

4.3.15 MINISTER FOR POLICE

OVERVIEW

Agency	Forecast 1997-98	Estimate 1998-99	Variation
	\$m	\$m	%
Ministry for Police			
Total Expenses	3.8	4.2	10.5
Asset Acquisitions	0.1	...	(-) 40.0
New South Wales Police Service			
Total Expenses	1,294.6	1,306.6	0.9
Asset Acquisitions	37.2	51.9	39.6
New South Wales Crime Commission			
Total Expenses	8.7	9.5	9.5
Asset Acquisitions	2.2	1.3	(-) 40.3
Police Integrity Commission			
Total Expenses	11.4	12.9	12.9
Asset Acquisitions.....	1.5	1.9	28.0
Total, Minister for Police			
Total Expenses	1,318.6	1,333.2	1.1
Asset Acquisitions.....	40.9	55.2	34.6

The total expenses for the NSW Police Service for 1997-98 includes \$70 million for compensation payments made under the Firearms Purchase Scheme, for which the State is reimbursed by the Commonwealth. If the impact of these payments is excluded, then the total expenses for 1998-99 for the Police Service will increase by \$82 million (6.7 per cent) over the total expenses projected for 1997-98.

In developing the 1997-98 Police Service Capital Program, new property projects were put on hold pending assessment of their need under the new Police Service structure, resulting in a slightly reduced program. The increase in the allocation for capital projects for 1998-99 therefore reflects the inclusion of several new major proposals for construction of police stations and an increase in the minor works for property improvements. In addition, \$15.6 million is provided to accelerate the upgrade and integration of Police Service computerised systems, including the development of a new Human Resources Management Information System.

MINISTRY FOR POLICE

The Ministry provides the Minister for Police with independent policy advice on issues affecting the Police portfolio and supports the Minister in the performance of Ministerial functions including the Government's legislative program for the portfolio.

Expenditure Trends and Recent Developments

The Ministry was created early in the 1992-93 financial year. It expanded late in 1992-93 to support the Emergency Services portfolio, and in 1994-95 became host agency to the Minister's Office. In 1995-96, following the change of Government, responsibility for the Emergency Services portfolio was transferred.

The Ministry provided administrative support, policy advice and research services to the Police Board until the Board's abolition mid-way through 1996-97. Since then it has assumed some of the Board's residual functions. From 1997-98, the Ministry has funded the office of the Inspector of the Police Integrity Commission. The responsibility for ministerial correspondence was transferred from the Police Service to the Ministry.

Apart from these changes, actual allocations and expenditures on the Ministry's primary activities of policy advice and co-ordination have remained relatively constant.

Strategic Directions

The Ministry provides an important source of policy ideas for Government and the portfolio agencies. The Ministry will continue to develop policy and legislation, and manage the Minister's legislation program. Portfolio legislation is wide-ranging, covering such issues as police reform, confiscation of proceeds of crime, firearms, the security industry, private inquiry agents and other law enforcement related matters. It is also involved in wider policy issues arising from, or impacting on, the criminal justice system, such as the current Police and Public Safety Bill.

The Ministry plays an important role in the police reform process, in respect of its legislative aspects and the broader issues of improved management, more effective operations and returning police to the front line.

Issues of resource allocation also continue to be a focus of attention across the portfolio. These include recurrent and capital budget monitoring, industrial issues, police strength, and organisation, the use of technology, and competition and market testing.

NEW SOUTH WALES POLICE SERVICE

The NSW Police Service aims to protect the community and property by preventing, detecting and investigating crime, promoting orderly and safe road use, and undertaking and co-ordinating emergency and rescue functions.

Expenditure Trends and Recent Developments

The most significant issue impacting on the Police Service in the last few years has been the Royal Commission Inquiry into the NSW Police Service. The new Commissioner of Police, Mr Peter Ryan, was sworn in on 30 August 1996, announcing a reform agenda in November 1996 that was based on the findings of the Royal Commission. The reform agenda was subsequently expanded to embrace the final recommendations of the Royal Commission and incorporate other service and administrative improvements. As at May 1998, of the 222 recommendations in the three Royal Commission reports, 219 are either implemented or being implemented.

Significant reforms that have been implemented include -

- the establishment of the Police Integrity Commission to investigate the more serious complaints against police officers;
- enactment of legislation to give the Commissioner of Police clear authority to manage the Service, especially the power to dismiss officers in whom the Commissioner has lost confidence;
- streamlining the Service structure by replacing the 4 regions, 25 districts and 164 patrols with 11 regions and 80 local area commands;
- introducing assessment centres and applying specific criteria for appointment/promotion to senior officer positions; and
- introducing integrity testing and random drug and alcohol testing of Service personnel.

At 30 June 1998 police numbers will be at a record high, estimated at 13,378. Increases of 100 police officers per year were funded in the 1995-96, 1996-97 and 1997-98 budgets, and the 1998-99 allocation provides for the final increase of 100. Increases in expenditure levels in recent years are mainly due to these increases in police numbers, the cost of consent awards for police and administrative staff, and also the cost of the Firearms Purchase Scheme for which \$50 million was provided in 1996-97 and \$70 million in 1997-98.

In November 1997, the Non-Commissioned Police Officers received salary increases of 22 per cent over 3 years, commencing from 1 July 1997. This was in addition to the 6 per cent interim increase that took effect between 1 July 1996 and 1 July 1997. The generous increase was approved on the basis that police officers would maintain a co-operative approach in the implementation of the recommendations of the Royal Commission and of the reform agenda generally.

Strategic Directions

The Service is implementing a substantial, planned and long-term program of reform covering management, resourcing, financing, structure and training. The organisational structure has been flattened to allow for closer liaison and understanding between local communities and local Police Commanders, more supervisory direction at the front line, better service delivery, improved accountability and more effective management of people. Business planning, guided by risk management principles, is being implemented throughout the Service.

With the reform program under way, attention and energy will focus on the four key priorities of -

- reduction of crime;
- public satisfaction and police responsiveness;
- rationalised, improved work practices and systems; and
- employee job satisfaction and motivation.

Policing services will be delivered through the following four programs -

- Community support;
- Criminal investigation;
- Traffic; and
- Judicial support.

This new program structure provides a more comprehensive and meaningful grouping of the variety of services (or outputs) provided than the former structure, and is aimed at improved community outcomes, value for money and efficient resource allocation.

1998-99 Budget

Total Expenses

The 1998-99 allocation provides for an increase in police strength of a further 100 officers, thus completing the Government's commitment to increase the strength of the NSW Police Service to 13,407 by 1999.

Provision has also been made for increases in the salaries of non-commissioned police officers and administrative staff in accordance with current award provisions. It is also anticipated that some additional funding will be provided to meet the additional costs arising from the proposed salary increases for commissioned police officers, which are currently being negotiated.

Additional funding is provided in 1998-99 to assist with the costs of implementing the recommendations of the Royal Commission and the Commissioner's reform agenda, and to meet the costs of the Olympic Security Group. This has, however, been offset by a reduction in funding following the finalisation of the Firearms Purchase Scheme, for which \$70 million was provided in 1997-98.

A total of \$8.6 million has been provided in 1998-99 (\$8.1 million in future years) for the upgrade and restructure of the statewide "000" emergency communication system. It is estimated that this project will save \$1.3 million per annum in overtime and allowances, and will release 53 police officers for operational duty. A further 150 police officers previously undertaking prisoner escort and administration duties have already been returned to policing duties. This means that the Government's election commitment in this respect will certainly be exceeded.

An additional \$1 million has been provided for the Internal Affairs Branch to increase its investigative and surveillance capabilities to undertake integrity testing of police officers and other functions.

An additional \$1.1 million has been provided to meet the costs of equipment, specific training and administrative support to overcome deficiencies in covert operations raised in the Royal Commission investigations, and to provide specific support to the Internal Affairs Branch in the provision of evidence against corrupt police officers.

An amount of \$1.7 million has been provided for the New South Wales contribution towards upgrading the National Automated Fingerprint Identification System to ensure this essential crime control tool is Year 2000 compliant.

Funding of \$7.1 million has been allocated in 1998-99 to meet the costs of Olympic-specific planning, training and operational activities specified in the Security Strategic Plan.

The Young Offenders Act 1997 seeks to divert young offenders away from court appearances and detention and provides for police to issue warnings and cautions and to convene youth justice conferences. Approximately \$4.8 million has been allocated for salaries, training, communications and other operating expenses for a Youth Liaison Officer in each Local Area Command to implement this initiative.

Under the Safer Communities Action Plan, a community safety officer has been appointed in each Local Area Command to work consultatively with local communities addressing specific concerns and developing plans for crime prevention. The cost in 1998-99 is estimated at \$4.8 million.

Asset Acquisitions

The Police Service capital program aims to –

- provide functional and cost-effective police accommodation where it is needed;
- improve the safety of operational police;
- equip police to enable them to perform their role effectively; and
- advance the efficient processing and use of operational and administrative data.

In 1997-98 the Police Service is expecting to spend \$37.2 million on asset acquisition. For 1998-99, the total capital expenditure budget has been significantly boosted to \$51.9 million.

Further amounts have been identified for specific Olympic-related equipment, with the funds placed in a reserve under the control of the Treasurer pending the outcome of the total review of Olympic costs.

In addition, some \$11.4 million will be spent in 1998-99 on the Police component of the Government Radio Network project through the appropriation of the Minister for Public Works and Services. Of this, \$3.9 million will be spent in 1998-99 in country areas to improve network coverage.

- **Major New Works**

The capital program provides for major new works with a total estimated cost of \$41.8 million, of which \$20.5 million is allocated in 1998-99.

Funding of \$1 million in 1998-99 is provided for the construction of a new police station at Ashfield (total cost \$3.7 million), and \$2.8 million will be spent on a new station at Auburn (total cost \$4 million). Accommodation for the Dog Squad will be improved at a total cost of \$500,000.

In addition, the Service is actively examining the economic viability of joint developments, in partnership with the private sector and/or local government, aimed at releasing the development potential of a number of Service-owned sites. The aim is to provide new or upgraded police stations at little or no cost to the Government, or return a surplus.

Where economic appraisals indicate that such a result is possible, projects will be initiated in accordance with the Government guidelines on private sector participation in the provision of State infrastructure. Locations being examined include the Sydney Police Centre, Armidale, Bankstown, Chatswood, Lakemba, Menai, Merrylands, Pittwater and Waratah.

For 1998-99, approval has been given to progress the provision of police stations at Bondi and Kogarah as joint developments.

Substantial funding has also been provided for computer systems. The Year 2000 conversion project is allocated \$3.5 million in 1998-99 (total cost \$4.7 million) and provides for approximately 20 corporate applications systems to be analysed and for any date problems to be rectified. System software will also be upgraded to ensure compliance with Year 2000 requirements.

The development of a Data Warehouse at \$2.3 million in 1998-99 (total cost \$4.3 million) will enable more efficient extraction of information from the numerous Police systems. It will provide a management information database that can be easily accessed by Police and also facilitate access to Police information by the Police Integrity Commission and the Ombudsman's Office in accordance with the Police Service Act and the Police Integrity Commission Act.

Provision has been made for the complete replacement of the Human Resources Management Information System at a total cost of \$10.7 million, of which \$1 million is provided in 1998-99. This project will ensure that the Police Service has modern tools to support the management of its human resources, an area that was subject to criticism by the Royal Commission.

Funding of \$0.7 million in 1998-99 will complete the integration of the Computerised Incident Dispatch System (CIDS) and the Computerised Operational Policing System (COPS) to eliminate duplication of data entry, facilitate the linking of calls for assistance to crime reports and improve the Police Service's ability to monitor the outcome of "000" emergency calls.

The development of an Electronic Mail System, at a cost of \$2 million in 1998-99, will provide person to person and station to station communication. The Police Service will also be able to exchange mail with other Government departments.

The capital program also provides \$5 million for the acquisition of telephone and PABX equipment over the 1998-99 and 1999-2000 financial years, and \$3.2 million in 1998-99 for the Olympic Security Group to purchase vessels to be used in the official sailing test event, along with some counter terrorism equipment.

- **Works-in-Progress**

Works in progress for 1998-99 amount to \$18.8 million, of which \$2.2 million is allocated to continue work at Kings Cross and Narellan police stations, the Sydney Water Police base at Balmain, and \$2.4 million for the Cell Improvement Program, which is aimed at maximising the safety and security of persons in custody.

A total of \$4.2 million has been provided for road safety equipment, including a range of speed cameras and breath testing devices, together with \$0.8 million for equipment for electronic recording of interviews.

Funding of \$2 million is provided to complete the replacement of ageing computers, still in use in some police stations. This will contribute to efficient work practices, and will allow for more computers to be linked to the Service's computer network.

In conjunction with this project, the ongoing modernisation of the total computer network, for which \$4.1 million is provided in 1998-99, will address obsolescence problems by replacing ageing controllers, and will enable more terminals to be connected to the network.

- **Minor Works**

The minor works allocation of \$12.6 million will be used to improve Police Service accommodation through planning, site acquisition, small new facilities and the upgrading of existing accommodation, and for the purchase of smaller items of operational plant and equipment.

NEW SOUTH WALES CRIME COMMISSION

The objective of the New South Wales Crime Commission is to combat illegal drug trafficking and organised crime in New South Wales.

Expenditure Trends and Recent Developments

The Commission concluded an extensive restructuring in 1996-97. This has enabled the Commission greater control over the direction it takes following the conclusion of the Royal Commission.

Since its restructure the Commission is better able to employ resources to meet its goals and has begun increasing its staff numbers and applying greater use of more sophisticated technology to meet its objectives. Increased levels of expenditure reflect this activity.

Strategic Directions

The Commission is constantly reviewing its procedures and practices to ensure it is providing the most efficient and effective means to achieve its objectives. Specific attention is paid to changes in technology and the impact this has on the operations of the Commission. This is reflected in the Commission's capital allocation for 1998-99 of \$1.3 million.

1998-99 Budget

Total Expenses

In 1998-99 the Commission will spend \$9.5 million in its operations. This includes additional funding which has been provided to enable the Commission to increase its corporate goals of combating crime and illegal drug trafficking.

The increase in funding, coupled with changes to the legislative environment under which the Commission operates, has provided the Commission with the necessary resources to vigorously pursue its stated aims.

Asset Acquisitions

The Commission has undertaken a significant program in recent years to better utilise changes in technology to allow it to more effectively meet its stated aims and objectives. In 1998-99 the Commission will receive a capital allocation of \$1.3 million to continue this program.

POLICE INTEGRITY COMMISSION

The Police Integrity Commission is responsible for preventing, detecting and investigating serious police misconduct, and managing and overseeing other agencies in the detection and investigation of police misconduct.

Expenditure Trends and Recent Developments

In addition to the Commission's primary responsibilities, two additional functions have been given to the Commission to commence in 1998-99. First, the Commission is required to respond to prosecutions, appeals, and other requests emanating from the investigations of the Royal Commission into the NSW Police Service. Secondly, the Commission is responsible for coordinating and overseeing a Qualitative and Strategic Audit of the reform process of the NSW Police Service, a project that is expected to be completed in 3 years.

Government support has been provided in 1998-99 to enable the Commission to establish and operate its own Telecommunications Interception facility.

Strategic Directions

In 1998-99 the Commission's major priority will be to continue to acquire and establish leading technical and computer-based systems to support its operations. The other major focus of the Commission will be to recruit suitable staff for the new Telecommunications Interception facility.

1998-99 Budget

Total Expenses

Increased recurrent funding of \$1.5 million has been provided to the Commission in 1998-99 to commence coordination of a strategic audit of the reform process of the NSW Police Service and to establish an independent Telecommunications Interception facility.

An amount of \$12.9 million will be spent by the Commission in 1998-99 to cover the Commission's staffing and operational costs.

Asset Acquisitions

An amount of \$1.9 million is available to provide for the purchase of electronic equipment, EDP equipment and the replacement of assets.