

SECTION 1: OUR ORGANISATION

Mission

Policing services in the ACT are provided by the Australian Federal Police (AFP) through its community policing arm, *ACT Policing*. The provision of these services is governed by a contractual arrangement between the Commonwealth and Territory governments that is unique among Australian jurisdictions. The details of this arrangement are underpinned by an annual Purchase Agreement which sets out the mix of services and performance targets to be delivered by ACT Policing each year.

ACT Policing is directly accountable to the ACT Minister for Police and Emergency Services. Its mission is to *keep the peace and preserve public safety within the ACT*. The Purchase Agreement for police services requires that ACT Policing achieve one key outcome – *in partnership with the community, create a safer and more secure Australian Capital Territory*. In 2002-2003 this was achieved through four main areas of activity:

- Crime and Safety Management - providing a safer and more secure ACT so that members of the community can go about their daily lives without undue fear of crime;
- 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;

- Prosecution and Judicial Support - maximising the number of successful prosecutions in court by providing support to the Director of Public Prosecutions and the courts; and
- Crime Prevention - preventing crime by targeting the causes of crime, educating members of the community about property and personal safety, and by pursuing inter-agency partnerships that assist in achieving this objective.

Structure

The ACT Policing Executive comprises a Chief Police Officer, a Deputy Chief Police Officer, a Commander Operations and a Director Services.

As part of the Policing Arrangement between the ACT Government and the AFP, the Chief Police Officer for the ACT has a dual reporting role to both the ACT Minister for Police and Emergency Services and the Australian Federal Police Commissioner.

The Deputy Chief Police Officer, who also holds the rank of Assistant Commissioner within the AFP, is directly responsible for the ACT's North and South Patrol Districts, Territory Investigations Group, Operations Monitoring and Intelligence Support and Police Communications. The Deputy Chief Police Officer also oversees operational activities coordinated by the Commander Operations.

The Commander Operations is responsible for Traffic Operations, Specialist Response and Security and Prosecution and Judicial Support.

The Director Services administers three of the six enabling services teams; People Strategies, Research and Policy, and Financial Services.

The Crime Prevention and Media and Marketing Teams report directly to the Chief Police Officer. Eight superintendents oversee daily police operations, investigations and prevention programs and six superintendents/coordinators manage enabling areas within the organisation.

ACT Policing continues to deliver services based on the North-South District model. In September 2002, re-zoning of North and South Districts was promulgated to more effectively distribute resources across the ACT. Police stations are located in Canberra City, Woden, Belconnen, Tuggeranong and at the Joint Emergency Services Centre in Gungahlin. Operations at these stations are supported by ACT Policing Headquarters located at the Winchester Police Centre in Belconnen and a police shopfront in Garema Place, Civic. Specialist support services such as Forensic Services and Specialist Response and Security are located at the Weston Police Services Complex, and the Water Police Team is located on the shores of Lake Burley Griffin in Yarralumla.

Legislative Framework

The AFP is a Commonwealth Statutory Authority established under the *Australian Federal Police Act 1979* (the Act) proclaimed on 19 October 1979.

The decision-making powers that directly affect the public are vested in the office held by all sworn members of the AFP. The powers and duties of AFP members are outlined in Section 9 of the Act. AFP members have powers derived from both ACT and Commonwealth legislation.

Police powers extend to:

- the protection of life and property;
- the preservation of peace and good order;
- the detection and prosecution of offences against the common law and statutes; and
- matters that may be incidental to the performance of law enforcement generally.

Organisational Change

ACT Policing has undergone significant structural change over the past two years. Over the past 12 months the organisational change has been largely nominal. The changes implemented during the period include:

- the re-zoning of North and South Districts. This was done to help provide a clear and unambiguous boundary based on geographical features and has resulted in a more even distribution of patrol work;
- the amalgamation of the Radio Communications and Audio Visual Team into one Technical Support Services Team;
- an internal audit of the Operations Monitoring and Intelligence Support structure. This resulted in significant changes to roles and responsibilities and a general restructure of

the Operations Monitoring and Intelligence Support Area. The changes aimed to increase the effectiveness of intelligence-led policing with a refined model to be introduced in 2003-2004;

- the establishment of the Specialist Response and Security Team to increase the effectiveness and efficiency of ACT Policing's response to the post 11 September 2001 increased threat of politically motivated violence.
- internal reorganisation of the Crime Prevention portfolio; and
- a temporary increase in strength of the Bomb Response Team from an original three members to five given the current international security environment.

As can be seen from these changes, the main organisational shifts in ACT Policing have been designed to refine operations with a strong focus on emerging terrorist and criminal threats. These changes, particularly those relating to intelligence and Specialist Response and Security, will continue to develop ACT Policing's capacity in these areas for the foreseeable future, ensuring that ACT Policing is well placed to respond to local and international events.

A New Purchase Agreement

ACT Policing entered into the first Purchase Agreement with the ACT Government in June 2000. This Agreement represented a significant development in the relationship between police and the community, providing clear and transparent outcomes, outputs and levels of performance. This process has been refined over time and has assisted in shifting the delivery of police services from an overwhelming orientation towards inputs to the delivery of outcomes.

Experience with the first two Agreements revealed a number of



major weaknesses including over specification of outcomes, limitations in the coverage of outputs, the maintenance of input and activity based performance measurement and unnecessary fragmentation of police services. Performance was difficult to assess because of the large number of performance indicators, some of which required specialist knowledge to interpret, and others that were confusing due to their lack of focus on policing issues.

The 2002-2003 Purchase Agreement made provision for a comprehensive review of outcome, outputs and performance indicators and allowed for implementation of changes during the reporting period and in the forthcoming year. A completely restructured agreement was signed by the Minister for Police and Emergency Services and the Chief Police Officer in March 2003.

The new agreement is regarded as unique in Australian policing as it streamlines the outcome and outputs to reflect the general capabilities of a police service. Most importantly it rationalises performance indicators in a way which assists clear interpretation in terms of 'better' or 'worse' performance with an emphasis on socially significant outcomes such as crime, fear of crime and criminal justice outcomes.

A major development in this agreement is a dramatic increase in the use of measures which rely on information provided by the community. Thirty five per cent of all measures are based on a community survey of 2000 households dealing with such issues as perceptions of police and fear of crime.

As previously stated, the new agreement sets out to achieve a safer

and more secure ACT through the clear delivery of:

- Crime and Safety Management services;
- Traffic Law Enforcement and Road Safety services;
- Prosecution and Judicial Support services; and
- Crime Prevention strategies.

The success of police in delivering these services is assessed against seven key performance indicator groups. These break new ground by defining complex issues in modern policing in simple and insightful ways. Differences between the level of crime and fear of crime attain new significance, with other issues such as satisfaction with police and police responsiveness to community needs also being singled out as important and significant issues. Other major developments include defining road safety in meaningful terms with safe roads simply being described as those on which the community can travel with minimal likelihood of being involved in motor vehicle crashes which could lead to injury or death.

Crime prevention has also been identified as a separate strategic priority for police. This is regarded as critical by ACT Policing as there are opportunities to engage the community to address the causes of crime against potential victims by jointly developing preventative mechanisms for managing and treating risk.

Police have an important role to play in working with the community to ensure that important risk factors influencing vulnerability to crime are addressed. Such risks can include inadequate standards of personal or physical security, lack of specific knowledge

about the local crime environment, or complacency in utilising existing resources. The revised arrangement, with its focus on community satisfaction, encourages police to forge effective partnerships and interact positively with the community to achieve mutual objectives in crime prevention and reduction.

Strategic Planning

The ACT Policing Executive and Coordinators have focused on strategic and business planning processes throughout the year. Corporate planning processes have focused on providing intelligent, advanced and responsive policing services to the ACT community along with a high level of accountability for policing outcomes. An executive retreat, held in March 2003 and attended by all members of the Executive, laid the groundwork for strategic and business planning for the next four years.

The strategic planning agenda for ACT Policing has been realigned to parallel the *Policing in the 21st Century* project, which began during this reporting period, in order to leverage maximum value from the work being undertaken by Australian National University researchers. The expertise and international knowledge of the research team about policing should substantially increase ACT Policing's strategic planning capabilities.

The key themes in ACT Policing's strategic planning for the next four years include:

- further development of intelligence-led policing strategies;
- development and implementation of crime reduction solutions; and
- enhanced partnerships with the community.



ACT Policing Executive. From left to right: Commander Operations, Mandy Newton, Chief Police Officer, John Murray and Director Services Dr Tony Murney.

Executive Profiles

Chief Police Officer John Murray APM

John Murray was appointed as Chief Police Officer for the ACT in September 2000. His policing career commenced at the age of 16 as a cadet with the South Australia Police. During his career, he served in general duties, criminal investigation, prosecution, and learning and development before taking up commissioned rank where he performed a variety of roles including management of patrols, policy, organised crime investigations, criminal intelligence, prosecution, internal investigations and strategic development.

In 1997, Assistant Commissioner Murray temporarily left policing to become Associate Professor and Head of the Graduate School of Police Management at Charles Sturt University, New South Wales. In this work, and subsequently as a private consultant, he led management programs for senior police in Australia,

New Zealand and Hong Kong before taking up his current position.

John Murray holds a Bachelor of Arts, Bachelor of Laws, a Master of Business Administration, a Graduate Certificate of Legal Practice and is a qualified barrister and solicitor. He holds three Adjunct Professorships, in law with the University of Canberra, in postgraduate management with the Charles Sturt University and another in conflict resolution with the Hawke Institute of the University of South Australia.

Deputy Chief Police Officer Andy Hughes

Deputy Chief Police Officer for the ACT during 2002-2003, AFP Assistant Commissioner Andy Hughes, was recently selected for the position of Commissioner of the Fiji Police Force.

Andy Hughes commenced his policing career 25 years ago, spending the first six years with ACT Policing in general duties and criminal investigations. He then commenced duty in Northern and Eastern Operations, and subsequently moved to the Detective Training School

at the AFP College. Andy Hughes has worked extensively in national and international investigations, with a strong emphasis on the investigation of organised crime including the importation of illicit drugs and people smuggling. He went on to work as the AFP Liaison Officer in London for three years before returning to AFP Headquarters in Canberra. He holds a Bachelor of Science Degree in Policing with Honours and graduate qualifications in Applied Management and Executive Leadership.

Commander Operations Mandy Newton

Mandy Newton rejoined the AFP in February 2002 taking up the position of Commander Operations in the ACT. After leaving the AFP in 1995, she gained several year's experience working with the Australian Taxation Office as Assistant Commissioner and also with ACT Electricity and Water as a senior manager.

Prior to her departure in 1995, at the rank of Superintendent, Mandy Newton had worked in a number of community policing roles in the ACT. Commander Newton has also trained



Deputy Chief Police Officer, Andy Hughes.

A new Commissioner in Fiji

In July 2003, ACT Policing farewelled Deputy Chief Police Officer Andy Hughes following his appointment as Commissioner, Fiji Police, based in Suva.

Mr Hughes is no stranger to the Pacific. Prior to his role as Deputy Chief Police Officer, he occupied the role of General Manager International and Federal Operations and played a significant role in the region by expanding existing and establishing new liaison posts, and promoting the benefits of the Australian Federal Police Law Enforcement Cooperation Program. The AFP nominated Mr Hughes for the role following a request by Fiji's Constitutional Officers Committee for a suitable candidate.

As Commissioner, Mr Hughes will be in charge of Fiji Police's 4000 officers, 32 police stations and 92 smaller police posts. His responsibilities include the organisation and administration of the Fiji Police, its deployment and the control of its operations.

Mr Hughes is the first Australian to be appointed as Fiji Police Commissioner. His appointment is testament to his vast policing abilities and experience at the local, national and international level.

ACT Policing wishes to acknowledge the excellent services Assistant Commissioner Hughes has provided to the ACT community.

and instructed in recruit, detective and management courses at the AFP College in Barton.

Commander Newton possesses a wide range of leadership and management skills developed in both the AFP and other government organisations. Supporting this extensive policing and managerial experience, she has gained a Masters in Business Administration and a Graduate Certificate in Police Management.

Director Services Tony Murney

Dr Tony Murney took up the role of Director Services in ACT Policing in 2000 following his earlier appointment in 1998 as Coordinator Research and Policy. Dr Murney's career prior to commencing with the AFP included research for Commonwealth and State government departments, guest lecturer at the Australian National University and roles within the Commonwealth Parliament as Assistant-Serjeant-At-Arms and Deputy Security Controller.

Dr Murney has wide research experience along with policy development and administrative skills both internal and external to policing. His current responsibilities within ACT Policing include research, policy, finance, performance evaluation and people management.

Dr Murney studied in a number of tertiary institutions and his qualifications include an arts degree, a first class honours degree and a Ph.D. He is currently working towards finalisation of the Police Executive Leadership Program at the Australian Institute of Police Management.

ACT Policing Organisational Chart

