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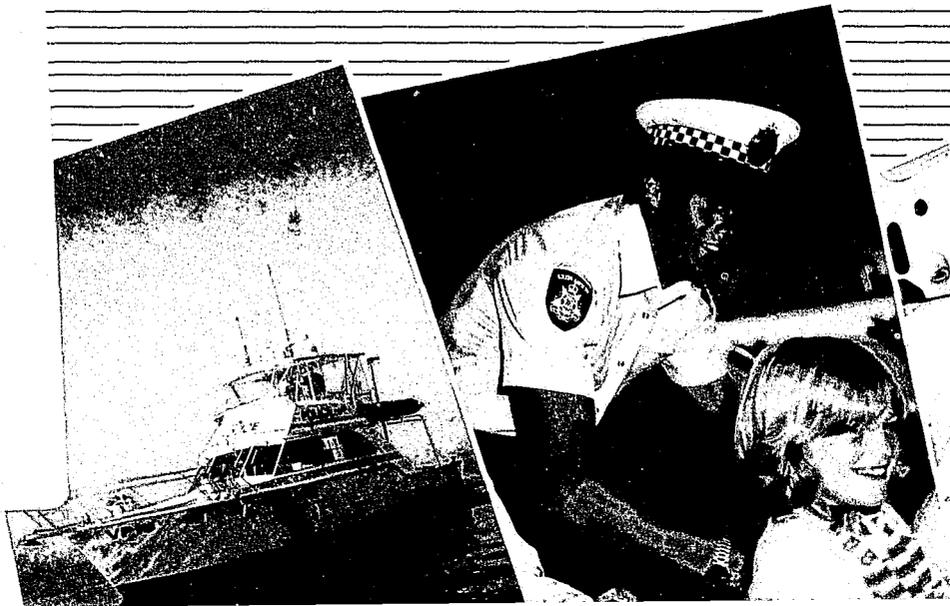
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# 1987-88 Annual Report

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# 1987-88 Annual Report

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National Institute of Justice**

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The Hon. S. Crabb, MLA,  
Minister for Police and Emergency Services,  
Parliament House,  
MELBOURNE 3000

Dear Mr Crabb,

I have pleasure in submitting to you, for the information of Parliament, the Annual Report and Summary Statement of Accounts for the financial year 1987/88.

The Report provides explanatory information and statistical data regarding performance and achievements for the year. More detailed financial statements will be found in the Ministry for Police and Emergency Service's Annual Report 1987/88.

I would like to express my appreciation and thanks to all members of the Victoria Police Force and the Public Service for their continued co-operation and service to the community.

Yours sincerely,



K. Glare  
CHIEF COMMISSIONER

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# Victoria Police

Annual Report and Financial Statements for the year ended 30 June, 1988.

| <b>Contents</b>   | <b>Page</b> |
|---|-------------|
| <b>Introduction</b>                                     |             |
| Profile   | 4           |
| Legislative Basis                                       | 5           |
| Chief Commissioner's Foreword                           | 6           |
| Organisational Structure                                | 9           |
| Corporate Plan  | 11          |
| <b>Operational Policing</b>                             |             |
| Crime   | 13          |
| Traffic   | 22          |
| General Policing  | 27          |
| Police and the Community                                | 33          |
| <b>Management</b>                                       |             |
| Personnel Management                                    | 37          |
| Distinguished Service                                   | 41          |
| Internal Investigations                                 | 44          |
| Support Services  | 45          |
| Research and Development                                | 50          |
| Capital Works   | 54          |
| Financial Management                                    | 56          |
| Looking to the Future                                   | 57          |
| <b>Appendices</b>                                       |             |
| 1. Victoria Police Force, actual strength by Department | 59          |
| 2. Financial Statements                                 | 60          |
| — payments  | 60          |
| — State development program                             | 61          |
| — receipts  | 62          |
| 3. Neesham Committee of Inquiry                         | 63          |
| — Status of recommendations                             |             |
| <b>Index</b>  | 81          |

This report outlines the achievements and problems that confronted the Victoria Police Force during the 1987/88 financial year. A separate supplementary document, the *Statistical Review*, contains detailed statistical analyses of police activities for the same period.

Enquiries in regard to either document can be made to the Research and Development Department 1st floor, 380 William Street, Melbourne. Telephone 320 3585.

# Introduction

## Profile



Historically, policing originated in England. The office of Constable dates back several centuries and is one of tradition and service to the community. Its continuance is a source of pride to our members.

The necessity for an organised law enforcement body emerged as a result of the work of Henry Fielding who was appointed as a Magistrate to Bow Street, London, in December, 1748.

The Victoria Police Force was formally established in 1853 with a total strength of 875 men. At that time, the population of Victoria was just above 168,000.

The Force has since grown to 9229 sworn members, with a public service support component of 1667 and 133 police reservists - a total establishment of 11,029 serving a population estimated at 4.2 million.

The Police Manual of 1856 cites the police role:

*"In the performance of their duties as peace officers, they are distinctly to understand that their efforts should be principally directed to the prevention of crime. The security of person and property, the preservation of public tranquility, and all the other objects of a police establishment, will thus be better effected than by the detection and punishment of offenders after they have succeeded in committing crime."*

At the present time, the efforts of the Victoria Police are being directed, even more, to proactive policing. We would hold that the above paragraph is even more relevant today than it was over 100 years ago.

We now have 346 police stations and incorporate many other specialist units. We are one of the few agencies in the State providing 24-hour support to those in need of assistance.

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## Legislative basis

The formal legislative basis for the Force can be found in the Police Regulation Act 1958.

### Ministerial accountability

The Force is accountable to the Minister for Police and Emergency Services.

The current Minister is the Honourable Mr Steve Crabb who took over the Portfolio from the Honourable Mr Race Mathews in December, 1987.

### Legislative responsibilities

Major Acts of Parliament that fall within the responsibility of the Minister for Police and Emergency Services and under which the Force operates are:

Emergency Management Act 1986  
Firearms Act 1958  
Police Regulation Act 1958  
Private Agents Act 1966  
Unlawful Assemblies and Processions Act 1958  
Victoria State Emergency Service Act 1987

The undermentioned Acts, while administered by other agencies, are of major significance in Force operations:

Bail Act 1977  
Coroners Act 1958  
Court Security Act 1980  
Crimes Act 1958  
Crimes (Confiscation of Profits) Act 1986  
Crimes (Family Violence) Act 1987  
Crimes Proceedings Act 1986  
Director of Public Prosecutions Act 1982  
Evidence Act 1982  
Interpretation of Legislation Act 1984  
Juries Act 1967  
Liquor Control Act 1968  
Listening Devices Act 1969  
Lotteries Gaming and Betting Act 1966  
Magistrates' Courts Act 1971  
Magistrates' (Summary Proceedings) Act 1975  
Penalties and Sentences Act 1985  
Police Offences Act 1958  
Road Safety Act 1986  
Summary Offences Act 1966  
Transport Act 1983  
Vagrancy Act 1966

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## Chief Commissioner's Foreword



*The Victorian community can no longer shield its eyes from the fact that serious crime has risen at an alarming rate in the past 10 years. Heroin addiction, almost unknown in the Melbourne of 1970, is now a major problem in the youth sub-culture. Rape is a crime committed daily; the number of reported cases alone has risen from 97 in 1960 to 328 in 1980, and they are just the tip of the iceberg. The number of robberies has doubled in the past decade, the number of burglaries likewise, while fraud offences have trebled. If the 1980s continues the trends of the 1970s, the peaceful life we value in Melbourne will be a thing of the past. Living here will be like living in a big American city."*

*The Age*, February, 1982.

### Violent crime

Although now six years old, the above quotation which appeared in *The Age* of 1982 was sadly prophetic as the incidence and nature of violent crime over the 1987/88 financial year has shown. Homicides, which include manslaughter and attempted murder, rose by 64.6% over the year with 242 crimes reported. Of these, 96 were murders in which a 96% increase in the use of firearms as the principle weapon is noted: a disturbing rise, even allowing for the multiple deaths in the Queen and Hoddle Streets incidents. This violent trend is also reflected in a 19% rise in violent assaults over the year.

In my first year as Chief Commissioner it would be more satisfying to present a positive message, however, I find myself confronted with a grim reality. It is for this reason that the reader will find an emphasis on violent crime throughout this report.

While in some respects, major crime figures showed promising results with regard to containing some categories of crime such as theft and burglary, the figures presented over the year for violent crime are disturbing. They lead one to question the type of society we are heading towards if current trends continue.

Since 1945 the number of major crimes has increased from 21,483 to 310,534 in 1987/88; an increase of 1345%. While the population has more than doubled from approximately 2 million to 4.2 million in that period, the figures indicate a disproportionate and disturbing upward spiral.

Indications are that our criminal justice system, in the apprehension, sentencing and sanctioning of offenders, is struggling to cope effectively with crime in our society. If law enforcement is to be effective, then total community involvement is essential.

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The tragedies at Hoddle Street, Clifton Hill and Queen Street, Melbourne, sparked enormous public debate about firearms and the incidence and nature of violence in our society. Indeed, they were a catalyst for a parliamentary enquiry into community violence and have served as a watershed to address the question of whether our society is becoming one in which violence appears accepted as a way of life; a society where individual freedom is seriously curbed by the ever increasing fear associated with wide scale violent crime.

We are at a stage where we must take stock and seriously consider ways of changing the direction in which we, as a society, are heading. We can and must learn from overseas mistakes and experiences rather than blindly follow.

The responsibility lies with each individual. Media coverage of violent events tends to disassociate the event from the everyday world of the audience; to perhaps foster a view that violent deeds are performed by "a certain type" out there in "another world". The media can create a fascination or sense of mystery around such events which tends to fuel morbid curiosity and not convey the real horror perpetrated on fellow human beings and the consequent tragedy for their friends and relatives.

The operational police member is constantly confronted with deeds of violence and their consequences, whether it be attending domestic disputes, road accidents, child abuse cases or the more flagrant offences of armed robbery, rape or murder.

Traditional policing alone no longer works with current or likely resourcing levels. There is an urgent need for re-education and for a change in community values. The Force has considered and attempted to implement preventive programs to raise the public's awareness of the threat posed by criminals, discourage potential offenders and to encourage good citizenship.

Such programs include Crime Stoppers, Neighbourhood Watch, the Police Community Involvement Program, Protective Behaviours, Safety Houses, Operation Salamander, Operation Crime Beat, foot patrols, Operation Banko, cautions for juveniles, and anti-shopstealing programs. The crime rate still escalates.

The impact of these programs has been severely eroded by the escalation and increased sophistication of crime, an erosion of social values and constant attacks on police by people who seem to oppose any police initiative on principle.

The need for involvement by schools is essential. The Force is currently establishing a Police/Schools Improvement Program, which will entail the appointment of police to primary schools for the purpose of developing a rapport with children and encouraging a responsible attitude toward the consequences of crime.

The fact that approximately 70% of people proceeded against for committing crime are under 20 suggests that we need to make young people aware that not only do they have rights, but that those rights carry with them obligations and responsibilities.

We must remember that violence extends beyond the overt and publicised act to all areas of society. Its roots are insidious and deeply set throughout the community in thoughtlessness, carelessness, ignorance and the selfish pursuit of material gain. In conjunction with the rest of society, the Force is prepared to develop strategies which will reduce the incidence of violence in the community. We cannot do it alone. We must have and will seek the support of the community in the initiatives we undertake.

### **Organisational highlights**

The year saw:

The retirement of the former Chief Commissioner Mr S.I. Miller after 40 years in the Force, including 10 years as Chief Commissioner.

The appointment of new personnel to the Corporate Management Team.

Victoria Police participation with the Western Australia Police and the National Crime Authority in raids which smashed one of the country's biggest heroin trafficking organisations. Heroin with an estimated street value of approximately \$9,000,000 was seized in the raid which involved almost 50 police from several CIB squads.

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Operation United: more than 300 police were involved in pre-dawn raids in the Western and South-Eastern suburbs on 11 April, 1988, in which dozens of premises were raided in the largest drug operation ever conducted by the Victoria Police. The investigation centred on a group believed to have imported high grade heroin.

The initiation of the Crime Stoppers program on 9 November, 1987 with positive results. Twenty-one people were charged with a total of more than 50 offences during the first few months of the community campaign.

A firearms amnesty conducted from 13 August to the end of October last year led to 7854 firearms being handed to police and gun dealers. Another firearms amnesty was introduced from Monday, 22 February to Tuesday, 31 May.

A new Neighbourhood Watch strategy, Commuter Security, designed to reduce criminal activity on the transport system was launched on 23 February, 1988 - aimed at encouraging the public to help police reduce vandalism and other criminal activity.

The retirement of the former Police Surgeon, Mr Peter Bush and the appointment of Dr David Wells in January, 1988.

The reintroduction of police courtesy cars last used in the 1970s - aimed at warning or cautioning motorists and other traffic offenders, including pedestrians, instead of merely issuing on the spot fines or requiring people to go to court.

The Homicide Squad received a citation on 26 August, 1987 for "... outstanding performance, dedication, initiative, and professionalism in the investigation of homicide offences over a long period." The citation was presented by the Assistant Commissioner, Crime, Mr Vaughan Werner.

On 17 September, 1987 the Force launched an IBM mainframe computer network, to replace the Sperry system installed in 1974. The system is part of the \$19,000,000 five-year package announced by the Government in 1984, which includes new computer terminals, computer room, hardware and software, and staff training programs.

As a I look back over the year I see many accomplishments that bear the hallmark of my predecessor, Mr. S. I. (Mick) Miller and take this opportunity to publicly acknowledge his achievements during his career with the Victoria Police Force. The Force, however, must now look ahead at a time when many positive changes are occurring. I am proud to head an organisation which is prepared to tackle difficult problems with integrity, diligence, initiative and sensitivity.

K. Glare  
Chief Commissioner  
November 1988.

# Organisational Structure

The Force command structure, set out below, provides a broad decision-making forum which deals with corporate goals and major issues affecting the Force.

## Command

K. Glare, APM, LLB(Hons) was appointed Chief Commissioner of police on 29 November, 1987 from the position of Deputy Commissioner (Operations).

N. Newnham, BA, Dip. Crim. was appointed Deputy Commissioner (Administration) on 20 December, 1987 from the position of Assistant Commissioner (Services).

J. Frame, BA, Dip. Crim. was appointed Deputy Commissioner (Operations) on 2 February, 1988 from the position of Assistant Commissioner (Operations).

B. J. Crimmins, Dip. Pol. Studies was appointed Assistant Commissioner (Personnel) on 27 October, 1987 from the position of Chief Superintendent (Personnel).

G.P. Brown, MA, Dip. Crim. was appointed Assistant Commissioner (Services) on 13 December, 1987 from the position of Planning Officer (Operations Department).

R. G. Anstee, JP was appointed Assistant Commissioner (Traffic) on 29 November, 1987 from the position of Assistant Commissioner (Internal Investigations).

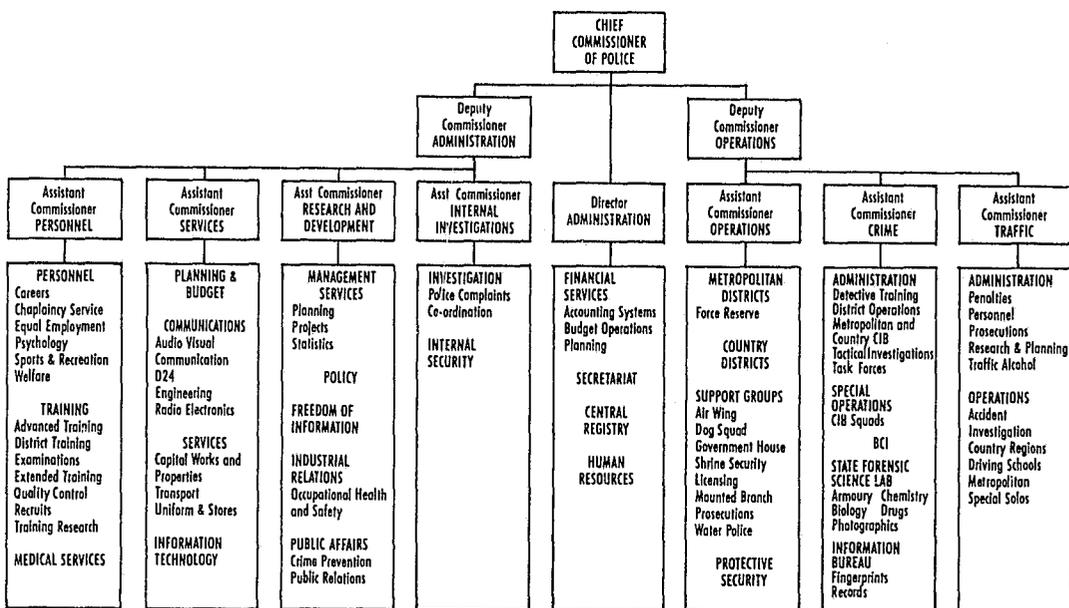
J. C. Mengler, APM, Dip. Pol. Studies was appointed Assistant Commissioner (Internal Investigations) on 29 November, 1987 from the position of Chief Superintendent National Crime Authority.

W.H. Robertson, APM, BA was appointed Assistant Commissioner (Research & Development) on 13 December, 1987 from the position of Staff Officer to the Chief Commissioner.

W.F. Green, was appointed Assistant Commissioner (Operations) on 2 February, 1988 from the position of Chief Superintendent (Traffic).

V. Werner, AAIM, Dip. Crim. Assistant Commissioner (Crime).

A.M. Allan, AASA (Senior), ACIS, RCA., JP Director of Administration.



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## Retirements

S. I. Miller, AO, LVO, QPM the former Chief Commissioner on 28 November, 1987, after 40 years in the Force, including the last 10 years as Chief Commissioner.

R. G. Baker, VA, Dip. Crim. the former Assistant Commissioner (Research and Development), on 12 December, 1987.

P. Delianis, QPM the former Deputy Commissioner (Administration) on 19 December, 1987.

W. J. Horman, LLB (Hons), Dip. Crim. the former Deputy Commissioner (Operations) resigned on 31 January, 1988 to take up position as Commissioner of the Tasmanian Police Force.

R. C. Knight, OAM, B. Juris, FAIM, JP former Assistant Commissioner (Personnel) in October, 1987, after 38 years in the Force. It was with deep regret that the Force heard of Mr Knight's death in Brisbane on 8 December, 1987.

## Organisational changes

Major organisational changes during the year were:

- disbanding the Sexual Offences Squad and its reorganisation and re-alignment with the Child Exploitation Unit within the Community Policing Squad structure under control of the Community Policing Squad Co-ordinator;
- forming the Protective Services Unit for the purpose of guarding senior public officials and public buildings. The first Protective Services Unit graduated at the Victoria Police Academy on 27 April, 1988. After a six week training course at the Academy these 40 members, who are not police, will come under the command of the Victoria Police Protective Security Group;
- transferring the Inspectorate from the Research and Development Department to the Chief Commissioner's Office on 2 August, 1987;
- transferring the Major Incident and Planning Unit from the Chief Commissioner's Office to Operations Department.;
- transferring Public Relations /Crime Prevention from the Chief Commissioner's Office to the Research and Development Department;
- formally establishing the Accident Investigation Section, within the Traffic Operations Group, in November, 1987;
- formally establishing the Transit Police District on 18 September, 1987;
- appointing a Manager, Internal Audit, to establish an internal audit function within the Force under a charter conferred by the Chief Commissioner; and,
- establishing a Corporate Planning Office.

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## Corporate Plan

During the year, the Corporate Planning Unit developed a corporate plan to help shape the future direction of the organisation. Key elements of the plan are:

- a definition of the Force's mission;
- a statement of long term goals; and
- an outline of initiatives (Corporate Objectives) to achieve the goals.

### Corporate Mission

The purpose of the Victoria Police is the:

- protection of life and property;
- preservation of peace;
- prevention and detection of crime;
- performance of duties prescribed by law; and,
- provision of help and assistance to those in need, in accordance with community expectations and the law.

### Corporate Philosophy

The police, as part of the community, act for the community in maintaining law and order. Each member carries the responsibilities and privileges attached to the office of Constable.

Maintaining a high standard of peace and order in the community depends upon the loyalty, discipline, initiative, dedication, dependability, courage and compassion of members. Our philosophy emphasises service, efficiency and care.

As a part of the community, we have a vested interest in the processes of change in society. We have a responsibility to contribute our knowledge to social debate, thereby assisting to influence society in directions conducive to the public good.

### Service

It is our commitment to serve society 24 hours a day, not just enforce the law.

The police task essentially is dealing with people's problems in a wide variety of situations.

Victoria Police is also concerned about the victims of crime and their families who, too often, have been forgotten by the justice system. We will continue to support the Victims of Crime Assistance League Inc. (VOCAL) and similar organisations.

### Efficiency

This means optimising the value of services to the people of Victoria.

Traditional indicators of police efficiency have been the level of crime or disorder in the community and the extent to which the public feels safe. Although these remain important, more sophisticated and objective measures are being developed and implemented to monitor and measure our effectiveness. The Force is developing an information technology strategy which will help it perform operational and administrative tasks more efficiently.

### Care

The Force is committed to anticipating, listening, and responding to the concerns of the community. This requires a management style which emphasises consultation, participation and communication as well as service quality, a commitment to developing the full potential of the work force and providing staff with job security and satisfying career paths.

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## Corporate goals

The corporate goals of the Victoria Police are:

### **Public order and community service**

To maximise the level, quality and timeliness of the service provided by police, including the maintenance of public order and the enhancement of community safety and security.

### **Traffic control**

To minimise the number and severity of vehicle collisions to assist in the safe and optimal use of roads.

### **Crime reduction**

To minimise the number and severity of crimes committed, by maximising crime detection and offender apprehension.

### **Resource management**

To optimise the productivity and effective utilisation, deployment and management of the Force's personnel, information and material resources, and to ensure that all activities planned for, or undertaken by, the Force are adequately resourced.

### **Corporate objectives**

To progress towards the achievement of the Force's long term goals, each Department set broad objectives to be achieved during 1987/88. The details of these objectives, and the extent to which the Force achieved them, are outlined in the body of the report.

# Operational Policing

## Crime



1987-88 Offence ratios



Crime investigation is a fundamental police role. The Crime Department has principal responsibility for the detection of crime and the management of detectives, specialists and support staff. It provides expert support to all departments in the form of forensic, fingerprint, criminal records and criminal intelligence information.

General duties police also play a vital role resulting from their initial response to calls relating to crime. Many crime task forces are jointly staffed by uniformed police and detectives.

The Department's traditional emphasis on investigating offences and apprehending offenders was based on the rationale that the most effective criminal deterrent is a high probability of apprehension coupled with the imposition of exemplary sanctions. It is becoming increasingly apparent that our society is unable to provide sanctions which are effective deterrents. More and more serious crime is committed by recidivist offenders who hold no real fear of apprehension.

The upsurge in violent crime during the year highlighted the fact that Crime Department resources were insufficient to meet preventive and investigative requirements. Nevertheless, the efficient deployment of resources resulted in a reduced annual escalation in some areas of major crime and in others, notably that of armed robbery, a reversal of previous trends.

### The proactive approach

The recent emphasis on reactive measures was again reviewed during 1987/88 and a number of proactive, preventive strategies, e.g. Crime Stoppers, were implemented. Whilst these changes have yet to be refined and will continue to be developed, they hold some promise for the future of crime containment in this State. Certainly during 1987/88, they contributed towards the control of crime in some areas.

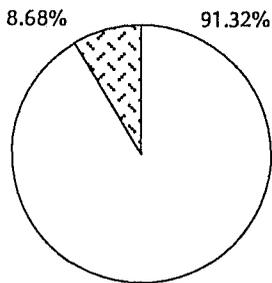
### Achievement of objectives

The Force had limited success in achieving its objectives in regard to crime.

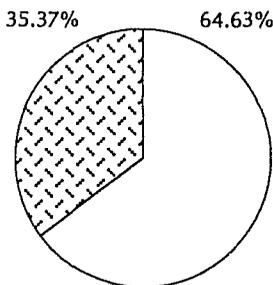
In spite of the above, little was achieved in enhanced legislative authority to assist in controlling major crime. The report of the Consultative Committee on Police Powers has recommended that the six hour limitation be removed in favour of the notion of "reasonable time."

## Major crime against person

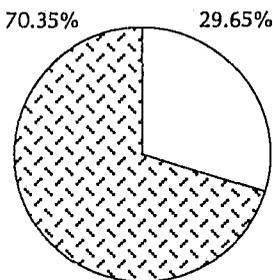
Total reported 6234



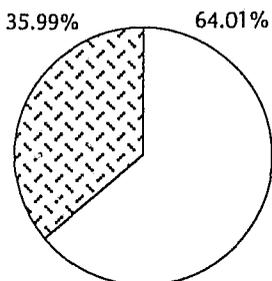
Homicides reported 242



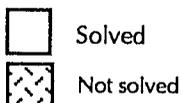
Rapes reported 458



Robberies reported 1811



Serious assault 3723



Despite the potential value of fingerprints to investigators, as evidenced by a record 5306 identifications by the Fingerprint Bureau this year (aided by the national computer and regionalised latent fingerprint units), there appears little prospect of gaining authority to fingerprint offenders for the purpose of past or future identification.

There is still no search warrant available to search for stolen property between sunset and sunrise. The authority to require a person to declare his true name and address, particularly when he may have witnessed a crime or be found in suspicious circumstances, is a natural tool to the crime investigator yet it remains unavailable to police in this State.

Reasonable investigative authority along the lines generally indicated above is provided to every other Australian police force. While such anomalies continue in this State, improvements in the investigation and solution of major crime will not eventuate.

## Major crime

Major crime rose by 9.47% during the year as opposed to 13.87% in the 1986/87 financial year.

There were 310,534 major crimes reported, or an average of 848 crimes a day. Of these, 22.7% were cleared, a decrease of 1.09% on last year's figure of 23.79%.

## Rise in violent crime

One of the most disturbing trends evident from crime figures was the increase in serious assaults reported to police: 19% more than the previous year (a total of 3723).

The number of serious assaults upon police increased by more than 35% to 182.

The 242 incidences of homicide (which includes murder, attempted murder, manslaughter, and infanticide) that occurred this year represents an increase of 64.63%. The number of firearms used in homicides rose from 26 to 51 over the year.

The number of murders (96) was 28 more than the previous year, and attempted murders (133) were up 63 on the 1986/87 total of 70.

On 22 occasions, shots were fired in the course of armed robberies and 47 people were injured during armed robberies.

## Drugs

Both the Drug Squad and Divisional Detectives reported an increasing number of drug offenders carrying weapons; often knives and occasionally firearms. Forty-one people died of drug overdoses and a further 114 non-fatal overdoses occurred during the year.

The availability of illicit drugs and the level of trafficking continues to pose a serious threat to the welfare of our community. Despite the best efforts of police, both nationally and internationally, trade in these socially devastating products remains the common thread throughout the majority of the serious and violent crimes currently afflicting society.

In this regard, the police are fighting an international problem at a local level. Success can not be achieved without major national and international efforts to prevent imported commodities from reaching Australian shores in the first instance.

Attempting to remove the monetary incentive of the drug trade through forfeiture of profits legislation is applauded. Forceful legislation, which successfully strips the full proceeds of crime from criminal syndicates, is long overdue. However, the long term solution lies with the community as a whole.

Law enforcement alone will never solve the drug problem. The Force clearly indicated throughout the year its readiness to involve itself in community-based drug awareness programs aimed at reducing the demand for illicit drugs and, most importantly, its willingness to consider alternative methods for dealing with the drug problem. Significant advances toward that end are still to be made.

## Family violence

A large proportion of murders and serious assaults arise in domestic circumstances and from passions which ignore the consequences of actions.

Ten of the homicide cases over the year involved murder/suicide situations. While there was no significant increase in this category, avid media coverage of some of these events conveyed the tragedy, pathos and horror of soured domestic life.

The recent introduction of family violence legislation and the research and discussion surrounding its introduction highlights the unacceptable magnitude of this problem. More disturbingly, there are widespread and entrenched attitudes which regard violence between intimates, in a relationship or family situation, as more acceptable than violence between strangers.

Discussion has also focussed on the police role in dealing with family violence incidents. Whilst the Force has done much to change the attitudes of its own members to more positively deal with domestic violence, there is much work yet to be done. It should be made clear that police are hampered in this area due to the unclear and convoluted entry powers which could make direct intervention more effective. Police are not responsible for, nor should they be set up as scapegoats for, being unable to prevent a problem which reflects wider social attitudes and deficiencies. Domestic conflict is yet another area where there is need for a concerted community effort in the context of education, preventive and rehabilitative programs.

The Force will co-operate with any agency to help reduce the incidence of criminal violence in the home and strategies are currently being developed in this regard.

## Child abuse

Of all forms of domestic violence, none inspires greater revulsion as abuse of, or assaults upon, children. The victims are defenceless and have no way of protecting themselves against those who do them harm. Regrettably, many children spend their early years believing that being abused or maltreated is the norm. The most unfortunate aspect of this problem is that the effects of child abuse extend into adult life in many ways which impinge upon us all through community alcoholism, drug abuse, domestic violence, cyclic child abuse and other behavioural disorders.

Last year 1577 cases of child abuse or neglect were reported to the Community Policing Co-ordinator's Office. It can be said for certain this is not an accurate measure of the problem but we do know, however, that in recent years, there has been a significant increase in the number of reported cases. This has occurred through the combined efforts of police, the media, medical authorities, Community Services Victoria and many volunteer community groups.

Further efforts must still be made in dealing with this problem and, despite its unpopularity, the Force adheres to belief in the need for mandatory reporting of child abuse and believes that in time it will be proven to be an appropriate strategy for learning more about the dimensions of this unpalatable conduct.

## Fraud

The year saw a 48% increase in fraud offences overall.

The Fraud Squad, which investigates credit card crime, solved only 19.7% of the credit card frauds reported and 40.5% of the overall reported cases.

The main reason for this decline in clearance is due to the extraordinary 90.84% increase in reported credit card frauds over the last year from 22,934 to 43,767.

## Indications of success

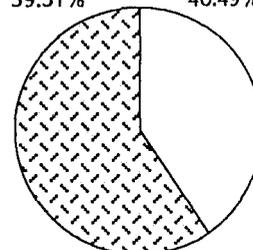
Positive results:

- stability in the rate of house burglaries;
- (excluding credit card fraud) the Major Crime Index rose by only 2.3% over the year;

## Major crime against property

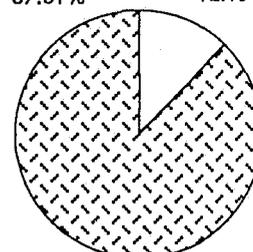
Total reported 395,887

59.51% 40.49%



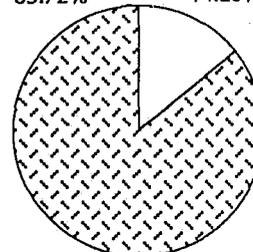
Frauds reported 62,538

87.81% 12.19%



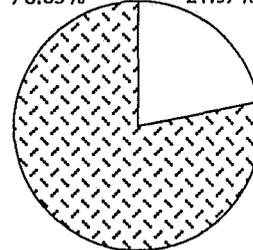
Burglaries reported 90,569

85.72% 14.28%

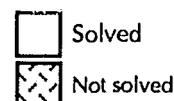


Motor vehicle thefts reported 32,777

78.03% 21.97%



Thefts reported 118,416



- burglaries, thefts and motor vehicle thefts remained virtually static;
- the drop of 17.3% in the number of armed robberies. This was an area that had been targeted by the Force;
- when considered on a basis of 100,000 head of population, motor vehicle thefts reduced by 3.28%. Of those vehicles reported stolen, 88.6% ( 24,058 ) were recovered. This represents an improvement of 3.45% over the 1986/87 recovery rate. This area was also targeted for reduction through crime prevention strategies and tactics in 1987/88.

## Significant investigations/incidents

Two instances of random multiple shootings resulted in the deaths of 15 persons.

### Hoddle Street shootings

On 7 August, 1987, seven people were killed and 19 others injured when a lone gunman walked along Hoddle Street, Clifton Hill, indiscriminately shooting at passers by. The offender was apprehended by uniformed police at the scene.

This incident caused considerable trauma within the Clifton Hill community. Many members of the public and police suffered varying degrees of emotional and psychological distress as a result of the crimes and the subsequent investigation.

Under the provisions of the Emergency Management Act, police have a role to ensure that trauma suffered by the Clifton Hill community in particular, and the community in general, was relieved as far as possible. To this end, on 13 August a public meeting was organised where police, medical, health and social workers informed the public of the help available to overcome any difficulties. The meeting proved helpful and several initiatives were identified. These are still being implemented.

### Queen Street shootings

On 8 December, 1987 a lone male entered an Australia Post building in Queen Street, Melbourne. After an argument with a person on the fifth floor and after firing several shots, he went to various other parts of the building systematically, but randomly shooting before being overpowered and disarmed by a Telecom employee. The offender was killed when he jumped from an upper floor of the same building.

Australia Post, Telecom employees and members of the public in the building at the time were commended for their calm behaviour in frightening circumstances. As in the Hoddle Street shootings, adverse psychological repercussions surfaced amongst employees and personnel who were directly involved in the shootings.

Resulting from the gunman's actions, nine people, including himself, were killed, making this incident the worst massacre in recent history and the second mass murder in Melbourne in four months.

The above two incidents had a resounding impact on the wider community and prompted much discussion about the future direction of law and order, not only in this State, but Australia wide. They serve to underline disturbing currents within our society.

### Bendigo hostage siege

At 11.15 am on Thursday, 20 August, 1987, a prisoner took 10 people (four prisoners and six teaching staff) hostage in the Education Centre of the Bendigo Prison. The prisoner apparently threatened his hostages with an explosive device and home made gun. Four hostages were released during the siege and the drama concluded at 9.15 am on Saturday, 22 August when the remaining hostages were released unharmed. The weapons were later proven to be harmless.

The successful conclusion to this two day siege resulted from combined efforts of professional police action and the high degree of co-operation and liaison with other equally professional services and Government agencies.

## Other incidents

In "Q" District (Heidelberg) two particularly abhorrent incidents were reported;

- the rape of an 11 year old child in her own home after the other occupants of the house were bound and locked in a wardrobe; and,
- the savage bashing and subsequent death of an 88 year old man who disturbed two offenders, a male and a female, ransacking his home.

## Future directions in crime prevention

Society is changing at a pace which has vastly outstripped measures designed for an authoritarian era. The Force realises this fact. Reaction has to give way to planning and by planning, we mean strategies that are based on community interest and initiative. The need for cohesive, co-ordinated state wide programs is paramount and hopefully, the newly created inquiry into community violence will identify how this might be achieved.

Such strategies, however, also depend on possessing the right tools for the task. It has to be realised that the request for extended powers is not an attempt to impose draconian measures on society, but an effort to apply appropriate tools to a changing situation. The greatest threat to civil liberties in contemporary society is not from an oppressive police force, but from uncontrolled violence and crime. The possible misuse of investigative authorities is more easily checked than the violation of people's rights by criminals.

## Significant initiatives

**Operation Crime Scene** targeted known or suspected thieves and burglars in an effort to reduce burglary and theft. A concerted effort was made in "M" District (Altona North) to apprehend suspects in the act of theft or soon thereafter. The operation resulted in 87 offenders being charged with 642 offences and the recovery of stolen property to the value of \$282,000. Operation Crime Scene demonstrated the potential of existing techniques given sufficient resources. A significant reduction in the incidence of house burglary also occurred in "M" District.

**Operation Roadwork** was implemented in "P" District (Dandenong) which involved setting up road blocks around specific high risk burglary areas every two weeks. The tactic was successful in curtailing the rate of burglary and theft, but only for limited periods during and shortly after its use.

**Operation Banko** was conducted for four weeks during December and was aimed at preventing armed robberies on banking and other money handling premises during the period leading up to Christmas. Resources from the Criminal Investigation Branch, Traffic Operations Group, District Support Groups and uniform stations worked to good effect throughout the period of the operation. The monthly total of armed robberies on banks was seven, a 50% reduction for the same period in 1986.

The **Rape Evaluation Group** was formed in an effort to ensure the highest possible standards of investigation into instances of serious sexual assault and rape. The Group is currently evaluating procedures in the investigation of rape, particularly those identified as having been committed by serial rapists.

The **Tactical Investigation Group** targeted organised criminal activity and was involved in eight major operations during the year, four of which were successfully concluded. The most successful operation, arranged jointly with the National Crime Authority, resulted in the arrest of 17 people for 89 drug related offences and the seizure of six kilograms of heroin.

A **Crime Management Information System** was developed by utilising a computer analysis of CIB workload data to identify crime rates and trends within CIB divisional and regional boundaries. The system provides a valuable tool for crime prevention strategies, resource allocation, and special operations.

**Tasked foot patrols** were initiated to identify older motor vehicles fitted with expensive audio systems stolen from late model cars. Subsequent inquiries resulted in a number of persons being charged with handling stolen property.

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## Inhibiting factors

Factors which hindered the attainment of objectives during the year were:

- high staff turnover. (The CIB experienced a 43% staff turnover);
- stringent selection procedures and extensive training for detectives which meant that many vacancies remained unfilled for considerable periods. On average 10% of CIB positions were vacant throughout the year;
- a freeze on public service appointments for a significant period which reduced the availability of support staff, particularly police positions which had been vacated as a result of the Government civilianisation program.
- inadequate police authority in a number of areas which has inhibited the thorough investigation of reported crime.

## Crime support services

### “X” District

The function of “X” District, which incorporates the Fingerprint and Information Bureau, is to maintain a repository of information relating to crime, offenders and suspects.

### Fingerprint Bureau

The Fingerprint Bureau provides support to investigators in the identification of suspects. Fingerprints are the sole means by which a person with a previous criminal record can be indisputably identified provided a fingerprint record exists.

### Achievement of objectives

The Bureau completed its most successful year achieving 5306 crime scene identifications of 1856 offenders. This is an overall increase of 23.45%.

### Significant initiatives

The following initiatives were implemented during the year:

- two scientific officers were seconded from the State Forensic Science Laboratory to enable the Bureau to provide a more efficient service and to develop new technology;
- fingerprint personnel were rotated throughout a number of Metropolitan districts on a four weekly basis resulting in an increase of crime scene attendance by 32.25%;
- the regionalisation of country areas continued and a fingerprint bureau was established at Ballarat;
- the National Automated Fingerprint Identification System (NAFIS) completed its first full year of operation with Victoria filing 303,422 sets of fingerprints.

### Information Bureau

The Information Bureau records and disseminates information relating to crime and criminals.

### Achievement of objectives

Despite significant staffing and workload problems at the Bureau, Records Section staff achieved a 14.4% increase in productivity.

During the year 570,541 transactions involving access to, creation or amendment of, or dissemination from records were performed. The Warrants Section of the Bureau handled a 48% increase in the number of warrants received for filing, involving a total of 185,300.

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## Significant initiatives

The computerisation of the Central Names Index commenced in February, 1988. A private contractor is engaged in entering the estimated 800,000 names into a data base by 1989. Access to the automated index is expected to substantially improve the productivity of both operational police and the Bureau staff.

## Inhibiting factors

- Despite a reasonably productive year, efficiency was marred by significant staff shortages, caused by the Public Service staff freeze and compounded by the civilianisation of eight police positions which could not be filled due to the freeze. At one point, 41 of the authorised 135 positions were vacant.
- Difficulty with the conversion of the computer based Patrol system from Sperry Rand hardware to the IBM mainframe added to these problems. Because information could not be rapidly obtained by computer, telephone enquiries from police to the Bureau increased by 19,512. The alteration in work pattern severely strained an already depleted staff.

## Bureau of Criminal Intelligence

The Bureau of Criminal Intelligence provides facilities for the collection, evaluation, collation, analysis and dissemination of criminal intelligence to assist the planning and targeting processes in crime investigation and prevention. This involves close liaison with other national and international criminal intelligence units.

## Achievement of objectives

The Bureau worked on six primary target areas each linked to national projects associated with the Australian Bureau of Criminal Intelligence.

A number of training courses for intelligence analysts and collators were conducted and attended by members of the Bureau as well as personnel from outside organisations.

Four major operations were instigated from intelligence developed by the Bureau, resulting in the arrest and charging of a number of persons for offences related to organised criminal activity, including manufacture and trafficking in amphetamines.

## Inhibiting factors

A dramatic increase (117.54%) in the demand for authorisation and installation of listening devices placed a serious burden on the Bureau.

Of particular concern are:

- no legislation for telephone authorisation relating to the use of a listening device in urgent cases;
- no legislation for an authorised member to approve the use of radio transmitters when undercover duties are performed. This is an essential requirement to ensure both the security of the operative and to monitor any financial transactions occurring;
- insufficient manpower and resources within the Surveillance Unit enabled it to meet only half of the demand for assistance.

## State Forensic Science Laboratory

The State Forensic Science Laboratory provides scientific assistance and advice to all sections of the Victoria Police as well as other agencies and individuals engaged in criminal justice proceedings.

The major objectives of the SFSL are to deliver an effective forensic science service to client agencies in the interest of justice and to meet client demands with professional impartiality.

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Specific objectives over the past 12 months were:

- to reduce major backlogs by 50% in the drugs area and by 30% in other areas;
- to expand quality assurance programs to meet the professional standards agreed on by Senior Managers of Australian and New Zealand Forensic Laboratories (SMANZFL) groups;
- to develop and implement computer based information and control systems in the Photographic Section, the Botany Section and the Stores and Registry areas; and,
- to undertake the development of high potential technology DNA profiling.

Significant trends over the year were:

- an increasing number of requests for SFSL expertise from the private sector;
- a reduction in arrears of cases for forensic drugs analysis;
- the creation of three new scientist positions to develop DNA profiling technology;
- a proposal to locate the National Institute of Forensic Science (NIFS) at the Macleod site.

#### **Achievement of objectives**

Drug backlogs were reduced by around 24% over the 1987/88 year through increased batching of casework and a greater application of automated analysis procedures, the expansion of contract staff numbers and the use of overtime. The acquisition of permanent staff would further reduce this problem.

Backlogs in the Document Examinations, Fire Investigation and Sexual Assaults sections have reduced by 19%, 31% and 35% respectively.

High volume services such as cannabis and blood alcohol analysis have been substantially automated and computer generation of reports allows close control of workload peaks.

There were significant changes in procedures with respect to the receipt of items for examination, and this has been successful in limiting work inputs without compromising service standards.

A total Photographic Section assignment, logging and tracking system was introduced in 1987/88.

#### **Inhibiting factors**

A shortage of scientific staff continues to restrict the effectiveness of the laboratory in providing the scientific investigative support critical to so many criminal investigations and court hearings. The problem is exacerbated by the ever increasing volume and complexity of cases submitted.

Backlogs in the Applied Biology Section remain unacceptably high, particularly as around a third of these cases are homicides.

Personnel limitations have severely curtailed development of computer systems but with assistance from students at the Footscray Institute of Technology and the commitment of SFSL staff, between 75-80% of objectives in this area were achieved.

The development of DNA profiling has been a prime objective for 1987/88 but the lack of sufficient funding has meant an inability to have this technique available for casework. Loss of expert staff has also had a negative effect and further delayed progress for between 6 to 12 months.

As work volumes increase, there is a need for extensive formalised quality assurance programs, however, the resources absorbed in these programs are not available for routine casework output.

The imposition of a funded strength ceiling of 92 public service positions has further severely impeded the laboratory's ability to meet service demand.

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## Specialist units - Crime Department

Bao Ve Investigation Group  
State Insurance Office Investigation Group  
Armed Robbery Squad  
Drug Squad  
Fraud Squad  
Fingerprint Bureau  
Records Section  
State Forensic Science Laboratory  
Bureau of Criminal Intelligence  
Homicide Squad  
Detective Training School  
Arson Squad  
Dealer Squad  
Livestock Squad  
Racing Squad  
Stolen Motor Vehicle Squad  
Tactical Investigations Group  
Prison Liaison  
Criminal Identification  
Major Crime Squad  
Sexual Offences Squad  
Crime Stoppers Group



80-81  
81-82  
82-83  
83-84  
84-85  
85-86  
86-87  
87-88

The primary objectives in relation to traffic matters are:

- to reduce both the number and severity of vehicular collisions;
- to improve and promote the safety of all road users;
- to facilitate traffic flow; and
- to enforce traffic laws.

Police from the Operations Department and Traffic Departments are accountable for achieving the Force's road safety goals. Members of the Traffic Operations Group form the operational arm of the Traffic Department, carrying out specialist traffic duties and assisting in general police duties when required.

Efforts were again directed primarily against the speeding and drinking driver, the main cause of the State's road toll. The Force will continue to use various deterrent resources and public awareness campaigns in an endeavour to convey to the motorist the necessity of safe and courteous driving on the State's highways.

#### **Achievement of objectives**

The escalation in the road toll clearly indicates that our police endeavours are not achieving the desired result. Despite best efforts to provide the highest level of police presence, undertake many special operations, develop new initiatives, and ensure a high incidence of random breath testing, the Force is hampered to an extent by insufficient personnel and equipment.

The overall strength of the Traffic Operations Group has been over 100 short for some considerable time which has resulted in a reduced police presence on the State's highways.

Failure to reduce the road toll must also be linked to undisciplined driving. For some time now the Force has been promoting the introduction of a serious and comprehensive component within the education system for driver training. To date, these efforts have not been successful. Policing can only achieve limited results if the correct attitude and skills in regard to road safety do not prevail.

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## Violence on the road

Since the beginning of this decade, more than 5882 people have been killed as a result of road traffic collisions in this State.

Does the average person ever consider the potential for violence arising from carelessness on the roads. It is disturbing to note that on a weekly average, 14 people are killed, 140 injured, two made quadriplegics, and two permanently incapacitated with brain damage as a result of traffic accidents in Victoria.

Senseless and unnecessary carnage on our roads causes not only substantial trauma, but also considerable cost to the community. It has been estimated that each fatal accident costs the community \$300,000 and each injury accident \$52,000.

The road toll showed a disturbing increase during the year with 721 deaths reported as a result of 650 fatal road collisions. This compares with 637 deaths for the previous year.

Two hundred and thirty seven of the above fatalities were the result of single vehicle accidents.

As a group, motor vehicle drivers continued to make up the highest proportion of fatalities comprising 44.4% compared with 43% in the previous year.

Young people, especially males, continued to be over represented in the road toll.

Males accounted for 67.8% of deaths.

Approximately 45% (324) of fatalities occurred on metropolitan roads.

Over the year 504,125 traffic offences were detected by police and 415,937 persons were charged.

Of the above offences, 18,750 related to driving under the influence of alcohol or drugs and 14,041 related to persons exceeding the speed limit by more than 30 kilometres an hour, an increase of 31.4% over the previous year.

Across the State, 48,410 traffic collisions were recorded for the year resulting in a total of 26,809 cases of major or serious injury or fatality.

## Combating the drinking driver

The Force's most concerted road safety campaign was aimed at the drinking driver and focussed on two levels - heightened police visibility accompanied by random breath testing, and extensive use of preliminary breath tests and breath tests in motor vehicle accident and traffic violation incidents.

A total of 586,199 preliminary breath tests were undertaken for the year.

A total of 5510 random breath test stations were set up, the majority in country Victoria. Overall, 406,978 drivers were tested, of whom 958 (0.27%) exceeded 0.05%. Seven persons refused the test.

### Random Breath Tests

|         | Demands  | Number | %    | Refusals |
|---------|----------|--------|------|----------|
| 1986/87 | 409,117  | 1328   | 0.32 | 18       |
| 1987/88 | 362,688* | 958    | 0.27 | 7        |

\* In addition, 44,290 demands were made under the auspices of the Transport Accident Commission.

The second drink driving strategy resulted in much higher detection rates than random breath testing. This comprised action against drivers arising from their behaviour, police checks or attendance at motor vehicle accidents.

It is of particular concern that:

- 73% of drivers who exceeded 0.05% had an alcohol concentration of at least 0.1%, including 45% above 0.15%;
- a total of 3612 probationary licence holders were charged with exceeding 0.00% blood alcohol, an increase of 63% over the previous year; and
- about 40% of drivers detected (with an average reading of 0.110%) were under 25 years of age.

#### Drink driving prosecutions

|                           | 1986-87 | 1987-88 |
|---------------------------|---------|---------|
| Exceed 0.05%              | 14,361  | 14,182  |
| Exceed 0.00%              | 2275    | 3879    |
| Drive under influence     | 933     | 687     |
| In charge under influence | 154     | 152     |

### Innovations in traffic law enforcement

As a result of a long history of serious and often fatal accidents in the area, a new Traffic Operations Group Sector was established at St Arnaud on 21 December, 1987. There has been no fatal accident recorded in the area since that date.

In March, 1988, the office of Traffic Operations Group, No.2 Region, Ballarat, along with the Ballarat Sector, occupied new premises at Sebastopol.

Following the lifting of the Public Service staffing freeze, nine positions were civilianised enabling nine police members to be returned to patrol duties.

The old style parking infringement notice was withdrawn and, from 1 March, 1988, these offences were included on the list of offences covered by the new general penalty notice.

A public relations caravan was donated by the Beaurepaire Tyre Company and has been taken to schools, shopping complexes and other places. It has proven invaluable as one means of instructing the public, particularly young people, in the State's road laws.

Under amendments to the Road Safety Act 1986, police now have the discretion to suspend the licence, prior to a court hearing, of any driver found to have a blood alcohol reading of 0.15% or more. This new legislation should play a major role in increasing road safety.

Traffic Operations Group members expended approximately 167 staff hours performing duties associated with the Bicentennial celebration. No. 4 Region, Benalla introduced a line patrol in order to curtail the high frequency of collisions on the Hume Highway. This consists of concentrating solely on a particular section of the Highway where the accident rate is high.

Members at Dandenong produced a "drag racing" vehicle to be legally used at racing venues with the purpose of stopping young local people conducting such races in the streets. Considerable interest has been shown but it is too early yet to determine the success of the operation.

With the establishment of Operations Department Regions 11 and 13, members from Traffic Operations Group, Region No.1, Geelong, and Division No.4, St Kilda, were transferred from Traffic to the Operations Department as part of a pilot project to examine the effectiveness of an integrated police function operating from a local centre.

### Special traffic operations

During the year:

- The Special Solo Section detected a total of 1971 offenders charged with a total of 2840 offences mainly related to the use of recreational vehicles. The majority of these offences were for unregistered vehicles, unlicensed riders and safety offences such as failure to wear helmets.

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A number of special programs emphasised particular aspects of traffic law enforcement. The most notable were:

- Operation Easter Care - all available units were placed on highway patrol over the Easter period in a concerted attempt to reduce the accident rate.
- Operation Christmas Party - aimed at reducing drink driving offences and serious accidents in the lead-up to Christmas via a high police presence on the roads.
- Operation Lygon - was one of many attempts to inhibit street drag racing at Carlton. Smokey One was instigated by the Motor Driving School in an attempt to lure off the street young drivers wishing to race their cars.
- Operation Argus - aimed at preventing pedestrian accidents and offences in the metropolitan area.
- Operation Snow Bunny - aimed at placing special patrols on main roads to the snowfields during heavy traffic periods on weekends during the snow season.
- Operation Grand Prix - a combined operation between Mildura, Bendigo and Swan Hill, aimed at speeding motorists heading to South Australia for the Grand Prix. Many motorists were charged, with numerous high speeding offences being recorded.
- Operation Speed Check - a No.3 Division (Bendigo) initiative aimed at checking car speedometers for accuracy. Thirty seven towns and cities were visited resulting in approximately 9800 vehicles being checked.
- Operation Home Safely - aimed at reducing the road toll by the detection of drinking drivers and offences relating to careless and reckless driving.

## Support services

### Accident investigation

During the year:

- the 27 members of the Accident Investigation Section examined a total of 457 vehicular collisions as well as assisting other police in the investigation of many serious accidents;
- overall, a total of 848 charges were laid, including 51 for culpable driving and 68 for hit - run offences. Full mechanical inspections were also carried out on all vehicles involved in collisions.

### Motor Driving School

During the year the Motor Driving School went through a period of re- adjustment following major restructuring. A large upsurge in recruiting placed heavy demands on reduced staff and resources.

The increased recruit intake as well as the training of State Emergency Service and Transit Patrol Officers necessitated an increase in the school's training staff above that proposed under the 1986/87 restructure from 35 to 41.

The Advanced Wing course, previously shortened to one week, was returned to two weeks.

The number of personnel either tested or instructed by the school totalled 2623, only 10 less than the previous year. This total was achieved with considerably fewer personnel and vehicular resources than the previous year.

### Penalties Payment Office

On 1 March, 1988, the new general purpose Penalty Notice was introduced, to cover a range of vehicular, traffic and pedestrian offences. This has increased the workload of the Penalties Office, while cutting down on the time members are required to spend in Court. It is expected that work at the Penalties Office will further increase as other agencies begin using the new notices.

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New penalty notices are now being issued to cover invalid notices, thus recouping monies that previously were lost due to a technicality. Also, notices are now checked and authorised at station level, which saves time.

#### **Traffic cameras**

Over the year 22,701 red light offenders were detected.

Bus lane cameras were used on a daily rotational basis in the two existing bus lane sites with 15,013 offenders detected.

Due to legislative changes the speed activated camera was not used until after 1 March, 1988. Since that time, 2855 offenders have been detected. It is only due to the time lags in processing traffic offences detected, that the cameras were not used more widely. This problem should be rectified when the Penalties Payment Office is computerised next year.

#### **Traffic Alcohol Section**

The Section was responsible for:

- the collection of a total of 24,533 compulsory blood samples from 38 metropolitan hospitals and 125 country hospitals. A total of 3963 (16.2%) were positive; and,
- the implementation of a pilot project to reduce the amount of time spent in the collection of evidential blood samples. The first four months of the project saved the Operations Department approximately 32 staff hours a week.

#### **Roadworthy Certification Section**

The Section checked a total of 14,563 vehicles for roadworthiness.

Moves are underway to resolve staff shortages by employing two civilian motor mechanics.

#### **Other Sections**

The year also saw:

- the Traffic Operations Group undertook 2461 escorts involving 9398 staff hours;
- a widening of the role of the Traffic Operations Group State Task Force to include rural breath testing in two major country areas;
- the introduction of a Legislation Liaison Officer, within the Traffic Prosecutions Division, responsible for regularly relaying information to members.

### **Specialist units -Traffic Department**

Accident Statistics  
Accident Investigation  
Accident Records  
Police Accidents  
Motor Driving School  
Penalties Payment Office  
Traffic Alcohol  
Special Solos  
Special Task Force

## General Policing



General policing aims at increasing police visibility, accessibility and the level of community policing activities, as well as maintaining effective response to calls for assistance.

### Achievement of objectives

#### Visible police presence

Based on successful rationalisation schemes to more effectively use resources in the Moonee Ponds/Essendon and Coburg/Pascoe Vale areas, a pilot project is currently underway at Footscray/Yarraville to convert Yarraville to simply a divisional files, warrants and summons office. This will release four members and vehicles for patrol purposes. The project is operating successfully with an improved level of policing being provided.

Communications Sections have been established at Morwell with 11 members and at Bendigo with eight members. Appointment of additional staff to carry out the important communications functions within these areas is a significant achievement, releasing gazetted station personnel for patrol and other general duties.

#### Shop fronts

Shop front police offices were designed to provide a close, but limited, police service in shopping centres and other public places. The Force has three shop front police offices at Bentleigh, Beaumaris and Bendigo (Kangaroo Flat). Proposed shop fronts at Oakleigh and Belmont were not achieved.

An examination of the work performance and community use of shop fronts has been conducted and shown that none of the shop front stations can be justified in either economic or community policing terms. The future of shop front policing is presently under review.

#### Twenty-four hour stations

There are 84 24-hour police stations throughout the State. During the year, a new complex was opened at Rosebud and rebuilding projects were commenced at St Kilda and Werribee. New 24-hour complexes are planned for Knox, Keilor and South Morang, while replacement complexes are planned for Geelong, Wangaratta, Frankston, Sandringham, Sunshine and Mornington.

Subject to availability, the Department also plans to provide additional staff to operate an effective 24-hour service at Wonthaggi, Stawell, Eltham and Mansfield police stations.

The Erica/Rawson Sub-district was created on 16 August, 1987, upon the discontinuance of the temporary police sub-district at Rawson. This was originally established in 1978 to service the people and companies involved in construction of the Thompson River Dam. All policing in the area now comes under the control of the Erica/Rawson Sub-district.

#### Operational police stations

|              | 24 hour | Limited | One Member | Total |
|--------------|---------|---------|------------|-------|
| Metropolitan | 56      | 58      | 3          | 117   |
| Country      | 28      | 97      | 104        | 229   |
| Total        | 84      | 155     | 107        | 346   |

#### Patrol levels

The achievement of increased proactive patrol and reduced response time to calls received has been hampered by a number of issues during the year, including:

- an increased demand on patrol units caused by increased crime;
- the success of Neighbourhood Watch, Safety House and other proactive strategies which, although effective, result in increased calls for, and higher public expectations of, police attendance;
- the requirement for police to hold prisoners in watch houses for excessively long periods, thus curtailing available police numbers for operational duties due to the need to perform gaoler and security tasks;
- the excessive numbers of computer generated PERIN warrants being distributed throughout the State at the rate of about 1500 per week, all requiring attention by police. The anticipated transfer of this function to the Sheriff's Department in January, 1989 should increase police availability for patrol services.

Strategies to ease patrol workloads, including the feasibility of using data from patrol crew mobile duty returns to provide better management information, are being developed.

Phase one of the Traffic Accident Information System has been achieved during the year with the establishment of a central computerised accident data distribution centre at the St Kilda Road Police Complex. Phase two of this system has now commenced with the computerisation of District TACO Offices expected to be completed by the end of 1988.

A priority call project will be introduced throughout the state on 1 July, 1988. The aims of this project are to:

- set job priorities for mobile units in the response to requests for police assistance;
- identify response times for urgent calls (priority one) and non-urgent calls (priority two).

The success of this project and achievement of its objectives will be evaluated when it comes into operation.

#### District reorganisation

On 5 August, 1987, responsibility for the Major Incident and Planning Unit (MIPU) was transferred from the Chief Commissioner's Office to the Operations Department. The Unit has two major responsibilities:

- to prepare, implement and co-ordinate operation orders for major police operations; and,
- special events that involve the resources of more than one police district.

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## **Transit Police**

The Transit Police District was formally established on 18 September, 1987, with an authorised strength of 127 personnel. An actual strength of 67 had been achieved by the end of 1987/88.

## **Security and support**

In May, 1986, the Department of Premier and Cabinet recommended that a special constable unit (on an exempt employment basis) be established and trained under the direct control of the Chief Commissioner, to take over the security of buildings housing senior public office holders, the Supreme and County Courts, Government House and major police building complexes.

The Police Regulation (Protective Services) Act 1987 came into operation on 9 June, 1987 and from the first intake 40 Protective Services Officers graduated from the Police Academy on 29 April, 1988. Although these members have adapted well in their new positions, by the end of the financial year, it was patently clear that career and financial rewards for this unit will need major reassessment if it is to remain viable.

The Protective Security Group provided support to district operations during the year, however, this was limited due to manpower restrictions, the high costs involved and the heavy commitment to witness security operations. Members conducted 102 operations for close personal protection during the year.

From 1 May, 1988 the Shrine of Remembrance Security Group became part of the Protective Services Group. This group has an important task as well as a high public relations profile.

The Special Operations Group assisted in high risk entry into premises and mobile interceptions at the scenes of siege/hostage and bomb situations as well as training other sections of the Force. Four hundred and fourteen separate operations were carried out during the year.

Exercise Firm Grip was carried out on 16 and 17 May to rigorously test State and Commonwealth procedures under the National Anti-Terrorist Plan.

## **Disaster management**

The Victorian State Disaster Response Plan was rewritten and distributed resulting in increased interest by various sections of the community. The Force played a central role in this exercise.

## **Resource management**

The Force successfully negotiated with the Victoria Football League Executive for the introduction of an equitable method of payment for police supervision at football matches. This agreement came into effect on 25 June, 1988 and will result in the recouping of outstanding monies for police services.

The Force was required to police an extraordinary number of entertainment and sporting events during the year, the majority of which were endorsed Bicentennial activities not subject to the "user pay" principle. The policing of these events involved approximately 30 major police operations and numerous other smaller operations during the first six months of 1988. This additional demand on resources effectively limited operational policing at station level.

## **Operation Tall Ships**

Operation Tall Ships, a major Bicentennial operation for Victoria, was held in Melbourne from 30 December, 1987 to 5 January, 1988. An estimated 70 Australian and foreign ships sailed up Port Phillip Bay before berthing at Princes Pier. Large crowds, both water-borne and land-based, congregated along the coast to view the spectacle.

The police role was to ensure the safety and security of the tall ships while in Victorian waters, maintain law and order amongst the spectators and to assist the foreign crew members where possible. Some 190 police were involved during New Year's Eve and approximately 80 members per day during the remainder of the visit. No significant policing problems arose.

## Support services

### Specialist response

Significant achievements in the Force's specialist response resulted from:

- relocation of the Air Wing to larger premises at Essendon Airport;
- proclamation of the Crimes (Family Violence) Act on 1 December, 1987, which allows for the use of intervention orders to provide ongoing protection against physical and emotional violence in the home;
- establishment by the Dog Squad of Pararescue Dog Teams for the National Safety Council of Australia;
- amendment to the Firearms Act which now requires that shooters' licences include a photo of the licensed person;
- two firearms amnesties which resulted in a total of 8747 firearms being surrendered to police and 18,230 new shooter's licences being issued;
- changing the activity of the Licensing Gaming and Vice Squad from a traditional policing role to a task force approach;
- enhanced liaison between employers, unions and police resulting in a significant decrease in the need for police to intervene in industrial disputes;
- successful co-ordination and conclusion to numerous Bicentennial and other operations by the Major Incident and Planning Unit;
- new diving equipment for the Search and Rescue Squad to the value of \$6500 and an inflatable rescue boat valued at \$8560;
- the purchase of six new boats for the Water Police at a total cost of \$14,025.

### Air Wing flight statistics

|                                   | 1986-87 | 1987-88 |
|-----------------------------------|---------|---------|
| Total flying hours                | 3700    | 3416    |
| Number of fixed wing operations   | 668     | 571     |
| Number of rotary wing operations  | 712     | 775     |
| Passengers carried (per seat leg) | 6173    | 5832    |

### Air Support to routine operations

|                                 | 1986-87 | 1987-88 |
|---------------------------------|---------|---------|
| Patrol hours flown              | 1138    | 2045    |
| Number of patrols               | 1118    | 1475    |
| Calls received                  | 1213    | 1705    |
| Observations made               | 387     | 554     |
| Arrests from observations       | 102     | 165     |
| Search and rescue operations    | 92      | 115     |
| Persons located                 | 77      | 71      |
| Persons rescued (by Air Wing)   | 39      | 18      |
| Assistance to specialist groups | 234     | 215     |
| Ambulance operations            | 339     | 502     |
| Patients carried                | 280     | 372     |

### Firearms Registry

The Registry encountered a large increase in applications for licensing and registration during the year, resulting in a backlog. As at May, 1988, 195,233 applications had been processed. A firearms amnesty was held between 13 August and 31 October, 1987 resulting in 7,898

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firearms being handed in or sold to licensed gun dealers. During this period 18,230 shooters' licences were issued.

A second amnesty was conducted from 22 February, 1988 until 31 May, 1988 resulting in 849 firearms being surrendered. This amnesty did not allow the sale of firearms to licensed gun dealers.

The year also saw:

- strong growth in pistol club membership;
- strong demand for pistol collectors licences; and
- the cancellation of 322 shooters licences.

### **Footscray drug campaign**

A special duties group was established in March, 1988, to combat the escalation of drug offences in the Footscray area. The group, as at 30 June, 1988, had charged 131 offenders with 407 charges including drug trafficking, burglary, robbery and other offences. Due to the success of this campaign, similar exercises are being conducted with equally successful results. Strategies of this nature will continue wherever necessary in 1988/89, as long as sufficient mobility and resources are available.

### **Transit patrol operations**

Special operations in the Newport/Werribee and central city areas have resulted in a reduction of graffiti/vandalism and accompanying unsafe behaviour on trains and other transit vehicles. Policing within the specific areas of the Flinders/Spencer Street Railway Stations and the Melbourne Freight Terminal has also achieved good results. Overall emphasis has been directed at increasing the visible police presence on the transit system.

### **Prosecutions division**

The year saw:

- the delegation of responsibility for the prosecution of Children's Court cases (other than at the Melbourne Children's Court) to relevant court regions;
- further developments in assisting with an evaluation of the Mention Court System. The number of cases handled via the Mention Court increased by 23.6%; and,
- a challenge by the judiciary against the right of police prosecutors to prosecute on behalf of applicants for intervention orders, under the domestic violence legislation. It is envisaged that legislative amendment to correct this situation will be passed by Parliament in the Spring session.

### **Police surgeons**

The provision of a clinical forensic medicine service by police surgeons to the Force covers many aspects of medical practice, most of which occur in a crisis situation.

Increasingly, the office has accepted a role in education. This has involved talks and lectures to such diverse groups as police recruits and specialists squads, schools and universities, hospitals and other professional and community groups.

After 10 years in his role as Victoria Police Surgeon, Dr Peter Bush retired in October, 1987. His enormous contributions to the Office and the State were reflected by the numerous tributes received and his award of the Order of Australia.

Dr James Macleod also resigned after nine years as Assistant Police Surgeon.

Dr David Wells, previously a part-time surgeon for four years, took up his appointment as the new Victoria Police Surgeon in January, 1988.

Other areas involving the Police Surgeon's Office included:

- assessments of sexually abused children (these rose by 37% in 1987/88);
- the video taping of interviews with child victims of sexual assault. These have been invaluable in documenting allegations of assault and reducing the requirement for children to attend court proceedings;
- substantial negotiation with the Health Department to transfer responsibility for the transport of psychiatrically disturbed people from police to the Ambulance Service;
- participation in the development of a State-wide network of sexual assault referral centres;
- attempts to achieve satisfactory remuneration for the services of part-time police surgeons. At 30 June, 1988 this problem remained unsolved and has contributed to a significant loss of medical manpower; and,
- involvement in community education projects on topics such as child maltreatment, road trauma, sexual assault, drug abuse and psychiatric illness.

#### Statistics - Police Surgeon's Office

|                                   | 1986-87 | 1987-88 | % Change |
|-----------------------------------|---------|---------|----------|
| Disturbed persons                 | 1540    | 1515    | -1.6%    |
| Child abuse/ sexual abuse         | 295     | 403     | +37%     |
| Adult sexual offence examinations | 305     | 310     | +1.6%    |
| Victim assessment (other crimes)  | 235     | 268     | +14%     |
| Detainees                         | 1984    | 2269    | +14%     |
| Court appearances                 | 288     | 230     | -20%     |
| Alleged assault by police         | 191     | 107     | -44%     |
| Other consultations               | 220     | 289     | +31%     |
| Total contacts                    | 5058    | 5391    | +6.6%    |

#### Specialist units - Operations Department

Air Wing

Bike-ed Co-ordinator

Community Policing Squad Co-ordinator

Dog Squad

Firearms Registry

Industrial Disputations Officer

Licensing Gaming and Vice Squad

Major Incident and Planning Unit

Mounted Branch and Stud Farm

Operations Intelligence Unit

Prosecutions Division

Protective Security Groups

Search and Rescue Squad

Special Projects Officer (Neighbourhood Watch)

Transit Police District

Water Police

## Police and the Community



The Force is strongly committed to increasing its involvement with the community and each of the operational departments has special programs for this purpose.

### Achievement of objectives

#### Community policing

As the result of an identified need to better co-ordinate the activities of all Community Policing Squads throughout the State and the need to provide a specialist response to victims of crime, child exploitation and child abuse, it is proposed to establish a Community Policing Co-ordination Office from 1 July, 1988. This Office will incorporate the existing Community Policing Squad Co-ordination Office, the Child Exploitation Unit and the Victim Liaison Office. It will also involve the renaming of all Women Police Divisions to Community Policing Squads and the disbanding of the Sexual Offences Squad with its functions being taken over by Community Policing Squads.

#### Child offenders

During the past year 14,092 child offenders were detected. It is of concern that these children accounted for 32,031 offences (slightly more than the previous year). Of these, 2.1% were serious assaults, 1.6% were drug offences and 8.4% were street offences.

#### Child cautioning

A total of 12,122 children (10,893 boys and 1,229 girls) were diverted from the Court through police cautioning programs. This included 2,913 boys and 1,161 girls who were formally warned for shopstealing.

#### Crime Stoppers

This initiative represents a co-operative endeavour to apprehend and increase the fear of apprehension among actual and potential criminals. Police co-operation with the media enabled unsolved crimes to be regularly publicised together with a reward for information leading to the solution of the publicised or other crime. A board of management administers the reward fund which was established entirely from public donations.

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Crime Stoppers commenced operations on 9 November, 1987 and has been instrumental in:

- the apprehension of 82 offenders charged with 365 offences;
- the recovery of stolen property to the value of \$562,485; and,
- the seizure of drugs with an estimated street value of \$262,775.

### **Neighbourhood Watch**

The Neighbourhood Watch Program continued to grow at a steady rate. During the year a further 119 areas were established. There are now 786 Neighbourhood Watch areas encompassing approximately 574,000 homes and 1,773,000 people. The target crime for Neighbourhood Watch continues to be residential burglaries which only increased by 0.35% for the year on a State wide basis.

Objectives for the year were aimed at program maintenance. Activities including specialised training for participants, a state seminar and improved communication have significantly contributed to achieving objectives.

The most pleasing aspect of development has been the continued commitment by participants. Civilian involvement, in all aspects of the program, is at an all time high. Whilst the future of Neighbourhood Watch will be focussed towards further maintenance strategies it is fair to warn that pressures are now being experienced in meeting the substantial manpower commitment to this program.

### **Special projects**

The Special Projects Implementation Office, in conjunction with the Ministry of Housing, developed an Estate Incident Report Information System in an attempt to clearly identify the nature and extent of security related problems on large public housing estates. The implementation of this system is anticipated in 1988/89.

### **Bicycle education program**

Significant achievements during the year included:

- introduction of penalty notices for bicycle offences on 1 March, 1988;
- purchase of 30 bicycles for use by operational members on proactive patrols or special operations;
- further development of the Safe Cycle Program which aims to raise the level of awareness about bicycle safety issues in the community and amongst police;
- a Helmet Hero's campaign aimed at encouraging secondary school students to wear bicycle helmets.

Objectives for 1988/89 include:

- increasing the number of police trained in Bike-Ed. activities;
- further expansion of the Bike-Ed. course;
- increasing community awareness about security to reduce the huge number of bicycle thefts.

### **Public Affairs**

The Public Affairs Division is responsible for enhancing the image of the Victoria Police Force by presenting public relations programs. It also has responsibility for management of the Police bands and the Historical Unit and for liaising with Aboriginal and ethnic groups.

### **Public Relations**

Notable events over the year included:

- the police exhibit at the 1987 Royal Melbourne Show which featured the Traffic Department;

- launching Operation Countdown in conjunction with the Traffic Department at Calder Park Raceway on 22 November, 1987. The event also aimed at having motorists present their cars for basic roadworthy examination;
- the combined Emergency Services Day held successfully at the Police Academy, Glen Waverley, on 15 November, 1987. Approximately 15,000 members of the public attended;
- the Chief Commissioner's Art Show for which 247 entries were received; and,
- Operation Attwood which involved the attendance of 600 children at the Victoria Police stud farm in West Meadows.

Public Relations is also responsible for co-ordinating Blue Light Discos throughout the State and currently 82 individual discos are operating successfully.

### **Victoria Police Open Day**

The Open Day was held at the Police academy, Glen Waverley, for the fourth time. Approximately 35,000 attended and, for the first time, the public were able to see mock court room proceedings. The Air Wing display again proved to be very popular, particularly a rescue winning exhibition which featured the Deputy Commissioner for Operations, Mr John Frame.

### **Ethnic awards night**

This is an annual event where the ethnic community recognises the contribution to their community by Force personnel. Special tribute was paid to Mr S.I. Miller, prior to his retirement, for his contribution and support to the ethnic community over many years.

### **The Victoria Police bands**

This year the Police Military Band featured on all television networks as a result of the Royal Visit in April, 1988, where the band and singers entertained Her Majesty Queen Elizabeth II at the State Museum.

The Victoria Police Highland Pipe Band also featured well this year by winning the Victorian "B" Grade Championships in March and then the Australian Titles in Sydney over Easter.

### **Victoria Police Historical Unit**

This Unit, situated in the old Police Garage, Russell Street, was established in June, 1987 and has two basic functions:

- the location and preservation of records and artefacts related to the Force's history; and,
- the promotion of public awareness and interest in police history in Victoria.

### **Media Director's Office**

The Media Director is responsible to the Chief Commissioner for the operational management and performance of the Media Liaison Bureau, *Police Life* magazine and for advice on all matters affecting police/media relations.

The aim of the Media Liaison Bureau and the Media Director's Office is to efficiently and accurately disseminate information to the media about incidents involving police and matters of public interest requiring comment or response from police.

During the year:

- the Media Liaison Bureau received over 35,000 calls from the media;
- the Bureau released 4400 edited police VDU messages, and both offices combined prepared 205 media releases;
- news conferences were called on 138 occasions; and,
- media liaison officers attended at all major incidents during the year.

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### ***Police Life***

*Police Life*, the Force's major public relations vehicle, continued to present a positive image of the Force during 1987/88. *Police Life* is published 10 times a year and has a circulation of 12,000 copies per edition. Victoria Police members are the major audience but 1987/88 saw an increased demand for the magazine from members of the public in Australia as well as law enforcement agencies overseas.

### **Ethnic liaison**

The Police Ethnic Advisory Unit provided a variety of programs under the umbrella of Operation Ethos. These programs play a significant role in the settlement of new arrivals in Victoria and in improving police/ethnic relations. The Unit is responsible for providing accurate and timely advice to the Force on immigration and ethnic affairs.

During the year:

- Operation Interaction, which capitalises on the skills of bi-lingual police, continued successfully to disseminate information to immigrants on 3EA ethnic radio.
- 125 volunteers, covering 30 community languages, were registered to assist non-English speaking, disaster affected people under DISPLAN;
- the third Ethnic Communities' Annual Police Award was presented by the Ethnic Affairs/Police Liaison Committee to Detective Senior Constable John Mirgiannis for his involvement with ethnic communities;
- the Police Ethnic Affairs Advisor, Mr Ivan Kolarik, received the Greek Hellenic Distinction Award for his contribution to the establishment of positive relations between the Greek community and police;
- the second Vietnamese Language and Culture Course was held and included members ranging from constable to inspector;
- seven Cross-cultural Awareness Seminars were conducted to increase police understanding of and sensitivity to the cultural make up of Victoria;

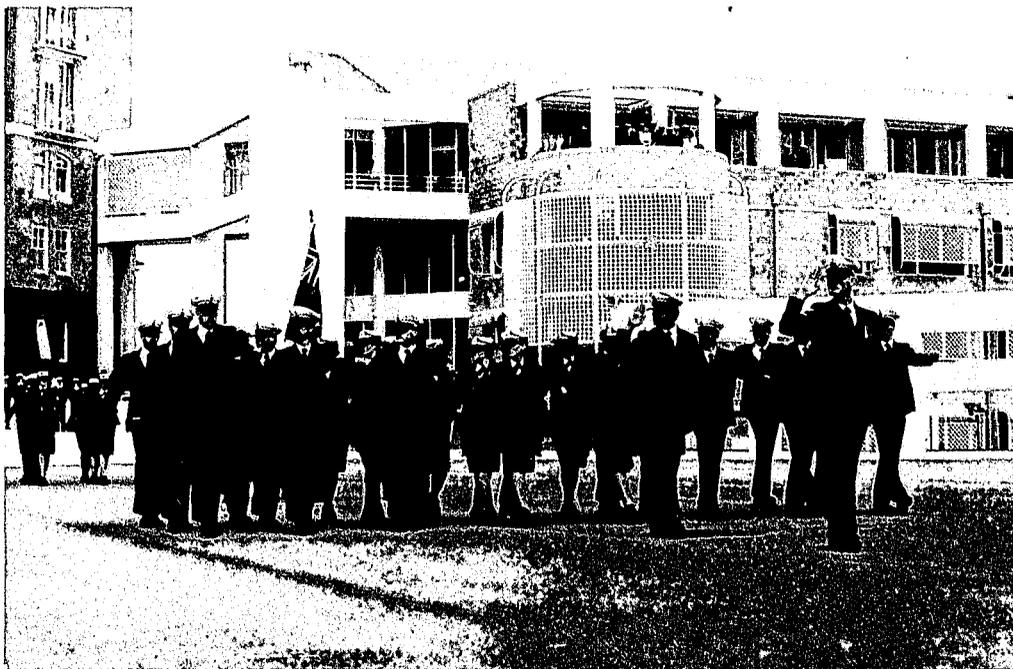
### **Aboriginal affairs**

The Force is in the process of forming Regional Police/Aboriginal Liaison Committees and at this stage there are 11 committees throughout the State.

The Aboriginal Liaison Officer, Mr Len Clarke, attended Manley Police College, New South Wales, for a workshop on police/aboriginal relations in December, 1987.

# Management

## Personnel Management



The Force prides itself on the mobility, professionalism, adaptability and multi-skilled nature of its work force. During the year, there was a high level of commitment to personnel management with the only disappointment being the high number of vacancies caused mainly by the large number of experienced police opting for early retirement or resignation. On a positive note, however, the extensive number of vacancies means that career progression and promotional prospects are now better than ever.

The year saw:

- the actual strength grew to 9229 including 265 recruits (excluding 133 reservists), a net gain of 246 against the previous year;
- an 8.4 % increase (to 3465) in the number of applicants for the Force. One thousand and twenty-nine (29.7 %) were successful. The most significant area of failure was communication skills (49 %);
- a 35 % increase in discharges from the Force (811) principally caused by members taking advantage of retirement/resignation benefits under the Emergency Services Superannuation Scheme.
- the number of transfers/appointments for the year increase by 42% to 3740;
- a record number of recruits inducted (1033); and,
- a significant change in the Force profile through retirement and resignation.

## Achievements

### Selection and training

The Police Training District experienced a particularly demanding year. Eight hundred and sixty-five constables graduated from the recruit course with 265 recruits still in training as at 30 June, 1988.

The inclusion of six weeks' training for the newly formed Protective Security Officers together with one Senior Executive Training Course and five Sergeants Courses fully stretched resources.

During the year:

- the Probationary Constables Extended Training Scheme was reviewed resulting in members being able to apply for vacancies at 50 weeks instead of at 88 weeks; and
- a total of 65 members and four interstate/overseas members successfully completed the Inspectors Course at the Police College (Airlie).

### Examinations

A number of changes designed to improve promotional examination management were introduced during the year. They included:

- cessation of the oral examination and the extension of the existing two hour examination papers to papers of three hours for the ranks of inspector and senior sergeant;
- commencement of the separation of examination dates for the various ranks. (Currently all examinations are held during the one examination period);
- introduction of a detailed study guide for promotional examinations to assist candidates;
- a total of 3941 candidates sat for promotional examinations.

### Training courses

Apart from the 150 internal training courses conducted by the Force, 223 members attended 35 external vocational courses, including certificate, diploma, degree and post graduate studies. These included arts, management, law, criminology, police studies, science, and accounting.

Over 200 applications for study leave were approved, about the same as 1987. Three members were granted leave without pay to complete degrees.

### Executive Development Program

The Executive Development Program continued and four members were seconded to Ansett Airlines, Budget Rent a Car Pty. Ltd, the Country Fire Authority and the Metropolitan Fire Brigade. In line with the reciprocal nature of the program, a senior manager from the Metropolitan Fire Brigade completed exchange duty with the Force.

### Personnel Assessment

The Personnel Assessment Division completed assessments on 5246 members of the Force.

A review of the assessment system which commenced in March, 1988 will examine the effectiveness of the present system and make recommendations.

### Promotions boards

A total of 911 members appeared before promotion boards.

### 1988 Promotional classifications

|                             | Number of Applicants | Classified "A" | Previously "A" | Total |
|-----------------------------|----------------------|----------------|----------------|-------|
| To chief inspector          | 95                   | 51             | 31             | 82    |
| To inspector (three boards) | 119                  | 38             | 1              | 39    |
| To senior sergeant          | 360                  | 222            | 41             | 263   |
| To sergeant                 | 455                  | 213            | 41             | 258   |

One hundred and eighteen members classified "A" in 1987 were not required to reappear before the Boards in 1988.

## Police Service Board

A total of 405 appeals were lodged with the Police Service Board of which 102 were heard and 30 upheld.

## Police Discipline Board

The Police Discipline Board dealt with 133 charges involving a total of 51 members.

### Disposal of charges referred to the Police Discipline Board

|   | 1986-87 | 1987-88 |
|---|---------|---------|
| No. of members charged                  | 64      | 51      |
| No. of charges referred                 | 174     | 133     |
| Charges dismissed                       | 42      | 18      |
| Reprimands issued                       | 15      | 7       |
| Fines imposed                           | 37      | 18      |
| Adjourned charges                       | 18      | 10      |
| Dismissed from Force                    | 1       | 12 *    |
| Reduced in rank                         | 12      | 3       |
| Reduced in seniority                    | 6       | 6       |
| Charges withdrawn or not proceeded with | 45      | 59      |

\* one member concerned

## Welfare

The Welfare Office of the Force has a responsibility for supporting members and their families in a range of problems as varied as long term illness to financial counselling. An allied unit, the Psychology Unit, was taxed during the year in providing post trauma counselling for several incidents of violence in the community. The office responded to 50 after hours calls to trauma incidents, the majority of which involved firearms.

General clinical services continued to increase with 320 personnel receiving assistance during the year. Stress management seminars and lectures also increased.

Psychological screening of applicants for the Force was undertaken and the Psychology Unit further provided special assessments of applicants for appointment to specialist positions such as the Drug Squad, Special Operations Group and hostage negotiators.

## Victoria Police Hospital

The Victoria Police Hospital provided a full range of medical services to members. The year saw increases in medical staff, specialist equipment and overall capability.

The hospital:

- serviced 1926 inpatients and 4305 out-patients;
- effected a total of 4419 minor surgical procedures (181 major operations on members were also conducted at Prince Henry's Hospital);
- responded to 61 after hours requests for out-patient service and inoculated 358 members with the Hepatitis B vaccine.

## Occupational health and safety/WorkCare

A total of 1188 accident compensation claims (in excess of five days) were received during the year at an average cost of \$3430 per claim. A total of 1900 recent and long term claims were active as at 30 June, 1988.

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The number of claims during the year decreased to average 99 per month compared to 103 per month in 1986/87.

Most common claims were strains and sprains which accounted for 40% of all claims and 24% of total costs. The second most common claim concerned mental disorders which accounted for 16% of all claims and 43% of all costs.

A Force WorkCare Management Plan has been developed with the primary goal being to establish efficient management of work related injuries and illnesses in order to optimise the availability of the skilled work force and maximise funds for productive purposes.

A claims management group and rehabilitation team were established to achieve this goal.

## Industrial relations

The most significant development over the year was the establishment of regular meetings between Force Command and executive officers of the Police Association. A new grievance procedure was developed in consultation with the Association.

Two matters resulted in the issue of Provisional Improvement Notices under the Occupational Health and Safety Act on:

- the Russell Street complex, (after discussions with relevant parties in relation to alterations to the building the PIN was successfully resolved); and,
- the St Kilda Road Police Complex, (issued in relation to exhaust fumes in the basement carpark. Negotiations are continuing with the building owner in relation to this matter).

## Distinguished Service



### Members killed in the course of duty:

Sergeant R. J. Thompson, 14833, at Corio on 10 September, 1987.

In keeping with the finest traditions of the Force the following members were recognised for their courage, dedication and professionalism:

### Australian Police Medal

Chief Superintendent Barry John Phelan, 12128

Superintendent Peter Francis Ryan, 12655

Chief Inspector Ian Graham Williamson, 13914

Chief Inspector Darryl Richard Clarke, 14330

Inspector Vicki Michelle Brown, 17924

Senior Sergeant Allan Irwin Rogerson, 12219

Sergeant Bruce Roy Taylor, 11151, BEM

Sergeant Leslie Barry Tatnell, 12032

Senior Constable Michael Otto Wilhelm Schuett, 15216

Senior Constable Christopher Joseph Rigg, 18326

### Australian bravery decorations

The Australian Bravery Medal was awarded to Senior Constable G.M. McCoy, 16928, for saving a baby from severe injury or death at Holmesglen station on Wednesday, 23 April, 1986.

### Valour Awards

Senior Constable John Delahunty, 23536

Constable Robert Lockman, 25001

For courage displayed in the pursuit and apprehension of an armed offender at Clifton Hill on 9 August, 1987.

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Senior Sergeant J.H. Tobin, 16183

For bravery and leadership displayed in successfully negotiating with an intoxicated, emotionally disturbed and armed offender who held two children hostage at Boronia on 8 April, 1987.

## Chief Commissioner's Certificates

### Force Personnel

Chief Superintendent E. W. Brewer, 10962

Chief Superintendent M. W. J. Buchan, 11936

Chief Superintendent B. E. Noble, 12463

Chief Superintendent D. J. Smith, 14605

Superintendent D. J. Millar, 11827

Superintendent M. Castree, 13019

Chief Inspector P. A. Halloran, 15301

Chief Inspector M. J. Friend, 14913

Inspector S. W. Waterman, 15548

Inspector R. M. Armstrong, 15698

Inspector D. J. Jarrett, 20474

Senior Sergeant P. J. Neylan, 11241

Senior Sergeant B. J. McCarthy, 12810

Senior Sergeant P. J. Beaton, 13840

Senior Sergeant G. L. Bell, 13355

Senior Sergeant W. H. Willis, 17403

Senior Sergeant C. P. Duthie, 17465

Senior Sergeant R. L. Dennison, 18989

Sergeant A. J. Pollock, 11326

Sergeant W. J. McCaskill, 13749

Sergeant R. A. Clark, 17081

Sergeant D. A. Granger, 18205

Sergeant C. K. Coster, 18493

Sergeant L. F. Marke, 18347

Sergeant L. J. Smith, 18684

Sergeant G. A. Burnnard, 17671

Sergeant V. E. Shillito, 18128

Sergeant S. A. Fontana, 18940

Sergeant W. G. Taylor, 19901

Senior Constable B. J. McWhinney, 15232

Senior Constable T. J. Witnitz, 15912

Senior Constable K. L. Collins, 16786

Senior Constable D. J. McNamara, 16843

Senior Constable J. P. Rowe, 16864

Senior Constable P. R. Kneebone, 18990

Senior Constable I. R. Benbow, 16746

Senior Constable J. T. Quinn, 19186

Senior Constable R. S. Willingham, 19923

Senior Constable L. R. Hingston, 19778

Senior Constable P. J. Jovanovic, 20680

Senior Constable J. F. W. Potter, 20713

Senior Constable P. L. Benjamin, 20839

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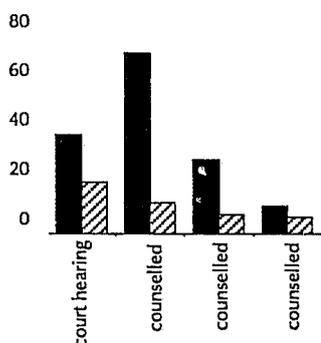
Senior Constable A. R. Guenther,22216  
Senior Constable D. A. S. McInnis,22440  
Senior Constable L. G. Pascoe,22548  
Senior Constable D. P. McMillan,23050  
Senior Constable D. P. Belstein,23050  
Constable G. A. Harriss,24401  
Constable G. B. Keen,24464  
Constable K. M. Willsher,25389

**In addition, Chief Commissioner's Certificates were awarded to:**

Mr Michael Perkal for professionalism, dedication to duty, perseverance and attention to detail in the investigation of a large and complex amphetamine laboratory over a period of five years which resulted in the conviction of four members of the Hell's Angels motor cycle gang on charges of manufacturing amphetamines.

Mr Edward A. Collins for dedication and sustained commitment to the management of Victorian Police Records over a period of 15 years, particularly in the identification and protection of police historical records which otherwise might have been destroyed or lost.

Action taken against members



## Internal Investigations

Force effectiveness requires public confidence in a system that enables complaints against police to be investigated promptly, courteously and objectively.

Given the nature of police work, some individuals hold grievances as a result of a police investigation into alleged impropriety on their part. While the police function must be carried out with the utmost tact and diplomacy, police must also be protected against unfounded and malicious accusations to which their duties make them vulnerable.

The major objective of the Internal Investigations Department is to maintain public confidence in the Force and to promote police professionalism by the thorough investigation of all complaints against police, to initiate investigation and report to the Chief Commissioner any dishonest activities, practices or procedures with a potential for corruption.

## The abolition of the Police Complaints Authority

The Deputy Ombudsman (Police Complaints) Act, assented to in May, 1988, abolished the office of the Police Complaints Authority and in its place created the office of the Deputy Ombudsman (Police Complaints).

Dr David Perry was appointed for a three year period as the Deputy Ombudsman. Procedures have been agreed to between the Force and that Office.

Complaints are listed under the following categories:

### Serious matters

- allegations of criminal offences involving corruption, conspiracy, perjury, violence involving bodily harm, theft or other serious offences; and,
- complaints by persons arrested, intercepted or interviewed alleging assault, unjust arrest or other mistreatment.

### Minor matters

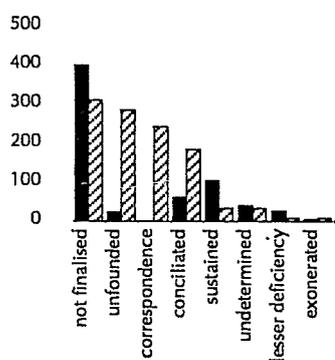
- complaints that police have been neglectful, rude or have otherwise acted improperly;
- matters which are of a minor nature but are assessed as able to be conciliated to the satisfaction of all parties;
- matters which are queries regarding the actions of police or police procedures rather than a complaint against a member;
- matters arising where a member is summonsed or cross-summonsed by a complainant (i.e. assaults); and,
- on duty members who incur issue of a Traffic Infringement Notice. These matters are dealt with by the Assistant Commissioner (Traffic) who forwards a monthly list of the members involved to the Internal Investigations Department.

Miscellaneous matters not coming into any of the above classifications at the time but subject to further enquiry or contact are able to be re-classified if necessary.

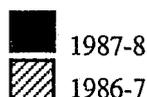
During the year:

- 1087 complaints were lodged against police. Four hundred and forty-five related to serious matters, with the remaining 642 being spread across the five minor complaints classifications;
- 10% of complaints were sustained and, of the 1087 reports investigated during the year, 668 were completed. Some form of disciplinary action was taken in 142 cases.

Determination of complaints



### Legend



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# Support Services

Force operations depend on administrative support and the provision of adequate communication systems, accommodation and equipment.

## Achievement of objectives

### Administrative services

The Administration Department (comprising three divisions) coordinates the provision of administrative support to all levels of the Force.

The Financial Services Division is responsible for the provision of a range of operational financial and accounting services as well as the development of an integrated financial management system that will provide the basis for sound management decisions.

The General Services Division comprises the Secretariat and the Information and Office Systems Branch. The Division is responsible for the provision of administrative support to senior Force management; secretarial support to a wide range of consultative forums reviewing office systems and information management procedures, and the maintenance of a central correspondence registry.

The Human Resources Division provides a range of personnel services for public service employees. This includes the provision of consultancy services on personnel and organisational matters staff development through training and counselling, and the rehabilitation of injured workers in conjunction with the Workcare Rehabilitation Scheme.

Major achievements during the year included:

- presentation of a group citation to the Budget Operations Branch by the Chief Commissioner for the quality of advice provided to management on budgetary issues;
- continued planning for a new interim payroll system and an improved financial management information system;
- civilianisation of a further 80 police positions;
- completion of an extensive training needs analysis for public service personnel;
- a review of organisational arrangements for Internal Audit, State Forensic Science Laboratory (Phase III), Police Workshops and the Radio Electronics Division;
- methods reviews at the Firearms Registry and the Penalties Payments Office;
- records management reviews at State Emergency Service, Police Personnel Branch and Public Service Personnel Branch; and,
- production of an administrative delegations manual.

## Communications



Over the year:

- telephone calls into the D24 complex showed increases in all areas (000, police attendance number (PAN), facsimile and telex). It is pleasing to see the substantial increase in public use of the PAN (an increase of 24.5%). An additional 944,706 telephone calls were received by the Russell Street PABX. A significant number of these calls required attention by D24 police personnel;
- a pilot scheme was conducted in metropolitan districts to measure police response times to a range of calls. In the period 1 May to 28 May, 1988, the highest percentage of such calls were classed as category 1 - life threatening situations;
- initial planning commenced to form a telecommunications management group to provide the Force with high level technical and facility management;
- the major manpower shortage in the Communications District remains in No. 1 Division (D24), and resulted in an overall increase of 159% overtime hours worked compared with 1986/87. (1986/87 - 11,501 hours: 1987/88 - 29,899.25 hours)
- total of 320 manhours was expended on the Bicentennial visit of the tall ships. Overtime costs accounted for 149.5 of these hours.

## Audio Visual

The Audio Visual Division is responsible for audio recording and video operations in support of operational policing.

The Division assisted with the resourcing, purchasing, installation and maintenance of all equipment used in the pilot project for the audio recording of interviews with suspects.

The tape processing area (audio) recorded a substantial increase in workload from 2961 jobs in 1986/87 to 4017 jobs in 1987/88.

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## Video Section

The Video Section also experienced a sizeable increase in operational tasks which rose from 325 in 1986/87 to 480 in 1987/88, a rise no doubt due to the increasing acceptance of video evidence by Courts, especially in homicide matters.

The year also saw:

- commencement of the video taping of interviews with victims of child sexual abuse;
- live television coverage of the Royal tour in April, 1988, from all venues direct to the Police Operations Centre (POC);
- further placement of security cameras in police cells aimed at reducing the opportunity of escape and suicide of prisoners in police custody.

## Information Technology

The role of the Information Technology Division is to provide the necessary computer technology and consultancy resources to support the operational and administrative needs of the Force.

The Division continued to experience difficulties in attracting suitably qualified personnel to specialist areas within the constraints of the Public Service structure. Consequently \$1,000,000 was expended on contract employees. The lack of appropriate financial and personnel delegations caused many delays in achieving project objectives.

Major achievements over the year included:

- appointment of a Director, Information Technology Division;
- acceptance by the Government of the Information Technology Strategic Plan and approval of the Police Short Term Information Systems Plan at an additional cost of \$8.5 million;
- evaluation of tenders for the acquisition of additional mainframe computer capacity and an additional 200 personal computers for use in police stations;
- installation of micro-computer based local area networks in some specialist areas;
- completion of Phase 1 of the Traffic Accident Information system and installation of computer hardware for Phase 2;
- issue of a contract to computerise the Central Names Index; and,
- creation of 43 Public Service positions to replace police positions.

## Transport



The actual strength of the Force's vehicle fleet is 1887, an increase of 20 on last year. These vehicles covered more than 70 million kilometres during the year.

Whilst a computerised fleet management system is being installed to help achieve more effective use of manpower and vehicles, there is still a demonstrated need for additional vehicles to improve mobility and police coverage.

During the year:

- management of the State Emergency Service and Transit Authority fleets was transferred to the Transport Branch;
- a new catering trailer increased the versatility of the field catering unit with substantial cost savings to the Force;
- a program to sign unmarked police vehicles was introduced;
- all budgetary matters were centralised leading to a solid bank of knowledge and improved fleet management;
- 2300 workhours were devoted to Bicentennial events with 1308 hours expended by the Field Catering Unit;
- there was an increased requirement for brawler vans to patrol trouble areas in both metropolitan and country districts and often the entire fleet of six were occupied on Saturday nights; and,
- increased changeover costs in the vehicle replacement program occurred as more automatic vehicles were acquired. This policy has, however, also reduced running costs.

## Supply services

The supply function includes uniform design, development and issue as well as supply and general store issue.

Major projects during the year included:

- commencement of the Ballistic Vest Program; to date approximately 1200 vests have been issued;
- distribution of the new style pullover for use within the confines of police buildings;
- involvement with specifications for a tactical equipment package. To date long batons have

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been trialled at Richmond and Fitzroy as part of that package;

- making the Division responsible for the purchase and issue of holsters for the Force. A replacement program has been implemented to replace all break-front holsters with the safer 181R holster; and,
- assessing and trialling various kinds of alpine and wet weather gear.

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## Research and Development

Forward planning is co-ordinated by the Research and Development Department which is the major area of research within the Force.

Research and Development objectives are to develop initiatives and policy in pursuit of the most cost effective use of resources in Force activities.

### Achievement of objectives

#### Policy

The Policy Division incorporates the following units:

- policy co-ordination
- law review
- Force directives
- legislation office
- special projects

The Division was involved in:

- development relating to the handing over of responsibility for PERIN warrants to the Sheriff's Office. It is pleasing to note the Government announced support for this proposal in its 1987/88 Budget statement;
- a review of property procedures;
- rationalisation of procedures for the issuing of explosive permits by police;
- an update of instructions relating to dealings with diplomatic and consular representatives;
- an update of instructions in consultation with the State Coroner's office with respect to police involvement with Coronial investigations;
- in conjunction with the Attorney General's Department, introduction of the new plain English court forms which, despite some teething problems, promise to reduce the amount of time and the complexity involved in current procedures;
- finalisation of instructions to cover the introduction of the new Intellectually Disabled Persons Services Act 1986 and the Mental Health Act 1986;
- co-ordination of the Chief Commissioner's Annual Report and the Force's departmental submission for the Ministry's Annual Report.

#### Legislation

The monitoring of legislation is a complex and time consuming task and amendments to even a small section in a piece of legislation can have far reaching effects on the methods by which police duties are carried out, or the way in which police evidence is received in court.

Legislative monitoring was carried out by the Prosecutions Division, the Legal Advisors Office, the Policy Division and the Research and Training Division at the Police Academy.

Proclaimed legislation having major implications for Force operations were:

- new firearms legislation and regulations;
- abolition of the Police Complaints Authority;
- Crimes (Family Violence) Act 1987, proclaimed on the 1 December, 1987;

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- Road Safety Act 1986;
  - Lotteries Gaming and Betting (Amendment) Act 1987;
  - Crimes Confiscation of Profits Act (which came into operation on 1 August 1987);
  - Prostitution Regulation Act 1986;
  - Mental Health Act 1986;
  - Intellectually Disabled Persons Service Act 1986;
  - Firearms Amendment Act 1988 (proclaimed 25 May, 1988);
  - Liquor Control Act 1987;
  - Crime (Computers) Act 1988;
  - Crimes Amendment Act 1987;
  - Corrections Act 1986.

### **Planning**

Tasks undertaken by the Planning Division included:

- research into the computerisation of the Force with respect to:
  - use of computers for word processing, station procedures and rostering;
  - exploration of an event based computer crime analysis system in conjunction with the Information Technology Division;
- trialling of a station crime collator's system in "U" District (Cheltenham);
- arrangement of a community policing review and seminar;
- initiation and co-ordination of the long baton and tactical equipment projects, including training arrangements;
- co-ordination of the audio recording project established in response to proposed legislation which will require admissions made in relation to indictable offences to be audio or video taped to be admissible in court proceedings. A six month pilot project conducted in "I" and "C" Districts in the last half of 1987 was of assistance in the formulation of plans for this initiative. Procedural and training guidelines have been developed which will enable a speedy implementation of the new interview procedures when the legislation is proclaimed;
- investigation into a possible 4/10 (10 hour, four day week) roster.
- preparation of a submission to the State Social Development Committee on violence;
- co-ordination of the civilianisation program.

### **Projects**

The "mention court" evaluation was completed as a result of which new guidelines for the mention court system have been drafted.

Work on the development of performance indicators was commenced and, in due course, it is anticipated they will become part of the Corporate Plan.

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### **Statistical research**

The Statistical Review continues to be revised and enhanced with a view to it becoming the sole statistical document of the Force.

Large scale surveys and evaluations are being undertaken by the unit to provide useful information for management.

### **Inspectorate**

The aim of the Inspectorate is to provide a continuing impartial assessment of the efficiency and effectiveness of the Force, assist local commanders to improve efficiency and provide Command with advice as to the conditions and problems of the organisation and, where appropriate, recommend solutions.

The following projects were undertaken during the year:

- a review of the regionalisation pilot projects in Regions 11 and 13;
- a review of the role of the District Detective Inspector;
- a review of the cost effectiveness of insuring the police vehicular fleet with the State Insurance Office;
- a review of the placement and usage of facsimile and photocopying machines;
- a review of the requirement to store master video tapes at the Audio Visual Division;
- a review of district resource management;
- reactive investigations as required by the Muirhead Royal Commission relating to deaths of aboriginals in custody;
- review of the duties and role of Education Department teachers employed at the Police Academy;
- in conjunction with Research and Development Department presentation to Command of a solution for the regionalisation/integration of operational units within the Force;
- review of patrol officer duties in response to recommendations made by the Neesham Committee of Inquiry; and,
- an inspection of the Police Workshops.

On 13 August, 1987, the Inspectorate was excised from the Research and Development Department and transferred to the Chief Commissioner's Office with a direct reporting authority to the Deputy Commissioner, Administration. The internal audit function was physically located within the Inspectorate.

### **Freedom of Information Office**

The Force received 658 new requests under the Freedom of Information Act 1982. This represents a decrease of 5.5% when compared with the 696 requests received the previous year.

Reviews of the Freedom of Information Officer's decisions and applications for review lodged with the Administrative Appeals Tribunal of Victoria are generating much work.

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## **National Police Research Unit**

The National Police Research Unit (NPRU) is an inter-governmental body established under the Australian Police Minister's Council to conduct research into matters affecting Australian policing.

The Assistant Commissioner, Research and Development Department, is the Force's liaison officer for the NPRU.

As well as undertaking its own research work, the NPRU has a responsibility for co-ordinating, sponsoring and stimulating police related research around Australia. To help in that task, the NPRU maintains a register which contains an indexed list of specialists in each force.

### **NPRU field awards**

During the year a National Police Research Unit field award was presented to:

Sergeant John Moushall, 18405, of the Crime Scene Section, State Forensic Science Laboratory, for the formulation of a shoe classification system.

### **NPRU interstate professional experience awards**

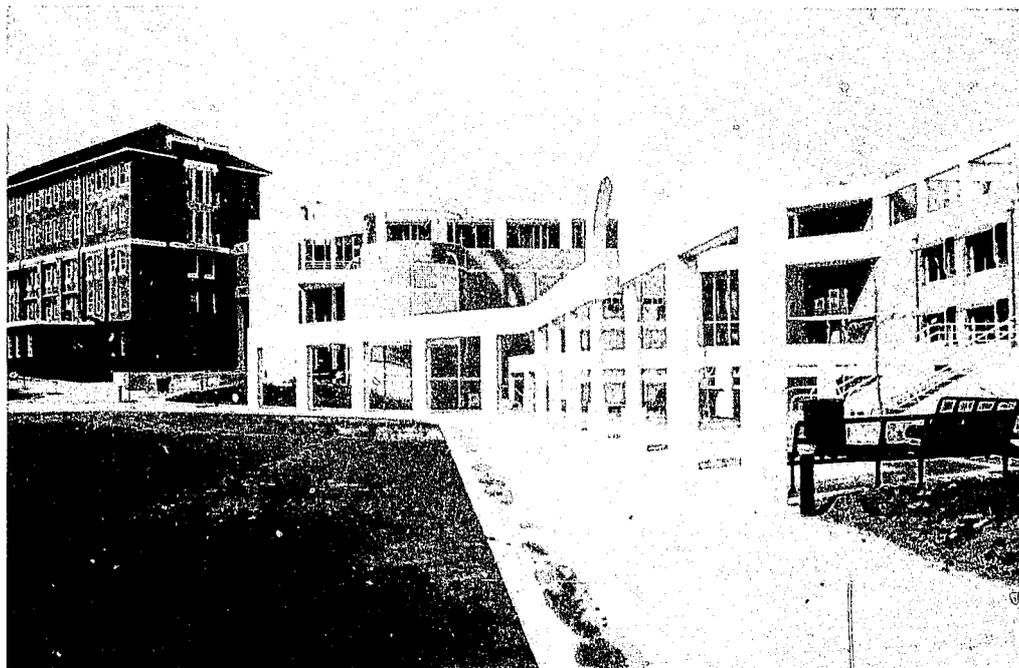
Senior Sergeant R. M. Deevers was awarded a professional experience award of \$1000 to assist with the travelling costs and living expenses associated with the investigation of police cell management, particularly as it related to communicable diseases.

## **Organisation and Planning Analysis Unit**

It is proposed that an Organisation Planning and Analysis Division (Research and Development Department) be established on 1 July, 1988, following the work of the Project Group on Position Evaluation. This group was initiated on the basis of recommendations in the Neesham Committee of Inquiry and its work recognised by a group citation from the Chief Commissioner.

The Division is to advise Force Command upon organisation planning issues and develop linkages with current and proposed personnel related matters.

## Capital Works



The Capital Works and Properties Division is responsible for the management of capital works within the Force. This includes (in co-operation with other Departments) forecasting, planning and budgeting for future accommodation needs, supervising construction of new premises and maintaining existing ones. Its financial responsibilities include any large capital outlay such as an expenditure on aircraft, boats, communications and computer equipment.

The Division is also required to continually review the security of police complexes. The balance between providing a secure working environment for members, yet permitting the community open access to police premises is a difficult problem, and one of constant concern.

During the 1987/88 Financial Year, \$37.3 million was allocated to capital works.

### Achievement of objectives

#### Major works completed

Steady progress was achieved during the year with work completed on the following:

- 24 hour police station/CIB office/divisional office at Rosebud;
- residential police station at Yarra Glen;
- police residence at Tongala;
- major renovations and/or extensions to police stations at Portland, Sebastopol, Edenhope, Diamond Creek and Kilmore;
- renovations to the East Wing, Russell Street to accommodate the Protective Security Group, Drug Squad, Russell Street CIB and Uniform and Stores Division;

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- acquisition of leased accommodation at Essendon Airport for the Police Air Wing and subsequent relocation of staff and equipment;
  - acquisition of established residences at Kaniva and Portland;

#### **Major works commenced**

New works started during the year included:

- acquisition and fitting out of Hamilton House, Jolimont to accommodate Prosecutions and other Specialist Groups;
- 24 hour police stations at St Kilda, Moonee Ponds and Traralgon;
- residential police stations at Cobram and Creswick;
- Heywood police station;
- major renovations to police stations at Heidelberg, Eltham, Ballarat, Wodonga, Shepparton, South Melbourne, Reservoir and Camberwell.

#### **Minor works expenditure**

A total of \$4.25 million was expended on minor works to police complexes, including an allocation of \$357,000 for furniture and equipment.

Considerable funds were also expended effecting repairs to police buildings (generally non-24 hour locations) which were subject to acts of vandalism, e.g., the Parkdale CIB Office which was destroyed by fire.

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# Financial Management

## Finance

### Expenditure

| 1987-88 Budget                             | \$'000  |
|--|---------|
| Funds provided for police activities were- |         |
| Annual Recurrent Expenditure               | 426,211 |
| Annual works & Services Expenditure        | 29,576  |
| State Development Program                  | 3,790   |
|  | <hr/>   |
|  | 459,577 |

### New initiatives

Extra funds were provided for new initiatives as follows:-

- \$6.4 million to employ 300 additional police and 50 protective services officers;
- \$2.9 million to employ additional public servants as part of the civilianisation program;
- \$372,000 for the cost of hardware installation and software development for the Traffic Accident Information System;
- \$68,000 for the establishment of the Crimes Family Violence Office;
- \$93,600 to provide police academy video training aids;
- \$300,000 to provide fingerprint laboratory equipment.

### Annual Works and Services expenditure

Funding from the annual works and services appropriation contributed to the purchase of operational support equipment including computers as well as the maintenance of police stations and complexes. Payments for building and civil engineering (including maintenance) was the largest single item, representing 46% of total works and services expenditure.

### State Development Program

The State Developmental Program provided loan funds to facilitate major construction projects, such as the State Forensic Science Laboratory, extensions to the Police Academy and an upgrade of the police communications network. The Force must repay these funds, with interest on terms and conditions determined by the Treasurer.

### State keyboard leasing facility

This facility provides the funding for the purchase of computer equipment including IBM hardware for the mainframe computer at the Information Technology Division and hardware for the Burroughs National Fingerprint System.

### Revenue

Revenue paid into Consolidated Revenue totalled \$40.4 million. The major portion was received from the payment of parking and traffic infringement notices. Since 1982-83, income from this source has increased from \$15,602,921 to \$25,157,269, a rise of 61%, which does not include fines collected for the Transport Accident Commission.

The Force is considering a user pays approach when setting the level and structure of fees and charges.

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## Looking to the Future



As society finds simple reactive strategies to be less effective in containing crime, greater attention will be focussed on proactive strategies which involve the wider community. Such an approach seems inevitable in keeping pace with the needs of a rapidly changing society. However, the development of such strategies in no way implies a diminished need for a reactive capability or enhanced investigative authorities. Whilst proactive programs aim to prevent crime, the latter aim to more effectively deal with the reality of crime in today's society. One is hopefully directed at future gains, the other at current problems.

Internally, Force management practices are being reviewed to ensure that our resources are more efficiently utilised and the information we have at our disposal is used as effectively as possible. As the Force becomes more forward looking in its operations police activities will no longer merely focus on picking up the trail of criminals and crime but there will also be a greater emphasis on preventing crime before it occurs.

# Appendices

## Appendix 1

### Victoria Police Force Actual Strength by Departments as at 30 June, 1988

|                                    | Operations  | Crime       | Traffic     | Services   | Personnel   | R & D      | IID       | CCO       | Admin      | Male        | Female      | Total         |
|------------------------------------|-------------|-------------|-------------|------------|-------------|------------|-----------|-----------|------------|-------------|-------------|---------------|
| Chief Commissioner                 |             |             |             |            |             |            |           | 1         |            | 1           |             | 1             |
| Deputy Commissioner                |             |             |             |            |             |            |           | 2         |            | 2           |             | 2             |
| Assistant Commissioner             | 1           | 1           | 1           | 1          | 1           | 1          | 1         |           |            | 7           |             | 7             |
| Commander                          | 1           | 1           |             |            |             |            |           | 1         |            | 3           |             | 3             |
| Chief Superintendent               | 17          | 5           | 2           | 2          | 3           | 1          | 1         |           |            | 30          | 1           | 31            |
| Superintendent                     | 21          | 8           | 2           | 3          | 4           | 2          | 2         | 1         |            | 43          |             | 43            |
| Chief Inspector                    | 65          | 32          | 6           | 6          | 5           | 5          | 9         | 4         |            | 130         | 2           | 132           |
| Inspector                          | 101         | 31          | 11          | 11         | 15          | 8          | 10        | 3         |            | 186         | 4           | 190           |
| Senior Sergeant                    | 274         | 100         | 31          | 29         | 20          | 7          | 11        | 2         |            | 459         | 15          | 474           |
| Sergeant                           | 1018        | 279         | 100         | 155        | 44          | 18         | 5         |           |            | 1583        | 36          | 1619          |
| Senior Constable & Constable/PCETS | 3756        | 830         | 659         | 214        | *945        | 48         | 8         | 2         |            | 5277        | 1185        | 6462          |
| Recruits                           |             |             |             |            | 265         |            |           |           |            | 214         | 51          | 265           |
| <b>TOTAL POLICE</b>                | <b>5254</b> | <b>1287</b> | <b>812</b>  | <b>421</b> | <b>1302</b> | <b>90</b>  | <b>47</b> | <b>16</b> | <b>0</b>   | <b>7935</b> | <b>1294</b> | <b>9229</b>   |
| Reservists                         | 95          | 17          | 5           | 2          | 11          | 3          |           |           |            | 103         | 30          | 133           |
| Public Servants                    | 534         | 323         | 193         | 254        | 75          | 32         | 12        | 8         | 236        |             |             | 1667          |
| <b>FORCE TOTAL</b>                 | <b>5883</b> | <b>1627</b> | <b>1010</b> | <b>677</b> | <b>1388</b> | <b>125</b> | <b>59</b> | <b>24</b> | <b>236</b> |             |             | <b>11,029</b> |

\* This figure includes 889 PCETS

## Appendix 2

## Financial Statements

## Payments

Table 1

## Annual Recurrent Appropriation

| PAYMENTS   | 1983-84            | 1984-85            | 1985-86            | 1986-87            | 1987-88            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>SALARIES, WAGES ALLOWANCE, OVERTIME AND PENALTY RATES</b>           |                    |                    |                    |                    |                    |
| Salaries, wages and allowances   | 237,447,582        | 252,783,906        | 279,422,920        | 296,273,472        | 314,179,672        |
| Overtime and penalty rates   | 7,369,463          | 7,488,569          | 9,143,556          | 10,164,582         | 10,100,305         |
| Salaries, wages allowances, overtime and penalty rates                 | 244,817,045        | 260,272,475        | 288,566,476        | 306,438,054        | 324,279,977        |
| <b>SUBSIDIARY EXPENSES ASSOCIATED WITH THE EMPLOYMENT OF PERSONNEL</b> |                    |                    |                    |                    |                    |
| Payments in lieu of long service leave                                 | 2,750,861          | 3,544,811          | 3,340,424          | 7,412,746          | 10,502,438         |
| Payroll tax  | 14,388,649         | 15,550,401         | 17,109,945         | 18,983,133         | 19,465,024         |
| State Employees Retirement Benefits Fund                               | 8043               | 104,992            | 78,785             | 51,797             | 43,407             |
| Payments under Compensation Act  |                    |                    |                    | 11,030,702         | 11,478,197         |
| <b>TOTAL (SALARIES AND ASSOCIATED COSTS)</b>                           | <b>261,964,598</b> | <b>279,472,679</b> | <b>309,095,630</b> | <b>343,916,432</b> | <b>365,769,043</b> |
| <b>OPERATING EXPENSES</b>  |                    |                    |                    |                    |                    |
| Travelling and subsistence   | 3,662,716          | 4,131,694          | 5,069,938          | 5,056,228          | 5,612,858          |
| Office requisites and equipment, printing and stationery               | 2,083,562          | 2,012,003          | 1,853,397          | 2,784,113          | 3,361,792          |
| Books and publications   | 434,620            | 609,944            | 424,481            | 492,055            | 910,100            |
| Postal and telephone   | 4,777,615          | 4,780,029          | 5,682,154          | 6,284,717          | 7,368,725          |
| Motor vehicles - purchases and running expenses                        | 10,936,691         | 12,033,378         | 13,303,374         | 13,018,776         | 16,224,253         |
| Fuel, light, power and water   | 2,724,443          | 2,753,451          | 3,153,488          | 3,539,963          | 4,061,875          |
| Incidental expenses  | 1,879,994          | 2,263,061          | 2,916,230          | 2,515,683          | 3,331,628          |
| Electronic Data Processing   | 588,477            | 796,976            | 1,679,242          | 1,869,133          | 2,324,236          |
| Consultants and special projects                                       |                    |                    | 25,498             |                    | 6,000              |
| Air Wing and Water Police - expenses                                   | 825,033            | 1,000,150          | 1,259,227          | 1,899,405          | 2,265,757          |
| Personal equipment, uniforms, clothing and bedding                     | 1,772,743          | 2,811,038          | 2,618,721          | 3,927,649          | 3,744,775          |
| Radio, photographic, scientific and training equip. and materials      | 2,623,977          | 2,893,639          | 3,247,320          | 3,067,836          | 3,748,834          |
| Transport of prisoners, search parties and traffic school              | 317,992            | 240,239            | 272,491            | 415,968            | 944,444            |
| Burials  | 9459               | 9464               | 9363               | 8495               | 11,211             |
| Other expenses   | 14,000             |                    |                    |                    |                    |
| <b>TOTAL (OPERATING EXPENSES)</b>                                      | <b>32,651,322</b>  | <b>36,335,056</b>  | <b>41,514,924</b>  | <b>44,880,021</b>  | <b>53,916,488</b>  |
| <b>OTHER SERVICES</b>  |                    |                    |                    |                    |                    |
| Contribution to Central Fingerprint Bureau, Sydney                     | 167,716            | 160,423            | 111,213            | 437,000            | 169,893            |
| Provision for Police Hospital  | 45,772             | 57,800             | 61,818             | 84,484             | 86,108             |
| Police Pensions Fund Contribution                                      | 6,150,000          | 6,120,000          | 6,061,000          | 6,057,000          | 6,270,000          |
| <b>TOTAL (OTHER EXPENSES)</b>  | <b>6,363,488</b>   | <b>6,338,223</b>   | <b>6,234,031</b>   | <b>6,578,484</b>   | <b>6,526,001</b>   |
| <b>TOTAL (RECURRENT)</b>   | <b>300,979,408</b> | <b>322,145,968</b> | <b>356,844,585</b> | <b>395,374,937</b> | <b>426,211,532</b> |

**Table 2**

**Works and Services**

| PAYMENTS  | 1983-84           | 1984-85           | 1985-86           | 1986-87           | 1987-88           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>WORKS AND SERVICES</b>   |                   |                   |                   |                   |                   |
| Building & civil engineering including maintenance expenditure by Victoria Police |                   |                   |                   |                   | 781,750           |
| Ministry for Housing & Construction expenditure                                   | 10,463,928        | 12,890,508        | 19,651,039        | 18,727,329        | 13,601,491        |
| Plant and equipment acquisitions expenditure by Victoria Police                   | 454,533           | 470,450           | 1,995,160         | 4,677,344         | 2,262,717         |
| Ministry for Housing & Construction expenditure                                   |                   |                   |                   | 306,967           | 151,877           |
| Purchase of land and buildings expenditure by Victoria Police                     |                   |                   | 145,865           | 341,739           |                   |
| Ministry for Housing & Construction expenditure                                   | 207,423           | 162,206           | 414,984           | 227,296           |                   |
| Dept of Property & Services expenditure   |                   |                   |                   | 168,000           | 577,487           |
| EDP Facilities and Service Expenditure by Victoria Police                         | 542,403           | 430,035           | 1,035,646         | 2,928,489         | 3,116,069         |
| Ministry for Housing & Construction expenditure                                   |                   |                   |                   |                   | 29,287            |
| Interest and Principal on advances under the State Development Program            | 1,099,808         | 2,652,697         | 6,159,311         | 7,836,423         | 9,055,002         |
| <b>TOTAL (WORKS AND SERVICES)</b>   | <b>12,768,095</b> | <b>16,605,896</b> | <b>29,402,005</b> | <b>35,213,587</b> | <b>29,575,680</b> |

**Table 3**

**State Development Program**

| PAYMENTS   | 1983-84           | 1984-85           | 1985-86          | 1986-87          | 1987-88          |
|--|-------------------|-------------------|------------------|------------------|------------------|
| <b>STATE DEVELOPMENT PROGRAMS</b>                  |                   |                   |                  |                  |                  |
| Forensic Science Laboratory at Macleod             | 4,107,00          | 2,978,231         | 5,192,154        | 2,918,603        | 304,363          |
| Education/Residential Complex at Glen Waverley     | 4,658,000         | 3,208,404         | 1,428,530        | 1,194,578        | 112,946          |
| Upgrade of communications system at Russell Street | 3,883,000         | 5,718,980         | 2,265,644        | 5,110,874        | 3,364,512        |
| New 24 hour police station at Broadmeadows         | 3,087,000         | 1,767,170         | 420,565          | 142,286          | 8197             |
| <b>TOTAL (STATE DEVELOPMENT PROGRAM)</b>           | <b>15,735,000</b> | <b>13,672,785</b> | <b>9,306,893</b> | <b>9,366,341</b> | <b>3,790,020</b> |

Table 4

## Receipts

| RECEIPTS  | 1983-84           | 1984-85           | 1985-86           | 1986-87           | 1987-88           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TAXATION</b>   |                   |                   |                   |                   |                   |
| Firearms Act  | 230,727           | 260,605           | 264,566           | 235,337           | 198,033           |
| Sheepskin licenses  | 124               | 68                | 134               | 34                | 108               |
| <b>SERVICES AND CHARGES</b>                                 |                   |                   |                   |                   |                   |
| Wideload escorts  | 286,866           | 261,674           | 432,485           | 364,099           | 348,935           |
| Other escorts   | 788,132           | 811,926           | 701,330           | 749,714           | 685,392           |
| Air Ambulance contribution                                  |                   |                   |                   | 800,000           | 1,600,000         |
| Court costs   | 77,682            | 65,122            | 62,642            | 62,885            | 68,707            |
| Police Hospital   | 301,460           | 331,463           | 303,696           | 356,912           | 344,531           |
| Accident inquiry information                                | 945,107           | 916,908           | 927,628           | 997,543           | 464,255           |
| Loss Assessor reports                                       | 174,990           | 83,415            | 76,978            | 72,835            | 61,490            |
| Police Clearance Certificates                               | 56,797            | 27,620            | 26,399            | 27,799            | 33,041            |
| Sale of unclaimed property                                  | 146,632           | 163,919           | 194,806           | 206,483           | 253,952           |
| Fees and charges by SFSL                                    |                   |                   |                   | 95,657            | 45,275            |
| Other fees and charges                                      | 26,275            | 23,279            | 27,982            | 26,294            | 18,129            |
| <b>RECOUPS</b>  |                   |                   |                   |                   |                   |
| Liquor Control Commission                                   | 558,851           | 569,064           | 662,023           | 773,354           | 967,350           |
| Road Traffic Authority                                      |                   |                   | 729,000           | 800,000           | 836,994           |
| Ministry for Conservation, Forests and Lands - Firearms Act | 381,362           | 564,168           |                   | 454,646           | 620,472           |
| Motor Boating Act   |                   | 584,100           | 600,632           | 650,000           | 650,000           |
| Transport Accident Commission                               |                   |                   |                   |                   | 439,247           |
| <b>MISCELLANEOUS RECEIPTS</b>                               |                   |                   |                   |                   |                   |
| Fines - parking infringements                               | 872,432           | 704,818           | 530,493           | 723,220           | 775,442           |
| - traffic infringements                                     | 17,310,560        | 20,820,410        | 18,438,292        | 24,872,368        | 24,381,827        |
| - others (inc. confiscated money)                           | 180,063           | 94,538            | 72,594            | 113,807           | 192,131           |
| Rent of Government property                                 | 331,278           | 351,812           | 369,982           | 463,397           | 571,101           |
| Appropriations former years                                 | 472,657           | 447,811           | 478,599           | 1,071,679         | 1,693,410         |
| Commission-Assurance and Hospital/Medical Benefits          | 103,836           | 97,834            | 117,558           | 103,120           | 99,217            |
| Interest on departmental bank accounts                      |                   |                   |                   |                   | 74,039            |
| Other miscellaneous receipts                                | 45,578            | 47,027            | 109,421           | 94,027            | 290,104           |
| <b>REVENUE PREVIOUSLY PAID TO THE TRUST FUND</b>            |                   |                   |                   |                   |                   |
| Firearms Training Fund                                      | 27,709            | 30,211            | 32,034            | 34,399            | 34,694            |
| Wildlife Management Fund                                    | 2,633,789         | 3,927,734         | 2,921,546         | 2,793,130         | 4,621,475         |
| Tourist Fund (boating infringements)                        | 16,485            | 15,870            | 14,700            | 23,235            | 19,330            |
| <b>TOTAL RECEIPTS</b>                                       | <b>25,969,392</b> | <b>31,201,396</b> | <b>28,095,520</b> | <b>36,965,974</b> | <b>40,388,681</b> |

# Neesham Committee of Inquiry

## Appendix 3

### Status of Recommendations

As at June 1988, 103 of the total number of 220 recommendations made by the Neesham Committee of Inquiry had been deemed as:

- implemented completely or partially;
- no longer required; or,
- were no to be adopted.

#### Recommendation

1. The Report contains 220 recommendations for action. A steering committee should be established, chaired by an Assistant Commissioner and comprising senior police, a Force financial manager and a representative of the Ministry for Police and Emergency Services to co-ordinate their implementation.

2. During the four years 1985/86 to 1988/89, the Chief Commissioner should document the status of implementation in his Annual Report and specify those proposals which will not be introduced.

3. The organisational philosophy of the Force should be amended in accordance with our findings that the functions of the Force are:

- (i) the preservation of the peace;
- (ii) the prevention and detection of crime;
- (iii) the protection of life and property endangered by an actual or apprehended breach of the peace or criminal act;
- (iv) the control of road traffic;
- (v) the performance of the duties allocated pursuant to the Victoria State Disaster Plan and, in particular, the overall co-ordination of land, sea and air searches in respect of persons, land vehicles and small craft in in shore and inland waters and the provision of reasonable help to those persons who are in need of help and who reasonably look to the police to provide it.

4. Immediate steps should be taken to appoint an additional 900 police officers progressively during the next four years.

5. During the supply period the Force should automatically be authorised to recruit at a level necessary to replace wastage.

6. The authorised strength of the Force should be increased to compensate for the average number of women police on unpaid maternity leave.

7. 700 additional public service appointments should take place during the next four years. These include 400 who would permit police officers to be redeployed to operational duties.

8. The Force organisation should provide for a chief commissioner, two deputy commissioners and 10 departments each headed by an assistant commissioner or a public servant at SES level. Those departments should be Internal Investigations, Financial Management, Communications Systems and Data Processing, Services, Personnel, Research and Development, Operations, Operations Support, Crime, and Traffic.

#### Status

An Implementation Steering Committee (ISC) has been established, although in a different format. It is chaired by the Minister and includes the Secretary to the Ministry and the Chief Commissioner. The ISC was supported by a joint Working Party which concluded its work late in 1986.

Implemented by the Chief Commissioner in his Annual Report for 1985/86 which listed progress on 48 recommendations. This Report continues that approach.

A Corporate Planning Unit has been established within the Force and is currently finalising a Corporate Plan which will encompass organisational goals and philosophy.

Proceeding. In 1987/88 300 additional recruits were appointed and in 1988/89 funding has been provided for 400 additional recruits.

Not implemented. The present system of annually seeking the Treasurer's approval to recruit to maintain Force strength during the supply period is to be continued.

Agreed in principle but not yet implemented.

Since June 1985, public service funded strength has increased to 405. To be further considered each year in the budget context.

In relation to Recommendations eight to twenty, the ISC initially agreed with the concept of 10 Departments, except that the Administration Department be replaced by a corporate Services Department incorporating a financial management component. Further discussions at force command level are continuing. The composition for several of the Departments varies somewhat from that proposed in the Report, including the creation of an Information Technology Department rather than the proposed Communications Systems and Data Processing Department. It is to be headed by a public service officer at SES level.

9. The Chief Commissioner's Office should comprise a staff officer, private secretary, media director, executive assistant and legal assistant as well as the following offices: Public Relations, Secretariat (including Central Correspondence Bureau), Corporate Planning, Internal Audit and Disaster Plan. See 8.
10. The Office of the Deputy Commissioner (Administration) should comprise a staff officer, the Force Directives Group, the Inspectorate, the Freedom of Information Office and the Central Registry. See 8.
11. The Operations Department should comprise the following at Headquarters level: Administration, Force Reserve, Major Incident and Planning, Operations Intelligence, Planning Research and Budget, Regional Administration, Regional Training, Special Projects and Executive Assistant and Staff Officers. The remainder should comprise the 12 metropolitan regions and the six country regions each of which include uniformed, crime and traffic components. See 8.
12. An Operations Support Department should be created comprising the following groups: Firearms Registry; Fingerprints, Records; Missing Persons and Warrants (the present X District); the Communications Division (D24); the Audio Visual Division; the State Forensic Science Laboratory; the Air Wing; Water Police Squad; Search and Rescue Squad; Dog Squad; Mounted Branch; Stud Depot, Licensing Gaming and Vice Squad; the Government House and Shrine Guard Security Group and Prosecutions Division (the present "O" District); a Child Support Unit; and the Protective Security Groups (Special Operations Group; Independent Patrol Group and Court Security Group). The Assistant Commissioner (Operations Support) should be assisted by a Staff Officer, an Executive Assistant, an Administration Office and a Planning, Research and Budget Office. See 8. Not yet established.
13. The Crime Department should include a commander (deputy to the assistant commissioner), a staff officer, Planning, Research and Budget Office, Administration Unit and Executive Assistant as Headquarters support, and comprise the Detective Training School, Law Courts Liaison, the Special Squads (Armed Robbery, Arson, Criminal Identification, Dealers, Drug, Fraud, Homicide, Livestock, Major Crime, Prison Liaison, Racing, Sexual Offences and Stolen Motor Vehicles), Regional Liaison Office, Tactical Investigation Group and the Bureau of Criminal Intelligence. See 8.
14. The Traffic Department should include as Headquarters staff a Central Traffic Policy and Information Unit, Planning, Research and Budget Office, Administration Office, executive assistant, staff officer, and Regional Liaison Office. The Department should also comprise the Police Accident Committee, Accident Records, Mapping Room, Typing Pool, Prosecutions Office, Brief and Summons Office, Penalties Payment Office, Motor Driving and Allied Schools, Accident Investigation Section, Breath Analysis Section, Traffic Research Section, Traffic Camera Section, Special Solos, Wide Loads Unit and a Public Education Office. See 8.
15. A Communications Systems and Data Processing Department should be created commanded by an assistant commissioner or the public service equivalent (SES) and comprising a Computer Systems Division, a Communications Engineering Division and a Technology Planning Division. See 8. To be established as the Information Technology Department during 1988/89.
16. The Services Department should include a staff officer, a Planning Budget and Research Office, and an administration office as Headquarters support and comprise the Transport Division, the Capital Works and Properties Division (including Capital Works, Building Maintenance, Properties Administration and the Drawing Office), Uniform Design and Development (including uniform issue), the Supply Branch, General Store and Radio Electronics Division (including Radio Store and Instrument Development and Maintenance Section). See 8.

17. The Personnel Department should include a staff officer, a Planning, Research and Budget Office, an Administration Unit, a dean of studies and the Psychology Office as support to the Assistant Commissioner and comprise the Careers Office, the Personnel and Amenities Division (including the Police Hospital, Police Surgeon, Welfare Office, Gymnasium and Library), the Personnel Assessment Division, Personnel Branch (including Staff Office) and Training District (including Recruit Training, Advanced Training, Examination Section, Public Service Training and a Regional and Special Course Monitoring Office).
18. The Research and Development Department should comprise an administration office, executive officer and staff officer, and units devoted to administrative planning (including the public service Methods Office), project review, operations research and statistics, industrial relations, operational planning (including manpower surveys, workload assessment, management information and future planning), policy and submissions and special projects.
19. A financial management department responsible for financial management and planning, budget operations and accounts should be established.
20. The Administration Department should be abolished.
21. The 12 country districts should be replaced by 6 country regions; and the 11 metropolitan districts should be divided into 12 regions.
22. In addition to responsibility for uniformed police, regional commanders should have command of crime and traffic personnel and resources in their regions.
23. If necessary, more sophisticated regionalisation structures should be reconsidered after the Force has gained confidence in our recommended regionalised and integrated structure.
24. The management of specialists should be part of the Inspectors and Superintendents' Courses.
25. Regional resourcing levels should be closely examined to match human resources to workload, establish a satisfactory balance of officers, sub-officers and other ranks, and ensure that the regions are reasonably matched for size and resources.
26. Officers in charge of regions should report to the Assistant Commissioner (Operations). Six commanders should be attached to the staff of the Assistant Commissioner's Office but should not have line command of the officers in charge of the regions.
27. The feasibility of computerisation of regional accounting tasks should be examined as the mainframe computer is developed.
28. Appropriate physical facilities should be provided in the metropolitan area to accommodate a more highly developed regional structure, the integration of detectives and traffic specialists under regional command and the discontinuance of the divisional hierarchical level. In country regions, facilities should be provided to permit an enhanced regional command and integration of TOG and CIB specialists at divisional level.
29. Regional integration should be implemented in the proposed metropolitan regions and for Geelong.
30. The organisation of operational police in metropolitan districts and in Barwon District (Geelong) should be radically restructured. In summary:
- (a) the 11 metropolitan districts should be replaced by 12 regions each commanded by a chief superintendent;
- See 8. A proposal to establish a separate Training Department is to be further considered in two years.
- See 8.
- See 8. To be incorporated into a new Corporate Services Department, which will also include the old Administration Department.
- See 19.
- Regionalisation Pilot Project in "U" District (metropolitan) and "J" and "K" Districts (country), commenced 1 January 1988 for a period of 12 months. Results are being continually monitored.
- See 21.
- Whatever structure is adopted will be subject to continuing review.
- Implemented.
- See 21.
- Officers in charge of existing operational districts already report to the Assistant Commissioner (Operations). The ISC has indicated that the proposal to appoint six additional Commanders is not appropriate and will not be implemented if regionalisation occurs.
- The delegation of financial responsibilities is being tested as part of the Regionalisation Pilot Project.
- See 21.
- See 21.
- See 21.

- (b) the divisional level should be discontinued in favour of additional management support at regional headquarters and strengthened station staffing;
- (c) regional headquarters should include the following groups:
- (i) patrol and station services;
  - (ii) internal investigations;
  - (iii) community policing;
  - (iv) an information support centre (each of these four groups should report to the superintendent, deputy to the officer in charge of the region);
  - (v) when developments permit, an operations centre with communications facilities;
  - (vi) a training and personnel development group; and
  - (vii) an office processing applications and authorisations under the Liquor Control Act and Firearms Act.
- (d) detectives in CIB Divisions in each region should be accountable to the officer in charge of the region;
- (e) a traffic operations group of appropriate numbers should be located in each region, commanded by a sub-officer, and accountable to the officer in charge of the region;
- (f) officers in charge of police stations:
- (i) should have increased authorities and responsibilities;
  - (ii) in some cases should be of inspector rank;
  - (iii) should be in charge of any sub-stations or "shop front" facilities in their areas;
- (g) the number of non-24 hour stations should be reduced; and
- (h) public service support should be increased.

31. Duty officers should be provided by the regional headquarters staff and accountable to the chief superintendent for the proper police response to emergencies and other unpredictable events and incidents and supervision in the region including that of traffic police and detectives. No routine duty officer shifts should commence before 6.30am.

See 21.

32. Dependent upon workload, the strengths of the Regional Internal Investigation Units should be at least three: a chief inspector, an inspector and a senior sergeant each with a maximum tenure of three years in a particular region.

Not to be implemented. With a strengthened Internal Investigations Department and oversight by Deputy Ombudsman, the establishment of "satellite" units is not seen to be desirable.

33. Pending computerisation, a limited amount of information, such as patrol duty data, should be analysed manually and a modest Regional Information Support Centre should be established within each metropolitan region to provide, as far as possible, information analysis which will most benefit regional management.

Being evaluated as part of the Regionalisation Pilot Project.

34. The Regional Information Support Centre should include the Traffic Accident Co-ordinator (TACO).

Agreed. See 33.

35. The Regional Information Support Centre should include a Disaster Plan (DISPLAN) officer to co-ordinate DISPLAN within the region.

This recommendation has been overtaken by changes to DISPLAN arrangements as a result of the Emergency Management Act.

36. In the five country regions, other than Geelong, integration at the Divisional level should be implemented.

See 21.

37. In the five country regions, traffic specialists and detectives should be under the line command of the local divisional officer.

See 21.

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| 38. If regionalisation is delayed, divisional integration should be introduced within each country district as soon as possible.   | Pending pilot study under Recommendation 21.  |
| 39. Appropriate management information systems should be developed in the country regions to ensure that management needs are fully met and that inadequacies are identified as soon as possible.  | Agreed, irrespective of whatever regional structure is adopted. Pending Pilot Study under recommendation 21 and also being addressed by a local Applications Steering Committee in relation to computer assistance in police districts. |
| 40. Future country headquarters stations should provide accommodation for the personnel and equipment of uniformed police, traffic specialists and detectives.   | Agreed in principle. Future planning will include the proposal but implementation depends on funding and will take considerable time.   |
| 41. Crime and traffic officers in country regions should be inspectors who should be staff officers to the regional commander and located at regional headquarters.  | See 21.   |
| 42. In the five country regions, divisional officers should be a mixture of superintendents, chief inspectors, and inspectors. If the officer in charge of a large country uniformed station is an inspector, the divisional officer should be a chief inspector. Subject to the position classification, the officer in charge of each regional headquarters division should be a superintendent.   | See 21.   |
| 43. Additional clerical support should be provided at divisions where it is necessary to ensure the proper management of TOG and CIB files, particularly briefs.   | Agreed in principle, and being progressively implemented as resources permit.   |
| 44. Opportunities for rationalisation of the excessive number of small country stations should be taken where this will improve the police service or make better use of scarce resources.   | Closure of "one-man" and other small stations depends on Ministerial approval, which has not been forthcoming.  |
| 45. To maintain Force efficiency and effectiveness, as the requirements of policing in country Victoria increase, the regional structure should become more sophisticated and some of our metropolitan innovations should be introduced.   | Agreed in conceptual terms, depending on what regional structure is adopted.  |
| 46. The officer in charge of a police station with a staff greater than 45 or with particularly complex policing problems should be an inspector.  | Not necessarily agreed, pending consideration by the newly established Organisation Review and Analysis Division.   |
| 47. Small, inefficient and poorly sited non-24 hour metropolitan stations should be phased out or become "shop fronts" or sub-stations. Pending position classifications, the constables affected should be posted to local 24-hour stations. Sub-officers should be relocated as required at regional or station levels. If a small, poorly sited station cannot be phased out, the station should become a sub-station of the 24-hour station. All correspondence should be handled by the latter. | Agreed in principle. Action has been taken at Coburg/Pascoe Vale, Moonee Ponds/Essendon, and Bentleigh/Beaumaris and the results will be evaluated.   |
| 48. A chief inspector should be in charge of Russell Street Police Station.  | Not necessarily agreed, pending consideration by the newly established Organisation Review and Analysis Division.   |
| 49. Authorities conferred upon the officers in charge of police stations should be reviewed in light of our intention that officer's status be increased considerably.   | Commenced in 1986/87 and continuing.  |
| 50. Additional administrative staff should be provided for clerical duties in police regions.  | Agreed in principle, as resources permit.   |
| 51. Where a number of metropolitan stations requiring replacement are close to each other, amalgamation should be considered.  | Agreed in principle, as a continuing process when stations become due for major renovation or replacement.  |
| 52. Before any new country station is established, or an existing station is replaced, an exhaustive analysis of the needs of the locality should occur.   | Agreed. Is currently a function of the Planning Co-ordinating Committee as part of their review process.  |
| 53. Officers in charge of police stations, both metropolitan and country (including our proposed inspectors) and of CIB divisions, should not remain in their positions longer than eight years unless the Chief Commissioner permits an extension upon compassionate grounds.   | Not implemented to date. Strongly opposed by the Police Association.  |

54. Based upon Census Collectors' Districts, the number, types and distribution of calls for service and the time attending to them, should be used to determine police patrol levels in urban areas of Victoria.

55. The Station Workload Analysis should be examined with a view to the inclusion of patrol information, including calls for service, and categories relating to proactive policing strategies.

56. In order to make police patrol in Victoria more effective:

- (a) clearer objectives should be set at station and district levels and patrol results measured against these;
- (b) there should be greater co-ordination of patrol resources especially where areas overlap (as with non-24 hour stations) and where several patrol units operate from a single station;
- (c) minimum patrol levels should be established to ensure that, as far as possible, internal and external demands for police services do not reduce patrol resources to unacceptable levels;
- (d) deployment of patrol resources should better match crime and call for service patterns especially during day shift;
- (e) response times should be monitored and, in relation to priority calls in urban areas, reduced significantly. To this end, calls for service should be classified according to their priority and mobile duty returns redesigned;
- (f) patrol car crews should be provided with more strategic information about occurrences in their patrol areas and Crime Collators' functions should be revised to achieve this;
- (g) strategies for reducing the number of calls for service requiring attendance by patrol car crews without unduly reducing public satisfaction should be developed; and
- (h) experimentation in the use of one-officer patrol cars should be implemented.

57. The Personnel Department should be responsible for the total personnel management function of the Force.

58. The Personnel Department should include an Equal Opportunity Co-ordinator to ensure that conditions for women in the Force, as far as possible, are consistent with those in government service generally.

59. The force should further develop workload measures and systems which provide for the detailed examination of individual positions.

60. A system of position descriptions should be developed. This may require a degree of skill and resources not available in the Force. A number of suitably qualified personnel experts should be appointed to assist with the classifications. Alternatively, management consultants should be employed to monitor the project or a Public Service Board Task Force established.

61. The title "Chief Commissioner" is an anachronism. Following the retirement of the current Chief Commissioner, his successor should be given the title of Commissioner.

62. While conceding that other organisations can play a useful supporting role, no other organisation should be created or adapted to replace the police in their traffic control duties.

63. The male and female minimum height limits for police selection should be abolished in favour of applicants being required to satisfy the Chief Commissioner that they have the physical and mental capabilities and honesty of character to effectively perform the duties of a police officer.

Currently still under consideration. Through RISC, preliminary studies have commenced to look at computer aided despatch as an adjunct to this information base.

Agreed. To be undertaken when upgrade of computer facilities permit.

Agreed in principle. To be further examined by Operations Department and Communications District in conjunction with the Regionalisation Pilot Project.

Response time monitoring has been introduced in all Metropolitan districts after a successful pilot study in "Y" District (Nunawading).

Agreed in principle but dependent upon final Command structure being implemented. See 8.

Implemented.

Initial examinations have been conducted by a Project Group on Position Evaluation. A permanent Organisation Review and Analysis Division has been established.

See 59.

Not agreed.

Agreed.

Implemented, by amendment to the Police Regulations in March 1986.

64. The age limits for the appointment of police officers should remain unchanged. Agreed.
65. The Force should have a fixed educational entry standard and that should be Year 11 or its equivalent, that is satisfactory completion of five years of secondary schooling or the equivalent trade qualification. Still under review. A Project Group on Police Training has recommended that the minimum educational qualification be Year 12. This is also subject to the report.
66. Because of the variation in educational standards and the fundamental importance of literacy to police duties, all candidates for the force should continue to be screened for literacy. Agreed.
67. The Chief Commissioner should have a discretion to appoint an applicant who is unable to meet Year 11 standard where this is considered to be in the interests of the Force. Agreed, with amendment to read Year 12. See 65.
68. Citizenship requirements for appointment to the Force should accord with the formula for appointment of public servants in Victoria: viz, be Australian citizens or permanent residents or entitled to be permanent residents. Agreed. Referred to the Police Regulation Act (PRA) Review Group for inclusion as an amendment to the Act.
69. Section 12 of the Police Regulation Act should be revoked. Agreed, to the extent that Section 12 should be amended. Referred to the PRA Review Group.
70. The Police Regulations should require applicants for the Force to be of "good character". Agreed, but by amending Section 12 of the Act, not the Regulations. Also referred to the PRA Review Group.
71. The Force should actively attempt to attract applicants who reflect the Aboriginal and ethnic composition of the community. As far as possible, police selection procedures should screen out applicants with racial bias; training programs should include an effective component of human behaviour education to sensitise trainees to understand and combat racial prejudice. Agreed. This is already existing practice.
72. If our recommendations to improve the quality of police personnel, provide greater career opportunities for the most competent and motivated police and public servants and encourage the appointment of outside experts on a contract basis do not provide sufficient properly qualified police and support staff, more direct forms of lateral entry should be implemented as required in the interests of Force efficiency and effectiveness. Not agreed. The Police Association is strongly opposed to lateral entry, but not to the use of contract staff in particular circumstances.
73. Provided the member's record is good and dependent upon the satisfactory completion of any refresher course, a re-appointed member should be entitled to placement in the seniority list as the most junior member of his previous rank. The re-appointment should be subject to the usual 12 month's probation applicable to promotions. Still under consideration. Force command would prefer a system where re-appointment within four years would gain some seniority, but not that envisaged. After that time, the normal recruitment procedures would apply.
74. Following implementation of our recommendations for restructuring the Force, increasing its number and those of its civilian support, the cost, the benefits and the feasibility of establishing a police auxiliary should be researched. Deferred. To be considered after restructuring of the Force.
75. Longitudinal studies comparing members' status as candidates, as recruits, and as police in the field should be a priority project for the expanded Psychology Office. Agreed. Work has commenced on such studies, but is delayed pending funding.
76. The variables and rating scale in the Police Selection Panel Assessment procedures should be examined to reduce halo effect and central tendency. Implemented.
77. As from 1987, senior constables, sergeants and senior sergeants who have completed the respective probationary periods should be eligible to take the examination for the next highest rank without further restriction based on seniority. Implemented for senior sergeants. Remainder still under consideration.
78. As a consequence of our proposed increases to the initial training program, the minimum eligibility period of two years' service before a member is eligible to sit for the Sub-officers Theoretical Law Examination should be increased to three years including our proposed service on contract at the Academy. Not implemented. The Project Group on Training recommended that the current two year period be retained.

79. Completion of the Sergeants' Course and the Inspectors' Course should be prerequisites for promotion to those ranks. The Senior Sergeants' Course should be made a prerequisite for that rank when sufficient members have had the opportunity to complete it.

80. When our proposals for extending eligibility for promotion are implemented, attendance at each promotional course should be in order of seniority based on the year in which the promotional examination was passed, not upon general seniority in the particular rank.

81. Tertiary education should be included in the definition of "efficiency" for promotion purposes.

82. Relative seniority should not be a consideration in the promotion of members.

83. The constitution of the Promotions Boards should be modified at promotion to sergeant and senior sergeant levels by permitting the chairman of each board to be a chief superintendent or commander.

84. The classifications available to Promotions Boards should be increased to six: "exceptional", "above average", "suitable", "has potential, but not yet ready", "not suitable" and "suitable for specified specialist positions".

85. Members not classified as suitable for promotion by the Promotions Boards should not have a right of appeal to the Police Service Board either directly or, as is presently the case, by virtue of an appeal against non-selection for promotion or transfer.

86. Promotions Boards should more strictly apply their responsibilities for ensuring that members seeking promotion are physically fit. Desirable physical standards for each rank should be developed to assist in this task.

87. Applicants for promotion should receive information about selection and scoring procedures used by the relevant Promotions Board.

88. Sub-officers' promotional requirements should be integrated with broader education relevant to policing available from tertiary institutes and universities.

89. A two-tiered program where the student receives credit for in-service courses and completes the rest of the course by attending a tertiary institution should be developed for promotion to inspector rank.

90. As from 1995, an approved tertiary qualification should be a prerequisite for promotion to inspector rank.

91. The Superintendents' Course should be known as the Senior Executive Program and be designed to bring chief inspectors up to date with innovations, Force policy and management techniques.

92. A Senior Executives' Promotion Board should be introduced for chief inspectors and the separate superintendents, chief superintendents and commanders' Promotions Boards should be discontinued.

93. In the event there is no member qualified for promotion to senior executive rank (i.e. superintendent or above) suitable for appointment to a vacancy, the Chief Commissioner should be empowered to fill the vacancy from inspectors qualified for promotion to chief inspector.

94. Superintendents, chief superintendents and commanders should continue to be prohibited from appealing against non-selection for transfer.

Implemented for sergeants and inspectors, in that promotion is conditional on passing or having passed the appropriate course. Not implemented for senior sergeant to date.

Not implemented. The ISC formed the view that this was not workable as it may disadvantage members who, for valid reasons, are not able to sit for examinations in particular years.

Agreed. Referred to the Project Group on Police Training for consideration.

Agreed by the ISC. Referred to the PRA Review Group for legislative change.

Agreed. Amendment to Regulations being prepared by the PRA Review Group.

Agreed, insofar that a classification of "suitable for specialist position" has been included in the Police Regulations. Inclusion of ratings above suitable still under consideration.

Agreed. Amendment to Regulations being prepared by the PRA Review Group.

Director of Medical Services has been appointed and Physical Health Unit established. Programs to be developed.

Implemented. Criteria published from time to time in the Police Gazette.

Proceeding. Planning underway preparatory for implementation.

See 88.

Agreed, but not yet announced. Required to commence eight years after announcement of the policy. Also subject to outcome of Graduate Tax considerations.

The Project Group on Training agreed with the purpose of the course, but not the name change (which has not occurred).

Not implemented. Need for Promotions Boards for ranks above chief inspector removed by amendment to Police Regulations.

Implemented, by amendment to Police Regulations.

Agreed.

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| 95. The Theoretical Law examination for sub-officer rank for all practical purposes is an examination for senior constable rank and should be described as such.   | Agreed. Referred to PRA Review Group for legislative amendment.   |
| 96. To be successful, candidates in a police examination should be required to obtain 60 per cent for each examination paper.  | Implemented for sergeant's examination. Others still under consideration.   |
| 97. A candidate in an examination for promotion to sergeant who fails to obtain 60 per cent in one or more papers should be permitted to repeat the papers in which he was unsuccessful in each of the next succeeding two years.  | Implemented.  |
| 98. The Police Regulation Act should be amended to indicate that the probationary period on promotion should "not exceed" 12 months and that the appointment may be revoked at anytime during that period or within a month thereafter.  | Implemented, by amending the Act to enable the Chief Commissioner to disallow an appointment during the period of probation or extend it for a further period as he sees fit. |
| 99. An independent appeals tribunal, the Police Promotion and Transfer Appeal Board, should be created along the lines of the Public Service Promotion Appeals Board. With suitable amendments to the Public Service Act, this Board should also provide a single avenue of appeal for both police officers and public servants appealing against non-selection for transfer to a conjointly advertised vacancy. | Not implemented. This recommendation is strongly opposed by the Police Association and the Victorian Public Service Association.  |
| 100. Our proposed Police Promotion and Transfer Appeal Board should have a full-time independent chairman appointed by the Governor in Council. A second member should be a senior police officer nominated by the Chief Commissioner. The third member should be not below the rank of senior sergeant and nominated by the Police Association.   | See 99.   |
| 101. In hearing an appeal against non-selection for a conjointly advertised position, the Police Promotion and Transfer Appeal Board should include a senior public servant within the Police Department nominated by the Chief Commissioner and a fifth member nominated by the Public Service Association.   | See 99.   |
| 102. A member whose promotion is not confirmed should have a right of appeal to the Police Promotion and Transfer Appeal Board.  | See 99.   |
| 103. An appeal against involuntary transfer for disciplinary reasons (as distinct from a nomination in the interests of Force management) should continue to be heard and determined by the Police Service Board.  | Agreed, that the status quo should remain.  |
| 104. The prohibition on the Chief Commissioner making further selections for promotion after lodgement of an appeal in that rank should be revoked.  | Not implemented. It is considered that this recommendation would not overcome the present difficulties.   |
| 105. The relative seniority of applicants should not be a consideration in relation to police transfers.   | Agreed by the ISC. Referred to the PRA Review Group for legislative change.   |
| 106. A pilot program should be conducted at constable and senior constable levels, by which selection for transfer not involving promotion is made from lists of interested members maintained at the Personnel Department rather than the present procedure of advertising individual vacancies and inviting applications.  | Not implemented. Because of the administrative procedures involved, it is not practicable at this time.   |
| 107. Efforts to provide a coherent, meaningful, and workable personnel assessment system which overcomes the identified disadvantages of the present program should continue.  | Implemented. A new system commenced in 1986 and this is subject to continuing review.   |
| 108. Police Training Academy staff should work together to develop a corporate view of the disciplinary concept which encourages self discipline by the trainees.  | Implemented.  |
| 109. Consideration should be given to increasing the tenure of instructors in the Training District from three to four years.  | Considerations indicate that the status quo should remain, provided that extensions for a fourth year are readily available in appropriate cases.                             |

110. Responsibility for the integrity of the police initial training program should rest with the Chief Superintendent in charge of the Training District.

Implemented.

111. Each of the three training stages, basic, extended and the final retention stage at the Academy should be increased to accord with the findings of the RMIT review of police training. The total period should increase from 104 weeks to 130 weeks.

Still being assessed, because of its adverse affects on the availability of personnel for general duties policing.

112. Police trainees should be sworn-in after basic training and before extended training.

Implemented, through amendment to the Police Regulation Act.

113. During basic training, police trainees should be appointed on a "contract" system. The two year probationary period should commence at the time the member is sworn-in.

Implemented, as per 112.

114. The 10 year period for promotion without examination to senior constable rank should date from the member's appointment on contract.

Agreed. Referred to PRA Review Group for legislative change.

115. The rank of the Director of Studies at the Officers' College (chief inspector) undervalues the importance of the position and the status of inspectors training and should be upgraded.

Pending work of Position Evaluation Project Group.

116. Funds should be set aside (for curriculum development and compensating outside lecturers) to ensure that in-service courses are professional and effective.

Agreed, for implementation as resources permit.

117. There should be a Dean of Studies to advise Force Command about the co-ordination of police courses and facilitate co-operation with tertiary institutions. The Dean of Studies should be a senior academic appointed on a short term contract.

Still under consideration in conjunction with the Curry Report.

118. Funds should be set aside for police to attend relevant training and other courses conducted by Australian and overseas forces. Interchange schemes should be developed between forces permitting short postings of members similar to those which presently apply to detectives.

Agreed. Attendance at interstate and overseas training courses currently occurs. Interchange depends on suitable arrangements and the availability of funding.

119. As far as possible training should ensure that police are sensitive to crime victims' needs and are knowledgeable and supportive of local services available to victims.

Implemented, in training programs and through advice on forms.

120. Police supervising probationary constables undergoing extended training should receive a short training program which should be the responsibility of our recommended Regional Training Officers.

Agreed, for implementation as resources permit.

121. In relation to routine checks of people, especially young persons, the importance of a professional attitude and the need to explain in general terms why a check is required should be emphasised in basic and regional training programs.

Implemented.

122. The Force should examine the feasibility of co-ordinating the medical, psychological and welfare services available within the force by:

The position of Director of Medical Services was advertised in March 1988 and it is anticipated that Dr Gilbert will take up the position early in the 1988/89 financial year.

(a) establishing a comprehensive and co-ordinated medical section;

(b) co-ordinating psychological and welfare support with the medical resources;

(c) developing part-time police surgeons with appropriate remuneration and conditions of service; and

(d) providing a service for the routine medical examination of members.

123. A working party should be established, including representatives of the Force, the Police Association and, if appropriate, the Police/Medical Officers Liaison Committee to thoroughly examine the development of a scheme encompassing regular routine medical and physical testing for all police officers.

It has been decided to establish a Physical Health Unit within the Training District to monitor the physical condition of all members.

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| 124. A team of office experts should be employed to review office procedures in the Force and to increase management awareness of resources and modern practices.   | Agreed, but possibly internal review due to lack of funding.   |
| 125. The cost benefits of a word processor at a central location in each region should be examined.   | Agreed, subject to the availability of funding the results of the Pilot Project in "U" District and examination by Local Applications Steering Committee.                                    |
| 126. Opportunities for greater use of dictation equipment should be kept under review.  | Agreed, subject to the availability of funds.  |
| 127. The relative merits of police torches should be examined.  | Examination completed. Maglite three cell torch to be phased in when funds available.  |
| 128. Every effort should be made to reduce the number of forms and to modernise the stationery police are required to complete.   | Agreed. A continuing task of the Forms Review Committee within the Force.  |
| 129. The City Watch-house is old-fashioned and unsuitable and should be replaced by a more modern structure.  | A working party is currently considering a new purpose built Police Headquarters which will incorporate a new City Watch House. A submission to Government is in the process of preparation. |
| 130. Records of police properties should be computerised as soon as possible.   | A further personal computer has been purchased and the computerised recording of all assets is nearing completion.   |
| 131. The Police Services Department should have access to relevant information on the WREN system at the Public Works Department.   | Still under consideration as the Public Works Department is considering changing their system.   |
| 132. Ten additional police vehicles should be provided to enable the establishment of a 12th metropolitan region.   | Deferred pending regionalisation pilot project. Dependent on a decision to establish a 12th district/region and availability of funding.   |
| 133. Efforts to ensure the proper use of vehicles should continue especially by reducing the number of unmarked police vehicles issued to administrative and operational departments to an absolute minimum.  | Implemented, as an on-going process.   |
| 134. In the short term, 30 patrol cars should be purchased and allocated to the most urgent of the under resourced metropolitan stations based on workload and personnel data.  | No funds were made available to implement this recommendation.   |
| 135. Immediate funds should be provided to purchase 20 vehicles to meet the urgent requirements of the CIB special squads.  | Not implemented. Funds not provided by government.   |
| 136. The 80 vehicles designated as priorities in the 1985/86 Force Mobility Programs should be purchased within the 1985/86 financial year.   | Implemented. Eighty additional vehicles provided in 1985/86 State Budget.  |
| 137. Efforts to produce an efficient and effective patrol car to police specifications should continue.   | Agreed. Discussion proceeding with other Australian police forces, but agreement not yet reached.  |
| 138. Duty officers and other personnel should not be required to complete both mobile duty returns (running sheets) and personal diaries where one virtually duplicates the other.  | Implemented.   |
| 139. Some patrol police, especially Crime Car Squad members, are required to record their activities in both mobile duty returns and official diaries. That duplication should be discontinued.   | Implemented.   |
| 140. The development of more flexible station inspection procedures should be continued.  | Agreed. A continuing process.  |
| 141. After integration, special efforts should be made to eliminate time-consuming duplication and streamline administrative support which have developed inefficiently and separately under the present system.  | Agreed, for implementation as resources permit. Testing of streamlined support being conducted within regionalisation pilot project.   |
| 142. Comprehensive reviews of management and administrative systems should be conducted which aim to reduce the inordinate time police devote to correspondence, introduce a system of random audits and ensure that decision making occurs at the lowest practicable level in the command structure. | Agreed. Study currently underway and some initiatives already taken. Local applications steering committee is monitoring a pilot project in "U" District.                                    |

143. The positions of Deputy to the Assistant Commissioners in the Traffic, Personnel, Services and Research and Development Departments should be discontinued. Not yet agreed or implemented.
144. The Inspectorate should be strengthened and placed under the command of a chief superintendent to ensure that effectiveness and efficiency are maintained and Force policies are applied uniformly. Agreed. Unit considerably strengthened and Commander placed in charge on 17/9/87.
145. Parking Infringement Notices should be capable of being paid by post similarly to Traffic and Boating Infringement Notices. Implemented, from October 1986.
146. Continued efforts should be made to provide comparative measures of the workloads of the special squads which will permit a more rapid identification of their personnel needs. Agreed. Traffic Operations Group and CPS workload system in operation, and other areas under examination.
147. Police officers potentially suitable for detective duties should only be excluded from service in the CIB upon relevant grounds. The maximum service before appointment to the CIB should be reviewed to ensure that this restriction is still relevant. A review of the relevant Executive Instruction was conducted. Existing practice was found to be appropriate.
148. The crime screening scheme should be reviewed to ensure it is operating correctly. Review commenced by Research and Development Department.
149. Regional training officers should attempt to increase the effectiveness of uniformed staff in initial crime scene duties. Implemented in respect of existing District Training Officers.
150. A thorough review of the crime collator system should be carried out. The Research and Development Department has established a pilot project in Region 11 to evaluate a computerised data gathering system to all divisional collators. Responsibility for all crime collators has been transferred to the Special Projects Implementation Office.
151. Force guidelines should be promulgated concerning duty officers' duties. A revised job description detailing the duties of patrol officers has been written.
152. The administrative duties of the licensing inspector should cease to be a police function. The ISC favoured implementation of Recommendations 152, 153 and 154 and these views were expressed to the appropriate Minister through the Minister for Police and Emergency Services. However, the new Liquor Control Act still includes licensing inspectors and police functions have not markedly changed.
153. Commissioned Officers should be entitled to object to the issue or renewal of liquor licences and permits for premises in their regions in much the same manner as Municipal Councils. See 152.
154. The responsibilities of the police staff at the Liquor Control Commission should devolve upon Commission staff or counsel acting on behalf of the Commission. See 152.
155. If our recommendation that police not be responsible for the administration of the Liquor Control Act is not implemented:
- (i) the present system of licensing inspectors attached to every division with widely divergent workloads must be rationalised. In the metropolitan regions and Geelong a separate regional office commanded by an inspector and staffed by public servants should administer the Liquor Control Act. In time, the inspector should be replaced by a suitable public servant.
  - (ii) In the country regions divisional officers should retain responsibility for the administration of the Act, but as soon as the workload justifies it, this role should be performed by senior public servants.
  - (iii) All licensing inspectors should receive sufficient clerical assistance and these should be a charge against the Liquor Control Commission.
- This concept is being evaluated within the Regionalisation Pilot Project.
156. All officers of police should be "licensing inspectors" under the Liquor Control Act. If necessary, internal police instructions should limit the licensing inspector's role to officers in specific postings. See 155.

157. A comprehensive system of management reporting should be developed in conjunction with the development of a management orientated data base.

158. Where they do not already exist, in areas where there are significant groups of Aboriginal people, liaison committees should be established. In those regions, our proposed training officers should conduct special training programs for police, including where possible, input from local Aboriginal leaders.

159. Police regional administration should be represented on relevant regional planning bodies, especially the Regional Consultative Councils.

160. In consultation with Local Government Authorities, police initiated local liaison committees should be established at police station level.

161. An Annual Police/Community Conference should be conducted to contribute to the police accountability process.

162. The Child Exploitation Unit should be retitled the "Child Support Unit" and become a centralised unit aimed at co-ordinating the Force's response to child maltreatment and associated problems; and, in consultation with detectives, conducting inquiries into serious cases of child abuse and incest and maintaining the Force's centralised record of child maltreatment cases. The unit should co-operate closely with staff of the Department of Community Services.

163. Police Standing Orders concerning the police role in "domestic disputes" should be reviewed to ensure that police are not discouraged from proceeding against offenders where the evidence justified such action and the decision whether to prosecute is not always left to the victim.

164. The Crown should be made vicariously liable for the tortious acts of the police in the same way as the Crown is liable under the Crown Proceedings Act 1958 for the wrongful acts of an officer of the Crown. (We do not however recommend that police should be given indemnity for those acts).

165. The separation of police and public servant salaries for budgetary purposes is artificial and inefficient and should be discontinued.

166. The Public Service Board and Chief Administrator ("permanent head") personnel authorities for public servants employed in the police department should be delegated to the Chief Commissioner.

167. In addition to the separate advertising of positions for police and public servants, a system providing for conjoint advertising of certain positions suitable for either police or public servants should be developed.

168. Both police and public servants should be entitled to appeal against non-selection for a conjointly advertised position to our proposed Police Promotion and Transfer Appeals Board.

169. Police supervising public servants should be properly trained in relevant public service matters.

170. Training for public servants should be the responsibility of the Personnel Department.

171. Greater use should be made of civilian graduates with appropriate skills in the Research and Development Department.

Subject to examination being conducted by Local Applications Steering Committee regarding local management system and Operations Support Steering Committee regarding a mainframe centred event based system.

Liaison committees established through Police Aboriginal Adviser. Pending further action as the need for training and understanding of Aboriginal problems is identified.

Pending liaison with Department of Community Services and development of police regional structures.

Not implemented. Existing consultative mechanisms to remain as a result of the recommendations of the project group on police/community consultative mechanisms.

See 160.

Not implemented. In the view of Force Command, developments since the recommendation was made make further change unnecessary. The Child Exploitation Unit is attached to "O" District, and the police response to child abuse is co-ordinated through the Community Policing Squad Co-ordinator's office.

Implemented, and instructions issued.

Pending further consideration, in conjunction with the Attorney-General's Department review of the Crown Proceedings Act which is still proceeding.

Implemented. The distinction no longer applies.

Not yet agreed, or implemented.

Not considered practicable. Also opposed by the Police Association and Victorian Public Service Association.

See 167.

Agreed, for implementation as a continuing process by police attending the Supervisor's Course run by the Public Service Staff Development Centre.

To be further considered in light of pending organisation changes.

Implemented.

172. The Chief Commissioner and some assistant commissioners should have senior public servants (executive assistants) upon their staffs to monitor the conditions and duties performed by public servants in the Departments.

Implemented for all but the Personnel Department.

173. The Financial Management Department should be headed by a Corporate Finance Manager of SES level.

An Assistant Director (Finance) Administration has been appointed at SES level. The Division is still incorporated in the Administration Department pending re-organisation of Force structure.

174. Each of the three functions of the Financial Management Department should be the responsibility of a manager in the ADM7-8 range.

Implemented in 1986/87.

175. Each of our proposed regional commanders should be supported by a public servant of ADM5-6 level to provide financial advice on the day to day operations of regional finance.

Agreed in principle, but not yet implemented pending Force reorganisation and availability of resources.

176. Clear lines of communication should be established in our proposed organisation structure to facilitate the development of coherent and effective financial management information systems.

Agreed, irrespective of the type of "regional" structure adopted.

177. Financial management structures should be developed contemporaneously with implementation of regionalisation.

Financial Delegations have been prepared and are being tested in "U" District and State Forensic Science Laboratory.

178. The Financial Management Department should be significantly upgraded in skills and personnel. Computerisation must be developed to service all levels of the Force with integrated financial and non-financial information.

Agreed in principle and redevelopment is proceeding, pending the availability of funding.

179. Among other matters, the development of the Financial Management Department should have regard to:

Agreed. (a),(d),(e),(f),(g), and (i) have been done; (b) & (c) await the results of the regionalisation pilot project; and (h) is still under consideration.

- (a) the means of introducing a strong budget section;
- (b) the advisability of decentralising the accounts function;
- (c) the appropriate financial delegations to regional level;
- (d) the setting of a timetable to design and implement a satisfactory budget and management accounting system;
- (e) the advisability of giving the finance accounts function greater responsibility in the design and implementation of program budgeting;
- (f) the desirability of obtaining outside assistance to contribute to the design of systems to supply management accounting and program budgeting;
- (g) the desirability of continuing the Financial Management Group and the Overtime Committee;
- (h) the advisability of transferring responsibility for collection of payments of parking and traffic infringement notices to a revenue section within the accounts functions; and
- (i) the kind of EDP and communications systems needed to support these proposals and the resources required to install and implement them.

180. The Force should examine the desirability of a delegation manual to facilitate the financial responsibilities of appropriate managers and regional commanders.

A Delegation Manual has been issued to Research and Development, SFSL, Region 11 and Region 13 as part of the Regionalisation Pilot Project.

181. In the Air Wing, police performing clerical duties should be replaced by public servants as soon as possible. Engineers and technicians should not be required to be sworn personnel.

Civilian staff appointed to all clerical positions. It has been decided not to civilianise engineering and technical positions.

182. An expert committee, including members of the Air Wing and the Services Department, should be established to report on the cost and benefits, and the advantages and disadvantages of leasing and purchasing additional helicopters.

Implemented. Two additional helicopters purchased in 1986/87.

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| 183. The maximum use of civilian technicians should be made in the Audio Visual Division and the number of police reduced accordingly.  | A further two positions civilianised during 1987/88.  |
| 184. Audio visual link-up between larger stations and the major police facilities and, if necessary, training establishments should be developed.   | Agreed. Video link established between the three, major police complexes (William Street, Russell Street, and St.Kilda Road). To be further developed as Finances permit.   |
| 185. Regional Training and Career Development Offices should be equipped with video cassette equipment to facilitate their work.  | Still under consideration.  |
| 186. As a pilot program, a small number of public servants should be appointed to the Breath Analysis Section and trained as operators.   | Implemented.  |
| 187. Properly screened public servants should be appointed to the Bureau of Criminal Intelligence to perform clerical and administrative duties.  | Implemented.  |
| 188. A training course of sufficient duration (at least four weeks) should be developed for members appointed to Community Policing Squads.   | Implemented. Two six week courses conducted since May 1987.   |
| 189. The position of officer in charge of each metropolitan Community Policing Squad should be upgraded from senior sergeant to inspector. The squads should be responsible for both the authorisation of all non-arrest child proceedings in the region and for administering the child cautioning program.  | In view of the impending intergration of police, deferred pending Command direction.  |
| 190. The police and support staff of metropolitan Community Policing Squads should be increased to enable the Squads to manage the workload. The Community Policing Squads should provide the major focus for formalised police community effort in crime prevention and control within the region.   | Further examination of the concept of Community Policing is being conducted by the planning division of the Research and Development Department.  |
| 191. Training for Community Policing Squad members should include short placements with appropriate social welfare organisations.   | Implemented.  |
| 192. In the Computer Systems Division most duties presently performed by trained police, should be performed by appropriately qualified civilians. Where possible, vacancies should be conjointly advertised.   | Implemented in terms of civilianisation. Conjoint advertising not adopted, nor necessary, as police "leave without pay" option utilised.  |
| 193. Personnel requirements in the Communications Division should be examined to better match personnel strengths with workloads.   | Completed by the Inspectorate. No staff reduction recommended, although some work practices altered.  |
| 194. An examination of rostering in the Communications Division should be performed by outside consultants. If facilities and procedure do not permit greater efficiencies, the personnel strength should be increased to a level commensurate with the workload.   | Examination of the rostering system is currently under review   |
| 195. Most of the communications control room functions do not require trained police officers. Over a period, and suitably staged to ensure effectiveness and morale are maintained, the majority of police performing communications duties should be replaced by properly trained public servants ultimately accountable to the Chief Commissioner for the performance of their duties. | Currently seven public servants have been employed on a pilot study basis within Communications.  |
| 196. Staff at the Detective Training School should receive training in instruction and their effectiveness should be assessed. The Detective Training School Library should be expanded and thereafter accessible to both students and staff.   | An assessment by the Training Technology Group was completed in December, 1987. Final recommendations are being formulated for consideration. No additional funds were provided for expansion of the DTS Library. |
| 197. A structured attempt should be made to ensure that the Detective Training School courses continue to be highly relevant.   | The DTS syllabus is now reviewed at the completion of each course. Instructional content is adjusted regularly in light of changing law and operational needs.  |

198. A special group of key board operators and data collectors should be contracted to ensure that the central names index comes on-line without delay.

199. When the central names index is being developed policies regarding inclusion, expunction and similar decisions should be detailed in the Chief Commissioner's Annual Report.

200. A team of police investigators should be attached to the Missing Persons Bureau in the main to provide an effective co-ordinated response to reports of missing children.

201. The Motor Driving and Allied Traffic Schools should remain principally staffed by police.

202. Three public service labourers should be appointed to stable duties to permit mounted police, who now carry out mucking out and related duties, to perform more operational work. Breeding and breaking duties at Westmeadows should also be performed by civilians.

203. Police officers performing clerical and recording tasks at the Prosecutions Division who are not on light duties should be replaced by public servants as soon as possible and returned to operational duties.

204. The practice of seconding a large number of members to the Prosecutions Division rather than setting a realistic authorised strength should be reviewed.

205. A greater number of public servants in lieu of police should be used in the Radio Electronics Division.

206. Organisationally the radio store should be accountable to the officer in charge of the Radio Electronics Division.

207. The Search and Rescue Squad performs a valuable community service. Notwithstanding that some duties may not strictly be police functions, it should be retained.

208. Problems and delays at the State Forensic Science Laboratory will not be overcome unless and until the required number of scientific officers are appointed. They should be appointed as a matter of urgency. Eight should be appointed immediately and thereafter a formula to ensure that the Laboratory has an appropriate number of such officers should be determined and implemented.

209. Greater efforts should be made to retain the police experts in the State Forensic Science Laboratory at least for a period which justifies the time and cost invested in their training.

210. A comprehensive training program should be established for photographers and crime scene examiners.

211. The practice of posting traffic specialists to the Brief and Summons Office and similar administrative areas when these are under strength or backlogs have developed is an inefficient use of specialists and destructive of their morale, and should cease.

212. After integration, all completed traffic briefs (except drink driving and accident matters) should be filed within the informants' regions.

213. Traffic Department police performing clerical and administrative tasks should be replaced by public servants.

214. Police servicing the traffic cameras, examining the films and attending the correspondence generated thereby, should be replaced by public servants. General duties police should be given responsibility for interviewing or otherwise following-up camera offenders.

Agreed, and funding made available. Delayed by other priorities but still in progress, 80% complete.

Agreed. Review is pending release of Law Reform Commission Report on criminal records.

Not implemented. Force Command consider the existing police response is adequate.

Agreed.

Presently under review. A policy initiative has been submitted to Government in the 1988/89 Budget allowing for civilianisation of a number of positions at the Stud Farm and Mounted Branch. Subject to the availability of funds during the 1988/89 year this recommendation will be implemented.

Still under consideration. There is a much greater need for additional, rather than replacement, personnel.

Implemented, following the replacement of the Crime Car Squads with smaller District Support Groups in December 1986.

Two positions have been civilianised during the year. Currently five vacancies are unfilled due to the shortage of available technicians in the community.

Implemented in December 1986.

Agreed.

Employment of eight temporary staff. (six scientists and two technical assistants) during the year achieved a 25% reduction in work backlog. Employment of these staff on a permanent basis is required to meet current workloads. Funding is not available to permanently increase the staff to the required levels.

Implemented in the sense that existing promotion procedures have been used to allow specialists to progress within their particular disciplines. This will be continually reviewed.

Implemented.

Agreed. The practice has resulted from insufficient public service support staff. This is being gradually overcome but depends to a large extent on the implementation of Recommendation 7, which relates to additional public servants. Force restructuring may obviate this recommendation.

Implemented, within the existing district structure.

Agreed, and being implemented as part of the ongoing civilianisation process.

Where possible police have been replaced by public servants, and the application of the owner-onus provisions to traffic camera offences has minimised the need for follow-up interviews of alleged offenders.

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215. Priority should be given to the replacement of police in the Transport Branch by an appropriate number of public servants.

Eight positions have been civilianised during the year, any further civilianisation will be dependent on Government funding, and Force priorities.

216. The Water Police Squad should be relocated to more adequate premises with a frontage on Port Phillip Bay.

A submission detailing the accommodation requirements of the Water Police has been prepared and submitted to Government for approval. It provides accommodation for the Water Police as part of the Sandridge Port of Melbourne redevelopment project.

217. For police boats exceeding 30' in length or \$50,000 in price, a marine consultant or architect should be retained to supervise construction or purchase.

Implemented, by using the services of the Marine Board in the examination of specifications and the like.

218. While it is proper that country members performing water police duties be operationally accountable to the officer in charge of their Regions, the officer in charge, Water Police Squad should be responsible for their training, ensuring their competence and that they are provided with and properly maintain, adequate craft and equipment.

Implemented.

219. The feasibility of employing a shipwright or mechanic to maintain the police craft should be examined.

This recommendation is rejected. The feasibility of employing a shipwright has been examined and determined to be not cost effective.

220. A professional social worker should be appointed to the Force to provide a consultancy service with respect to training courses, community policing and the welfare office.

Agreed, depending on the availability of funding.

# Index

## Page

|  |   |
|--|---|
| Aboriginal Liaison Officer                           | 36  |
| Academy, Police                                      | 29, 37-38, 52                             |
| Accident Investigation Section                       | 10, 25                                    |
| Accommodation, police                                | 54-55                                     |
| Achievement of objectives                            | 13, 18, 19, 20, 22, 27, 33-34, 45, 50, 54 |
| Activities of Police Surgeons                        | 8, 31-32                                  |
| Acts of Parliament significant to Force operations   | 5   |
| Actual strength of Force                             | 4, 59                                     |
| Administration Department                            | 45  |
| Administrative Services                              | 45  |
| Aerial support                                       | 30  |
| Air Support To Routine Operations (ASTRO)            | 30  |
| Air Wing   | 30  |
| Air Wing flight statistics                           | 30  |
| Appendices   | 59-79                                     |
| Applications to join Force                           | 37  |
| Appointments, transfers and promotions               | 37-38                                     |
| Armed robbery  | 16  |
| Art Exhibition, Police                               | 35  |
| Association, Police                                  | 40  |
| Attwood, Operation                                   | 35  |
| Audio/video taping of evidence                       | 46-47, 51                                 |
| Audio Visual Division                                | 46  |
| Australian bravery decorations                       | 41  |
| Australian Police Medal                              | 41  |
| Awards   | 41-43                                     |
| Backlogs in Forensic Science Laboratory caseload     | 20  |
| Bands, Police  | 35  |
| Bendigo hostage siege                                | 16  |
| Bicycle Education Program                            | 34  |
| Bicycle, law enforcement                             | 34  |
| Blood/breath testing                                 | 23-24                                     |
| Blue Light Discos                                    | 35  |
| Breath Analysis Section                              | 26  |
| Bureau of Criminal Intelligence                      | 19  |
| Burglary, house, shop etc.                           | 15-16, 17                                 |
| Bus lane cameras                                     | 26  |
| Capital Works and Properties Division                | 54-55                                     |
| Central Names Index                                  | 19, 47                                    |
| Chief Commissioner's Certificate                     | 42-43                                     |
| Chief Commissioner's Office                          | 10, 28                                    |
| Child abuse  | 15, 32, 33                                |
| Child offenders                                      | 33  |
| Child cautioning                                     | 33  |
| Civilianisation                                      | 18, 19, 45, 51, 56                        |
| Classifications, promotional                         | 38  |
| Commissioners' Secretariat                           | 6   |
| Committee of Inquiry, Neesham                        | 63-69                                     |
| Community Policing Squads                            | 10, 33                                    |
| Community Policing Co-ordinator's Office             | 10, 15, 33                                |
| Communications District                              | 46  |
| Complaints, action taken as a result of              | 44  |
| Complaints, determination of                         | 44  |
| Complaints, outstanding                              | 44  |
| Contents   | 3   |
| Corporate Plan                                       | 11-12                                     |
| Crime Beat, Operation                                | 7   |
| Crime  | 13-21                                     |
| Crime Department                                     | 9, 13                                     |
| Crimes/drugs link                                    | 14  |
| Crimes (Family Violence) Act                         | 9, 30, 50                                 |
| Crime Stoppers                                       | 7-8, 13, 33-34                            |
| Crime trends   | 13-14                                     |
| Current initiatives, traffic                         | 24  |
| D24 Communications Complex, incoming telephone calls | 46  |
| Detected fraud offenders                             | 15  |
| Discipline Board, police                             | 39  |
| DISPLAN  | 27  |
| Distinguished service                                | 41-43                                     |
| District Operations, crime                           | 17  |
| Dog Squad  | 30  |
| Domestic violence                                    | 15, 56                                    |
| District reorganisation                              | 10, 28                                    |
| Drink driving  | 23-24                                     |
| Drink driving prosecutions                           | 24  |

## Page

|  |               |
|--|---------------|
| Driver training  | 25            |
| Drug backlogs  | 20            |
| Drug offenders   | 14            |
| Drug Squad   | 14, 39        |
| Drugs/crime link   | 14            |
| Escorts  | 26            |
| Ethnic Affairs   | 36            |
| Ethnic Awards Night  | 35            |
| Examinations   | 38            |
| Exercise Firm Grip   | 29            |
| External/internal courses                                    | 38            |
| Finance  | 56            |
| Fingerprint Bureau   | 14, 18        |
| Firearms amnesties   | 30-31         |
| Firearms Registry  | 30-31, 45     |
| Footscray drug campaign                                      | 31            |
| Forensic Science Laboratory                                  | 19-20         |
| Formal basis of establishment                                | 5             |
| Fraud, offenders detected                                    | 15            |
| Fraud Squad  | 15            |
| Freedom of Information Office                                | 52            |
| Freeze on Public Service staff appointments                  | 18-19         |
| General policing   | 27-33         |
| Highland Pipe Band   | 35            |
| Highlights, operational                                      | 7-8           |
| Hoddle Street shootings                                      | 7, 16         |
| Homicide Squad   | 8             |
| Hospital, Police   | 39            |
| Human Resources Division                                     | 45            |
| Industrial relations   | 40            |
| Information Bureau, "X" District                             | 18-19         |
| Information Technology Division                              | 47-51, 56     |
| Inhibiting factors   | 18-20         |
| Innovations in traffic law enforcement                       | 24            |
| Inspectorate   | 52            |
| Inspectors course  | 38            |
| Internal/external courses                                    | 38            |
| Internal Investigations                                      | 9, 44         |
| Legislation  | 50-51         |
| Legislative basis of the Force                               | 5             |
| Major capital works completed                                | 54-55         |
| Mainframe computer   | 18-19, 47, 56 |
| Major crime clearance rate                                   | 14            |
| Major crime statistics                                       | 14-16         |
| Major Incident and Planning Unit                             | 10, 28, 30    |
| Media Director's Office                                      | 35            |
| Media Liaison Bureau   | 35            |
| Members discharged on ill health                             | 37            |
| Members killed in the course of duty                         | 41            |
| Minister For Police and Emergency Services                   | 5             |
| Mobile Field Kitchen   | 48            |
| Motor Driving School   | 25            |
| Mounted Branch   | 32            |
| National Automated Fingerprint Identification System (NAFIS) | 18, 56        |
| National Crime Authority                                     | 7             |
| National Police Research Unit(NPRU)                          | 53            |
| Neesham, Committee of Inquiry                                | 68-79         |
| Neighbourhood Watch Program                                  | 7, 28, 34     |
| Number of persons killed or injured in road accidents        | 22-23         |
| Occupational health and safety                               | 39-40         |
| Offences committed by children                               | 33            |
| Open Day, Operation  | 35            |
| Operation :  |               |
| • Attwood  | 35            |
| • Argus  | 25            |
| • Banko  | 17            |
| • Crime Beat   | 7             |
| • Crime Scene  | 17            |
| • Easter Care  | 25            |
| • Grand Prix   | 25            |
| • Home Safely  | 25            |
| • Lygon  | 25            |
| • Open Day   | 35            |
| • Roadwork   | 17            |
| • Snow Bunny   | 25            |

## Page

|  |                          |
|--|--------------------------|
| • Speed Check  | 25                       |
| • Tall Ships   | 29                       |
| • United   | 8                        |
| Operations Department  | 26-28, 32                |
| Operational highlights   | 7-8                      |
| Operational police stations  | 28                       |
| Organisational structure   | 9                        |
| Organisational philosophy  | 4                        |
| Organisational Planning and Analysis Unit                                    | 53                       |
| Parking infringement notices   | 24-26                    |
| Patrol levels  | 28                       |
| Penalties Payment Office   | 25-26, 45                |
| PERIN System   | 28, 50                   |
| Persons killed and injured in road accidents                                 | 22-23                    |
| Personnel  | 37-40, 45                |
| Personnel assessment   | 38                       |
| Personnel management   | 37-40                    |
| Philosophy   | 4                        |
| Police Academy   | 29, 37-38, 52            |
| Police and the community   | 33-36                    |
| Police Art Exhibition  | 35                       |
| Police Bands   | 35                       |
| Police Complaints Authority  | 44                       |
| Police Discipline Board  | 39                       |
| Police driver training and allied schools                                    | 25                       |
| Police Exhibition, Royal Melbourne Show                                      | 34                       |
| Police Hospital  | 39                       |
| Police Life  | 36                       |
| Police powers  | 7, 13-14, 17, 57         |
| Police Regulation (Protective Services) Act 1987                             | 29                       |
| Police Service Board   | 39                       |
| Police Surgeon   | 31-32                    |
| Police Training Academy  | 29, 37-38, 52            |
| Police vehicles  | 48                       |
| Proactive policing   | 7, 13, 17, 28, 33-34, 57 |
| Promotional classifications  | 38                       |
| Promotional examinations   | 38                       |
| Property crime   | 15-16                    |
| Prosecutions Division  | 31                       |
| Protective Behaviours Program  | 7                        |
| Protective Services Group  | 29                       |
| Psychology   | 39                       |
| Public Affairs   | 34-36                    |
| Queen Street shootings   | 7, 16                    |
| Radio Electronics Division   | 45                       |
| Random breath tests  | 23                       |
| Rape Evaluation Group  | 17                       |
| Records Division   | 18                       |
| Recruitment  | 37                       |
| Research and Development   | 9, 50-53                 |
| Residential burglaries   | 15                       |
| Review of activities and achievements, personnel                             | 37-38                    |
| Road accidents, number of persons killed and injured road traffic collisions | 22-23                    |
| Road toll  | 22-23                    |
| Roadworthy Certification Section   | 26                       |
| Search and Rescue Squad  | 30                       |
| Secretariat  | 9, 45                    |
| Security and support   | 29                       |
| Siege/hostage situations   | 16, 29                   |
| Selection and training   | 37-38                    |
| Sergeants' Course  | 37                       |
| Service Board, Police  | 39                       |
| Services Department  | 9                        |
| Shopfronts   | 27                       |
| Shrine of Remembrance Security Group   | 29                       |
| Significant incidents/investigations, Crime                                  | 16-17                    |
| Snow Bunny, Operation  | 25                       |
| Special Constable Unit   | 29                       |
| Special Operations Group   | 29                       |
| Special Operations, Traffic  | 24-25                    |
| Special Projects Implementation Office                                       | 34                       |
| Special Solo Section   | 24                       |
| Specialists Units:   |                          |
| • Crime  | 21                       |
| • Traffic  | 26                       |
| • Operations   | 32                       |

## Page

|   |                   |
|---|-------------------|
| Speeding offences                               | 23-25             |
| State Disaster Plan                             | 27                |
| State Forensic Science Laboratory               | 19-20             |
| State Task Force, Traffic                       | 26                |
| Stations, number of                             | 27-28             |
| Stations, hours of operation                    | 27-28             |
| Statistical Review                              | 3                 |
| Stolen Motor Vehicle Squad                      | 21                |
| Stolen and recovered motor vehicles             | 16                |
| Strength of Force, actual                       | 4, 59             |
| Summary of major crime statistics               | 13-15             |
| Supply Services                                 | 48-49             |
| Superintendents' Course                         | 37                |
| Support Groups                                  | 18-20,30-32,45-49 |
| Surgeons, Police                                | 31-32             |
| Tables, Index                                   | 86                |
| Tapes, audio and video                          | 46-47, 51,56      |
| Task forces                                     | 17,26             |
| Tasked foot patrols                             | 17                |
| Traffic accidents                               | 23                |
| Traffic Alcohol Section                         | 26                |
| Transport                                       | 48                |
| Tests conducted under drink/driving legislation | 23-24             |
| Traffic Camera Section                          | 26                |
| Traffic Department                              | 9                 |
| Traffic Escorts Section                         | 26                |
| Traffic infringement notices                    | 25                |
| Traffic Operations Group                        | 22,24             |
| Traffic offences, statewide                     | 23                |
| Traffic Prosecutions Division                   | 26                |
| Training  | 37-38             |
| Training courses                                | 37-38             |
| Transfers                                       | 37                |
| Transit Police                                  | 10,29             |
| Transport                                       | 48                |
| Twenty-four hour stations                       | 28                |
| Uniform and Stores Division                     | 6                 |
| Valour Awards                                   | 41-42             |
| Vehicle Checking Section                        | 26                |
| Vehicles, police                                | 48                |
| Victoria Police Open Day                        | 35                |
| Video Section                                   | 47                |
| Violent crime                                   | 6-7,13-14         |
| Wastage of personnel                            | 37                |
| Water Police                                    | 30                |
| Welfare   | 39                |
| Workcare  | 39-40             |
| "X" District Information Bureau                 | 18-19             |

---

## Tables

## Page

|   |    |
|---|----|
| Organisational structure                                    | 9  |
| Specialist units - Crime Department                         | 21 |
| Random Breath tests   | 23 |
| Drink driving prosecutions                                  | 24 |
| Specialist units - Traffic Department                       | 26 |
| Operational police stations                                 | 28 |
| Air Wing flight statistics                                  | 30 |
| Specialist units - Operations Department                    | 32 |
| Statistics - Police Surgeon's Office                        | 32 |
| 1988 Promotional Classifications                            | 38 |
| Disposal of Charges referred to the Police Discipline Board | 39 |

## Graphs

## Page

|   |    |
|---|----|
| Offence ratios - all offences                         | 13 |
| 1987/88 cleared crime; major crime against the person | 14 |
| 1987/88 cleared crime; major crime against property   | 15 |
| Road fatalities                                       | 22 |
| Determination of complaints                           | 44 |
| Action taken against members                          | 44 |