





PART C

MANAGEMENT OF THE ORGANISATION





HUMAN RESOURCE PERFORMANCE AND ANALYSIS

ACT Policing's human resource performance is underpinned by the Workforce Planning Establishment model. It is an essential analytical tool that provides the ACT Policing Executive with the staffing figures to facilitate appropriate staffing decisions for community policing in the ACT. The model is a systematic process to supply information on current and future staffing numbers, identifying and addressing the gaps in the current workforce and the staffing needs of the future. The role of the Workforce Planning model is to:

- provide feedback and clarification on a weekly basis for appropriate staffing across ACT Policing;
- provide feedback and clarification on determining ACT Policing's ability to support the AFP's national and international operations;
- provide relevant information on planning for future recruitment needs in financial out years; and
- instil improved management of human resources across ACT Policing, including surge capacity requirements.

The model structure brings together staffing data by:

- assessing current workforce numbers – maintain a picture of the workforce numbers;
- analysing future workforce needs – develop requirements for future staffing needs;
- identifying gap areas in ACT Policing – what gaps exist between current and projected workforce needs; and
- providing consolidated information for development of strategies to address the gaps.

The Workforce Planning Establishment model works in conjunction with the AFP's Performance Management tool to ensure staffing capacity is supported by the continuing development of capability.

Each member of ACT Policing is required to enter into a Performance Development Agreement with their supervisor. Undertaken on a 'trimester' cycle, the Performance Development Agreement offers individuals and managers the opportunity to discuss all aspects of performance for the previous trimester and development objectives for the coming trimester.

The Performance Development Agreement:

- provides feedback on a regular basis to encourage continuous improvement in the workplace;
- develops shared understanding of performance expectations in the role;
- recognises achievements; and
- provide relevant information that will enable timely identification of development needs to support organisational objectives and outcomes.

These Human Resource processes provide a timely and synergistic approach in determining staffing and capability development needs across ACT Policing for proactive policing in the ACT community.

STAFFING PROFILE

ACT Policing's workforce is predominantly comprised of sworn AFP employees; unsworn employees provide specialist support and enabling functions. The organisation employs a diverse range of people, from a variety of cultural and occupational backgrounds and continues to be characterised by young, energetic and well educated people. This serves ACT Policing well and ensures continued evolution into an organisation more representative of the community it serves.

Table 3.1 describes the level, gender and sworn status of personnel contributing to policing services in the ACT. The total number of personnel contributing services at 30 June

2005 was 791.5 full time equivalent employees.

As at 30 June 2005, 72 per cent of staff providing services to ACT Policing were sworn members. Of the 571.7 sworn members, 1.9 per cent held the rank of Superintendent or higher. During the reporting period, approximately 23 per cent of sworn members in ACT Policing were women. Of this number, most are at the Constable level (91 per cent), with approximately 7.6 per cent at the Sergeant level. A total of 57.3 per cent of unsworn staff providing services to ACT Policing during the reporting period were female. Female employees comprised approximately 32 per cent of the total employee number providing services to ACT Policing during the reporting period.

RECRUITMENT

The ACT Policing People Strategies Group is fully responsible for the recruitment of people into unsworn positions, and assists the national arm of the AFP in the recruitment of sworn members into ACT Policing through assistance with local applicant testing, assessment processes and interviewing. Selection exercises for vacant positions are underpinned by a merit based selection process. The selection panels are made up of a convenor from the APSC (Australian Public Service Commission), an AFP representative and an AFPA (AFP Association) representative. This composition ensures the principles of diversity, equity and fairness are applied in all circumstances.

During the reporting period, a total of 119 new employees began their careers with ACT Policing. Of this total, 39 were police recruits, 60 were unsworn employees and 20 were lateral police recruits. With the addition of 10 extra members in the ACT Government funding for ACT Policing, ACT Policing will be taking up to four recruit classes in the 2005-2006 financial year.

Table 3.1: Staffing Profile

Rank	Sworn Female	Sworn Male	Unsworn Female	Unsworn Male	Total
Chief Police Officer	0.0	0.9	0.0	0.0	0.9
Deputy Chief Police Officer	0.0	0.0	0.0	0.3	0.3
Commander/ Director	0.0	1.9	0.0	0.9	2.8
Superintendent/ Coordinator AFP Band 9	1.9	6.6	4.9	14.3	27.6
Sergeant/AFP Bands 5-8	10.1	93.7	23.4	19.7	146.9
AFP Bands 5-8 Temp	0.0	0.0	1.9	2.8	4.7
Constable/AFP Bands 2-4	119.4	337.2	82.4	42.7	581.7
AFP Bands 2-4 Temp	0.0	0.0	12.6	13.1	25.7
AFP Bands 1	0.0	0.0	0.9	0.0	0.9
AFP Bands 1 Temp	0.0	0.0	0.0	0.0	0.0
Total	131.3	440.4	126.1	93.7	791.5

Source: ACT Policing People Strategies

Note: Includes Enabling FTE (90.34) and excludes personnel working on Commonwealth matters and Inoperative Pool Unpaid. 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 2004-2005. These figures are based on substantive ranks and do not include periods of higher duties.

CULTURE AND VALUES

AFP PROFESSIONAL STANDARDS

To perform effectively, the AFP must secure and maintain the community's confidence, both in the integrity of individual employees and the ability of the organisation to prevent and counter internal corruption and misconduct.

The AFP considers values to be important because they provide the foundation for building professional competence that is the key to high performance in an organisation. The AFP has identified its core values to be:

- Integrity;
- Commitment;
- Excellence;
- Accountability;
- Fairness; and
- Trust.

Mindful of these values, AFP employees are required to exercise their powers and otherwise conduct themselves at all times in accordance with their legal obligations and the professional standards properly expected of them by Government and the wider community.

The AFP fulfils the expectations of the Government by:

- ensuring the ongoing integrity of AFP employees through initiatives such as comprehensive screening of recruits and pursuing a drug free workplace;
- ensuring the organisation's values of integrity and ethical conduct are incorporated in all AFP training programs, practices and procedures;
- maintaining an effective regime for monitoring integrity and ethical conduct by employees;
- encouraging employees to report and address conduct that breaches required standards; and

- pursuing and resolving situations where corruption or misconduct has been alleged reported or is suspected.

THE CONFIDANT NETWORK

The AFP Confidant Network is designed to provide support and assistance to AFP employees including ACT Policing with their obligation to report criminal matters, inappropriate behaviour and breaches of the AFP core values. The Network's role is to embrace and foster a culture that has no tolerance of corruption, unethical or inappropriate behaviour.

Confidants are AFP employees of all ranks and levels (sworn and unsworn) who are trained and are available to support other AFP employees in fulfilling their obligation to report criminal and/or inappropriate behaviour. The Confidant acts as a 'conduit' for information between the reporting member and the organisation. This role also incorporates providing support for those who may be the subject of a Professional Standards (PRS) or managerial inquiry.

Confidants receive regular training to ensure they perform the role in accordance with AFP guidelines and with respect to the principles of confidentiality and procedural fairness for all parties concerned. There are approximately 260 Confidants throughout the organisation, including international postings, the International Deployment Group and Protective Service.

The efforts of the Confidants are supported by the Confidant Network Coordination Team based at Salvation Army House, opposite the AFP College in Barton. The Confidant Network Coordination Team provides advice, support and options for the Confidants

and their clients, records all Confidant matters, liaises with key stakeholders involved in the resolution of issues and is responsible for the marketing of the Network. While the Confidant Network Coordination Team will not hesitate to refer serious issues to the Professional Standards portfolio, other strategies for resolution of issues are considered. Regardless of the nature of the referral, efforts are always made to coordinate support as requested by the client, and Confidant. Matters reported to the Confidant Network may be referred to more than one area. The support of line managers and team leaders is vital in accordance with the AFP principles of resolving issues in the simplest and most effective manner.

STATISTICS

In 2004-2005 the Network received 138 referrals across the whole of the AFP. This figure can be broken down into the following categories: criminal/corruption matters seven per cent, inappropriate behaviour 12 per cent, bullying behaviour 15 per cent, sexual harassment five per cent, workplace conflict 12 per cent, workplace harassment four per cent, failure to comply with IT policy one per cent, disagreement with policy/management 13 per cent, breach of AFP security guidelines one per cent, and support/advice 30 per cent.

Of the matters reported, 68 per cent have been completed. The other 32 per cent remain current, either still under investigation or the client requires on-going support in the workplace. Of the total 138 referrals, 50 per cent were referred to management, 30 per cent to Professional Reporting and Standards (PRS) for investigation, 15 per cent for information only or resolved with the assistance of the Confidant Network and 22 per cent were resolved via other means such as referral to welfare services.

The number of referrals received in the 2003-2004 financial year totalled 113. The increase can be contributed to the growth of the organisation, an increased understanding of the issues employees are obliged to report and awareness of the Confidant Network.

ACHIEVEMENTS

The Confidant Network Coordination Team constantly reviews its processes and procedures to ensure the integrity of the network is maintained. During the reporting period input and advice was received from key stakeholders, including the AFPA, who assisted in a review of the Network. This has led to the drafting of new National Guidelines that address the issues highlighted during the review as well as feedback from AFP employees.

The Confidant Network Coordination Team, in liaison with National's Marketing and Communications, is developing a long-term marketing strategy for the Network to ensure all AFP employees are familiar with the role and availability of Confidants in the workplace. This commenced with focus groups from a variety of AFP workplaces. The information gleaned from this process is integral in formulating future marketing directions.

COMPLAINTS

The Commonwealth Ombudsman received 443 complaints concerning ACT Policing for the 2004-2005 financial year, an 11.9 per cent decrease on the 2003-2004 figure of 503.

There were a total of 637 complaint issues that were finalised during the reporting period. Of the 637 complaint issues:

- 250 complaint issues were conciliated (246 through Workplace Resolution and four through AFP investigation);
- two were incapable of being determined;
- four were substantiated;
- 27 were unsubstantiated;
- 267 Ombudsman investigation not warranted;
- three were advised to pursue elsewhere;
- 83 complaints pursued; and
- one out of jurisdiction.

Of the complaints, 53 per cent were finalised within three months of receipt and 85 per cent were finalised within six months.

One special investigation was conducted by the Ombudsman about ACT Policing matters.

WORKPLACE DIVERSITY

The AFP is committed to work life balance as an important initiative in ensuring the organisation appropriately reflects the community, and that employees are supported in balancing their work commitments with personal lives. Flexible work practices such as job share arrangements, less than full time work and home-based work are some of the flexible arrangements enabling ACT Policing employees to juggle multiple commitments in today's busy environment.

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

WORKPLACE HEALTH AND SAFETY

ACT Policing, has a legal requirement to comply with the *Occupational Health and Safety (OHS) Act 1991*, and the *Safety, Rehabilitation and Compensation Act 1988*. This is achieved by ensuring that AFP Policies and Guidelines are reflective of these Acts, and are practical, easy to use, widely distributed and enforced.

OHS Committee meetings are held on a quarterly basis in accordance with the Legislative requirements. The meetings enable Health and Safety Representatives and Deputies, to consult with the Executive on safety issues affecting their designated work groups.

During the reporting period, ACT Policing notified Comcare Australia of 12 incidents under section 68 of the *OHS Act 1991*. These notifiable incidents included total incapacity for work over 30 days, dangerous occurrences and serious personal injuries.

During the 2004-2005 year the Safety and Rehabilitation Unit has achieved the following outcomes:

- the creation of six new Designated Work Groups which better reflect the variety of work roles and work locations within ACT Policing. This was achieved in consultation with the AFPA in accordance with Legislative guidelines;
- the formal appointment of new Health and Safety Representatives and Deputies for each Designated Work Group;
- the preparation and participation in a planned Comcare review of Health and Safety policies and practice within ACT Policing. This planned investigation occurred at City Police Station and involved Prosecution and Judicial Support, Crime Prevention and City Patrol;
- the preparation of monthly health and safety focuses on a range of issues relevant to ACT Policing sworn and unsworn members. Focus topics have included depression, sun safety, manual handling, occupational exposure and workplace bullying;
- The establishment of a group to trial alternative load carrying options to the current accoutrement belt.
- the provision of education and information sessions on health and safety and Rehabilitation Legislation, roles and responsibilities and best practice in a range of work areas within ACT Policing; and
- the completion of OHS inspections within a range of Operational areas within ACT Policing. These inspections have involved management representatives, and the relevant health and safety representatives. Where OHS risks were identified, controls have been implemented.

The Safety and Rehabilitation Team will continue to monitor compliance with legislative requirements as well as provide support and advice on health and safety issues which impact upon ACT Policing in 2005-2006.

ANNUAL REPORT 2004-2005
WORKPLACE ACCIDENTS AND INJURIES

Table 3.2: Workplace Accidents and Injuries

Source of Injury	2003-2004	2004-2005
Contact/exp-biology	16	12
Contact-electricity	1	1
Contact-heat/cold		1
Contact-oth,chem/sub		5
Contact-sgl,chem/sub	2	3
Expose-mech vibrat		
Expose-mental stress	1	5
Expose-sudden sound		
Expose-vary pressure		1
Exposure-radiation		
Fall from a height	4	10
Fall on same level	29	30
Hit by moving object	34	47
Hit object with body	14	22
Long term sound		
Oth/mult mechanisms	4	3
Other muscle stress	47	43
Repetitive movement	10	9
Slide or cave-in		
Unspecif mechanisms	7	3
Vehicle accident	16	14
Total	185	209

Source: AFP National OHS SAP database and ACT Policing People Strategies – 1 July 2004 to 30 June 2005



Table 3.3: Lost-Time Injury Rates – comparison of annual rates

	2001-2002	2002-2003	2003-2004	2004-2005
Incidence Rate	6.23	7.14	4.59	4.37
Frequency Rate	25.43	33.63	21.93	20.25
Average Time Lost Rate	11.41	13.17	5.89	11.85
Total number of Lost Time Incidents*	46	54	35	33
Total number of complete working days lost*	525	711	206	391
Staff counted average	738	757	763	755
Total number of hours worked	1808988	1605724	1595748	1629470
*Data as at	18/7/02	29/7/03	6/8/04	22/8/05

Data source: AFP SAP OH&S module
(As per Australian Standard 1885.1 - 1990)

ACT Policing has continued to focus its attention on injury prevention and management for the reporting year. Despite this, there has been a 13 per cent increase in the total number of workplace incidents and an increase of 53 per cent in the number of days lost after an incident.

These increases largely attributable to the increased number of psychological injuries that were reported during this financial year. There was an 80 per cent overall increase in the number of psychological injuries reported representing 58 per cent of the total number of days off work across ACT Policing.

Psychological injury claims are a significant driver of workers' compensation premiums. In 2003-2004, Australian Government claims for psychological injury accounted for

seven per cent of total workers' compensation claims, but nearly 27 per cent of total claim costs. Costs of psychological injury claims are considerably higher than other injuries because they tend to involve longer periods of time off work and higher medical, legal and other claim payments

There has been a slight reduction in the overall incidence and frequency rate of injuries involving time off work as well as a reduction in the overall number of incidents.

The Safety and Rehabilitation Team will continue to focus on promoting safe work environments, systems of work and safe work practices to reduce the number of workplace incidents which occur each year. In addition to this, encouraging early incident reporting, and facilitating an early return to work where the incident is followed by time off work, will assist with reducing the number of days lost after injury.

COMPENSATION CLAIMS

ACT Policing had 114 active open claims with Comcare as at 30 June 2005 compared with 102 in the previous year.

Of the 114 open claims, 62 are in the current premium year with the remaining 52 in the pre-premium year. The premium year covers claims within the past four years with all claims prior to this falling into the pre-premium category. A total of 48 new claims were lodged with and accepted by Comcare during the 2004-2005 financial year.

The AFP is committed to providing a workplace based occupational rehabilitation service to all its employees regardless of compensable or non-compensable status. The OHS and Rehabilitation area has provided education sessions to new and existing

members of ACT Policing in the management of compensable and non-compensable case management and the importance of early reporting of accidents, injuries and illness.

The Rehabilitation Case Managers have continued to liaise with external rehabilitation providers to ensure that claimants are receiving expertise in the management of claims to ensure a safe and durable return to work.

Effective liaison with internal stakeholders within the AFP has been a key to the holistic approach to the management of all claims within ACT Policing.

LEARNING AND DEVELOPMENT

A total of 207 courses across four categories were completed by ACT Policing employees in the reporting period. These categories are Operational, Function Specific, Management and Administration. The total expenditure on training incurred by ACT Policing during this reporting period was \$346 634. This figure does not include the cost of recruit training and some courses funded by AFP National.

Key areas of training focus in the reporting period for sworn members include requalification of Urgent Duty Driving certification, Mental Health First Aid and ACT Criminal Code training. A total of 21 Urgent Duty Driving courses were conducted resulting in 67 members completing driving permit re-qualifications. Urgent Duty Driving training is continuing to ensure all members maintain their qualification and competence. All relevant ACT Policing members participated in the mandatory ACT Criminal Code training.

Samples of the diversity of Operational or Function Specific training are set out in **Table 3.4**.

Other training undertaken by sworn and unsworn members of ACT Policing during the reporting period includes:

- Advanced Writing Skills;
- Teams and Leadership programs;
- Minute Taking;
- Workplace Injury Prevention for Supervisors and Managers;
- Microsoft Access and Excel training;
- Introduction to Human Resource Management; and
- Workforce Planning

All staff are encouraged to undertake training programs to enhance technical and personal skills development.

Courses are offered by the AFP College and where not available, services are supplied by external learning and development providers.

INDUCTION TRAINING

An Induction program is offered by the AFP College to unsworn employees as soon as possible after commencing employment with ACT Policing. This course provides an overview of the functions, responsibilities and commitments of the AFP. The aims are to develop the skills and knowledge of unsworn members to undertake their duties in an efficient, ethical and professional manner. The induction process is to be complemented by local ACT Policing induction programs in the new year.

WORKPLACE RELATIONS

During the reporting period there were no Australian Workplace Agreements entered into or discontinued by ACT Policing

Table 3.4: Function Specific Training

Program	Number of attendees	Program description
Intelligence Led Policing	65	provides an awareness of the different concepts, strategies and measures that can be applied at a tactical level within the ACT Policing environment
AFP Homicide Investigations	15	develops the knowledge and skills to successfully conduct and manage complex and or protracted investigations of homicide in the community, national and international environments
Face Fit Training	20	teaches members the skills required to create FACE composites from witness descriptions and search and retrieve from the FACE database
Sexual Offences Investigators	20	develops ACT Policing's capacity to respond to and manage reported sexual offences

Source: ACT Policing People Strategies July 2005

AWARDS

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

Commissioners Commendation for Bravery

That the member has performed in the discharge of his or her duty an act of courage of a high order whereby the member consciously placed himself or herself at substantial risk of personal injury:

Detective Senior Constable Nicholas David Clark

Constable Daniel Robert Isaacs

Constable Joanna Maree Jones

Constable Andrew Augustine Marshall

Constable Robert Perovic

Commissioners Commendation for Conspicuous Conduct

That the member has performed in the discharge of his or her duty an act of courage of a high order whereby the member consciously placed himself or herself at substantial risk of personal injury:

Constable Catherine Julie Boyce

Constable Douglas John Inwood

Sergeant Susan Marie Ross

Senior Constable Gordon Henshaw

Commissioner's Group Citation for Conspicuous Conduct

That the members involved have demonstrated a collective outstanding dedication to duty in circumstances demanding tenacity of a high order

Constable Scott Clifton

Commissioner's Group Citation for Excellence in Overseas Service

The display of collective excellence in overseas service whilst undertaking core business and adhering to the corporate values of the AFP

Senior Constable Craig Skinner

ACT Community Protection Medal

The ACT community Protection Medal was established in 2002 to reward people who have given sustained distinguished or outstanding service to the ACT Community through their involvement in ACT Policing, ACT Fire Brigade, ACT Bushfire Brigade, ACT Ambulance Service or ACT Emergency Services Bureau.

The 2004-2005 ACT Policing recipient was:

Detective Sergeant Therese Barnicoat

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 counties served.

In 2004-2005 the following members of ACT Policing were awarded the Police overseas Service Medal or a clasp to the medal:

Detective Senior Constable Robert Albertson

Constable Linda Nixon

Senior Constable Rodney Carter

Sergeant Caroline Kerr

Constable Susan Anderson

Constable Linda Apps

Constable Michael Barnes

Constable Allan Bell

Constable Wayne Bright

Constable Jason Brown

Constable Matthew Ciantar

Detective Sergeant Nicholas Clark

Constable Stephen Coles

Constable Trevor Coutts

Constable David Craft

Constable Jacob Davies

Senior Constable William Downton

Constable Tara Ducker

Constable Phillip Eagles

Ms Jennifer Evans

Peter Kos

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 2004-2005:

Detective Sergeant Matt Craft

Sergeant Brendan Lamb

Sergeant Donna Rech

Constable Petra Schroeder

Federal Agent Glenn Warnes

Detective Sergeant Sharon Barnes

Detective Sergeant Anthony Crocker

Federal Agent Peter Lamont

Sergeant Robert Lester

Detective Constable Chris Markcrow

Sergeant Steve White

Sergeant Paul Whittaker

Constable Andrew Young

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 10 years' service.

The following members were awarded a clasp to the National Medal in 2004-2005:

Senior Constable Steve Bannerman
 Detective Constable Col Dodimead
 Sergeant Anton Majer
 Detective Sergeant Anthony Marmont
 Senior Constable Mick Richardson
 Constable Ray Schwartz
 Sergeant Melita Zielonko
 Constable Rees De Winter
 Senior Constable Barry Dobson
 Constable Cathy Hague
 Constable Gordon Henshaw
 Federal Agent James McIntosh
 Detective Sergeant Chris Peattie
 Sergeant Ross Woodyatt
 Constable Michael L Smith

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 2004-2005:

Australia Day Medallion

Recipients of the Australia Day Medallion have either made a noteworthy contribution to the work of their department during the past 12 months, or given outstanding service over a number of years.

The ACT Policing recipients of this award during 2004-2005 were:

Detective Superintendent Brian McDonald

Police volunteer Mr Kevin Carey

Order of Australia Medal

Australian Police Medal

The Australian Police Medal was established in 1986. The medal is awarded in recognition of '*distinguished service*' by members of Australian police forces. Only one award is ever made to an individual, who must be still serving when nominated for the 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 Sergeant Robert Peters APM

Detective Sergeant Robert Peters was awarded the Australian Police Medal on 26 January 2005 in recognition for his work in major criminal investigations.

Detective Superintendent Leanne Patricia Close APM

In recognition of distinguished police service, particularly in the fields of training, investigations and intelligence.



INTERNAL ACCOUNTABILITY STRUCTURES AND PROCESSES

ACT Policing's corporate governance arrangements provide accountability for outcomes and a collegiate approach to achieving them through a clearly defined set of management responsibilities, underpinned by appropriate supporting and reporting structures.

The existing governance framework is comprised of the:

EXECUTIVE COMMITTEE

Membership consists of the Chief Police Officer (Chair), Deputy Chief Police Officer-Investigations and Support, Deputy Chief Police Officer-Response and Director Corporate Services.

The ACT Policing Executive meets to discuss performance and structural issues and to monitor strategic priorities including resource management and budgets. Executive Committee meetings also afford opportunities for senior management to brief the ACT Policing Executive on operational outcomes, major initiatives and emerging issues.

EXECUTIVE STEERING COMMITTEE

Membership consists of all Superintendents and Coordinators with the Deputy Chief Police Officer-Investigations and Support, Deputy Chief Police Officer-Response and Director of Corporate Services accorded participant/observer status.

ACT Policing's performance is monitored by the Executive Steering Committee. Output Managers present monthly reports to the Executive Steering Committee outlining performances

against the Purchase Agreement and other performance measures, along with information relating to significant events and activities and plans for addressing emerging issues. The Executive Steering Committee also provides senior managers with a forum to test ideas of concern to ACT Policing

OPERATIONS COMMITTEE

Membership consists of the Superintendent Operations Monitoring and Intelligence Support Group, all Station Officers in Charge and Operations Managers.

The role of this Committee is to facilitate effective communication among all ACT Policing business areas and provide a forum for decisions regarding operational resource allocations and priorities.

Specific responsibilities of the Operations Committee include:

- preparing submissions regarding critical issues to be addressed by ACT policing ;
- examining emerging crime trends;
- developing operational strategies to address specific crime issues;
- prioritising resource allocations to address specific crime issues;
- prioritising applications for participation in training programs across ACT policing;
- receiving and monitoring status reports of regional operations;
- monitoring progress against the purchase agreement at a tactical level;

- seeking the support of other agencies regarding the prevention, detection and investigation of specific targets, groups or operations; and
- addressing issues arising from the Executive Steering Committee.

POLICE CONSULTATIVE BOARD

In October 2000 the ACT Government established the Police Consultative Board. The Board's mission is to promote positive relations between the community and police in the ACT. The Board has no statutory powers and does not exercise executive control over any aspect of ACT Policing. Board members are drawn from the ACT Community Crime Prevention Committee, a broadly based community consultative body.

The Board is a consultative body established to:

- provide a forum for gathering community views on policing in the ACT;
- advise Government on those views;
- maintain a dialogue with senior police in relation to matters affecting community attitudes to policing;
- make recommendations to Government on courses of action which would assist police in carrying out their role in the ACT; and
- respond to references from the Minister for Police and Emergency.

During the year the Board considered customer service standards and mental health protocols.

STRATEGIC AND ORGANISATIONAL PLANNING

The ACT Policing Executive held a planning workshop/retreat from 27 to 29 April 2005. The retreat provided an opportunity for Coordinators and Superintendents to meet with the Senior Executive and focus intensively on key strategic issues and priorities affecting ACT Policing. The major outcome of the retreat was an agreement that the primary focus of police resources for the remainder of the financial year and into 2004-2005 would be on response activities. Response comprises the important areas of police visibility, customer service, crime prevention, forensic support, and the implementation of both targeted and proactive policing strategies.

The ACT Policing executive group discussed methods to further improve community liaison and engagement and to re-invigorate customer service standards. One of the major issues confronting the policing executive is the need to balance the often competing priorities of the ACT community with the need for targeted and intelligence led policing strategies. Strategies to improve both internal and external information exchange and the effective integration of resources across portfolios were also discussed with a view to improving overall service delivery standards.

The key recommendations and outcomes of the retreat will be implemented throughout 2005-2006.

FRAUD PREVENTION

ACT Policing reported on issues identified in the 2001-2003 Fraud and Corruption Risk Assessment to AFP National during the year. All control measures identified in the strategy, which spanned a broad range of potential vulnerabilities, have been effectively implemented. Areas covered by the Strategy include:

- information technology;
- e-commerce and outsourcing;
- services provided to the community;
- use of government credit cards; and
- physical security and client/strategic partner relationships.

At the time of reporting, work was commencing on development and implementation of the 2004-2007 Fraud and Corruption Risk Assessment. A Risk Management Committee comprising the ACT Policing Executive and relevant business area representatives is being formed to monitor compliance with the new strategy.

RISK MANAGEMENT AND INTERNAL AUDIT ARRANGEMENTS

During 2004-2005 ACT Policing created a new position which, among other responsibilities, will coordinate, update and maintain ACT Policing's Risk Management Framework. A review of existing strategies is due to commence early in the new financial year.

The AFP maintains an Internal Audit Team supported by a Security and Audit Team. Special internal audits are conducted in facets of ACT policing operations each year. The internal audits conducted in 2004-2005 covered travel compliance, cash handling, drug and property registry management.

EXTERNAL SCRUTINY

Ombudsman staff have been working collaboratively with the AFP since 2003 on a project to improve administrative processes associated with the adjudication of Traffic Infringement Notices. The project was initiated because of the high level of complaints over a number of years about the AFP's traffic adjudication responsibility. The project has led to changed administrative practices, including those relating to the AFP's role in deciding whether individual Traffic Infringement Notices should be withdrawn or disputed in court. The Ombudsman is confident the changes will reduce complaints about the AFP in this area. The results of the project were provided to the AFP Commissioner in early July 2005.

Consideration was again given to the management of people in custody by the Ombudsman, with particular emphasis on the role that video monitoring plays in the investigation of Watch House custody related complaints.

Further discussion about Ombudsman investigations can be found in the Ombudsman's Annual Report 2004-2005.

REPORTS REQUIRED BY LEGISLATION

FREEDOM OF INFORMATION

The Chief Minister's Annual Report Directions include reporting requirements under subsections 7,8 and 79 of the *Freedom of Information Act 1989 (ACT)*. The AFP operates under provisions of the *Freedom of Information Act 1985 (Commonwealth)*. ACT legislation does not apply to the AFP. No applications were received under ACT

legislation.

The processing of Freedom of Information requests is conducted by the Freedom of Information Team, Legal, in Canberra. The Team Leader is authorised pursuant to section 23 of the Act to make decisions concerning release under the Act.

Services provided by the AFP available for a fee under the privacy Act include those set out in **Table 3.5**.

PUBLIC INTEREST DISCLOSURE

As a Commonwealth Government Agency, and due to the nature of our business, it is not appropriate for the AFP to report under the *Public Interest Disclosure Act 1994*.

TERRITORY RECORDS

This issue is not applicable to the AFP as it is a Commonwealth Government Agency.

SUSTAINABILITY AND ENVIRONMENT

COMMISSIONER FOR THE ENVIRONMENT REPORTING

During this financial year there were no requests made of ACT Policing to assist in the preparation of the State of the Environment Report.

ECOLOGICALLY SUSTAINABLE DEVELOPMENT

While the AFP does not fall within the scope of this plan, the AFP is committed to implementing policies to support ecologically sustainable development.

During 2004-2005, the AFP continued to implement policies that reduce its impact on the environment. Where possible, solutions are sought that ensure energy savings will be achieved,

and achieve a high rate of return for the money invested, minimise additional maintenance costs and do not compromise member comfort.

The new Woden Police Station was designed and constructed with Ecological Sustainable Development principles in mind.

Water and energy management were key issues in the planning of building works at the station, with the facility to integrate a number of sustainable design principles, these being dual flush toilets, waterless urinals, water saving shower heads and utilising dry land (non irrigated) soft landscapes designed to minimise water use. The building is also designed to permit maximum natural light to reduce the need for artificial lighting. The walls and undercroft areas have R2.5 insulation and R4.5 insulation in the ceiling, and as well, all external windows are double glazed and shaded. The heating employs economy cycles to utilise ambient air when conditions suit as well as variable air volume systems for perimeter and special use spaces with variable loads. There are also low energy light fittings used throughout the building.

As the AFP is a Commonwealth Agency the ACT Greenhouse Strategy does not strictly apply. The AFP is however, committed to minimising energy consumption across all its facilities. In this regard the AFP has previously undertaken energy management plans of the Sydney and Perth Offices. The AFP is also using energy and water conserving strategies in the construction of the Wanggirrali Ngurrumbai Centre at Majura and for the fitout of the new AFP Headquarters. ACT Policing is also minimising greenhouse gas emissions through the use of LPG fuel vehicles within some of its vehicle fleet.

STRATEGIC BUSHFIRE MANAGEMENT PLAN AND BUSHFIRE OPERATIONAL PLANS

While the AFP does not fall within the scope of this plan, work has been undertaken in the wake of the Canberra bushfires to ensure that AFP premises and grounds are maintained so as to reduce potential fire risk.

The AFP has entered into a new horticultural maintenance contract, which has included the removal of leaf litter and waste from around the complex, which includes the removal of dead tree limbs and small shrubs from around the sites to reduce fuel loads.

CONTACT NUMBERS FOR POLICE ASSISTANCE

In an emergency please call **000**

For police assistance please call **131 444**

To report suspicious or criminal activity you may also call Crime Stoppers on **1800 333 000**

Information about the following Crime Prevention programs can be obtained by calling **6245 7400**:

- Police Citizens Youth Clubs;
- Family Violence Intervention Program;
- Victim Liaison Officers; and
- Police Scouts

The Community Liaison Advisory and Support Service (CLASP) is contactable on **6282 3777**.

Table 3.5: Fees for Access to Documents

Service	\$ Fee
Reports	
Road Accident	
Making and giving a copy of a road accident report (where the accident caused injury or death)	26
Making and giving a copy of a road accident report (where the accident did not cause injury or death)	15
Making and giving a copy of road accident survey plan	38
Lost Property	
Making and giving a copy of a lost property report	19
Incident	
Making and giving a copy of an incident report	37
Criminal Offence	
Making and giving a copy of a criminal offence report	37
Medical	
Arranging or conducting a medical examination and preparing a report	366
Making and giving a copy of an existing medical report	19
Fire, Death, Industrial accident, Mechanical check	
Making and giving a copy of 1 of the following reports: (a) fire report; (b) death report; (c) industrial accident report; (d) report of a mechanical check of a motor vehicle in AFP custody	38
Photographs	
Making and giving a copy of a photograph	19
Statements	
Making and giving a copy of a statement	37
Audio or Video Tapes	
Making and giving a copy of an audio tape	39
Making and giving a copy of a video tape	41
Search Records	
Searching AFP records for information about convictions for offences committed by a person and making a report on the search result	36
Searching AFP records for incidents reported by a person, and making a report of the search result, about: (a) alleged harassment of the person; or (b) alleged violence, or threats of violence directed against that person	20
Fingerprints	
Taking a set of fingerprints, searching AFP records for any record of convictions for offences committed by a person and making a report on the search result	130
Searching a set of fingerprints given by an applicant against AFP records and making a report on the search result	67
Taking and giving a set of fingerprints to the applicant	26
Attending a response	
Attending, for the second and each subsequent time in a month, premises in response to a burglar alarm (if no evidence of intrusion is found)	152

Source: ACT Policing Information Access Team