemporary skills across teams, portfolios and ACT Policing. The database has been utilised regularly to assist police operations and was particularly useful in addressing the need for interpreters during recent events such as the Bali bombings investigations and the Solomon Islands operations.



Women in Policing – from left to right: Detective Superintendent Leanne Close, Constable Kathryn McRae (seated) and Detective Sergeant Melissa Ward.

Women in Policing

ACT Policing, like many law enforcement organisations across the world, aims to encourage more women to consider a career in policing. Approximately 24 per cent of employees working within ACT Policing are women who come from a wide variety of backgrounds and bring a range of skills and experience to their roles. The 2002-2003 year saw international recognition of the contributions of women in policing through the Women in Policing Globally Conference.

The following profiles of a selection of women working within ACT Policing highlight the diversity offered through law enforcement careers.

Profiles

Constable Kathryn McRae

Constable Kathryn McRae is a recent graduate from the AFP College. Prior to joining the AFP Kathryn gained experience in child care after completing her Associate Diploma through the Canberra Institute of Technology. She commenced working

in child care centres in Canberra, and has also worked as a nanny in Australia and England. Kathryn has also worked within the hospitality industry as well as pursuing a career within university student administration.

Kathryn is an active member of the ACT Community. She is involved with the Ginninderra Rotaract Club where she holds the position of Professional Development Director. Prior to this Kathryn was the Community Service Director for the club. In addition, she is an active participant in the Barnardos Program for disadvantaged children. She is a role model and 'big sister' to a young seven year old girl, offering friendship through engaging in educational and other activities.

Kathryn has also been a 'Homestay Host' for approximately two years, providing a temporary home for overseas students travelling to Canberra. During this time, she has hosted students from Japan, Thailand, China and South Korea. Through this experience, she has gained skills in cross-cultural communication which are invaluable to the AFP and assist us in serving the community.



HISTORICAL

Women in Policing

The skills that women bring to policing have been recognised since 1915, when both the South Australian and New South Wales Police forces first appointed women to undertake the duties of law enforcement officers. The first female ACT Police Officer was Miss Alice Clark who joined the service in 1947. Today in ACT Policing there are a total of 223 women with 146 sworn members and 77 unsworn employees.



During the relatively short time Kathryn has been with the AFP, she has undertaken a varied range of roles including working as part of the Bushfire Coronial Investigation Team (*Operation Parrel*), Traffic Operations, City Watch House and is now attached to Woden Patrol.

Kathryn says she is thoroughly enjoying the diversity of experiences and challenges offered by her role as a general duties police officer in the AFP. In addition she has a keen interest in the health and welfare issues of women and children and intends to pursue a future placement within the Sexual Assault and Child Abuse Team.

Detective Sergeant Melissa Ward

As a member of the AFP for the past fifteen years, Detective Sergeant Melissa Ward has always worked within the ACT, mostly attached to ACT Policing. During this time she has worked in a variety of areas and has gained broad exposure to the many roles offered by the organisation.

Melissa performed general duties policing at Woden and City Stations. In addition she spent two years working in the Juvenile Aid Bureau attached to the old Tuggeranong Station, before taking some time off to have her first child and work in administrative roles.

In 1996 Melissa completed a Basic Police Negotiators Course and is now also a counter-terrorism trained police negotiator. She has found this to be one of the most satisfying and challenging roles she has performed in the AFP. Melissa has utilised this training in response to incidents including the negotiated execution of high risk search warrants, dealing with people with mental illnesses, suicide interventions and during formal

Women and Policing Globally 2002 Conference

The *Women and Policing Globally Conference* was held in Canberra between 20 and 23 October 2002 with 660 delegates attending from 49 countries. This was the first international women and policing conference to be held in Australia and was co-hosted by the AFP, the Australasian Council of Women and Police and the International Association of Women Police.

The opening of the conference was coordinated by Detective Superintendent Chris Lines, with an "All Nations Parade" from the Australian War Memorial to the National Convention Centre.

During the four days, a wide range of presentations were made and included such issues as international and domestic terrorism, trafficking in women, improving the status of women in policing, human rights, violence against women and the investigation and prosecution of war crimes.

A range of other issues were also raised with the ten Australasian Commissioners in attendance. These included covert discrimination against women in the workplace, leave, access to child care, flexible and family friendly work places, middle management issues and women's networks within policing. The issues are to be addressed by the South Pacific Commissioners Forum.

Extensive planning over a period of three years prior to the conference ensured the success of this international event which was hailed by both Australian and overseas delegates as the best women's conference ever!

counter-terrorism exercises conducted in cooperation with the Protective Security Coordination Centre.

As a member of the AFP Confidant Network, Melissa provides guidance to AFP employees in relation to integrity and welfare issues.

Melissa obtained her detective designation following the completion of a three month trial of investigations at the former Fraud Squad and a period of time working in the former Regional Investigations Team.

After a further period of maternity leave she accepted a position as an instructor within the School of Community Policing for two years. Melissa then won a promotion to the position of Drug and Alcohol Policy Coordinator. This role requires the identification, development, management and oversight of the implementation of initiatives and strategies dealing with the misuse of drugs in society.

Melissa is soon to embark on a full time role within Counter-Terrorism Training.

Detective Superintendent Leanne Close

Detective Superintendent Leanne Close has been a member of the AFP for more than 17 years, joining in 1986. During this time she has taken advantage of the many diverse career opportunities.

Leanne worked in various national policing roles in Sydney for more than ten years, including intelligence and investigations associated with major fraud and drug related offences. During this period she obtained her detective designation. While in Sydney she also worked in Internal Investigations on a six-month secondment, investigating

complaints made against police following the AIDEX demonstrations in the ACT.

Whilst on maternity leave during 1995 she was promoted to Sergeant. On her return she was deployed to the Australian Securities and Investment Commission on secondment for six months, prior to a transfer to the AFP College in Canberra where she delivered training in investigations and police practice. One of her proudest achievements was developing the nationally accredited AFP Diploma of Policing and Certificate IV in Fraud Control (Investigations). The AFP Diploma of Policing was awarded to more than 500 AFP recruits before it was replaced recently by the Diploma of Public Safety (Policing).

In 2001, Leanne was promoted to the position of Coordinator Training Delivery, managing ten training teams at the AFP College and four training teams based in other AFP offices throughout Australia.

For the past three years, Leanne has participated actively as a member of the AFP's National Women's Consultative Team. She is keen to encourage other women in the organisation to identify opportunities for personal and professional development through similar forums.

In September 2003, Leanne joined ACT Policing in the role of Coordinator, Operations Monitoring and Intelligence Support. In this role, she manages 56 people working in three diverse areas - Operations Monitoring, Intelligence and Surveillance. Leanne finds this role extremely interesting, varied and challenging. She is particularly enthusiastic about the operational focus this role brings to the community policing environment.

Australian Workplace Agreements

During this reporting period there were no Australian Workplace Agreements negotiated or discontinued within ACT Policing.

Workplace Accidents and Injuries

During the reporting period, the Occupational Health and Safety Manager has focused attention on trends in injury and on management strategies to reduce the likelihood and consequences of such incidents. Part of this process has been to encourage increased incident reporting. Due to the high-risk nature of police work each incident report is investigated and strategies for the prevention of repeat incidents are closely considered. All areas have been reminded of responsibilities for Risk Management Programs and the need to focus on all facets of this process from administration to operational perspectives. Raised awareness of reporting obligations amongst all employees led to an increase in incident reporting during 2002-2003. Training in the reporting of incidents and the introduction of a *Compensation Pack* for employees has assisted in achieving this increase. More comprehensive reporting has provided a clearer view of the ACT Policing injury profile (See **Table 3.2**).

Analysis of incident data shows that:

- 76 per cent (147) incidents occurred in the course of performing operational duties;
- the most frequent injuries were falls (22 per cent) and being hit by moving objects (22 per cent); and
- 33 per cent (64) of reported incidents resulted from sprain and strain injuries.

Table 3.2: Workplace Accidents and Injuries

Source of Injury	2001-2002	2002-2003
Falls, trips and slips of a person	30	42
Hitting objects with a part of the body	8	19
Being hit by moving objects	26	43
Sound and pressure	1	1
Body stressing	52	24
Heat, radiation and electricity	1	1
Chemical and other substances	8	9
Contact with or exposure to biological factors	18	7
Exposure to mental stress	2	4
Vehicle accident	13	19
Other and unspecified mechanisms of injury	19	11
Other/multiple mechanisms		7
Repetitive movement		6
Total	178	193

Source: AFP National OH&S SAP database and ACT Policing People Strategies – 1 July 2002 – 31 May 2003. Data available from Comcare up to 31 May 2003 at time of reporting.

Table 3.3: Accidents Involving Loss of Working Days

Measure	2001 - 2002	2002 - 2003
Less than one day lost due to accident	126	144
More than one day lost due to accident	47	49
Total	178	193

Source: AFP National OH&S SAP database & ACT Policing – information as of 30 May 2003.

Compensation Claims

The number of open compensation claims as at 30 May 2003 was 99 compared with 102 last year. Numbers for the previous financial year differ from those published in the 2001-2002 Annual Report due to definitions of the reporting periods.

Of the 193 incidents reported in 2002-2003, 70 resulted in the submission of compensation claims of which 65 were accepted. As of 31 May 2003 there were 45 open pre-premium experience claims (claims prior to the last 4 years) and 54 open premium experience claims (claims within the last 4 years). Positive intervention strategies and rehabilitation support continue to be applied to active claims both within and outside the premium experience years.

The rehabilitation case manager has implemented quick, safe and durable return to work policies following injury in cooperation with external service providers and in-house case management. The process has continued to include education, liaison with all key participants and close monitoring of outcomes. The predominant focus during this reporting period has remained on issues such as the rehabilitation process, prevention of re-injury and early injury reporting.

The success of rehabilitation processes relied heavily on commitments to modify duties as part of graduated return to work plans. Long term claimants have been encouraged to be forward thinking in their careers. Training in curriculum vitae writing and interview skills was offered to all affected personnel and the introduction of career development planning was encouraged as a way of identifying training gaps and suitable



positions for employees unable to return to pre-injury duties.

The introduction of an administrative officer to the OH&S and Rehabilitation area has provided the opportunity to streamline work systems, support the case manager and general management of all claims.

Close adherence to the AFP's National Guideline on *Occupational Rehabilitation and Return to Work* has contributed to the implementation of uniform practices in the management of all cases. Effective liaison, cooperation and consultation between ACT Policing and other parts of the AFP has underpinned a commitment to providing appropriate rehabilitation to all injured employees regardless of work area.

Learning and Development

A total of 1 905 staff completed 218 courses across four categories; Operations, Management, Administration and Function Specific training. The details of this participation are shown in **Table 3.4**. The total expenditure on Learning and Development incurred by ACT Policing during this reporting period was \$283 784. This figure does not include the cost of recruit training and some courses funded by AFP National.

Operational Safety (community policing skills) training has been of primary concern for the People Strategies Team over this reporting period. Forty courses have been conducted resulting in 574 members being re-certified. This is a mandatory course which consists of defensive skills training including conflict de-escalation techniques, communication and negotiation skills as well as firearms and oleoresin capsicum spray techniques. Maintenance of competencies in this area has been particularly important in the context of changes in the security environment in the ACT.



Recent class of graduating recruits in June 2003 at Attestation Ceremony. From left to right: Constable Jane Bryant, Constable Bryce Brown, Constable Kathryn McRae and Constable Constantinos Bobolas.

ACT Policing coordinated six courses in the AFP's nationally recognised Joint Selection Committee training for 51 employees. This training was facilitated by the Public Service Commission and ensured that recruitment and promotion committees are fully aware of all principles relating to equity, merit, fairness, transparency and consistency when recruiting people into the organisation.

Other training coordinated by People Strategies for ACT Policing included the Career Self-Assessment and Planning System program. Forty eight employees participated in this course. First Aid training saw 183 personnel qualified in first aid techniques and the Resume Writing and Interview skills workshops ensured that 228 employees were provided with standardised training in the skills of application preparation and interview techniques. Interview and application techniques as well as professional development and career planning skills were identified as a priority training area as a result of the *Staff Opinion Analysis and Review* survey conducted in 2001. This survey highlighted a concern across ACT Policing that merit based selection principles

Table 3.4: Training and Development Programs 2002-2003

Total Courses Attended	No. of Courses	ACT Policing Attendees
Operational	123	1 031
Function Specific	43	404
Management	26	154
Administration	26	316
Totals	218	1 905

Source: ACT Policing People Strategies Team. The information provided is drawn from records maintained by ACT Policing People Strategies Team on training conducted for, and attended by, members of ACT Policing during the reporting period. Only training activities coordinated by People Strategies are included in this information. These figures do not include police recruit training conducted at the AFP College.

Table 3.5: Executive Leadership Development Programs

Title	Targeted Participants	Intended Outcome
Executive level program	Director level and above	Currently under development. Due to commence in February 2004.
Senior Leadership Development Program	Team leaders and coordinators	Improving understanding of AFP business, and the associated role requirements of leaders and managers.
Leadership program	Experienced team members and Team Leaders	Scheduled for commencement in August 2003. The specific focus of this course will be related to people and financial management. This program will be piloted in the ACT.

Source: ACT Policing People Strategies.



SRS Members in action at an exercise

Operation New Deal - A big deal

It's a sunny Tuesday morning in Canberra and a lone security guard at Parliament House has just discovered a car bomb. Within hours, reports flood in from Canberra Stadium, where terrorists have taken a group of tourists' hostage. Shortly afterwards, word arrives that another group of armed men have taken hostages and barricaded themselves in a house at Fairbairn with a stockpile of dangerous chemicals. Hundreds of kilometres away in Sydney, a suicide bomber has detonated a device concealed beneath his clothing in the Darling Harbour complex.

This was the scene police faced in May 2003 during *Operation New Deal*, a joint ACT-NSW training exercise to test the nation's preparedness and capability to deal with simultaneous terror attacks in multiple states. More than 700 personnel from ACT Policing, AFP National and NSW Police as well as specialist defence force teams, intelligence agencies and a host of other ACT and Commonwealth agencies participated in the simulation exercise which ran over three days and took more than seven months to plan. Investigations and intelligence information during the exercise was primarily generated by the AFP Transnational Crime Coordination Centre and was fed through to the ACT and NSW as the numerous scenarios unfolded. ACT Policing's full range of capabilities including intelligence gathering, bomb detection, investigations, traffic operations, tactical response, media management, communications and command structures were put to the test during the exercise. Other AFP offices, such as the Eastern Region Joint Counter Terrorist Team also tested its skills, assisting NSW Police with the management of terror incidents in that state.

The performance of each agency and team tasked with managing the multiple terrorist scenarios was monitored by a group of police 'umpires' from around Australia who reported their observations and findings back to those in charge of the exercise. Months later, the results are still being analysed to determine how agency responses, general communication and cooperation can be improved.

Exercises on the scale of *Operation New Deal* represent the future of Australia's counter-terrorism testing regime, by bringing together numerous states and territories rather than restricting simulations to one jurisdiction at a time. In addition to providing valuable training opportunities for all involved, such exercises enable inter-agency cooperation and coordination procedures to be refined, improved and streamlined and offer the chance for jurisdictions to share skills and knowledge. It is also intended that this and future operations will help build public confidence in the ability of ACT Policing and policing agencies in other jurisdictions to simultaneously manage one or more terrorist incidents in Australia.

may be overlooked in preference for appointments based on less transparent criteria. The AFP has been concerned to ensure that all staff are appropriately equipped to compete for relevant vacancies in a merit based process and that selection processes are transparent, fair and equitable.

Induction Training

The ACT People Strategies Training Officer is responsible for arranging for unsworn employees to attend the mandatory Induction Course at the AFP College and processes nominations for the course. New employees are nominated to attend the Induction Course as soon as possible after commencing employment with ACT Policing. This course provides an overview of the functions, responsibilities and commitments of the AFP. It aims to equip new staff to navigate through the organisation and understand their own responsibilities in ensuring accountability and professionalism in service delivery.

Leadership Training

During the reporting period ACT Policing identified a need for leadership programs in response to the increasing demand for command and control, and general management skills in the conduct of operational activities at the middle management levels of the organisation. Leadership training at this level will also assist the organisation in succession planning in respect of vacancies at senior levels. A Team Leader Training package will be delivered in the coming financial year which will incorporate prosecution related issues including brief adjudication processes. It is proposed that ACT Policing team members will also undergo training in these areas. In addition re-development of the ACT

Brief of Evidence training package for recruits has been conducted. This training package has also been delivered to operational ACT Policing members to ensure that emergent policy and legislative changes impacting on brief adjudication are addressed.

Employment Management Plans

The AFP's performance management tool is titled the Employment Management Plan. It offers career management advantages for both the AFP and individual employees working within the organisation. The functions of the Employment Management Plan are to:

- define work tasks and responsibilities;
- outline expected performance objectives (outcomes) and how they will be measured;
- indicate where an individual's contribution fits into the AFP corporate goals;
- provide mechanisms for further reward through grade advancement, incremental advancement and performance bonus payments;
- identify competencies required for further development;
- encourage a medium and long term career focus;
- identify training and development needs; and
- assist in the identification of employee deployment and career development preferences.

An Employment Management Plan is entered into on an operational or administrative goal basis for a maximum of 12 months and tasks

included can be short, medium or protracted. Employment Management Plans are evaluated in February of each year. All staff employed within ACT Policing are required to have a current Employment Management Plan in place, with the exception of the Executive. As at 1 March 2003 559 employees had finalised their Employment Management Plans for the 2002 calendar year. Employees were rated as follows:

- 32 at Excellent (5.8 per cent);
- 226 at Highly Effective (40.4 per cent);
- 239 at Fully Effective (42.8 per cent); and
- 62 at Satisfactory rating (11 per cent).

During this reporting period no employee was rated as unsatisfactory.

Command and Control Training

A Command and Control program is currently being developed by the AFP College. This program will be targeted towards coordinators and team leaders, and will provide training in the control of major incidents, or incidents where there is a requirement to command a larger than normal number of personnel.

The Command and Control program will cover criminal operations (including armed robberies), domestic situations (including sieges), counter terrorist operations and natural and domestic disaster operations.

Although the formalised training package is still being developed, a Command and Control exercise was scheduled for July 2003. External agencies such as Parliamentary

Security, the Australian Protective Service and the Australian Defence Force, which have an appreciation of Police Command and Control procedures will participate actively in the exercise. The exercise package is to be delivered at Parliament House, Canberra.

This exercise will assist participants to lead and manage a multi-agency response focused on Command and Control principles including inter agency operability, legislation, primacy, cooperation, decision making and the delivery of collective outputs.

In addition during this reporting period, ACT Policing received training from the National Counter Terrorist Committee, through the Protective Security Co-ordination Centre. This training is provided by the Commonwealth in the interests of national security and standardised best practice for all policing jurisdictions.

Complaints

During the reporting period, the Commonwealth Ombudsman received 513 complaints concerning ACT Policing personnel, an increase on the 2001-2002 result of 444. This result is attributable in part to the large number of new members working in ACT Policing during the reporting period and highlights the importance of appropriate mentoring and supervision of new members as they adapt to the challenges of a policing career. These 513 complaints referred to a total of 800 separate issues. The Ombudsman records complaints based on the actual number of complaint issues raised rather than the number of persons making complaints.

Of all complaints investigated by the Ombudsman, 24 were recorded as



Sergeant Gary Shute surrounded by his Emergency Services colleagues at the Community Protection Medal presentations.

substantiated. One complaint involved injury during an arrest, where the complainant advised that she was not provided with medical assistance for an injury to her hand sustained while resisting arrest. This is classified as an injury while in custody. Investigative outcomes recommended the incorporation of revised procedures into care in custody guidelines at the Watch House.

Approximately 67 per cent of complaints relating to ACT Policing were conciliated through workplace resolution. Cases that were resolved this way include matters that might have otherwise been substantiated had they not followed this process.

From the total number of complaint issues raised this year, 158 (20 per cent) were investigated. Of the issues investigated:

- 24 issues (15 per cent) were determined to be substantiated;
- 69 (44 per cent) were found unsubstantiated;
- 5 (3 per cent) achieved a conciliated outcome;

- 19 (12 per cent) were incapable of determination; and
- 3 (2 per cent) were withdrawn by the complainant.

The Ombudsman's office declined to further investigate 38 matters (24.6 per cent), for reasons including the ability of the complainant to raise the matter with a court or a tribunal, matters being out of jurisdiction or due to other circumstances.

Ombudsman Investigations

Investigations still under active consideration include:

- a review of the administrative review processes for Traffic Infringement Notices issued in the ACT; and
- a review of the effectiveness of the workplace resolution process.

Consideration is also being given to re-opening previous investigations into property and exhibit management and ACT Policing responses to incidents involving domestic violence.

Volunteers in Policing

Police volunteers have made a significant contribution to the AFP in the past twelve months and continue to support officers by greeting members of the public at the front office of police stations. Volunteers assist people with generic enquiries or guide them when completing minor accident reports. Both members of the public and police staff have warmly accepted volunteers.

Volunteers continue to work behind the scenes in areas such as Police Scouts and interacting with young people through Police and Citizens Youth Club activities. They also support Crime Prevention and Suburban Crime Prevention Team outreach activities.

During the January bushfire crisis, Police Volunteers worked around the clock to provide catering services and support services for police. Later, volunteers distributed flyers and posters to areas affected by the bushfires to advise residents of the upcoming Coronial Inquiry.

A new initiative progressed during the year was the Key Holder Registry



Sergeant Jeff Knight in Weston during the bushfires on 18 January 2003.

Update, where teams of volunteers visited local businesses to obtain contact details of the business key holders, so that business premises can be accessed quickly in the event of an emergency. This will be an ongoing role, where volunteers will liaise extensively with members of the public whilst collecting this information.

January Bushfires Crisis

The morning of 18 January 2003 began like any other typical Saturday morning. However the events which unfolded that day, and the days that followed, were extraordinary and unique. By the end of the day four Canberrans had tragically lost their lives and over 400 homes were destroyed. The extent of the bushfire crisis brought about the first State of Emergency ever declared in the ACT. The Canberra bushfires were the second biggest fire disaster in Australia behind Ash Wednesday in 1983 in which over 2 000 homes and 75 lives were lost in Victoria and South Australia. Temperatures of 40 degrees and humidity below 10 per cent were recorded and winds up to

100 kilometres an hour were fanning flames as high as 60 metres in the air. The heat generated by the fires was estimated to be over 1 000 degrees celsius.

Officers involved in the operation on the streets of Canberra included general duties, Specialist Response and Security and traffic members. Although they all had specific roles under the emergency plan, when the situation escalated, everyone contributed where they could by responding to calls of residents trapped by the fires, enforcing road-blocks, directing traffic at intersections where traffic lights had gone out and evacuating people for their own safety.

Behind the scenes, members from Police Communications, People Strategies, the Media Team, the Welfare Officer, Occupational Health and Safety staff, executive support areas and police volunteers were working around the clock to support operations in the field.

The ACT Emergency Services Bureau had been monitoring three separate fires that were ignited by lightning strikes in Namadgi National Park and

the MacIntyre Hut region on 8 January 2003. Sergeant Steve Kirby had been working from the ACT Emergency Services Bureau as the ACT Policing liaison officer. His role was to monitor the progress of the fires and liaise with his NSW counterparts.

Around 8am on Saturday morning, Sergeant Kirby telephoned Commander Operations, Mandy Newton with the news that three fire fronts were converging and travelling rapidly through the Tidbinbilla Nature Reserve toward Canberra's south-west, fanned by high winds and soaring temperatures. It was estimated the fires would reach suburban areas by around 6.00 pm. In response to this forecast the Police Operations Centre was immediately activated.

One of the first items on the agenda was the establishment of an evacuation plan for the Canberra suburb of Duffy, predicted to be the suburb at highest risk due to its position near the Stromlo Forest pine plantation on Canberra's south-west. The fire approaching from the MacIntyre Hut region was moving rapidly towards the Uriarra Pine Forest and Canberra's northern suburbs.

By midday, the fire approaching the northwest of Canberra had already swept through the Uriarra area and the Namadgi fires had progressed as far as the Cotter, already three hours ahead of the time predicted and showing no signs of slowing. Small rural settlements in the Cotter area were the first to be asked to evacuate by police, with many residents reluctant to abandon their homes despite the risks posed by the impending fire.

At 2.45pm on 18 January 2003, based on advice from Chief Police Officer John Murray in consultation with the fire authorities, Chief Minister Jon Stanhope formally declared a State of Emergency. Mr Murray immediately assumed the role of Territory Controller. This declaration enacted additional powers under the *Emergency Management Act 1999*, including the power for police to direct people to evacuate and stop people from entering areas under threat from the approaching fires.

As part of the evacuation plan for Duffy, police established roadblocks on all major roads to prevent people from entering the endangered suburb and to ensure residents were able to get out by the safest and most expedient routes. With smoke blanketing the area and reducing visibility to around 20 metres, the evacuation plan also aimed to ensure emergency services members had unimpeded access to the streets and were safe to focus on their assigned tasks without the hazard of traffic disrupting operations and further endangering their personal safety.

Constable Jane MacKenzie recalled that one of the most difficult jobs was to prevent anxious residents, along with concerned people, entering the suburbs which had been evacuated to check on friends, relatives, homes or pets.

"It's such a terribly hard situation to have to go through and then be told you can't go back to your house... I can understand why people were really worked up and anxious," she said.

These scenes were to be repeated throughout the afternoon and into the evening, as fire took hold in Duffy, enveloped the south side of Canberra and destroyed homes in Holder, Rivett, Chapman, Kambah, Weston, Torrens, Lyons and Curtin.

Meanwhile, the arc of the fire, which was travelling up to 200 metres in front of the firewall had ignited a petrol station in the middle of Duffy, disrupting the planned evacuation route and forcing officers to find an alternative escape route.

Senior Constable Bruce Harris had been directing residents away from the fire at the petrol station when he was called on to rescue a woman, her two daughters and their dog from a Duffy home which was virtually surrounded by fire. When he arrived at the house the back patio was alight, along with the shed and garden furniture, and the houses on both sides were also well alight.

"We just pulled them out of the house, put them in the police car and got them out of there as quickly as possible," Senior Constable Harris said.

AFP National was also mobilised to support the Canberra response, with 42 members from Eastern Region arriving in Canberra on Sunday 19 January 2003 and around 60 members from National and Southern Operations placed on stand-by for possible deployment in the days that followed. Seventy police recruits were also put on stand-by, with 30 of these starting their policing careers early when they were deployed to assist with traffic direction and roadblocks.

NSW Police also responded on 19 January 2003 with 24 officers and 13 vehicles to assist with patrol duties as the emergency situation continued to hover over Canberra.

As Territory Controller, John Murray assumed responsibility for the coordination of Canberra's recovery in the wake of the devastating firestorm. This task required coordination of daily meetings of the Emergency Management Committee which consisted of representatives from a broad range of government and non-government services. The committee was tasked with restoring the city's infrastructure. Evacuation centres were established to cater for those most in need, and ActewAGL and Telstra staff worked around the clock to restore services.

To investigate the four deaths during the fires, a coronial investigation team, *Operation Parrel* was established. Detective Sergeant Therese Barnicoat heads the team of ten investigators and support staff.

Between 18 and 21 January 2003 ACT Communications received nine reports of theft or burglary from suburbs most affected by the fire, and a 15 year old youth appeared before court on 20 January 2003 charged with looting a house in Weston. A further six people were arrested for the deliberate lighting of fires during a total fire ban in the days following 18 January 2003.

As the fire brigade and rural fire services bravely performed the duties required of them, ACT Policing members displayed dedication and professionalism in managing the difficult and sensitive tasks of forcibly removing residents from their homes in suburbs such as Duffy, Chapman and Kambah. They also stopped residents desperate to find loved ones, save pets and gather up treasured possessions from returning to their homes until it was safe to do so.



Community Policing Medals.

Awards

The commitment and excellence displayed by ACT Policing employees is given credence by an awards process which provides an opportunity to recognise long serving officers and those who have displayed efforts above and beyond the requirements of normal policing duties.

ACT Community Policing Medal

The ACT Community Policing Medal is awarded to police officers who have provided at least ten years diligent service to the Territory since self-government. The first ACT Community Policing Medals were awarded on 7 December 2001. In 2002-2003 the recipients of the ACT Community Policing Medal were:

Detective Superintendent Michael Chew
 Detective Sergeant Ingrid Kuster
 Detective Sergeant Donna Phillips
 Sergeant Alf Turketo
 Sergeant Robin Wheeler
 Sergeant Paul Whittaker

Senior Constable Robert Cameron
 Senior Constable Brian Carter
 Senior Constable John Druhan
 Senior Constable Anthony Edmondson
 Senior Constable Gordon Henshaw
 Senior Constable Christopher Meagher
 Senior Constable Gabriella Toscan
 Senior Constable Charles Wright
 Detective Constable Edward Sjollema
 Detective Constable Paul McDonald

Police Overseas Service Medal

The Police Overseas Service Medal is awarded in recognition of service by AFP members in peacekeeping operations. Each subsequent mission that an AFP member serves on is represented by a separate mission clasp on the medal in the order of countries served.

In 2002-2003 the following members of ACT Policing were awarded the Police Overseas Service Medal or a clasp to the medal:

Detective Sergeant Adrian Craft
 Sergeant Louise Denley
 Sergeant Anthony Marmont
 Sergeant Rodney Millican
 Sergeant Steve Walsh
 Detective Senior Constable Rachelle Heath
 Detective Senior Constable David McCarthy
 Senior Constable Brett Cunningham
 Senior Constable Dave Fearnside
 Senior Constable Adam McCormack
 Senior Constable David McDowell
 Senior Constable Craig McPherson
 Detective Senior Constable David O'Meara
 Detective Constable Robert Muir
 Constable Nicolle Haigh
 Constable Raquel Ilesley
 Constable Mark Lehmann
 Constable Glen Pitkethly
 Constable Andrew Radcliffe
 Constable David Tink

National Medal

The National Medal is awarded to members of the AFP and other police, emergency and corrective service organisations who have completed 15 years of diligent service.

The ACT Policing members listed below were awarded the National Medal in 2002-2003:

Detective Sergeant Peter Crozier
Detective Sergeant
Marcus Tawton
Sergeant Brett Simpson
Sergeant Geoffrey Woodman
Detective Senior Constable
Peter McMahon
Detective Senior Constable
Alan Stunden
Detective Senior Constable
Brian Tadic
Detective Senior Constable
William Evans
Senior Constable Peter Kossatz
Senior Constable Paul Sherring
Senior Constable David Quilty
Senior Constable Mark Anderson
Constable Wesley Herold
Constable Rick Baker
Constable Geoffrey Hinckman
Constable Michelle West
Constable Peter Withers

Clasp to the National Medal

The first clasp to the National Medal is awarded to police who have completed 25 years of diligent service. Subsequent clasps may be awarded for each additional ten years service.

The following members were awarded a Clasp to the National Medal in 2002-2003:

1st clasp

Deputy Chief Police Officer
Andy Hughes

Detective Superintendent
Chris Lines
Detective Sergeant Jim Muir
Detective Sergeant Gary Noble
Sergeant Alf Turketo
Sergeant Allen Le Lievre
Sergeant Rod Millican
Sergeant Kerry Smith
Sergeant Robert Sobey
Sergeant Stephen Ward
Sergeant Steve Wood
Sergeant Geoffrey Woodman
Detective Senior Constable
Mervyn Carnall
Senior Constable Glen Pithkethly
Senior Constable Eric Sluga
Senior Constable Andrew Warry
Senior Constable Ian Andrew Fuller
Senior Constable David Gibbs
Senior Constable Sue Ross

2nd clasp

Detective Superintendent Brian
Hepworth
Sergeant Jeffrey Brown
Senior Constable George Dubickas

ACT Policing Commendations

ACT Policing commendations are awarded to members of ACT Policing and members of the community in recognition of outstanding service or acts of good nature toward the community.

The following people received commendations in 2002-2003:

Mr Harvey Chambers
Mr Derrick Craig
Mr Graham Louis
Detective Senior Constable
Frank Gill
Detective Senior Constable
Toby Seppings

Constable Ashley Laidler
Constable Hilda Sirec
Constable Steven Terrance

During this reporting period, two examples of ACT Policing members who provided outstanding service towards the community involved Constable Laidler and Constable Sirec.

On 26 September 2002 Constable Laidler attended a family violence incident. As a result of further enquiries Constable Laidler re-visited the residence on 4 October 2002. Upon arrival at the address, he heard crying from inside the premises and found that the victim had taken an amount of medication in an attempt to commit suicide. The follow up support provided by the constable in this incident ensured timely identification of the suicide attempt and subsequent medical treatment leading to the recovery of the person involved.

On 17 March 2003, Constable Sirec attended a Belconnen residence in response to a report that a 17 month old child was not breathing. On arrival at the residence, and prior to the arrival of the ambulance, she found the child pale and unconscious on the floor. Constable Sirec immediately commenced first aid on the child who then regained consciousness. The swift actions and calm approach of the constable saved a young life.

Australia Day Medallion

Ms Pippa Mitton received the Australia Day Medallion for her work in the field of resource management. Ms Mitton's achievement has translated to real and tangible benefits for operational police in the form of better equipment, uniforms and conditions of employment. She was responsible for developing a model for police resourcing to underpin the *Purchase*

Agreement for Police Services which saw the first significant real terms increases in police resourcing for over a decade.

Community Protection Medal

The ACT Community Protection Medal was introduced by the ACT Government during this reporting period to recognise contributions made by emergency service personnel above and beyond normal duty. Former ACT Deputy Chief Police Officer, Denis McDermott was awarded an inaugural ACT Community Protection Medal for distinguished and outstanding service to Canberrans. Denis McDermott's dedication and commitment to serving and protecting the Canberra community has been an example to everyone performing a community focused role.

Australian Police Medal

Australian Police Medals are a decoration under the Australian Honours system, for which nominations are accepted every Australia Day. The Honours system celebrates outstanding achievements and contributions of Australians in a diverse range of fields or endeavours.

Detective Superintendent Ray Sweeny and retired Detective Sergeant Donald Bailey were honoured at Government House in April 2003 with the presentation of Australian Police Medals. The medals for distinguished service were awarded in recognition of outstanding achievements in criminal investigation.



Former Deputy Chief Police Officer Denis McDermott receiving the Community Protection Medal.