
7 POLICE

Summary

Police have three key ongoing objectives: to protect, help and reassure the community; to prevent crime; and to enforce the law. Within this framework, a strategic statement has been developed and adopted by the Australasian Police Ministers' Council which provides a vision for a safer and more secure community by the year 2000¹. The focus of this strategy, the *Directions in Australasian Policing*, is on securing a partnership approach to policing; an increase in community confidence in police; a reduction in the incidence, effects and fear of crime; and an increased level of community safety.

A limited number of indicators have been developed to address the three key effectiveness objectives, and go some way to addressing key result areas of the medium term strategy. However, a significant amount of further work is required to develop a full performance monitoring framework. The development of better, nationally comparable performance information, particularly in relation to efficiency, will require a strong ongoing commitment by governments, and Police services in particular.

Protecting, helping and reassuring the community

In the absence of nationally comparable information, a small national survey was commissioned by the Steering Committee examining community perceptions of

General satisfaction with police services*

Q: *How satisfied are you in general with the services provided by the police?*

Responses:	%
Very Satisfied	19.8
Satisfied	48.2
Neither	17.5
Dissatisfied	10.4
Very dissatisfied	2.3
Don't know	1.8

* National survey conducted by ABS, August 1995 (see "Key results" section 7.3 for more details)

police performance. The results suggest that most people are satisfied with Police services (see Box) and believe police treat people fairly.

Of those who had come into contact with police recently (excluding those arrested) about three quarters were satisfied with the treatment they received (see Section 7.3).

Preventing crime

Crime statistics are the major

¹ MCAJ (Ministerial Council on the Administration of Justice) 1993, *Directions in Australasian Policing, July 1994 - June 1996*, Ministerial Council on the Administration of Justice, Canberra.

indicator relating to this objective. The available statistics need to be interpreted with care for several reasons (discussed in Section 7.3). The limited amount of nationally comparable *reported* crime data which are available indicate that there was an increase Australia-wide in the rates per 100 000 population of reported Motor Vehicle Theft, Unarmed Robbery And Sexual Assault crimes in 1994 compared to the year before. Over the same period there was a decline in the rates of Kidnapping and Unlawful Entry With Intent (UEWI) crimes. Property crimes are far more common than crimes against the person, with 514 063 premises being the victims of property crimes in 1994, while only 14 675 persons were victims of personal crime.

Reported crime — number of victims by offence category¹, Australia, 1993 and 1994

	1993	1994	% change
Murder	300	288	-4.0
Attempted Murder	369	334	-9.5
Manslaughter	37	32	-13.5
Driving Causing Death	222	196	-11.7
Sexual Assault	12555	13277	+5.7
Kidnapping / Abduction	628	548	-12.7
<i>Total NSCU Selected Offences: Person Crimes</i>	<i>14111</i>	<i>14675</i>	<i>+4.0</i>
Armed Robbery ²	5324	5060	-5.0
Unarmed Robbery ²	7465	8923	+19.5
Blackmail / Extortion ²	142	168	+18.3
Unlawful Entry With Intent	382245	380152	-0.5
Motor Vehicle Theft	112578	119760	+6.3
<i>Total NSCU Selected Offences: Property Crimes</i>	<i>507754</i>	<i>514063</i>	<i>+1.2</i>

Source: *National Crime Statistics: ABS Cat. 4510.0 (1994 and 1995)*

Note: 1 The *National Crime Statistics* have been prepared using a set of offence definitions and counting rules that have been developed to ensure the greatest degree of comparability between jurisdictions. Further details regarding these definitions and counting rules, which are set out in the Explanatory Notes contained in *National Crime Statistics*.

2 Some person crimes are included in the figures for Robbery and Blackmail/Extortion because the victim in these cases can be either an individual person or an organisation.

Enforce the law

All jurisdictions collect information on crime clearance rates. This indicator is generally not subject to strict definition, and very different results are published based on different interpretations of the figures. The absence of nationally comparable information on success in bringing offenders to justice is a critical gap in available information on police performance. Rather than publish the existing crime clearance data, the Steering Committee is aiming to publish more

comparable information on clearance rates and, more critically, success in bringing offenders to justice by jurisdiction in future reports (see Section 7.4).

Action steps: efficiency and other indicators

This first Report presents only a very limited set of partial measures of unit cost and workloads, which attempt to provide some information on efficiency. While it is clearly a difficult task, it is intended that a more appropriate set of efficiency indicators will be developed and included in future reports.

Better indicators and data are also required in some areas of effectiveness, particularly relating to community satisfaction, crime victimisation, and success in bringing offenders to justice.

In relation to community satisfaction, a national annual survey of perceptions is required to provide the necessary information for a number of police performance indicators. More regular national surveys are also needed to provide the necessary data for indicators relating to crime victimisation. Both these activities will involve the ABS.

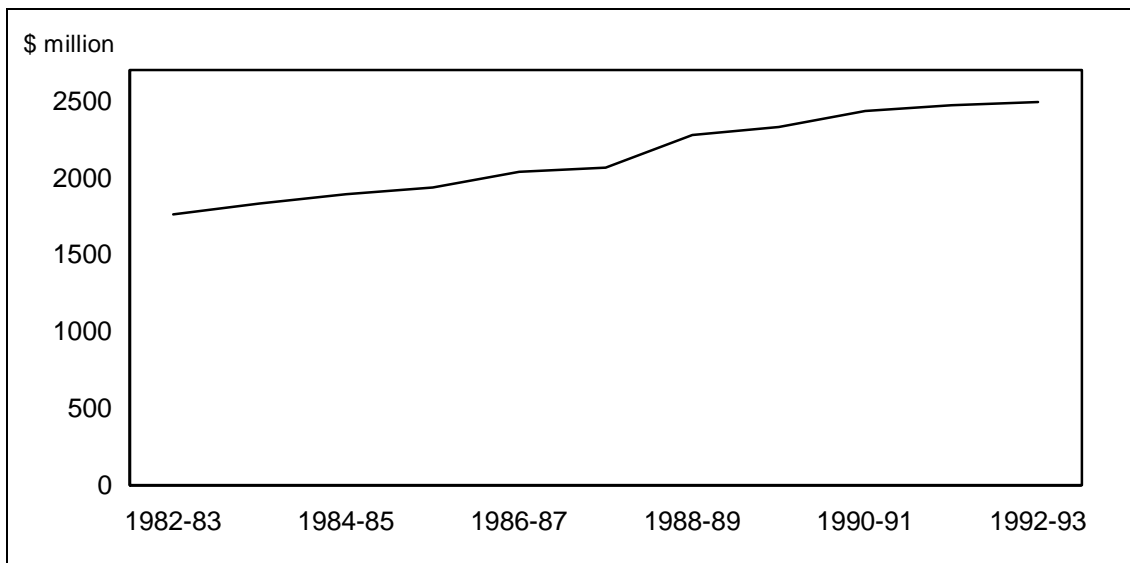
7.1 Profile of the sector

Police provide a range of services to the community. In this initial report, the Steering Committee has focussed on the activities of the State and Territory police services. The national policing activities of the Australian Federal Police — except for the general policing services provided in the ACT — are excluded, as are the activities of the specialised law enforcement agencies such as the National Crime Authority.

Size and growth

Police services are a large and growing part of government expenditure. Total national expenditure on these activities amounted to \$2512 million in 1992–93, accounting for about 4 per cent of all State and Territory Government final expenditure in that year. Over the decade to 1992–93, real expenditure has grown at an annual average of 3.9 per cent (Figure 7.1). This overall pattern fails to reveal some marked differences between individual jurisdictions in expenditure growth.

Figure 7.1: Police expenditure, Australia, 1982–83 to 1992–93 (\$ million, 1989-90 constant prices)



Sources: *Government Finance Statistics*, ABS Cat. 5512.0, unpublished statistics, Police services expenditure (GFS code 0311); ABS Cat. 5204.0, Deflators (General government final consumption expenditure; General government capital expenditure).

Approximately 80 per cent of police expenditure is on labour costs. Australia-wide, police services employed around 50 000 people in 1994–95, of which about 80 per cent were sworn police officers. A large proportion of the real increase in police expenditure over the decade to 1992–93 is attributable to increased staffing levels. Police employment grew at an annualised average rate

of 2.3 per cent over this period, compared to total Australian employment growth of 1.9 percent.

Per capita expenditure

Table 7.1 shows that there is significant variation across jurisdictions in per capita Police services expenditure reflecting, in part, social, demographic, and government policy differences.

Table 7.1: Real per capita police expenditure, by jurisdiction, 1982–83 to 1992–93 (1989-90 constant prices)

	NSW	VIC	QLD	SA	WA	TAS	NT	ACT	TOTAL
1982–83	91.91	95.94	87.37	102.75	97.82	110.99	310.61	na	94.75
1983–84	93.05	94.35	88.71	102.01	98.74	112.95	309.11	na	95.05
1984–85	96.00	93.69	88.67	102.97	103.18	111.16	270.41	na	95.99
1985–86	96.55	98.24	89.92	99.43	108.40	108.98	260.01	na	97.59
1986–87	99.78	101.95	89.91	104.93	111.52	107.59	254.59	na	100.33
1987–88	108.66	104.70	88.92	107.99	112.53	105.56	271.63	na	104.36
1988–89	117.05	106.76	88.97	116.71	124.19	115.11	286.11	na	109.97
1989–90	123.34	112.14	88.12	111.50	119.41	118.76	286.54	na	112.52
1990–91	121.35	113.97	93.74	113.70	122.59	118.11	287.18	180.72	116.70
1991–92	119.00	116.75	98.95	115.49	123.65	109.08	409.91	167.76	118.44
1992–93	116.52	123.31	103.82	122.79	124.75	113.74	411.73	155.47	120.71

Source: ABS 5512.0, unpublished statistics (Police expenditure); ABS 3102.0 (Population); ABS 5204.0 (Deflator: General government final consumption expenditure).

Institutional arrangements

Although State and Territory police are generally restricted to operate within jurisdictional borders, inter-state co-operation occurs in a number of ways. Agreements between jurisdictions enable those arrested in one jurisdiction to be extradited for crimes committed in another. Formal co-operative mechanisms also exist through the Australasian Police Ministers' Council (APMC) and the Ministerial Council on Drug Strategy. There are also a number of national common police services which are responsible to the APMC via their respective Boards of Control. These are:

- The National Police Research Unit (NPRU), which conducts or sponsors research to identify and promote international best practice in service delivery to the community;
- The Australian Bureau of Criminal Intelligence (ABCI) which provides facilities for the collection, collation, analysis and dissemination of criminal intelligence to assist State and Territory police and federal agencies combat organised crime;

- The National Exchange of Police Information (NEPI) which provides infrastructure and information technology services that facilitate lawful access to police information on an Australia-wide basis;
- The National Institute of Forensic Science (NIFS) which sponsors and supports research into forensic science of common interest to all law enforcement parties;
- The National Crime Statistics Unit (NCSU) which is responsible for the development of concepts, definitions, classifications and standards for the production and publication of comparable national crime statistics; and
- The Australian Institute of Police Management (AIPM) which provides tertiary level development programs for police managers and executives.

Other bodies include State and Territory agencies such as the Queensland Criminal Justice Commission (CJC), and the Australian Institute of Criminology.

7.2 Objectives of police services and key performance indicators

The relationship between police objectives and those of the broader criminal justice system

There is close connection between police services and other elements of the justice system such as public prosecution, the courts and corrective services. At the broadest level, the objectives of police services, along with those of courts and corrective services, relate to the achievement of community safety.

Police activities can have a significant impact on outcomes in other parts of the justice system. For example, the quality of decision making in the criminal courts system may be affected by the quality of the policing work that preceded cases coming to trial. Conversely, activities in other elements of the criminal justice system may impact on outcomes in areas that relate to police activities. For example, success in bringing offenders to justice requires efforts by the Crown Prosecutor and the courts system generally as well as the police.

The importance of these linkages is emphasised in the *Directions in Australasian Policing* which identifies the need to further develop closer partnerships with community and other groups.

These linkages are also important in understanding the objectives of police services and interpreting performance indicators which address each of these objectives.

Objectives of police services

Police services pursue three main objectives:

- to protect, help and reassure the community;
- to prevent crime; and
- to enforce the law.

These objectives are closely interlinked. Some police activities, such as street patrol, may fulfil all three objectives at once, reassure the community and prevent crime through their presence, while enforcing the law by being "on the scene" when criminal acts are committed. The interlinked nature of these objectives means that several indicators can relate to more than one objective. It also means that isolating inputs and outputs to establish unit cost measures is difficult.

The objectives, and the indicators that have been developed to address them, are outlined below and summarised in Figure 7.2.

Protect, help and reassure the community

Police activities aimed at achieving this objective focus on formal and informal contact with the community, both at the individual and group level. They include responding to calls for assistance; community consultation and support; traffic and general patrols; and search and rescue operations. In addition, policing includes key aims relating to the provision of services with professionalism, impartiality and integrity.

The information presented in this chapter addressing this objective includes data on satisfaction with police services, public perceptions of safety, road trauma and crime reporting rates. Complaints information is also included.

Crime Prevention

A key objective of police is the prevention of crime through activities such as maintaining a visible police presence, community safety and education, cautioning and diversion schemes.

Crime prevention strategies can provide a cost effective approach to the problems associated with crime in our society. These strategies can include, for example, situational crime prevention measures such as better lighting in particular neighbourhoods and property which is more resistant to vandalism. Police have an educative role in promoting and providing advice about these crime prevention strategies to the community. Additionally, changes in social behaviour can be achieved by 'social' crime prevention measures, such as racial awareness programmes.

It should be noted, however, that police performance is one of several factors affecting the level of crime. Other factors might include macro economic variables, particularly the level of unemployment and the incidence of poverty, and the strength of community networks and support. Accordingly, crime rates

as an indicator of police effectiveness need to be interpreted with some care. Nevertheless, reduction in the level of crime is a core aim of police and is a key performance indicator.

In this regard, information on the total number of *reported* crimes by type of offence, and the estimated *total* number of crimes by type of offence are presented in this chapter.

Law Enforcement

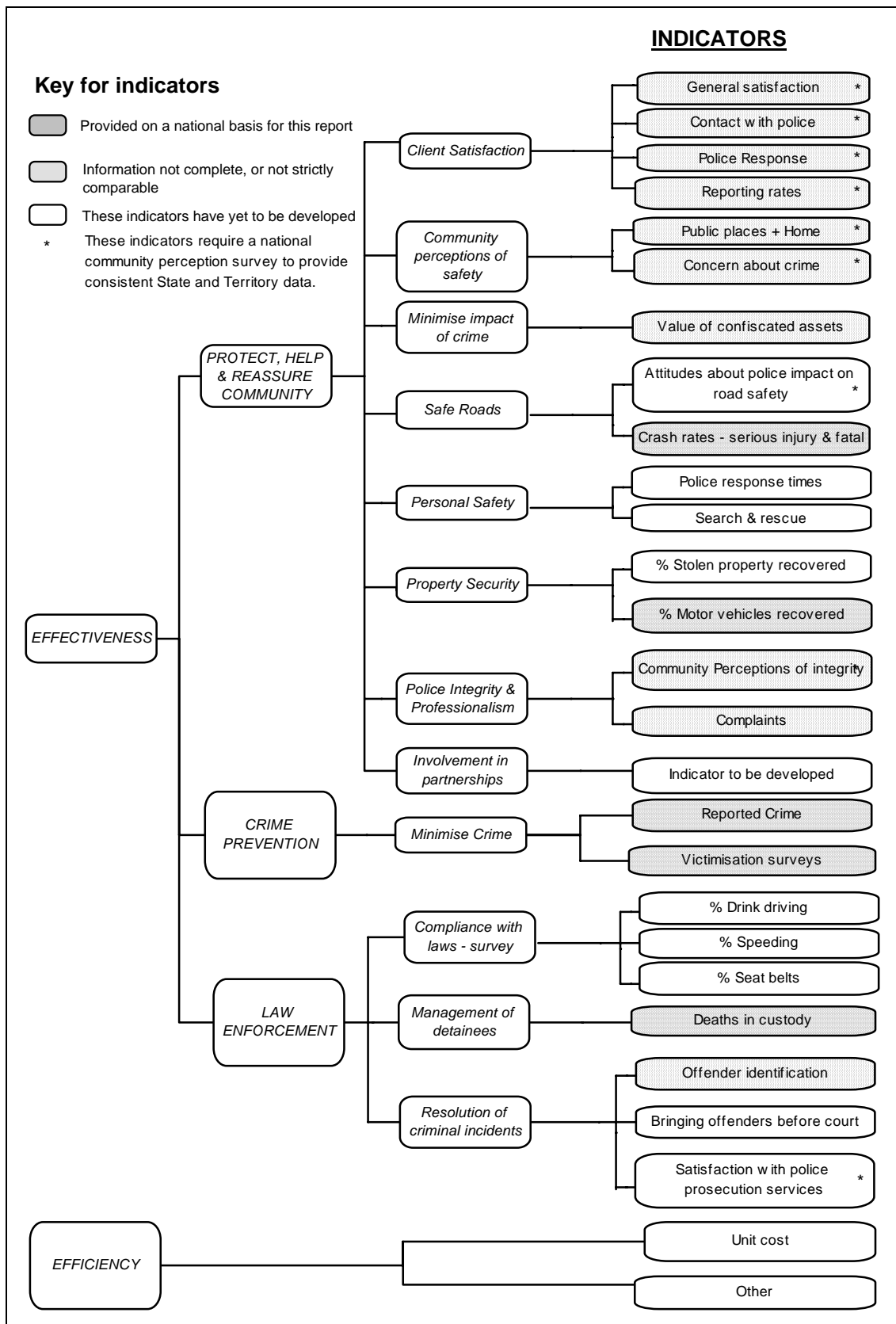
A significant amount of police activity is targeted towards law enforcement, including crime investigation, the identification and apprehension of offenders and preparatory work assisting the prosecution of offenders, traffic management and, in some jurisdictions, the management of detainees. It is intended that in future reports information will be presented on police success in bringing offenders to justice. This first report presents information on the duty of care for persons in police custody or under police control.

Relationship between police services objectives and those of other agencies

Police work also has significant links with community service agencies. As crime is often the physical symptom of social malaise, police services often have the same clients as social service providers. Both organisations deal with the cause and effects of social dysfunction and implement programs aimed at reducing the likelihood of criminal activity.

For instance, in the area of road safety, the outcome of lower road trauma is affected by several factors in addition to the effectiveness of policing. These include vehicle and road design, traffic volume, driver education and timely access to medical facilities. Accordingly, road safety strategies use a co-operative inter-agency approach involving police, emergency services plus road and traffic authorities. However, affecting driver behaviour remains an objective of police.

Figure 7.2: Preliminary framework of indicators for police



7.3 Summary of results

A core set of indicator data have been compiled for this Report and results are set out below. It should be noted, however, that as is the case for other service areas, there are differences between States and Territories, and gaps and limitations in the data available. These inhibit the capacity to make extensive comparisons between jurisdictions at this stage.

Protecting, helping and reassuring the community

Community satisfaction with police

The Steering Committee commissioned the ABS to conduct a small national survey on community attitudes relating to police performance. The survey was conducted by the ABS in August 1995 through the Population Survey Monitor instrument and covered a sample size of 2000 respondents (see Box 7.1). In order to collect more comprehensive information on an ongoing basis, a national commitment to continuing survey activities is required (see section 7.4 'Future directions')

The results show that a majority (nearly 70 per cent) of respondents are satisfied or very satisfied with police performance. This result appears to be broadly consistent with those of other studies commissioned by police services within various States and Territories over recent years. Less than 15 per cent indicated they were dissatisfied or very dissatisfied.

In addition, around 76 per cent of people who had contact with the police in the last 12 months were satisfied with the treatment they received.

Public confidence in police services was also indicated through the response to the question relating to whether "Police treat people equally and fairly". Most (55 per cent) agreed or strongly agreed with this statement, compared to 24 per cent who disagreed or strongly disagreed.

Other indicators relating to community attitudes

Community complaints

Comparisons cannot be made between jurisdictions based on complaints data as policies and practices differ markedly between jurisdictions in terms of registering and responding to complaints by the community.

The available data suggest that nationally, in excess of 20 000 complaints were registered concerning police in 1994–95. The level of complaints appear to have increased in Queensland and South Australia over the last three years and remained fairly constant within other jurisdictions. These apparent increases, however, may have been driven by policy and legislative changes which have increased the number of recorded complaints. Given the move by police services towards a more client based focus, the increased reporting and

recording of complaints is seen as a positive sign of the public's confidence that complaint matters will be appropriately addressed.

Box 7.1: Survey Results: Community Attitudes to Police services

Survey details: National survey conducted by the Australian Bureau of Statistics in August 1995. Instrument: ABS Population Survey Monitor. Number of Respondents: 2,000. Sample size, by jurisdiction:

NSW	482	VIC	416	SA	254
QLD	340	WA	241	TAS	136
NT	44	ACT	87	TOTAL	2000

Question: How satisfied were you with the service you received during your most recent contact with the police?

<i>Responses</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
Very Satisfied	35.4	Satisfied	40.7	Neither	8.6
Dissatisfied	8.0	Very dissatisfied	6.8	Don't know	0.2

Note: The above responses relate only to the 51.1% of persons who had contact with police over the previous 12 months.

Question: How satisfied are you in general with the services provided by police?

<i>Responses</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
Very Satisfied	19.8	Satisfied	48.2	Neither	17.5
Dissatisfied	10.4	Very dissatisfied	2.3	Don't know	1.8

Question: To what extent do you agree or disagree with the following statement about the police: "Police treat people fairly and equally"

<i>Responses</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
Strongly agree	9.0	Agree	45.7	Neither	18.9
Disagree	19.6	Strongly disagree	4.0	Don't know	2.9

Question: To what extent do you agree or disagree with the following statement about the police: "I do not have confidence in the police"

<i>Responses</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
Strongly agree	2.8	Agree	12.2	Neither	15.2
Disagree	57.7	Strongly disagree	10.7	Don't know	1.4

Note: Figures may not add to 100.0 per cent due to rounding.

Non-reporting of crime

Not all crimes are reported to the police. One of the factors that affects the decision to report crime is the attitude of the community to the effectiveness of the police. As such, survey data on crime victims can provide an insight into community attitudes to police.

The crime victimisation survey conducted by the ABS in 1993 questioned victims as to why they did not report crime. The results show that there are a variety of reasons for non-reporting of crime. As Table 7.2 shows, a lack of confidence that police will take action is only a small factor, reinforcing the other data presented in this chapter that there is a relatively high level of public confidence in police. Nationally, depending on the type of offence, only 7 to 16 per cent of respondents indicated that "they did not think the police would do anything about it".

Table 7.2: Victims of crime¹ in the last 12 months: type of offence by main reason why police not told about last incident, Australia, April 1993

<i>Main reason why police not told about last incident</i>	Household Crime			Personal Crime		
	<i>Break & Enter</i>	<i>Attempted Break & Enter</i>	<i>Motor Vehicle Theft</i>	<i>Robbery</i>	<i>Assault</i>	<i>Sexual Assault</i>
	%	%	%	%	%	%
Too trivial/unimportant	17.5	17.6	*10.2	38.0	34.6	*3.5
Someone else told police	*1.9	*1.8	-	*1.3	*1.3	*0.7
Police could not do anything	15.3	12.8	*12.0	8.8	6.8	*7.2
Police would not do anything	10.2	15.9	-	8.3	7.2	*9.1
Private matter	*6.1	*2.3	*3.3	6.2	11.5	27.7
Did not want offender punished	*2.9	*0.9	*2.5	*0.8	*1.5	*3.4
Too confused/upset	*1.2	*0.5	-	*0.4	*0.8	*1.6
Afraid of reprisal/revenge	*0.2	*0.4	-	*4.8	5.5	19.8
Told someone else	-	*0.1	-	*0.8	*1.4	-
Nothing stolen	17.0
Not covered by insurance	*2.1	*0.4	*5.1
Couldn't tell date of break-in	*4.8	3.3
No actual break-in	..	24.8
Other reasons	20.7	19.1	66.9	30.6	29.3	27.1
Total victims (a) where police not told of last incident	100.0	100.0	100.0	100.0	100.0	100.0

Source: *Crime and Safety, Australia: ABS Cat. 4509.0*

Notes: 1. *Victim* refers to a household in the case of household crimes, and a person in the case of personal crimes.

* estimate is subject to a relative standard error of between 25 per cent and 50 per cent.

.. not applicable.

- nil occurrences or rounded to zero.

Two other dimensions of the objective 'Protect, help and reassure the community' are road safety and property security.

Road safety

Australia-wide, in 1994–95, the rate of road crashes resulting in death or hospitalisation was 100 per 100 000 population.² There was significant variation across jurisdictions, ranging from 74.9 crashes per 100 000 population in Victoria to around 195 in the ACT and NT³.

² A *hospitalisation crash* is a road crash in which at least one person was classified by police as admitted to hospital from resulting injuries but in which there were no fatalities. A *fatal crash* is a road crash which results in the death of a person within 30 days.

³ The figures presented in this Report are based on police statistics supplied by jurisdictions. This is because of long delays in the publication of the more comprehensive Federal Office

Property Security

Data were provided by jurisdictions relating to the proportion of stolen motor vehicles that are recovered. Nationally, around 85 per cent of motor vehicles which are stolen in Australia are recovered. There is little variation across jurisdictions and this figure has remained constant over the period 1992–93 to 1994–95.

Prevent crime

Reported crime

Data on nationally comparable reported crime statistics are only available for a range of offences for 1993 and 1994⁴. In future, it is expected that trend information over a longer time frame will be reported along with a greater range of offences. These data show that reported rates of crime have increased for Motor Vehicle Theft, Unarmed Robbery and Sexual Assault. Apart from Unlawful Entry With Intent (UEWI), these are the three most common categories of NCSU reported crime in Australia - see Tables 7.3a and 7.3b.

Tables 7.3a and 7.3b show that between 1993 and 1994, the incidence of reported crimes has declined nationally for Armed Robbery, Kidnapping/Abduction, Unlawful Entry with Intent and Driving Causing Death. In addition, these tables show there is significant variation across jurisdictions in the incidence of crime.

The only category for which there was a greater than 5 per cent change was Robbery (Armed and Unarmed), where the reported crime rates increased by about 8 per cent (see Table 7.3b).

Reported crime data only give a partial picture as many crimes are not reported to the police. Community victimisation surveys (discussed below) suggest that reporting rates vary considerably depending on the type of offence, with offences against the person generally having significantly lower reporting rates than for property offences. For example, the latest survey suggests that Australia-wide more than 67.5 per cent of Assault and 75 per cent of Sexual Assault incidents were not reported to the police in 1993, compared to less than 10 per cent for Motor Vehicle Theft and about 20 per cent of breaking and entering incidents.

of Road Safety (FORS) statistics, which also show crash injuries which police are not informed of.

⁴ Prior to 1993, differences in State and Territory legislation and statistical procedures made meaningful comparisons at the national level impossible. The figures for 1993 and 1994 reflect efforts by all jurisdictions, in conjunction with the NCSU, to develop national classifications and counting rules for a selected range of offences. It should be noted that differences in police practices and administrative record systems across jurisdictions can result in differences in the number of crimes recorded and therefore available to be classified according to the national standards.

Table 7.3a: Reported number of victims¹ per 100 000 population, by jurisdiction, 1994

	NSW	VIC	QLD	WA	SA	TAS	NT	ACT	AUST
Murder	1.77	1.25	1.31	2.29	1.77	1.06	5.84	1.00	1.61
Attempted Murder	1.02	1.25	4.38	1.65	2.45	1.27	2.34	0.66	1.87
Manslaughter	0.17	0.11	0.19	0.65	0.00	0.00	0.00	0.00	0.18
Driving Causing Death	1.88	0.34	0.53	1.88	1.02	0.00	1.75	0.00	1.10
Sexual Assault	76.15	75.69	62.84	80.62	100.76	29.64	105.20	32.90	74.41
Kidnapping / Abduction	3.73	2.21	2.69	2.41	4.69	3.60	5.26	0.33	3.07
Armed Robbery	36.65	17.60	26.99	34.31	31.77	13.12	8.18	21.27	28.36
Unarmed Robbery	84.77	18.97	33.53	37.25	71.30	17.99	22.79	21.93	50.01
Blackmail / Extortion	0.15	1.90	1.06	1.23	1.09	0.21	0.58	0.33	0.94
Unlawful Entry With Intent	1983.14	1614.35	2295.94	3285.21	2437.20	2803.34	2637.05	1660.68	2130.50
Motor Vehicle Theft	751.51	618.86	517.00	976.85	636.14	361.13	448.28	533.73	671.18

Source: *National Crime Statistics: ABS Cat. 4510.0*

Note: 1 The definition of *victim* in the national statistics varies according to the offence category:

- Victim refers to a place/premise for Unlawful Entry With Intent offences.
- Victim refers to an individual person for Murder, Attempted Murder, Manslaughter, Driving Causing Death, Sexual Assault, Kidnapping/Abduction.
- Victim refers to either an individual or an organisation for Robbery offences and Blackmail/Extortion.

Table 7.3b: Reported number of victims¹ per 100 000 population, by jurisdiction, 1993

	NSW	VIC	QLD	WA	SA	TAS	NT	ACT	AUST
Murder	1.95	1.23	1.51	1.73	2.19	1.27	7.09	0.67	1.70
Attempted Murder	1.37	1.46	4.59	0.84	3.55	0.64	4.13	1.00	2.09
Manslaughter	0.10	0.09	0.26	0.60	0.34	0.00	2.36	0.00	0.21
Driving Causing Death	1.67	0.81	1.19	1.43	1.16	0.42	3.54	0.00	1.26
Sexual Assault	63.31	71.64	74.52	75.34	107.53	26.73	115.18	27.10	71.11
Kidnapping / Abduction	5.22	1.50	3.88	1.97	5.13	2.76	1.77	1.00	3.56
Armed Robbery	38.57	22.15	30.30	28.34	33.50	9.55	8.27	18.07	30.15
Unarmed Robbery	61.51	20.45	32.00	29.71	82.92	12.94	19.49	20.41	42.28
Blackmail / Extortion	0.13	1.28	1.35	0.30	1.85	0.00	0.00	1.00	0.80
Unlawful Entry With Intent	1841.60	1804.13	2425.61	3147.77	2842.23	2533.52	2177.79	1906.99	2164.91
Motor Vehicle Theft	651.38	616.21	505.33	966.89	703.53	281.71	443.59	561.39	637.60

Source: *National Crime Statistics: ABS Cat. 4510.0*

Note: 1 The definition of *victim* in the national statistics varies according to the offence category:

- Victim refers to a place/premise for Unlawful Entry With Intent offences.
- Victim refers to an individual person for Murder, Attempted Murder, Manslaughter, Driving Causing Death, Sexual Assault, Kidnapping/Abduction.
- Victim refers to either an individual or an organisation for Robbery offences and Blackmail/Extortion.

If the rate of non-reporting for crime categories is known and stable over time and the legislative framework is unchanged, then time series of reported crime figures can provide a reasonable estimate of trends in crime. Comparisons based on victimisation surveys conducted by the ABS (discussed in more detail below) indicate that national reporting rates for most categories in 1993 differed only marginally from those in 1983⁵, suggesting that there may be some stability in the national pattern of reporting.

Crime victimisation surveys

Another approach to identifying the level of crime is through direct surveys of the community. By randomly surveying individuals about whether they have been victims of crime within a recent fixed period, this technique captures unreported, as well as reported, incidents to give a more complete indication of crime levels.

Two national community surveys have been conducted by the Australian Bureau of Statistics (in 1983 and 1993) which estimate the total level of crime in a number of major categories. These surveys seek information on whether respondents have been victims of crime within the previous 12 month period.

The results of these surveys (see Tables 7.4b and 7.4c) show that nationally there was only limited variation in apparent victimisation rates (victims of crime per 100,000 population) in 1993 compared to 1983. In particular, there was only a 5 per cent or less statistically significant change in the national victimisation rates for Break and Entry/Attempted Break and Entry, Motor Vehicle Theft and Sexual Assault.

In addition, in 1995 crime victimisation surveys were undertaken in NSW, Victoria, Queensland, SA and the ACT (see Table 7.4a). These State and Territory based surveys used the same methodology as the national survey and as such the three surveys are comparable. Care is required, however, in drawing conclusions based on comparisons between the 1995 and 1993 surveys for particular jurisdictions because of the small numbers involved in some cases. The conclusions are summarised below:

NSW: There has been a statistically significant increase in the victimisation rate for all categories of offence other than: Sexual Assault — for which there has been a significant fall — and Motor Vehicle Theft and Assault, both of which are unchanged from their 1993 level.

Victoria: The prevalence of all crime types is unchanged — none of the observable differences between the 1993 and 1995 survey results are statistically significant.

⁵ It should be noted that the 1983 survey only covered a limited number of offences - it is possible that reporting rates have changed for offence types not covered in both surveys.

Queensland: The rates of Robbery, Break and Enter, and Attempted Break and Enter have all risen significantly, with no statistically significant change in Sexual Assault, Assault and Motor Vehicle Theft.

SA: Other than a fall in Motor Vehicle Theft, there has been no statistically significant change in the level of victimisation.

ACT: As with Victoria, the prevalence of crime in the ACT is unchanged - none of the observable differences between the 1993 and 1995 are statistically significant.

These surveys are clearly not without limitations, including the limited coverage of the surveys in terms of the small number of offence categories, the infrequency with which the surveys are undertaken, and the limited confidence that can be attached to the data relating to the less prevalent crime types and in smaller jurisdictions due to the small number of observations. The need to address these issues is discussed further in Section 7.4 'Future directions'.

Table 7.4a: Estimated victims¹ of property offences per 100 000 households² and offences against the person per 100 000 population², unreported and reported offences, by jurisdiction, 1995

	NSW	VIC	QLD	WA	SA	TAS	NT	ACT	AUST
<i>Property offences</i>									
Break and enter (B&E)	5300	3200	6300	na	4600	na	na	4500	na
Attempted Break and enter	4100	2300	5500	na	4000	na	na	4500	na
B&E or Attempted B&E ³	8500	5000	10300	na	7700	na	na	7900	na
Motor Vehicle Theft	2100	1500	1400	na	1100	na	na	*1000	na
<i>Offences against person</i>									
Robbery	1700	800	1900	na	1100	na	na	1300	na
Assault	2700	2400	3200	na	2900	na	na	3800	na
Sexual Assault ⁴	500	*100	600	na	300	na	na	1300	na

Sources: *Crime and Safety, NSW, 1995*: ABS Cat. 4509.1; *Crime and Safety, Victoria, 1995*: ABS Cat. 4509.2; *Crime and Safety, Queensland, 1995*: ABS Cat. 4509.3; *Crime and Safety, SA, 1995*: ABS Cat. 4509.4; *Crime and Safety, ACT, 1995*: ABS Cat. 4509.8.

Notes 1 Victim refers to a household in the case of household crimes and a person in the case of personal crimes.
 2 Ratio derived by multiplying the percentage victimisation rate shown in ABS 4509 by 100,000
 3 Because an individual household or person could be a victim of both types of offence, figures given for individual offence types do not sum to the figures in this row.
 4 Sexual Assault questions were asked only of females aged 18 years and over.
 * Estimate is subject to a relative standard error of between 25 per cent and 50 per cent.
 na Not available.

Table 7.4b: Estimated victims¹ of property offences per 100,000 households² and offences against the person per 100,000 population², unreported and reported offences, by jurisdiction, 1993

	NSW	VIC	QLD	WA	SA	TAS	NT	ACT	AUST
<i>Property offences</i>									
Break and enter (B&E)	3700	3300	5200	7500	5000	4000	7400	5000	4400
Attempted Break and enter	2600	2600	3200	4900	3800	2000	5400	4900	3100
B&E or Attempted B&E ³	5700	5400	7500	11000	8100	5600	10600	8900	6800
Motor Vehicle Theft	2000	1700	1300	2200	1700	1000	*700	*800	1700
<i>Offences against person</i>									
Robbery	1300	1000	1200	1300	1300	800	1700	1700	1200
Assault	2600	2200	2900	2200	2500	2800	3600	3500	2500
Sexual Assault ⁴	800	500	500	*300	800	*500	*200	*900	600

Source: *Crime and Safety, Australia, 1993*: ABS Cat. 4509.0 (Table 1.2)

Notes: See Table 7.4c notes below.

Table 7.4c: Estimated victims¹ of property offences per 100 000 households² and offences against the person per 100 000 population², unreported and reported offences, by jurisdiction, 1983

	NSW	VIC	QLD	WA	SA	TAS	NT	ACT	AUST
<i>Property offences</i>									
B&E or Attempted B&E ³	6700	5600	5800	5700	6400	*3600	*8500	*5300	6100
Motor Vehicle Theft ⁵
<i>Offences against person</i>									
Robbery	800	400	400	700	*400	**	**	*700	600
Assault	3000	3800	2900	4300	4000	*1400	*6500	*4800	3400
Sexual Assault ⁴	600	*400	*400	*700	*300	**	**	*900	500

Source: *Crime and Safety, Australia, 1993*: ABS Cat. 4509.0 (Table 1.1)

- Notes
- 1 Victim refers to a household in the case of household crimes and a person in the case of personal crimes.
 - 2 Ratio derived by multiplying the percentage victimisation rate shown in ABS 4509.0 by 100 000
 - 3 Because an individual household or person could be a victim of both types of offence, figures given for individual offence types do not sum to the figures in this row. The 1983 survey did not ask separate questions for Break & Enter and Attempted Break & Enter.
 - 4 Sexual Assault questions were asked only of females aged 18 years and over.
 - 5 Data on Motor Vehicle Theft were collected in the 1983 survey, however the questions were asked of the person whereas in the 1993 and 1995 surveys the questions were asked of the household.
- * Estimate is subject to a relative standard error of between 25 per cent and 50 percent
 ** Estimate is subject to a relative standard error of over 50 per cent
 .. not applicable (due to non comparability)

Enforcement of the law

Crime clearance statistics

Many jurisdictions record information on crime clearance rates at a system-wide level. Due to differences in methodologies, however, there is limited comparability between jurisdictions, or, in some cases, within jurisdictions, over time. In addition, many of these crime clearance statistics do not distinguish between crimes cleared due to police activity (through arrests) and crimes cleared for other reasons (for example, withdrawal of charges by the victims).

Processes are currently being established to ensure a nationally consistent approach to the collection and reporting of information on crime clearance data by the ABS. Further work is also required to develop more extensive information relating to success in bringing offenders to justice, which tracks the outcome of court processes following arrest and charging. (see section 7.4, 'Future directions').

The limited data available suggests that success in bringing offenders to justice varies significantly according to the type of crime. Generally, there is a lower level of success in apprehending perpetrators of property offences than offences against the person. For example, South Australia report that for cases outstanding at the start of 1994–95, plus those committed during the year, offenders had been identified in less than 15 per cent of property crimes but over 60 per cent of Assault cases.

Duty of care for persons under police custody or control

In the last three years there has been a significant fall in the number of deaths in police custody and custody related incidents Australia-wide, from 36 in 1992–93 to 21 in 1994–95.⁶

Efficiency

A comprehensive suite of indicators relating to the efficiency of police activities is yet to be developed. A discussion of the developmental work required is outlined in Section 7.4 'Future directions'.

⁶ Note that the definition includes deaths where a person:

- (i) *is in prison custody or police custody or detention as a juvenile;*
- (ii) *whose death is caused or contributed to by traumatic injuries sustained, or by lack of proper care whilst in such custody or detention;*
- (iii) *who dies or is fatally injured in the process of police or prison officers attempting to detain that person; and*
- (iv) *who dies or is fatally injured in the process of that person escaping or attempting to escape from prison custody or police custody or juvenile detention.*

Source: Dalton, V. and McDonald, D. 1995 *Australian Deaths in Custody and Custody Related Police Operations, 1994*, (Deaths in Custody, Australia, No. 9), Australian Institute of Criminology, Canberra.

The data that are available relate to the overall per capita expenditure on police services, the average cost of labour and some information relating to average vehicle costs. Clearly this information, which relates inputs to outputs, only provides a very limited insight into efficiency.

Average staffing costs

The average salary cost per sworn appears to vary considerably Australia-wide (see Figure 7.3). This variation appears to be significant, however in making comparisons across jurisdictions, readers should note that figures for WA, Tasmania and the NT exclude major on-costs which are counted in the figures for all other jurisdictions. The figures for WA and the NT exclude superannuation contributions. In addition, the WA figure excludes payroll tax and Tasmania's figure omits the cost of redundancy payments.

Figure 7.3: Average salary cost per sworn officer, by jurisdiction, 1994–95



Notes NSW figure uses accrual accounting methodology. All other jurisdictions on cash accounting systems. WA figure excludes pay-roll tax and employer superannuation contributions. NT figure excludes employer superannuation contributions. Tasmania figure, salaries exclude redundancy costs.

7.4 Future directions

A significant effort is required to develop a full set of indicators of effectiveness and efficiency for police and to improve the completeness and quality of data for existing indicators. The key directions for future work are outlined below.

Ongoing national surveys of community perceptions

A large number of agreed police indicators of effectiveness require the collection of survey data. At this stage some jurisdictions conduct community surveys for their own management purposes but these are not comparable.

Several jurisdictions do not have a survey program in place. The Steering Committee proposes that all jurisdictions commit to an ongoing national survey undertaken by the ABS.

While this will have cost implications, these may be partially offset by the savings derived from reducing the need for extensive State and Territory based survey activity. Some flexibility would need to be retained to allow jurisdictions to add additional questions to the questionnaire in order to reflect regional issues.

Development of comparable data relating to bringing offenders to justice

The National Crime Statistics Unit has committed to developing national counting rules for the collection of comparable data relating to the outcomes of investigations, which will provide better crime clearance information than currently exists but stops short of a full measure of success in bringing offenders to justice at this stage. Depending upon jurisdictions' ability to collate historical information into the required form, it is anticipated that some comparable information will be available for inclusion in the next report of the Steering Committee. Further work will then be required to develop measures of success in bringing offenders to justice which requires the tracking of alleged offenders through court processes.

Crime victimisation surveys

The ABS has scheduled national crime victimisation surveys at five year intervals. Given the importance of this information in establishing an understanding of the true level of crime in Australia, the Steering Committee strongly recommends that the frequency of these surveys be increased to once every two years, recognising that this may have cost implications for both the ABS and individual jurisdictions.

Efficiency indicators

While it is clearly a difficult task, a focus of work for the next report will be the development of efficiency indicators.

It is difficult to develop efficiency indicators for police for two reasons. First, for many police activities there are no clearly defined units of outputs. For example, a significant amount of police activity relates to crime prevention, for which there is no obvious unit of output upon which to base unit cost or productivity measures. Second, even if units of output could be clearly identified, it is difficult to separately identify the inputs that are devoted to delivering them. For example, a police patrol may be delivering three outputs simultaneously: crime prevention (through their public presence), crime detection (by being "on the scene" when offences occur) and apprehension of criminals.

The Steering Committee, however, is of the view that these difficulties are surmountable. Work is required to develop an agreed set of identifiable outputs and an approach to estimating the proportion of police resources devoted to delivering each of them. The optimal approach will be one that balances the aim of collecting accurate, robust data with the cost of establishing processes for the collection of this information. It may also be possible to develop system-wide indicators of overall efficiency which relate the total cost of police activity to some system-wide measure of total outputs.

Other action required

Further work is also required to:

- develop indicators for other dimensions of police effectiveness;
- improve the definition of some existing indicators; and
- improve the quality of information relating to the value of fixed capital.

7.5 Performance indicators by jurisdiction

New South Wales - jurisdiction's own comments

“ The Mission of the NSW Police Service is "*Police and community working together to establish a safer environment by reducing violence, crime and fear*". The Vision is that "*By the end of the decade, NSW will have the safest streets in Australia*". The priority areas for the Service are the Key Result Areas (KRAs) of Personal Safety; Property Theft; Street Safety; Road Safety; Safety in Custody; Alcohol & Drug Related Crime; and Victim Support.

The Police Service recognises that it cannot achieve its Mission and Vision alone. For its part, the Service seeks to improve its own performance by better practices and by adopting a more proactive style of operation focussed on outcomes and effectiveness - a better quality of life for the whole community.

Direct service delivery to the people of NSW is initially through 165 Patrols, which are grouped into 25 Police Districts and 4 Regions. Support to operations in the field is provided by various Commands, for example: Technical and Forensic Services, State Incident Investigations, Intelligence Services and other operational support functions; Drug, Fraud and Licensing enforcement; Professional Responsibility and Human Resources.

The provision of policing services, aimed primarily at meeting customer needs, in multi-cultural communities is complex. Customer needs are identified through community surveys and by focus group discussions of the expectations of groups of clients (eg, victims of property crime). Patrol Commanders, who are responsible for the delivery of services in their areas, must implement policy with due consideration of local priorities and the specific needs of their direct clients, on a 'case by case' basis.

The emphasis on prevention rather than reactive policing confounds traditional output measures, as there are inherent difficulties in measuring something which does not occur. To meet needs, police are assigned to functional duties as criminal investigators, highway patrol, station administration, beat or other general duties. The activities performed, however, cross-over such functional lines, the Key Result Areas and style of operation (ie reactive or proactive), often contemporaneously. This is not to imply that efficiency is disregarded, but that input/output (activity) measures are not necessarily appropriate for the determination of "value for money" in policing.

The efficiency indicators shown in this Report are "interim" and further refinement of indicators will provide the basis for meaningful discussion of improvement opportunities for policing.

”

New South Wales, 1992–93 to 1994–95, descriptors

Table 7.5: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:	1	\$'000	1118877	980942	1080061
A101	- Salaries and payments in the nature of salaries		\$'000	929196	777015	860910
A10R	- Other recurrent		\$'000	170616	180237	189856
A105	- Depreciation		\$'000	19065	23690	29295
A107	Revenue from own sources		\$'000	15729	23292	19621
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	1103148	957850	1060440
A11	Total capital expenditure		\$'000	56550	51688	40553
A1	Total Expenditure		\$'000	1159698	1009538	1100993
A2	Average police staff salaries		\$	63451	50714	56009
A3	Average non-police staff salaries		\$	41710	44406	52623
A5	<i>Total number of staff, by category:</i>	2		16012	15963	16185
A51	Sworn police officers, uniformed			10532	10323	10645
A52	Sworn police officers, non-uniformed			2413	2395	2425
A53	Civilian			2585	2748	2449
A54	Other			482	497	666
A6	<i>Total value of assets, comprising:</i>		\$'000	527046	540348	539951
A61	Buildings, land, fittings		\$'000	477345	465445	453756
A62	Other		\$'000	49701	74903	86195
A7	Number of gazetted police stations			466	470	473

Notes: 1 Accrual accounting was introduced in 1992–93. Accounts for 1992–93 show full actuarial calculations for the cost of police superannuation. From 1993–94 the State assumed liability for much of the costs of superannuation which is reflected in the lesser expenditure shown in 1993–94 and 1994–95.

2 EFT not able to be derived retrospectively. Figures are actual numbers at 30 June.

New South Wales, 1992–93 to 1994–95, effectiveness**Table 7.6:** Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1.	To protect, help and reassure the community					
B1.3	Minimise Impact of crime					
B1321	Estimated \$ value of assets confiscated in year		\$'000	4603	1628	3376
B1322	\$ value of funds realised in year		\$'000	na	na	na
B1.4	Safe Roads					
B141a	Number of hospitalisation and fatal road crashes	1		5623	5790	5790
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	93.8	95.7	95.2
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	173.8	177.5	175.5
B1.7	Property Security					
B172	% Vehicles stolen in the year which were recovered in the same year		%	87.5	85.4	85.4

Note: 1 1994/95 estimated on basis of information for 6 months July to Dec 1994 only.

New South Wales, 1992–93 to 1994–95, effectiveness

Table 7.7: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	71.2	73.4	73.5
B1821b	Attempted Break & Enter (% incidents reported to police)		%	28.2	28.5	31.3
B1821c	Motor Vehicle Theft (% incidents reported to police) <i>Persons</i>		%	95.5	95.6	91.4
B1821d	Robbery (% incidents reported to police)		%	58.6	45.6	52.2
B1821e	Assault (% incidents reported to police)		%	37.0	31.9	30.4
B1821f	Sexual Assault (% incidents reported to police)		%	24.6	28.8	na
B184	Total number of complaints	1		0	10170	10102
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>			0	10170	10102
B1841a	Number of complaints withdrawn			na	4862	4434
B1841b	Number of complaints dismissed			na	2469	2906
B1841c	Number of complaints sustained			na	1161	1191
B1841d	Number of unresolved complaints			na	264	222
B1841e	Number of complaints Conciliated			na	1414	1349
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	2		0	0	0
B1842a	Number of complaints withdrawn			0	0	0
B1842b	Number of complaints dismissed			0	0	0
B1842c	Number of complaints sustained			0	0	0
B1842d	Number of unresolved complaints			0	0	0
B1842e	Number of complaints Conciliated			0	0	0

Note: 1 Complaints Information System (CIS) introduced 1993. Figures for 1992/93 not available on basis of uniform classification. Information provided relates to issues identified as a result of investigation of complaints.

2 The Ombudsman refers all complaints to the police for initial investigation. All complaints investigated are then referred to Ombudsman for review.

New South Wales, 1992 to 1994, effectiveness

Table 7.8: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	117	107
B2111b	Attempted Murder			na	82	62
B2111c	Manslaughter			na	6	10
B2111d	Driving causing death			na	100	114
B2111e	Sexual Assault			na	3797	4608
B2111f	Kidnapping / Abduction			na	313	226
B2111g	Armed Robbery			na	2313	2218
B2111h	Unarmed Robbery			na	3689	5130
B2111i	Blackmail / extortion			na	8	9
B2111j	Unlawful Entry With Intent			na	110448	120008
B2111k	Motor Vehicle Theft			na	39066	45477
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	1.95	1.77
B2112b	Attempted Murder			na	1.37	1.02
B2112c	Manslaughter			na	0.1	0.17
B2112d	Driving causing death			na	1.67	1.88
B2112e	Sexual Assault			na	63.31	76.15
B2112f	Kidnapping / Abduction			na	5.22	3.73
B2112g	Armed Robbery			na	38.57	36.65
B2112h	Unarmed Robbery			na	61.51	84.77
B2112i	Blackmail / extortion			na	0.13	0.15
B2112j	Unlawful Entry With Intent			na	1841.6	1983.14
B2112k	Motor Vehicle Theft			na	651.38	751.51

New South Wales, 1992 to 1995, effectiveness

Table 7.9: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	79.1	116.8
B2121b	Attempted Break and enter		'000	na	55.3	88.9
B2121c	Motor Vehicle Theft		'000	44.5	42.2	46.2
B2121d	Robbery		'000	50.3	59.3	78.7
B2121e	Assault		'000	98.6	114.8	125.4
B2121f	Sexual Assault		'000	13.3	17.7	11.8
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	3700	5300
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	2600	4100
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	2100	2000	2100
B2122d	Robbery / 100,000 population		Ratio	1100	1300	1700
B2122e	Assault / 100,000 population		Ratio	2200	2600	2700
B2122f	Sexual Assault / 100,000 population		Ratio	600	800	500

Table 7.10: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
	B3.3 Management of detainees					
B331	Number of deaths in police custody and custody related incidents			15	7	8
B332	Number of sustained complaints per thousand detainees	1	Ratio	na	na	na

Notes: 1 CIS does not record whether complainant was 'detainee'.

New South Wales, 1992–93 to 1994–95, unit cost

Table 7.11: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	137.97	107.38	110.99
C2	Days lost through injury on duty	1	days	na	na	na
C5	Total cost of vehicle repairs or write off / Total vehicles	2	\$	1812	1965	1779
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	na	na	na
C12	Average total vehicle cost per kilometre travelled		cents/km	35.0	33.7	31.5
C13	Average annual running cost per vehicle		\$/vehicle	14466	14018	13221

Notes: 1 Sick leave module of Human Resources system scheduled for introduction in early 1996.

2 Estimated from Risk Management information including insurance payout.

Victoria - jurisdiction's own comments

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In recent years, the Victoria Police has undertaken an ongoing and comprehensive reform program, directed at delivering high quality service at least cost. The program is in line with the Victorian Government's reform agenda and major policy directions, including an output approach and focus on core functions.

Structural efficiency has been a major part of the reform program, with 44 separate projects having been completed and all departments restructured. The emphasis is on workplace redesign, flattening of structures, civilianisation, devolution and transfer of resources to operational areas.

Maximising resource availability for operational areas, coupled with recruitment of additional sworn personnel, in accordance with the Government's commitment to increasing the operational sworn personnel by 1000, has contributed to positive service delivery outcomes. Notably the continued downward trend in reported crime for the fourth successive year, the highest crime solution rate in 18 years, and the lowest road toll since recording began in 1952.

Resourcing initiatives were complemented to produce this result, by being responsive to community based initiatives, such as Neighbourhood Watch, Crime Stoppers and Police Community Consultative Committees. A customer service strategy is being introduced and community policing and a partnership approach are key elements to the Victoria Police operating philosophy. So too, is a recognition that reducing the fear of crime and reassuring the community are core police functions.

Service delivery was also enhanced during 1994–95 by a special project (Project Beacon), designed to improve operational safety, primarily in the management of incidents with a high risk of personal harm. Operational issues on the use of force, exercise of authority and police corruption will continue to require resource intensive responses by any police agency.

The Victoria Police is enhancing its organisational performance through a rigorous process of internal budget reform, output accountability, and the introduction of contestability to non-core functions. This has led to the outsourcing of traditional in-house services such as emergency communications and the police workshops. Similarly there are evolving partnerships with private sector service providers and the development of commercial activities.

Productivity and work practices have been important areas of reform as well. New personnel transfer/selection, establishment management and discipline systems have been introduced and process re-engineering projects are underway. Technology, particularly information technology, is vital to improved police performance. Recently, new operational, financial and personnel systems have been brought on line. And, an essential element of the Victoria Police future direction is to invest in technology.



Victoria, 1992–93 to 1994–95, descriptors

Table 7.12: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising: ¹		\$'000	683844.8	702420.1	842547.5
A101	- Salaries and payments in the nature of salaries		\$'000	532193.8	537752.1	672249.5
A10R	- Other recurrent		\$'000	124429	135793	152735
A105	- Depreciation		\$'000	27222	28875	17563
A107	Revenue from own sources		\$'000	9299	5761	5995
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	674545.8	696659.1	836552.5
A11	Total capital expenditure		\$'000	15299	12214	33286
A1	Total Expenditure		\$'000	689845	708874	869839
A2	Average police staff salaries		\$	48405	48168	59425
A3	Average non-police staff salaries		\$	35331	38368	42477
A5	<i>Total number of staff, by category:</i>			11882	12053	12259
A51	Sworn police officers, uniformed			8897	8890	9078
A52	Sworn police officers, non-uniformed			845	904	938
A53	Civilian			1716	1720	1814
A54	Other			424	539	429
A6	<i>Total value of assets, comprising:</i>		\$'000	310566	318901	265046
A61	Buildings, land, fittings		\$'000	221454	217114	200035
A62	Other		\$'000	89112	101787	65011
A7	Number of gazetted police stations			336	331	331

Note: 1 Increase in 1994–95 reflects inclusion of superannuation costs in the appropriation.

Victoria, 1992–93 to 1994–95, effectiveness

Table 7.13: Objectives: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated assets in year	1	\$'000	na	na	na
B1322	\$ value of funds realised in year	1	\$'000	na	na	na
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes		Number	3353	3342	3314
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	75.1	74.7	73.9
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	123.3	119.0	116.3
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	na	81.7	na

Note: 1 Victoria Police unable to supply data requested at present.

Victoria, 1992–93 to 1994–95, effectiveness

Table 7.14: Objective: To protect, help and reassure the community

Code	Indicator	Notes	Units	1992–93	1993–94	1994–95
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	82.9	76.5
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	39.6	37.4
B1821c	Motor Vehicle Theft (% incidents reported to police) <i>Persons</i>		%	na	94.2	96.5
B1821d	Robbery (% incidents reported to police)		%	na	52.2	56.7
B1821e	Assault (% incidents reported to police)		%	na	35.2	33.2
B1821f	Sexual Assault (% incidents reported to police)		%	na	33.1	*14.9
B184	Total number of complaints			3910	4378	4128
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>	1		3910	4378	4128
B1841a	Number of complaints withdrawn			232	173	162
B1841b	Number of complaints dismissed			3001	3480	2280
B1841c	Number of complaints sustained			207	237	144
B1841d	Number of unresolved complaints			456	397	1371
B1841e	Number of complaints Conciliated			14	91	171
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	2		na	na	na
B1842a	Number of complaints withdrawn			na	na	na
B1842b	Number of complaints dismissed			na	na	na
B1842c	Number of complaints sustained			na	na	na
B1842d	Number of unresolved complaints			na	na	na
B1842e	Number of complaints Conciliated			na	na	na

Notes: 1 The data supplied are in Internal Investigations Department (IID) format. Unfortunately, most of the data required are unable to be supplied in the precise format required due to differences between IID and Steering Committee data collection requirements. For example, the Steering Committee acknowledge and refer to the fact that each 'complaint' may contain a number of 'complaint issues' (which equates to 'allegations' in IID data collection) however, the COAG requirement in relation to eventual determination refers to the complaint rather than to the individual 'issues'.

IID data in relation to determination refer to 'issues' (or individual 'allegations'), therefore we [Victoria Police] are unable to supply data in the form requested, since in 1994–95 for example, each 'complaint' file contained an average of 4.6 'allegations' per 'complaint'. Typically, each 'complaint' file results in an assortment of determinations in addressing each 'allegation'.

2 These data are not collected by IID but *may* be available from the Deputy Ombudsman (Police Complaints).

Victoria, 1992 to 1994, effectiveness

Table 7.15: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	1992	1993	1994
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	55	56
B2111b	Attempted Murder			na	65	56
B2111c	Manslaughter			na	4	5
B2111d	Driving causing death			na	36	15
B2111e	Sexual Assault			na	3198	3388
B2111f	Kidnapping / Abduction			na	67	99
B2111g	Armed Robbery			na	989	788
B2111h	Unarmed Robbery			na	913	849
B2111i	Blackmail / extortion			na	57	85
B2111j	Unlawful Entry With Intent			na	80540	72260
B2111k	Motor Vehicle Theft			na	27509	27701
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	1.23	1.25
B2112b	Attempted Murder			na	1.46	1.25
B2112c	Manslaughter			na	0.09	0.11
B2112d	Driving causing death			na	0.81	0.34
B2112e	Sexual Assault			na	71.64	75.69
B2112f	Kidnapping / Abduction			na	1.5	2.21
B2112g	Armed Robbery			na	22.15	17.6
B2112h	Unarmed Robbery			na	20.45	1.97
B2112i	Blackmail / extortion			na	1.28	1.9
B2112j	Unlawful Entry With Intent			na	1804.13	1614.35
B2112k	Motor Vehicle Theft			na	616.21	618.86

Victoria, 1992 to 1995, effectiveness

Table 7.16: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	51.7	52.7
B2121b	Attempted Break and enter		'000	na	41.8	36.6
B2121c	Motor Vehicle Theft		'000	na	27	23.8
B2121d	Robbery		'000	na	34.7	27.9
B2121e	Assault		'000	na	76.3	81.8
B2121f	Sexual Assault		'000	na	7.6	4.7
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	3300	3200
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	2600	2300
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	1700	1500
B2122d	Robbery / 100,000 population		Ratio	na	1200	800
B2122e	Assault / 100,000 population		Ratio	na	2200	2400
B2122f	Sexual Assault / 100,000 population		Ratio	na	500	100

Table 7.17: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents		Number	14	10	5
B332	Number of sustained complaints per thousand detainees		Ratio	na	na	na

Victoria, 1992–93 to 1994–95, unit cost

Table 7.18: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	81.43	71.19	89.77
C2	Days lost through injury on duty		Number	50633	34162	38913
C5	Total cost of vehicle repairs or write off / Total vehicles		\$	623	907	1036
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	na	na	na
C12	Average total vehicle cost per kilometre travelled		cents/km	27.9	27.7	28.0
C13	Average annual running cost per vehicle		\$/vehicle	11780	11032	11048

Queensland - jurisdiction's own comments

“ In 1993 a comprehensive review of the Service's program, planning and performance review systems was undertaken. The essence of reform was to encourage a move away from traditional management practices towards the development of a greater client focus in the planning and delivery of services and greater accountability for managers. A crucial part of this process was the development of a performance review system which provides an overview of performance in terms of effectiveness and efficiency. The Performance Review Report for the Queensland Police Service now provides a bi-annual assessment of Corporate performance based on key performance indicators within each program.

Overall, a large number of effectiveness indicators presented in the Queensland Performance Review Report are consistent with those that have been developed as part of the National performance indicator exercise. National indicators therefore, will provide a benchmark in many instances.

While the further development of effectiveness indicators by the Police Working Party is supported, strong reservations are held about the current efficiency indicators. As efficiency indicators are based on the relationships between input and outputs, presumably the aim will be to see an increase in outputs for unchanged or reduced inputs.

Firstly, this will prove difficult for policing where results are not strictly measurable. Secondly, for police the primary inputs are salaries (or police time), but the outputs (services) are multidimensional. It would appear, to achieve meaningful efficiency measures, both inputs and outputs would have to be disaggregated into divisible units, ie. discrete budgets directed to particular policing activities.

Since 1993, the Queensland Police Service has been conducting regular surveys of core policing initiatives in order to provide reliable estimates of policing time (costs) directed to particular activities. Information is analysed at three levels: Program: Activity: Incident. This information facilitates a more strategic approach to the management of resources. It also allows a relationship between effectiveness and efficiency to be drawn. For instance, while effectiveness could be claimed to be increasing in terms of clear-up rates, it is more appropriate to also consider these results in relation to the costs of achieving this result. This more comprehensive consideration of performance is proving useful in the allocation of resources in line with community and organisational priorities.

In a move to improve management information, the Queensland Police Service is currently involved in the reorganisation of its information systems. While much of the crime related data is captured on the CRISP (Crime Reporting Information System for Police) and applied for intelligence and other internal management purposes, it cannot currently be provided in the form sought for this Report. It will be available in 1996.

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Queensland, 1992–93 to 1994–95, descriptors

Table 7.19: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:		\$'000	419785	429374	460724
A101	- Salaries and payments in the nature of salaries		\$'000	356534	363580	378509
A10R	- Other recurrent	1	\$'000	63251	65794	82215
A105	- Depreciation	2	\$'000	na	na	na
A107	Revenue from own sources		\$'000	11140	13259	16382
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	408645	416115	444342
A11	Total capital expenditure		\$'000	24949	35002	36553
A1	Total Expenditure	3	\$'000	433594	451117	480895
A2	Average police staff salaries		\$	50010	51851	52481
A3	Average non-police staff salaries		\$	25626	28518	27786
A5	<i>Total number of staff, by category:</i>			7972	7858	8220
A51	Sworn police officers, uniformed			5417	5246	5340
A52	Sworn police officers, non-uniformed			960	930	950
A53	Civilian			1468	1520	1742
A54	Other			127	162	188
A6	<i>Total value of assets, comprising:</i>		\$'000	89025	119683	106096
A61	Buildings, land, fittings		\$'000	na	na	na
A62	Other		\$'000	89025	119683	106096
A7	Number of gazetted police stations			347	347	347

Notes: 1 Includes \$6,882,000 for Q-Build Maintenance in 1994–95.

2 Depreciation not available.

3 Includes Plant and Equipment, and capital works on Land and Buildings.

Queensland, 1992–93 to 1994–95, effectiveness

Table 7.20: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. To protect, help and reassure the community						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year	1	\$'000	1205	653	1242
B1322	\$ value of funds realised in year		\$'000	na	na	na
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes		Number	3541	3708	3708
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	113.6	116.0	114.7
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	186.9	187.7	181.6
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	na	na	na

Note: 1 Data generated from Proceeds of Crime Squad.

Queensland, 1992–93 to 1994–95, effectiveness

Table 7.21: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	74.9	77.6
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	28.6	28.6
B1821c	Motor Vehicle Theft (% incidents reported to police)		%	na	96.6	94.1
	<i>Persons</i>					
B1821d	Robbery (% incidents reported to police)		%	na	54.2	55
B1821e	Assault (% incidents reported to police)		%	na	28.6	36.5
B1821f	Sexual Assault (% incidents reported to police)		%	na	15.0	*16.2
B184	Total number of complaints	1		2937	3321	3517
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>			2390	2789	2616
B1841a	Number of complaints withdrawn			110	111	94
B1841b	Number of complaints dismissed			1963	2294	1753
B1841c	Number of complaints sustained			277	305	135
B1841d	Number of unresolved complaints			40	79	634
B1841e	Number of complaints conciliated			0	0	0
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	2		547	532	901
B1842a	Number of complaints withdrawn	3		547	532	586
B1842b	Number of complaints dismissed			0	0	0
B1842c	Number of complaints sustained			0	0	0
B1842d	Number of unresolved complaints			0	0	315
B1842e	Number of complaints conciliated			0	0	0

- Notes: 1 Complaints in Queensland are taken by both the Criminal Justice Commission (CJC) and the Professional Standards Unit (PSU) of the Queensland Police Service. The CJC is highly accessible to members of the community in relation to complaints against police. In addition, police in Queensland are required, in accordance with the Police Service Administration Act to report known or suspected acts of misconduct to the Complaints Section of the Official Misconduct Division of the Criminal Justice Commission. The CJC and the PSU record on the basis of allegations and not complaints. One complaint may contain several allegations.
- 2 Criminal Justice Commission Investigations.
- 3 Includes complaints dismissed.

Queensland, 1992 to 1994, effectiveness

Table 7.22: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	47	42
B2111b	Attempted Murder			na	143	140
B2111c	Manslaughter			na	8	6
B2111d	Driving causing death			na	37	17
B2111e	Sexual Assault			na	2322	2009
B2111f	Kidnapping / Abduction			na	121	86
B2111g	Armed Robbery			na	944	863
B2111h	Unarmed Robbery			na	997	1072
B2111i	Blackmail / extortion			na	42	34
B2111j	Unlawful Entry With Intent			na	75582	73399
B2111k	Motor Vehicle Theft			na	15746	16528
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	1.51	1.31
B2112b	Attempted Murder			na	4.59	4.38
B2112c	Manslaughter			na	0.26	0.19
B2112d	Driving causing death			na	1.19	0.53
B2112e	Sexual Assault			na	74.52	62.84
B2112f	Kidnapping / Abduction			na	3.88	2.69
B2112g	Armed Robbery			na	30.3	26.99
B2112h	Unarmed Robbery			na	32	33.53
B2112i	Blackmail / extortion			na	1.35	1.06
B2112j	Unlawful Entry With Intent			na	2425.61	2295.94
B2112k	Motor Vehicle Theft			na	505.33	517

Queensland, 1992 to 1995, effectiveness

Table 7.23: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	57.1	75.5
B2121b	Attempted Break and enter		'000	na	21.3	65.6
B2121c	Motor Vehicle Theft		'000	na	9.5	16.5
B2121d	Robbery		'000	na	14.8	46.1
B2121e	Assault		'000	na	27.9	77.6
B2121f	Sexual Assault		'000	na	4.2	6.6
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	5200	6300
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	3200	5500
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	1300	1400
B2122d	Robbery / 100,000 population		Ratio	na	1200	1900
B2122e	Assault / 100,000 population		Ratio	na	2900	3200
B2122f	Sexual Assault / 100,000 population		Ratio	na	500	600

Table 7.24: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents			3	5	3
B332	Number of sustained complaints per thousand detainees		Ratio	na	na	na

Queensland, 1992–93 to 1994–95, unit cost**Table 7.25: Unit costs**

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	134.79	217.23	219.62
C2	Days lost through injury on duty			na	na	na
C5	Total cost of vehicle repairs or write off / Total vehicles		\$	na	na	na
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	na	na	na
C12	Average total vehicle cost per kilometre travelled		cents/km	na	27.0	20.1
C13	Average annual running cost per vehicle		\$/vehicle	na	10290	8929

Western Australia - jurisdiction's own comments

“

Environment

Policing a state the size of Western Australia presents considerable challenges, particularly in terms of tackling the tyranny of distance. Western Australia is the largest State in the Commonwealth, covering an area of approximately 2.5 million square kilometres, or around one third of the Australian continent.

The estimated population of Western Australia at December 1994 was 1.7 million, with the majority of the population (around 1.2 million) living in the Perth Metropolitan area. Western Australia's population growth is the second highest of all Australian States. 30% of the population were born overseas and 3.8% are of Aboriginal descent.

Government/Policing Reform

The Western Australian Public Sector is experiencing a period of reform that is unprecedented. The reform has focussed on improvements in efficiency, effectiveness, and accountability of public sector services. Specific reforms have included the move towards the use of private sector providers, better use of resources, an improved focus on meeting customer needs, and monitoring and reporting on public sector performance.

The Western Australia Police Service, like many other Police services around the world is operating in a rapidly changing environment. In addition to the changing external environment the Western Australia Police Service is also experiencing massive internal changes.

The internal change process for the organisation commenced in September 1994 with the Delta Program. The Delta Program represents one of the most significant developments in the history of the organisation, bringing with it profound impacts on our people and the way we do business.

Service

The Mission Statement of the Western Australia Police is - *“In Partnership with the Community, create a safer and more secure Western Australia by providing quality police services”*.

The Strategic Intentions described in the organisation's Purpose and Direction provides guidance to each Service member on their approach to service delivery, clearly indicating and emphasising:

- Customer Focus
- Community Leadership
- Localised Service Delivery
- Problem Solving
- Strategic Partnerships
- Managerial Accountability
- Effective Management of Resources
- Commitment to developing and motivating people.

”

Western Australia, 1992–93 to 1994–95, descriptors

Table 7.26: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:		\$'000	246096	305744	305459
A101	- Salaries and payments in the nature of salaries	1	\$'000	203830	242631	237306
A10R	- Other recurrent		\$'000	42266	57404	63428
A105	- Depreciation	2	\$'000	0	5709	4725
A107	Revenue from own sources		\$'000	12022	9311	7372
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	234074	296433	298087
A11	Total capital expenditure		\$'000	7872	5548	10212
A1	Total Expenditure		\$'000	241946	301981	308299
A2	Average police staff salaries	3	\$	43165	46151	44085
A3	Average non-police staff salaries	3	\$	32423	34684	34350
A5	<i>Total number of staff, by category:</i>			4985	5147	5255
A51	Sworn police officers, uniformed	4		3582	3621	3662
A52	Sworn police officers, non-uniformed	4		540	560	565
A53	Civilian	5		730	787	849
A54	Other			133	179	179
A6	<i>Total value of assets, comprising:</i>	6	\$'000	192435	178535	175584
A61	Buildings, land, fittings	7	\$'000	149253	150001	150149
A62	Other	8	\$'000	43182	28534	25435
A7	Number of gazetted police stations			161	160	160

- Notes: 1 Salaries data does not include does not include payroll tax or superannuation contributions.
- 2 The Western Australia Police Service has depreciated its assets on a straight line basis over the last three year period. It is expected that the depreciation policy and useful lifespans will be reviewed during 1995-96.
- 3 Salaries data for 1993–94 relate to 27 pays, other years relate to 26 pays.
- 4 Average Staffing Levels (ASL).
- 5 Average Staffing Levels (ASL) - figures do not include School Crossing Staff.
- 6 The last stocktake for the Western Australia Police Service was completed on 15 June 1995. Assets not located during the stocktake have not been investigated and therefore have not yet been written off from the asset balances reported at 30 Jun 1995.
- 7 All land and buildings have been valued by the Valuer General's Office of WA. The valuations are only Category One or desktop type valuation, and therefore contain inaccuracies. It is expected that more accurate asset valuations (Category Three or kerbside valuations) will be available by 30 June 1996.
- 8 The WA Police Service amended its capitalisation policy during 1994–95, with the effect of increasing the threshold for recognition of assets from \$500 to \$1000. Analysis of asset holdings revealed that assets with a value of \$500 or less were immaterial compared to total asset values.

Western Australia, 1992–93 to 1994–95, effectiveness

Table 7.27: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year	1	\$'000	4300	1500	1800
B1322	\$ value of funds realised in year		\$'000	191	168	427
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes		Number	2108	2195	2375
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	125.8	129.0	138.5
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	189.7	192.1	201.1
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	89.2	88.8	88.7

Note: 1 Values determined by the WA Proceeds of Crime Unit Officers.

Western Australia, 1992–93 to 1994–95, effectiveness

Table 7.28: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	85.1	na
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	32.5	na
B1821c	Motor Vehicle Theft (% incidents reported to police) <i>Persons</i>		%	na	87.0	na
B1821d	Robbery (% incidents reported to police)		%	na	57.3	na
B1821e	Assault (% incidents reported to police)		%	na	35.3	na
B1821f	Sexual Assault (% incidents reported to police)		%	na	54.5	na
B184	Total number of complaints			1248	1076	1056
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>			1248	1076	1056
B1841a	Number of complaints withdrawn			57	42	37
B1841b	Number of complaints dismissed			49	71	76
B1841c	Number of complaints sustained			152	129	112
B1841d	Number of unresolved complaints			456	439	417
B1841e	Number of complaints Conciliated			534	395	414
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	1		na	na	na
B1842a	Number of complaints withdrawn			na	na	na
B1842b	Number of complaints dismissed			na	na	na
B1842c	Number of complaints sustained			na	na	na
B1842d	Number of unresolved complaints			na	na	na
B1842e	Number of complaints Conciliated			na	na	na

Note: 1 All complaints against WA Police are, in the first instance, investigated internally.

Western Australia, 1992 to 1994, effectiveness

Table 7.29: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>
2.	Crime prevention					
B2.1	Minimise crime					
	<i>REPORTED CRIMES</i>					
<i>B2111</i>	<i>Number of reported crimes, by offence type:</i>					
B2111a	Murder			na	29	39
B2111b	Attempted Murder			na	14	28
B2111c	Manslaughter			na	10	11
B2111d	Driving causing death			na	24	32
B2111e	Sexual Assault			na	1263	1372
B2111f	Kidnapping / Abduction			na	33	41
B2111g	Armed Robbery			na	475	584
B2111h	Unarmed Robbery			na	498	634
B2111i	Blackmail / extortion			na	5	21
B2111j	Unlawful Entry With Intent			na	52766	55911
B2111k	Motor Vehicle Theft			na	16208	16625
<i>B2112</i>	<i>Number of reported crimes per 100,000 population, by offence type:</i>					
B2112a	Murder			na	1.73	2.29
B2112b	Attempted Murder			na	0.84	1.65
B2112c	Manslaughter			na	0.6	0.65
B2112d	Driving causing death			na	1.43	1.88
B2112e	Sexual Assault			na	75.34	80.62
B2112f	Kidnapping / Abduction			na	1.97	2.41
B2112g	Armed Robbery			na	28.34	34.31
B2112h	Unarmed Robbery			na	29.71	37.25
B2112i	Blackmail / extortion			na	0.3	1.23
B2112j	Unlawful Entry With Intent			na	3147.77	3285.21
B2112k	Motor Vehicle Theft			na	966.89	976.85

Western Australia, 1992 to 1995, effectiveness

Table 7.30: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	45.6	na
B2121b	Attempted Break and enter		'000	na	30	na
B2121c	Motor Vehicle Theft		'000	na	13.7	na
B2121d	Robbery		'000	na	15.8	na
B2121e	Assault		'000	na	27.9	na
B2121f	Sexual Assault		'000	na	2	na
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	7500	0
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	4900	0
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	2200	0
B2122d	Robbery / 100,000 population		Ratio	na	1300	0
B2122e	Assault / 100,000 population		Ratio	na	2200	0
B2122f	Sexual Assault / 100,000 population		Ratio	na	300	0

Table 7.31: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
	B3.3 Management of detainees					
B331	Number of deaths in police custody and custody related incidents			0	0	3
B332	Number of sustained complaints per thousand detainees	1	Ratio	na	na	na

Note: 1 At present complaints against WA police cannot be disaggregated to provide complaints by detainees.

Western Australia, 1992–93 to 1994–95, unit cost

Table 7.32: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries	3	\$	81.92	76.10	87.29
C2	Days lost through injury on duty	1		584	na	na
C5	Total cost of vehicle repairs or write off / Total vehicles	2	\$	184	178	223
C6	Days lost through sickness (excl injury on duty) / Total FTE staff	1	Ratio	4.8	na	na
C12	Average total vehicle cost per kilometre travelled	3	cents/km	13.4	18.4	25.0
C13	Average annual running cost per vehicle		\$/vehicle	4496	5519	7646

1. Unable to provide valid data for these indicators for 1993–94 and 1994–95 due to the current shortcomings in the recording system. (However with the re-engineering of HR Management Information System, data will be available from 1996.)
2. Figures do not include value of crashed police vehicles which are written off.
3. 1992–93 figure does not include lease costs (lease arrangements were progressively introduced during 1993/95).

South Australia - jurisdiction's own comments

“ SAPOL fully supports the development of national performance indicators and the thrust behind development of objective measures of performance for policing. Whilst there are obvious similarities in the objectives of police jurisdictions, there are also some fundamental differences in legislation, emphasis and tradition. Some indicators, therefore will be of limited utility as measures of performance as they are comparing *unlike* systems. In those cases, differences between the data reported will largely be determined by differences in focus, style and the environmental context of each jurisdiction.

The reality is that the uniqueness of each jurisdiction will dictate the employment of distinct and diverse policies and strategies creating a context of a unique environmental and political situation of each jurisdiction. Therefore, it is important to provide a context to these performance indicators.

Environmental Factors

South Australia is the most urbanised state in Australia with 73.2% of its population residing in the metropolitan area (Nationally 63.4%). Consequently, the small remainder of its population is dispersed over a large geographical area with few regional centres of any significant size. This creates unique challenges in providing police services and infrastructure to small and scattered rural communities. This is highlighted by the high number of service delivery points, 62%, which are 1 or 2 person stations.

South Australia has the highest percentage of the population over the age of 65 (13.6% Nationally 11.8%). This has a number of effects on the policing of the state, including reporting rates, levels of fear and the types of offences committed. South Australia also has the highest levels of unemployment in the age range 15 - 19 (28%) which, once again, provides different challenges and calls for different strategies to, for example, Queensland.

Summary

Despite these differences however, some valid and useful indicators which have arisen out of this exercise. In particular, the results of the National Community Perceptions Survey will provide nationally comparable data that is also useful at a jurisdictional level. This and other steps forward will provide a basis for further development of comparable indicators.

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South Australia, 1992–93 to 1994–95, descriptors

Table 7.33: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:		\$'000	257816	259059	276935
A101	- Salaries and payments in the nature of salaries	1	\$'000	199023	199116	213999
A10R	- Other recurrent		\$'000	58793	59943	62936
A105	- Depreciation		\$'000	na	na	na
A107	Revenue from own sources		\$'000	19084	19968	22933
A10	Total Recurrent expenditure less Revenue from own sources	2	\$'000	238732	239091	254002
A11	Total capital expenditure	3	\$'000	30593	25844	20942
A1	Total Expenditure		\$'000	269325	264935	274944
A2	Average police staff salaries		\$	47719	47933	52022
A3	Average non-police staff salaries		\$	35912	37279	37583
A5	<i>Total number of staff, by category:</i>			4356.2	4353.5	4276
A51	Sworn police officers, uniformed	4		3638.5	3620.2	3616.1
A52	Sworn police officers, non-uniformed	4		0	0	0
A53	Civilian			621.3	615.3	564.3
A54	Other			96.4	118	95.6
A6	<i>Total value of assets, comprising:</i>	5	\$'000	na	na	na
A61	Buildings, land, fittings		\$'000	na	na	na
A62	Other		\$'000	na	na	na
A7	Number of gazetted police stations			129	129	131

- Notes: 1 SAPOL's figures include: Base salaries including penalties, allowances and loadings; Overtime; Pay-Roll Tax; Superannuation (all schemes); Terminal Leave; Workers Compensation.
- 2 All of the expenditure figures exclude State Emergency Service (SES), Police Security Services Division (PSSD) and Deposit Suspense balance which have not been considered to be part of Police Operations for this survey.
- 3 Every year SAPOL purchases its fleet, and then sells the used vehicles through Government Auctions. For consistency, the funds recouped from the sale of vehicles are also included as revenue. This is why the figures for capital expenditure are relatively high. As of 1995-96, however, there will be a move to all vehicles being leased.
- 4 SAPOL's HRMS statistics are not kept on a uniformed/non-uniformed basis.
- 5 At this point SAPOL cannot provide asset valuation on all of its assets. However, as part of the process of moving towards moving to accrual accounting the Department is revaluing all assets and this information will be available from 1996-97 onwards.
- 6 Figures include smaller, limited hours stations as they provide a 'general duties' service, but excludes outback stations that are manned by 'non-sworn' officers such as Police Aides.

South Australia, 1992–93 to 1994–95, effectiveness

Table 7.34: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year	1	\$'000	1806	3780	4082
B1322	\$ value of funds realised in year		\$'000	20.323	326.723	219.828
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes		Number	1353	1349	1322
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	92.5	91.8	89.8
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	149.6	146.6	141.6
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	na	na	85.2

Note: 1 The figure quoted in B1321 is the estimated value of assets restrained in that year. This figure is higher than other jurisdictions due to State legislation that requires all of the assets of a criminal to be restrained initially, whereas in other jurisdictions, legislation may require only some of the criminal's assets to be restrained. Once the criminal is convicted, the court then determines how much of the restrained assets it is appropriate to actually confiscate. In all cases this amount will be less than the amount initially restrained. The figure quoted as the 'funds realised in the year' (B1322) is the gross forfeiture amount.

South Australia, 1992–93 to 1994–95, effectiveness

Table 7.35: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	81.2	81.5
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	32.2	32.7
B1821c	Motor Vehicle Theft (% incidents reported to police)		%	na	89.6	96.8
	<i>Persons</i>					
B1821d	Robbery (% incidents reported to police)		%	na	66.8	54
B1821e	Assault (% incidents reported to police)		%	na	31.5	38.5
B1821f	Sexual Assault (% incidents reported to police)		%	na	0	*25.6
B184	Total number of complaints			1679	1585	2294
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>			0	0	0
B1841a	Number of complaints withdrawn			0	0	0
B1841b	Number of complaints dismissed			0	0	0
B1841c	Number of complaints sustained			0	0	0
B1841d	Number of unresolved complaints			0	0	0
B1841e	Number of complaints Conciliated			0	0	0
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	1		1679	1585	2294
B1842a	Number of complaints withdrawn			14	9	7
B1842b	Number of complaints dismissed			1363	958	1316
B1842c	Number of complaints sustained			209	108	152
B1842d	Number of unresolved complaints			66	117	100
B1842e	Number of complaints Conciliated			27	393	719

Note: 1 All complaints in South Australia are channelled through the Police Complaints Authority, who then refer them back to SAPOL for investigation. SAPOL have reported on the number of *allegations*, not the number of complaints. The reason for this is that one complaint may contain many allegations, each of which can be resolved in different ways. For example, out of one complaint, one allegation can be withdrawn, one dismissed, and another may be sustained. The figures quoted for the number of allegations *dismissed* includes those *not proceeded with* by the complainant. The introduction of the recording of informal resolution of complaints in 1994 has resulted in an apparent increase in the number of recorded complaints. In fact, the inclusion of informally resolved complaints has meant a decrease in the number of complaints that have needed to progress to formal processes.

South Australia, 1992 to 1994, effectiveness

Table 7.36: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	1992	1993	1994
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	32	26
B2111b	Attempted Murder			na	52	36
B2111c	Manslaughter			na	5	0
B2111d	Driving causing death			na	17	15
B2111e	Sexual Assault			na	1573	1481
B2111f	Kidnapping / Abduction			na	75	69
B2111g	Armed Robbery			na	490	467
B2111h	Unarmed Robbery			na	1213	1048
B2111i	Blackmail / extortion			na	27	16
B2111j	Unlawful Entry With Intent			na	41579	35822
B2111k	Motor Vehicle Theft			na	10292	9350
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	2.19	1.77
B2112b	Attempted Murder			na	3.55	2.45
B2112c	Manslaughter			na	0.34	0
B2112d	Driving causing death			na	1.16	1.02
B2112e	Sexual Assault			na	107.53	100.76
B2112f	Kidnapping / Abduction			na	5.13	4.69
B2112g	Armed Robbery			na	33.5	31.77
B2112h	Unarmed Robbery			na	82.92	71.3
B2112i	Blackmail / extortion			na	1.85	1.09
B2112j	Unlawful Entry With Intent			na	2842.23	2437.2
B2112k	Motor Vehicle Theft			na	703.53	636.14

South Australia, 1992 to 1995, effectiveness

Table 7.37: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	28.1	27
B2121b	Attempted Break and enter		'000	na	21.3	23.5
B2121c	Motor Vehicle Theft		'000	na	9.5	6.6
B2121d	Robbery		'000	na	14.8	12.5
B2121e	Assault		'000	na	27.9	33.4
B2121f	Sexual Assault		'000	na	4.2	3.9
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	5000	4600
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	3800	4000
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	1700	1100
B2122d	Robbery / 100,000 population		Ratio	na	1300	1100
B2122e	Assault / 100,000 population		Ratio	na	2200	2900
B2122f	Sexual Assault / 100,000 population		Ratio	na	500	300

Table 7.38: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents			4	2	0
B332	Number of sustained complaints per thousand detainees		Ratio	na	na	na

South Australia, 1992–93 to 1994–95, unit cost**Table 7.39: Unit costs**

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	92.22	100.81	100.66
C2	Days lost through injury on duty			na	8746	8184
C5	Total cost of vehicle repairs or write off / Total vehicles		\$	514	562	413
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	5.9	6.2	6.3
C12	Average total vehicle cost per kilometre travelled		cents/km	25.7	23.0	18.7
C13	Average annual running cost per vehicle		\$/vehicle	7848	6715	5440

Tasmania - jurisdiction's own comments

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Tasmania Police has committed itself to a major program of modernisation since 1992 in an endeavour to improve its management practices and the delivery of police services to the community.

In the last two years the following major changes as part of this program have encompassed:

- organisational reviews focusing on regionalisation, resource allocation, enhanced service delivery and improved accountability of police managers;
- a business process re-engineering study which has identified opportunities to re-engineer processes in a way that ensures an appropriate integration and alignment of activities, information, structures and technology;
- the development of a Business Plan linking Tasmanian Government outcomes and Department outputs to efficiency and effectiveness performance indicators;
- the implementation of an integrated payroll/personnel management information system and developmental work in implementing a financial management information system as part of the adoption of accrual accounting procedures.

As this initial report indicates, Tasmania has not been able to provide the level of detailed data required. Management information systems have to date lacked flexibility and integration to enable information to be readily accessible.

The Business Process Re-engineering project has the following phased approach: Phase 1, Future Directions; Phase 2, Business Process Re-engineering Opportunities Report and Evaluation; Phase 3, Design; Phase 4, Implementation.

Future Directions have now been linked to outcomes and outputs. The following Business Process Re-engineering Opportunities have been developed: establish a Community Contact Service; create an Expert Response Group; enhance Targetted Work Allocation; implement a Partnership Management Program; build an expanded information network; and develop professional and self-motivated personnel.

Some of the changes outlined, particularly the business re-engineering, will require another two years before being fully implemented. The focus on re-engineering processes, core police business and information management will result in the provision of improved data and management information to enhance decision making processes and ultimately efficiency and effectiveness.

Success has already been evident in the clarification of key outcomes, strategic directions and a comprehensive corporate management group reporting mechanism for police managers.

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Tasmania, 1992–93 to 1994–95, descriptors

Table 7.40: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:		\$'000	59637	57779	71759
A101	- Salaries and payments in the nature of salaries	1	\$'000	np	np	59160
A10R	- Other recurrent	2	\$'000	np	np	12599
A105	- Depreciation	3	\$'000	np	np	na
A107	Revenue from own sources	4	\$'000	715	196	657
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	58922	57583	71102
A11	Total capital expenditure		\$'000	np	np	2076
A1	Total Expenditure		\$'000	np	np	73178
A2	Average police staff salaries		\$	39468	39941	46058
A3	Average non-police staff salaries		\$	24073	24048	26045
A5	<i>Total number of staff, by category:</i>			1315	1357	1381
A51	Sworn police officers, uniformed	5		750	748	768
A52	Sworn police officers, non-uniformed			277	315	304
A53	Civilian	6		288	294	309
A54	Other			0	0	0
A6	<i>Total value of assets, comprising:</i>		\$'000	np	71488	81667
A61	Buildings, land, fittings		\$'000	na	63815	74141
A62	Other		\$'000	na	7673	7526
A7	Number of gazetted police stations			78	78	77

- Notes: 1 Figures exclude redundancy payments
2 Excludes expenditure incurred by other departments on behalf of Police.
3 Figures not applicable - cash based system.
4 Own source revenue consists of Trainee Board, hire of Academy and other revenue.
5 Sworn officers include recruits in training.
6 Total number of civilians includes part-time and has not been converted to FTEs.

Tasmania, 1992–93 to 1994–95, effectiveness

Table 7.41: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year	1	\$'000	np	np	46
B1322	\$ value of funds realised in year		\$'000	np	np	na
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes		Number	528	555	544
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	112.0	117.5	115.1
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	169.9	175.7	170.1
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	86.0	87.9	89.9

Note: 1 Estimated \$ value covers approximately six months as Crime Proceeds Unit has only just been formed as a result of new legislation.

Tasmania, 1992–93 to 1994–95, effectiveness

Table 7.42: Objective: To protect, help and reassure the community

Code	Indicator	Notes	Units	1992–93	1993–94	1994–95
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	80.5	na
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	38.4	na
B1821c	Motor Vehicle Theft (% incidents reported to police)		%	na	94.4	na
	<i>Persons</i>					
B1821d	Robbery (% incidents reported to police)		%	na	59.0	na
B1821e	Assault (% incidents reported to police)		%	na	31.9	na
B1821f	Sexual Assault (% incidents reported to police)		%	na	0	na
B184	Total number of complaints		Number	199	174	225
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>		Number	199	174	225
B1841a	Number of complaints withdrawn		Number	0	25	9
B1841b	Number of complaints dismissed		Number	124	74	132
B1841c	Number of complaints sustained		Number	34	23	45
B1841d	Number of unresolved complaints		Number	41	52	25
B1841e	Number of complaints Conciliated		Number	0	0	14
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	1	Number	0	0	0
B1842a	Number of complaints withdrawn		Number	0	0	0
B1842b	Number of complaints dismissed		Number	0	0	0
B1842c	Number of complaints sustained		Number	0	0	0
B1842d	Number of unresolved complaints		Number	0	0	0
B1842e	Number of complaints Conciliated		Number	0	0	0

Note: 1 All complaints are handled by police even though matters are referred to the Ombudsman and Department of Public Prosecutions for their recommendations.

Tasmania, 1992 to 1994, effectiveness

Table 7.43: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>
B2.1	Minimise crime					
	<i>REPORTED CRIMES</i>					
<i>B2111</i>	<i>Number of reported crimes, by offence type:</i>					
B2111a	Murder			na	6	5
B2111b	Attempted Murder			na	3	6
B2111c	Manslaughter			na	0	0
B2111d	Driving causing death			na	2	0
B2111e	Sexual Assault			na	126	140
B2111f	Kidnapping / Abduction			na	13	17
B2111g	Armed Robbery			na	45	62
B2111h	Unarmed Robbery			na	61	85
B2111i	Blackmail / extortion			na	0	1
B2111j	Unlawful Entry With Intent			na	11943	13243
B2111k	Motor Vehicle Theft			na	1328	1706
<i>B2112</i>	<i>Number of reported crimes per 100,000 population, by offence type:</i>					
B2112a	Murder			na	1.27	1.06
B2112b	Attempted Murder			na	0.64	1.27
B2112c	Manslaughter			na	0	0
B2112d	Driving causing death			na	0.42	0
B2112e	Sexual Assault			na	26.73	29.64
B2112f	Kidnapping / Abduction			na	2.76	3.6
B2112g	Armed Robbery			na	9.55	13.12
B2112h	Unarmed Robbery			na	12.94	17.99
B2112i	Blackmail / extortion			na	0	0.21
B2112j	Unlawful Entry With Intent			na	2533.52	2803.34
B2112k	Motor Vehicle Theft			na	281.71	361.13

Tasmania, 1992 to 1995, effectiveness

Table 7.44: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	6.8	na
B2121b	Attempted Break and enter		'000	na	3.5	na
B2121c	Motor Vehicle Theft		'000	na	1.7	na
B2121d	Robbery		'000	na	2.9	na
B2121e	Assault		'000	na	9.8	na
B2121f	Sexual Assault		'000	na	0.9	na
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	4000	0
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	2000	0
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	1700	0
B2122d	Robbery / 100,000 population		Ratio	na	800	0
B2122e	Assault / 100,000 population		Ratio	na	2800	0
B2122f	Sexual Assault / 100,000 population		Ratio	na	500	0

Table 7.45: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents			0	2	1
B332	Number of sustained complaints per thousand detainees		Ratio	np	np	0.002142

Tasmania, 1992–93 to 1994–95, unit cost

Table 7.46: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	287.88	209.94	122.81
C2	Days lost through injury on duty			5616	6161	na
C5	Total cost of vehicle repairs or write off / Total vehicles		\$	np	np	838
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	5.9	6.7	4.2
C12	Average total vehicle cost per kilometre travelled		cents/km	np	np	24.7
C13	Average annual running cost per vehicle		\$/vehicle	np	np	9072

Northern Territory - jurisdiction's own comments

“ The NT Police is part of a tri-service organisation, headed by the Commissioner of Police. As well as providing a policing service, the organisation is involved in the provision of fire and emergency services.

The mission of the NT Police, Fire and Emergency Services is "To Serve and Protect the Community". The major corporate objectives of the organisation relate to Crime, Road Safety, Fire and Rescue, Working in Partnership, Counter Disaster, Social Order, Resource Management and Professional Development and Responsibility.

The approved total Departmental strength as at 30 June 1995 was 1148. However, this figure includes staff from the Emergency Service, Fire Service, Police and public sector staff who generally support the entire organisation. It should be appreciated that many police, particularly those in more senior positions, have responsibilities involving all three services. It is therefore difficult to quantify the actual numbers involved in delivering a policing service.

The Police component of the organisation is made up of police officers, Aboriginal Community Police Officers (ACPO's) and Auxiliaries. The actual police establishment as at 30 June 1995 was 775. Of this figure, the authorised strength of ACPO's was 34 and 70 for Auxiliaries. All such staff are sworn members. However, ACPO's and Auxiliaries are only given police powers appropriate to the nature of duties undertaken and their level of experience and expertise. Auxiliaries were introduced in November 1991 and replaced Constables performing duty at front counters, watch-house and communications and as court guards.

The relatively high cost of providing police services in the NT, as compared to other Australian jurisdictions, can be attributed to the substantially higher costs per police officer and the need to maintain a higher police to population ratio. The main factors for increased costs include diseconomies of scale, population/demographic characteristics (including the special needs of the large Aboriginal population), population dispersion, remoteness/isolation and the physical environment.

The NT has consistently experienced high rates of reported crime, particularly crimes involving personal violence. This is due to a number of factors such as the low median age of the population, high rates of alcohol consumption and a transient population.

There is some concern over the quality of the current performance indicators, particularly those relating to efficiency. This is because they are at too low a level. Such indicators clearly must be regarded as a transitional set only. The current indicators are not comprehensive and do not reflect the full range of activities carried out in the NT (eg protective custodies and attending domestic violence incidents).

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Northern Territory, 1992–93 to 1994–95, descriptors

Table 7.47: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:	1	\$'000	58989	58073	64108
A101	- Salaries and payments in the nature of salaries		\$'000	48199	45822	50961
A10R	- Other recurrent		\$'000	10790	12251	13147
A105	- Depreciation		\$'000	na	na	na
A107	Revenue from own sources		\$'000	2939	3543	3580
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	56050	54530	60528
A11	Total capital expenditure	2	\$'000	4724	5205	4215
A1	Total Expenditure		\$'000	60774	59735	64743
A2	Average police staff salaries	3, 9	\$	na	53955	53476
A3	Average non-police staff salaries	4, 10	\$	na	29061	36714
A5	<i>Total number of staff, by category:</i>	5		897	904	948
A51	Sworn police officers, uniformed	6		603	612	664
A52	Sworn police officers, non-uniformed			79	80	92
A53	Civilian	7		215	212	192
A54	Other			0	0	0
A6	<i>Total value of assets, comprising:</i>		\$'000	na	na	122000
A61	Buildings, land, fittings		\$'000	na	na	108000
A62	Other	8	\$'000	na	na	14000
A7	Number of gazetted police stations			36	36	36

- Notes: 1 The Northern Territory Police is part of a tri-service Department which also includes both the Fire and Emergency Services. Where possible all expenditure costs directly relating to the Fire and Emergency Service have been excluded. However, there are indirect costs attributable to these two services which are included in Police costs. For example, it has been estimated that the section of Corporate Services comprising of some 70 staff spend up to 15% of resources on servicing the Fire and Emergency Services. The cost incurred by Police is extremely difficult to measure and exclude from the figures presented.
- 2 The Department receives no direct funding for capital works. The money allocated by the Government goes directly to the Department of Transport and Works where it is used on behalf of the Police, Fire and Emergency Services.
- 3 The Northern Territory has included Aboriginal Community Police Officers, Auxiliaries and Police recruits with uniformed police in this category as they are all sworn officers.
- 4 Includes Public Sector staff and Emergency Service personnel.
- 5 Figures provided are a snapshot of actual figures as of 30 June in the relevant year. This figure includes all Police, administrative staff and Emergency Services personnel.
- 6 The Northern Territory has included Aboriginal Community Police Officers, Auxiliaries and Police recruits with uniformed police in this category as they are all sworn officers.
- 7 Includes Public Sector staff and Emergency Service personnel.
- 8 NT Police stations are not gazetted. Remote communities with only Aboriginal Community Police Offices have not been classified as stations.
- 9 Superannuation contributions are not included in salary, however, the buy back of leave and housing allowances/accommodation costs are included.
- 10 Superannuation contributions are not included.

Northern Territory, 1992–93 to 1994–95, effectiveness

Table 7.48: Objective: To protect, help and reassure the public

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year		\$'000	na	na	na
B1322	\$ value of funds realised in year		\$'000	na	na	na
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes	1		313	372	334
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	184.9	217.4	194.0
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	374.0	404.3	349.4
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	86.4	85.4	85.6

Note: 1 As per Federal Office of Road Safety guidelines.

Northern Territory, 1992–93 to 1994–95, effectiveness

Table 7.49: Objective: To protect, help and reassure the public

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	na	na
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	na	na
B1821c	Motor Vehicle Theft (% incidents reported to police) <i>Persons</i>		%	na	na	na
B1821d	Robbery (% incidents reported to police)		%	na	na	na
B1821e	Assault (% incidents reported to police)		%	na	na	na
B1821f	Sexual Assault (% incidents reported to police)		%	na	na	na
B184	Total number of complaints	1		129	143	138
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>			92	81	77
B1841a	Number of complaints withdrawn			5	2	3
B1841b	Number of complaints dismissed			69	53	36
B1841c	Number of complaints sustained			5	12	6
B1841d	Number of unresolved complaints			0	0	17
B1841e	Number of complaints Conciliated			13	14	15
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>			37	62	61
B1842a	Number of complaints withdrawn			2	3	2
B1842b	Number of complaints dismissed			31	52	13
B1842c	Number of complaints sustained			2	5	1
B1842d	Number of unresolved complaints			0	0	44
B1842e	Number of complaints Conciliated			2	2	1

Note: 1 All complaints are investigated internally by Police. However, all complaints are forwarded to the Northern Territory Ombudsman where a decision is made as to the level of involvement from the Ombudsman himself. Where the Ombudsman has indicated no further involvement, the complaint has been listed as internal. Where the Ombudsman indicates that the investigation warrants joint oversight, the complaint has been listed as external.

Northern Territory, 1992 to 1994, effectiveness

Table 7.50: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	12	10
B2111b	Attempted Murder			na	7	4
B2111c	Manslaughter			na	4	0
B2111d	Driving causing death			na	6	3
B2111e	Sexual Assault			na	195	180
B2111f	Kidnapping / Abduction			na	3	9
B2111g	Armed Robbery			na	14	14
B2111h	Unarmed Robbery			na	33	39
B2111i	Blackmail / extortion			na	0	1
B2111j	Unlawful Entry With Intent			na	3687	4512
B2111k	Motor Vehicle Theft			na	751	767
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	7.09	5.84
B2112b	Attempted Murder			na	4.13	2.34
B2112c	Manslaughter			na	2.36	0
B2112d	Driving causing death			na	3.54	1.75
B2112e	Sexual Assault			na	115.18	105.2
B2112f	Kidnapping / Abduction			na	1.77	5.26
B2112g	Armed Robbery			na	8.27	8.18
B2112h	Unarmed Robbery			na	19.49	22.79
B2112i	Blackmail / extortion			na	0	0.58
B2112j	Unlawful Entry With Intent			na	2177.79	2637.05
B2112k	Motor Vehicle Theft			na	443.59	488.28

Northern Territory, 1992 to 1995, effectiveness

Table 7.51: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	3.4	na
B2121b	Attempted Break and enter		'000	na	2.4	na
B2121c	Motor Vehicle Theft		'000	na	0.3	na
B2121d	Robbery		'000	na	1.6	na
B2121e	Assault		'000	na	3.3	na
B2121f	Sexual Assault		'000	na	0.1	na
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	7400	0
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	5400	0
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	700	0
B2122d	Robbery / 100,000 population		Ratio	na	1700	0
B2122e	Assault / 100,000 population		Ratio	na	3600	0
B2122f	Sexual Assault / 100,000 population		Ratio	na	200	0

Table 7.52: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents		Number	0	1	0
B332	Number of sustained complaints per thousand detainees		Ratio	na	na	na

Northern Territory, 1992–93 to 1994–95, unit cost

Table 7.53: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	124.21	107.81	85.20
C2	Days lost through injury on duty	1		na	na	1038
C5	Total cost of vehicle repairs or write off / Total vehicles		\$	na	na	na
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	na	na	1.1
C12	Average total vehicle cost per kilometre travelled		cents/km	na	na	27.8
C13	Average annual running cost per vehicle		\$/vehicle	na	na	7761

Note: 1 This figure is for the entire Department and includes all three arms of the tri-service.

Australian Capital Territory - jurisdiction's own comments

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The AFP's mission is to provide dynamic and effective law enforcement to the people of Australia. As part of that role, the AFP is to keep the peace and preserve safety in the ACT, Jervis Bay and the external Territories.

On 25 July 1990, the Commonwealth Minister for Justice and the Attorney General for the ACT, signed an arrangement for the provision of police services to the ACT. The Arrangement enabled the AFP to continue to provide the following police services in the ACT in accordance with, and responsive to, the requirements of that community as well as the ACT Government:

- protection of persons and property;
- crime prevention and detection;
- maintenance of peace and good order; and
- enforcement of ACT laws.

The arrangement at present provides for the ACT Government to have input to a number of key decision making processes, including:

- the setting of the goals and objectives of the police service including the level of resources deployed to community policing in the ACT;
- the deployment of resources which takes into account the requirements and priorities of the ACT Government; and
- the deployment of ACT policing resources to national priorities in emergent situations.

Under the policing arrangement the Commonwealth provides funding for 95 of the average 689 members and staff members deployed to the ACT. At present the AFP Commissioner is the Chief Police Officer for the ACT and he is assisted in the day-to-day running of the Region by a Deputy Commissioner. This interim arrangement will remain in place while the force undergoes restructuring which is anticipated to be completed by April 1996.

The AFP is undertaking a change process and is moving towards an integrated team approach to policing. The benefits for ACT policing include the ability of experienced specialists to cross-train uniform personnel and for a greater number of uniform police to work with detectives in the conduct of significant investigations. Specialist areas which have, or will be disbanded and their members integrated with the four Police Districts within the ACT include, Major Crime Branch, Drug Operations Branch, Fraud Branch, Central Traffic Branch and Legal Services Branch.

The AFP ACT Region provides its community policing service through four police districts: at Belconnen, Canberra City, Woden and Tuggeranong.

During the 1994/95 financial year, the Region operated with \$51.95m budget allocated by the ACT Government.

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Australian Capital Territory, 1992–93 to 1994–95, descriptors

Table 7.54: Descriptive data

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
A10T	Total recurrent expenditure, comprising:	1	\$'000	48228	50544	49281
A101	- Salaries and payments in the nature of salaries		\$'000	39026	40578	40715
A10R	- Other recurrent		\$'000	9202	9966	8566
A105	- Depreciation		\$'000	na	na	na
A107	Revenue from own sources		\$'000	1705	2177	1022
A10	Total Recurrent expenditure less Revenue from own sources		\$'000	46523	48367	48259
A11	Total capital expenditure		\$'000	3000	7650	8020
A1	Total Expenditure		\$'000	49523	56017	56279
A2	Average police staff salaries	2	\$	54639	57305	58466
A3	Average non-police staff salaries	2	\$	36339	36303	33375
A5	<i>Total number of staff, by category:</i>	3	Number	733	729	723
A51	Sworn police officers, uniformed		Number	552	548	533
A52	Sworn police officers, non-uniformed		Number	125	124	128
A53	Civilian		Number	56	57	62
A54	Other		Number	0	0	0
A6	<i>Total value of assets, comprising:</i>		\$'000	na	na	13497
A61	Buildings, land, fittings		\$'000	na	na	11420
A62	Other		\$'000	na	na	2077
A7	Number of gazetted police stations		Number	8	8	8

Notes: 1 Total expenditure includes only that provided by the ACT Government and comprises only 86% of expenditure in the provision of ACT Police Service. Additional 14% (\$8.2m approx for 1994–95) is provided by the Commonwealth, by agreement.

2 Simple salary averaging does not provide an accurate reflection of salaries expenditure. i) There are no sworn members in the bottom, lowest paid, work level, ie. Work Level 1. ii) Most unsworn members are in the Work Level 1 category. iii) The total salaries figure includes overtime, penalties and allowances. Unsworn members do not receive penalties or most allowances. iv) Sworn members who are regular shift workers are the beneficiaries of penalty payments and, as a consequence, receive higher remuneration than their colleagues, sworn and unsworn.

3 Total staffing figures exclude 14% (95 persons) funded by the Commonwealth, by agreement.

Australian Capital Territory, 1992–93 to 1994–95, effectiveness

Table 7.55: Objective: To protect, help and reassure the community

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992–93</i>	<i>1993–94</i>	<i>1994–95</i>
1. TO PROTECT, HELP AND REASSURE THE COMMUNITY						
B1.3 Minimise Impact of crime						
B1321	Estimated \$ value of assets confiscated in year	1	\$'000	340.3	198.8	na
B1322	\$ value of funds realised in year	1	\$'000	20.7	183.8	na
B1.4 Safe Roads						
B141a	Number of hospitalisation and fatal road crashes	2		480	549	594
B141b	Number of hospitalisation and fatal road crashes / 100,000 population		Ratio	165.6	182.5	196.9
B141c	Number of hospitalisation and fatal road crashes / 100,000 registered vehicles		Ratio	277.3	300.3	310.8
B1.7 Property Security						
B172	% Vehicles stolen in the year which were recovered in the same year		%	na	83.0	88.2

Notes: 1 1994–95 data not yet available (source ACT DPP Annual Report).

2 Includes all crashes with injury; ACT do not separately describe serious from non serious.

Australian Capital Territory, 1992–93 to 1994–95, effectiveness

Table 7.56: Objective: To protect, help and reassure the community

Code	Indicator	Notes	Units	1992–93	1993–94	1994–95
B1.8	Act with professionalism, impartiality and integrity					
B182	Estimated crime reporting rates, by: <i>Households</i>					
B1821a	Break & Enter (% incidents reported to police)		%	na	72.1	87.8
B1821b	Attempted Break & Enter (% incidents reported to police)		%	na	27.2	38.1
B1821c	Motor Vehicle Theft (% incidents reported to police) <i>Persons</i>		%	na	88.1	*100
B1821d	Robbery (% incidents reported to police)		%	na	40.4	62.5
B1821e	Assault (% incidents reported to police)		%	na	30.9	31.6
B1821f	Sexual Assault (% incidents reported to police)		%	na	na	na
B184	Total number of complaints			783	789	903
<i>B1841</i>	<i>Total number of complaints handled internally, by method of resolution:</i>	1		783	789	903
B1841a	Number of complaints withdrawn			47	61	30
B1841b	Number of complaints dismissed			365	303	453
B1841c	Number of complaints sustained			55	54	70
B1841d	Number of unresolved complaints			316	371	350
B1841e	Number of complaints Conciliated			0	0	0
<i>B1842</i>	<i>Total number of complaints referred to or handled externally, by method of resolution:</i>	1		0	0	0
B1842a	Number of complaints withdrawn			na	na	na
B1842b	Number of complaints dismissed			na	na	na
B1842c	Number of complaints sustained			na	na	na
B1842d	Number of unresolved complaints			na	na	na
B1842e	Number of complaints Conciliated			0	0	0

Notte: 1 All complaints are investigated by AFP Internal Investigations officers and then referred to the Ombudsman for review. Therefore, AFP cannot separately identify internal from external complaints. However, the Commonwealth Ombudsman reports that in 1992–93 and 1993–94 it handled (respectively) 7 and 18 complaints against the AFP in the ACT, independently from the AFP. The outcomes of these complaints are not recorded. *Unresolved complaints* represent complaints still under IID investigation plus completed IID investigations that have been forwarded to, and remain with the Ombudsman for determination. Not included in the figures are 250, 110 and 106 complaints for each respective year that are deemed incapable of resolution. A further 422 complaints were resolved by conciliation or were determined by the Ombudsman to not be (further) investigated.

Australian Capital Territory, 1992 to 1994, effectiveness

Table 7.57: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	1992	1993	1994
2. CRIME PREVENTION						
B2.1 Minimise crime						
<i>REPORTED CRIMES</i>						
B2111	Number of reported crimes, by offence type:					
B2111a	Murder			na	2	3
B2111b	Attempted Murder			na	3	2
B2111c	Manslaughter			na	0	0
B2111d	Driving causing death			na	0	0
B2111e	Sexual Assault			na	81	99
B2111f	Kidnapping / Abduction			na	3	1
B2111g	Armed Robbery			na	54	64
B2111h	Unarmed Robbery			na	61	66
B2111i	Blackmail / extortion			na	3	1
B2111j	Unlawful Entry With Intent			na	5700	4977
B2111k	Motor Vehicle Theft			na	1678	1606
B2112	Number of reported crimes per 100,000 population, by offence type:					
B2112a	Murder			na	0.67	1
B2112b	Attempted Murder			na	1	0.66
B2112c	Manslaughter			na	0	0
B2112d	Driving causing death			na	0	0
B2112e	Sexual Assault			na	27.1	32.9
B2112f	Kidnapping / Abduction			na	1	0.33
B2112g	Armed Robbery			na	18.07	21.27
B2112h	Unarmed Robbery			na	20.41	21.93
B2112i	Blackmail / extortion			na	1	0.33
B2112j	Unlawful Entry With Intent			na	1906.99	1660.68
B2112k	Motor Vehicle Theft			na	561.39	533.73

Australian Capital Territory, 1992 to 1995, effectiveness

Table 7.58: Objective: Crime prevention

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992</i>	<i>1993</i>	<i>1995</i>
B2.1	Minimise crime (cont'd)					
	<i>CRIME VICTIMISATION</i>					
<i>B2121</i>	<i>Estimated number of victims, unreported and reported offences, by type:</i>					
B2121a	Break and enter		'000	na	5.2	4.5
B2121b	Attempted Break and enter		'000	na	5.1	4.8
B2121c	Motor Vehicle Theft		'000	na	0.9	1
B2121d	Robbery		'000	na	3.7	2.8
B2121e	Assault		'000	na	7.9	8.5
B2121f	Sexual Assault		'000	na	0.9	1.4
<i>B2122</i>	<i>Estimated victimisation rate, unreported and reported offences:</i>					
B2122a	Break and enter / 100,000 households		Ratio	na	5000	4500
B2122b	Attempted Break and enter / 100,000 households		Ratio	na	4900	4500
B2122c	Motor Vehicle Theft / 100,000 households		Ratio	na	800	1000
B2122d	Robbery / 100,000 population		Ratio	na	1700	1300
B2122e	Assault / 100,000 population		Ratio	na	3500	3800
B2122f	Sexual Assault / 100,000 population		Ratio	na	900	1300

Table 7.59: Objective: Law enforcement

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
B3.3	Management of detainees					
B331	Number of deaths in police custody and custody related incidents			0	1	0
B332	Number of sustained complaints per thousand detainees	1	Ratio	na	na	na

Note: 1 Complaints from detainees are not separately identified in AFP records.

Australian Capital Territory, 1992 to 1995, unit cost

Table 7.60: Unit costs

<i>Code</i>	<i>Indicator</i>	<i>Notes</i>	<i>Units</i>	<i>1992-93</i>	<i>1993-94</i>	<i>1994-95</i>
C1	Average cost per offender identified of NAFIS enquiries		\$	55.49	96.43	119.72
C2	Days lost through injury on duty			na	na	931
C5	Total cost of vehicle repairs or write off / Total vehicles	1	\$	na	na	226
C6	Days lost through sickness (excl injury on duty) / Total FTE staff		Ratio	na	7.5	9.3
C12	Average total vehicle cost per kilometre travelled		cents/km	na	na	23.9
C13	Average annual running cost per vehicle		\$/vehicle	na	na	8138

Note: 1 Number of Motor vehicles includes a number funded by Commonwealth Government of approximately 14% of total costs of ACT Police services.

7.6 Definitions and explanatory notes

Definition of descriptors

<i>Indicator</i>	<i>Explanation/definition</i>
A10T Total recurrent expenditure	Comprises: Salaries and payments in the nature of salaries; Other recurrent expenditure; Depreciation; and Revenue from own sources. Each of these components are defined below.
A101 Salaries and payments in the nature of salaries	Equals the sum of: Salaries, wages and allowances; Payments of long service and recreation leave; Redundancy payments; Overtime; Workers compensation; Fringe benefits tax; Payroll tax; and Superannuation contributions by employers.
A101R Other recurrent expenditure	Includes: Maintenance and Working Expenses; Expenditure incurred by other Departments on behalf of police; contracted police services; Other recurrent costs not elsewhere classified.
A105 Depreciation	Depreciation based on Current Asset Valuation (see A61 below).
A107 Revenue from own sources	Comprises all revenue raised and retained by Police. Equals the sum of: Revenue from the sale of stores, plant and vehicles; Donations and industry contributions; User charges; and Other revenue (excluding fine revenue).
A11 Total capital expenditure	Includes all expenditure on the purchase of capital assets.
A1 Total Expenditure	Equals Total capital expenditure plus Total recurrent expenditure less Revenue from own sources.
A2 Average police salaries	Equals the component of Salaries and payments in the nature of salaries paid to sworn police officers, divided by the number of sworn officers.
A3 Average non-police staff salaries	Equals the component of Salaries and payments in the nature of salaries paid to Civilian and Other employees, divided by the total number of such employees.
A5 Total number of staff	Sum of the full time equivalent (FTE) staff directly employed on an annual basis (ie., excluding labour contracted out) in each of the categories A51 to A54. Actual rather than authorised staff are counted.
A51 Sworn police officers, uniformed	FTE uniformed personnel who have the full powers of a sworn police officer.
A52 Sworn police officers, non-uniformed	FTE non-uniformed personnel who have the full powers of a sworn police officer.
A53 Civilian staff	FTE civilian staff involved in: administration and management, training and teaching, medical and other specialist services, plus other civilian staff such as maintenance and cleaning personnel.
A54 Other staff	Comprises all actual FTE auxiliary police personnel who are neither sworn officers or strictly civilians because they are authorised to exercise statutory powers normally restricted to sworn officers. Includes Police Cadets, Police Aides and Special Constables.
A61 Value of assets: Buildings, land and fittings	Equals the value of land, buildings and fittings under the direct control of police. Asset values calculated using current deprival value methodology.
A62 Value of Other assets	Equals the value of motor vehicles, computer equipment, and general plant and equipment under the direct control of police. Asset values calculated using current deprival value methodology.
A7 Number of gazetted police stations	Total number of gazetted premises from which police perform general operational duties.

Definition of effectiveness indicators

Indicator	Explanation/definition
B1321 Estimated value of confiscated assets	Total value of assets held in government trust pending a determination of whether the assets were acquired from the proceeds of criminal activity, and are therefore liable to be taken away from convicted criminals.
B1322 Value of funds realised in year	Equals gross amount of funds realised net of proceeds to the criminal. The gross amount of funds realised includes all funds generated from the sale of confiscated assets, irrespective of whether the government, the victim or criminal (or their lawyers) retains some or all of the funds.
B172 Percentage of vehicles stolen in year which were recovered in the same year	The denominator of this figure is the total number of vehicles stolen in a given financial year. The numerator is the subset of vehicles captured in the denominator which were subsequently recovered in the same financial year.
B182 Estimated crime reporting rates	Proportion of total incidents, by offence type, reported to police by victims. Sourced from <i>Crime and Safety, Australia</i> , ABS Cat. 4509.0 (various years). See <i>Crime and Safety, Australia</i> , for definitions of 'victim' and offence types.
B1841 Total number of complaints handled internally, by method of resolution	Total number of statements against police alleging misconduct, poor treatment, the violation of legal and/or human rights, which were handled by police internal investigation processes. There are five means by which a complaint can be resolved: it can be <i>withdrawn</i> , <i>dismissed</i> , <i>sustained</i> , remain <i>unresolved</i> or be <i>conciliated</i> . (see Definitions section below for details of each of these cases).
B1842 Total number of complaints handled internally, by method of resolution	Total number of statements against police alleging misconduct, poor treatment, the violation of legal and/or human rights, which were handled by investigation processes external to police (e.g. Ombudsman, Courts). There are five means by which a complaint can be resolved: it can be <i>withdrawn</i> , <i>dismissed</i> , <i>sustained</i> , remain <i>unresolved</i> or be <i>conciliated</i> . (see Definitions section below for details of each of these cases).
B2111 Number of reported crimes, by offence type	Crimes reported and recorded by police, using the NCSU offence classification scheme. Sourced from <i>National Crime Statistics</i> , ABS Cat. 4510.0 (Jan. to Dec. 1994), which defines offence types. The offence types used for reported crime (ABS Cat. 4510.0) are assembled from police statistics and differ from those used in <i>Crime and Safety Australia</i> (ABS Cat. 4509.0), which estimate the total number of victims using survey information.
B2121 Estimated number of victims, by type of unreported and reported offence	Victim refers to a person or a household, who after being surveyed, reported suffering at least one of the offence types in the previous 12 month period. Sourced from <i>Crime and Safety, Australia</i> , ABS Cat. 4509.0 (various years). See <i>Crime and Safety, Australia</i> , for definitions of offence types. The offence types used for compiling the estimates of total (that is, unreported and reported) crime in <i>Crime and Safety Australia</i> (ABS Cat. 4509.0) differ from those used for reported crime (ABS Cat. 4510.0).

Definition of effectiveness indicators

<i>Indicator</i>	<i>Explanation/definition</i>
B331 Number of deaths in police custody and custody related incidents	<p>Includes:</p> <p>(i) <i>the death wherever occurring of a person who is in police custody;</i></p> <p>(ii) <i>the death wherever occurring of a person whose death is caused or contributed to by traumatic injuries sustained, or by lack of proper care whilst in such custody or detention;</i></p> <p>(iii) <i>the death wherever occurring of a person who dies or is fatally injured in the process of police officers attempting to detain that person; and</i></p> <p>(iv) <i>the death wherever occurring of a person who dies or is fatally injured in the process of that person escaping or attempting to escape from police custody.</i></p> <p>(Royal Commission into Aboriginal Deaths in Custody 1991, p. 190)</p> <p>Data sourced from <i>Australian Deaths in Custody & Custody related Police Operations</i>, Australian Institute of Criminology, Canberra</p>
B332 Number of sustained complaints per thousand detainees	Equals the number of complaints made by detainees divided by the total number of detainees.

Definitions of unit cost and productivity indicators

	<i>Indicator</i>	<i>Explanation/definition</i>
C1	Average cost per offender identified by NAFIS enquiries	Total Annual Cost to police agencies for connection and usage of the <i>National Automated Fingerprint Information System</i> divided by the total number of positive offender identifications achieved from 10 print and latent searches.
C2	Days lost through injury on duty	Total number of days lost through injuries sustained while on duty. Injuries include, for example, sprains, wounds and bruises. Excludes days lost through sickness.
C5	Average cost of vehicle repairs	Equals the cost of repairs to crashed police divided by the total number of vehicles in the fleet. Repair costs comprise insurance excess payments, repair costs not covered by insurance and the value of crashed police vehicles which are written off. All costs associated with regular vehicle maintenance are excluded.
C6	Average days lost through sickness (excluding injury on duty)	Equals total number of days lost through sickness (excluding days lost through injury on duty) divided by total staff.
C12	Average total vehicle cost per kilometre travelled	Equals Total cost of vehicles divided by total fleet kilometres. Total vehicle costs comprise: regular maintenance and repairs (not crash repairs); fuel; the cost of fitting out vehicles for police use (through the installation of radios, sirens and other equipment) and the cost of removing such equipment prior to the disposal of vehicles; lease costs; registration and insurance. Where vehicles were not leased, the difference between vehicle purchase costs and revenue from the sale of vehicles was used as a proxy.
C13	Average annual running cost per vehicle	Defined as Total cost of vehicles divided by Total number of vehicles.

Definitions of variables

<i>Variable</i>	<i>Definition</i>
vehicle	A vehicle is one of the following categories defined in <i>Motor Vehicle Registrations</i> , Australia, ABS catalogue 9304.0: 'Passenger vehicles', 'Other motor vehicles' and 'Motor cycles'. It excludes 'plant and equipment, caravans and trailers', as defined by the ABS.
detainee	A detainee is any person who is unable to leave of their own free will because of police action (eg. held for questioning or overnight detention). It also includes unsuccessful attempts by police to restrict a person's movements (eg. police pursuits and raids).
Salaries and payments in the nature of salaries	Equals the sum of: Salaries, wages and allowances; Payments of long service and recreation leave; Redundancy payments; Overtime; Workers compensation; Fringe benefits tax; Payroll tax; and Superannuation contributions by employers.
Maintenance expenses	Payments for the upkeep of police stations, residences and lease premises.
Working expenses	Equals the sum of expenditure on: Rent; Other building expenses (excluding maintenance); Subsistence and transport; Motor vehicles, launches and aircraft; Fees for services rendered; gas and electricity; Post and telecommunications; Stores and printing; Audit fees; Bad debts; and Other working expenses.
Expenditure incurred by other Departments on behalf of police	Captures payments such as Health Commission expenditure on police detainees.
Contracted police services	Contract fees for private management of police operations, such as communications.
Other recurrent costs NEC	Equals the sum of: Consultant fees; Contract fees for cleaning, transportation and other services (excluding consultant fees and fees for contracted police services).
deprival value	Deprival Value is defined as the loss incurred by an organisation if it is deprived of the service potential or future economic benefits of an asset. A full explanation of deprival value is given in SCNPMGTE (1994).
complaint	A verbal or written statement against police alleging misconduct, poor treatment, violation of legal and/or human rights when a person was in police custody. Each statement can identify a number of complaint issues . A statement can be in the form of a letter or a verbal report to police which is subsequently recorded on an official document. A complaint could be received from a current detainee, an ex-detainee or a member of the public writing concerning a detainee or ex-detainee. A complaint could also be received from a member of the public who has had 'voluntary dealings' with police.
sustained complaint	A complaint for which a police officer is found culpable of at least one of the complaint issues . Culpability is established after an investigation and hearing of evidence or by the accused officer admitting fault. Typically, a culpable officer will be subject to disciplinary procedures, imposed either by the Police Department or the Ombudsman. For particularly serious matters, police officers would also be charged with a criminal offence and subjected to trial before a court of law.
withdrawn complaint	Withdrawn means the complaint in its entirety is dropped by the person who lodged it. ie. None of the complaint issues are pursued by the person who made the original complaint.
dismissed complaint	Dismissed means that none of the complaint issues were found to be sustained. i.e. The available evidence clearly establishes that there are no grounds for the complaint whatsoever - it was unsubstantiated.
unresolved complaint	a complaint which has not been withdrawn, dismissed, conciliated or sustained.
conciliated complaint	all the issues addressed in the complaint are settled after negotiation.

APPENDIX: Results from community perceptions of police survey

Survey details: National survey conducted by the Australian Bureau of Statistics in August 1995.

Instrument: ABS Population Survey Monitor.

Number of Respondents: 2,000.

Interview method: Face-to-face

Sample size, by jurisdiction:

NSW	482
VIC	416
SA	254
QLD	340
WA	24
TAS	136
NT	44
ACT	87
TOTAL	2000

Table 1: Satisfaction with general police services, persons. Question: "How satisfied are you, in general, with the services provided by police?"

	%
Very satisfied	19.8
Satisfied	48.2
Neither	17.5
Dissatisfied	10.4
Very dissatisfied	2.3
Don't know	1.8
Total	100.0

Table 2: How safe do you feel at home by yourself during the day, persons. Question: "How safe would you feel at home by yourself during the day?"

	%
Very safe	50.4
Safe	42.9
Neither	3.9
Unsafe	2.2
Very unsafe	0.4
Not applicable	0.3
Total	100.0

Table 3: How safe do you feel at home by yourself after dark, persons. Question: "How safe would you feel at home by yourself after dark?"

	%
Very safe	31.7
Safe	45.7
Neither	10.7
Unsafe	9.0
Very unsafe	2.4
Not applicable	0.5
Total	100.0

Table 4: How safe do you feel walking or jogging locally during the day, persons. Question: "If you were by yourself but other people may be around, how safe would you feel walking or jogging locally during the day?"

	%
Very safe	37.2
Safe	51.7
Neither	5.1
Unsafe	3.8
Very unsafe	0.2
Not applicable	2.0
Total	100.0

Table 5: How safe do you feel walking or jogging locally after dark, persons. Question: "If you were by yourself but other people may be around, how safe would you feel walking or jogging locally after dark?"

	%
Very safe	10.8
Safe	26.8
Neither	14.6
Unsafe	30.5
Very unsafe	11.7
Not applicable	5.5
Total	100.0

Table 6: Police treat people fairly and equally, persons. Question: "To what extent do you agree with the statement 'Police treat people fairly and equally?'"

	%
Strongly agree	9.0
Agree	45.7
Neither	18.9
Disagree	19.6
Strongly disagree	4.0
Don't know	2.9
Total	100

Table 6: I do not have confidence in the police, persons. Question: "To what extent do you agree with the statement 'I do not have confidence in the police?'"

	%
Strongly agree	2.8
Agree	12.2
Neither	15.2
Disagree	57.7
Strongly disagree	10.7
Don't know	1.4
Total	100.0

Table 8: Contact with police in the last 12 months, persons. Question: "In the past 12 months, have you had any contact with the police such as in a police station, at a random breath testing station, over the phone or at a Neighbourhood Watch meeting? Please exclude any social contact. "

	%
Yes	51.1
No	18.9
Total	100.0

Table 9: Satisfaction with most recent contact with police, persons . Question: "How satisfied were you with the service you received during your most recent contact with police?"

	%
Very satisfied	35.4
Satisfied	40.8
Neither	8.7
Dissatisfied	8.0
Very dissatisfied	6.9
Don't know	0.2
Total	100.0