

**STANDING COMMITTEE ON  
ESTIMATES AND FINANCIAL OPERATIONS**

**2011–2012 AGENCY ANNUAL REPORT HEARINGS**

**TRANSCRIPT OF EVIDENCE  
TAKEN AT PERTH  
THURSDAY, 11 OCTOBER 2012**

**SESSION ONE  
WESTERN AUSTRALIA POLICE**

**Members**

**Hon Giz Watson (Chair)  
Hon Philip Gardiner (Deputy Chair)  
Hon Liz Behjat  
Hon Ken Travers  
Hon Ljiljanna Ravlich**

---

**Hearing commenced at 9.34 am**

**O'CALLAGHAN, DR KARL**

**Commissioner of Police, sworn and examined:**

**HODGES, MR SHAUN**

**Director, Strategy and Performance, Western Australia Police, sworn and examined:**

**DAWSON, MR CHRIS**

**Deputy Commissioner, Western Australia Police, sworn and examined.**

**WARD, MR CRAIG**

**Acting Executive Director, Western Australia Police, sworn and examined.**

**DE MAMIEL, MR MICK**

**Director of Finance, Western Australia Police, sworn and examined.**

**The DEPUTY CHAIR:** On behalf of the Legislative Council Standing Committee on Estimates and Financial Operations, I would like to welcome you to today's hearing. Before we begin, I must ask the witnesses to take the oath or affirmation. If you prefer to take the oath, please place your hand on the Bible in front of you.

[Witnesses took the oath or affirmation.]

**The DEPUTY CHAIR:** You will have signed a document entitled "Information for Witnesses". Have you read and understood this document?

**The Witnesses:** Yes.

**The DEPUTY CHAIR:** This hearing is being held in public, although there is discretion available to the committee to hear evidence in private either of its own motion or at the witnesses' request. If for some reason you wish to make a confidential statement during today's proceedings, you should request that the evidence be taken in closed session before answering the question. These proceedings are being recorded by Hansard. A transcript of your evidence will be provided to you. The committee reminds agency representatives to respond to questions in a succinct manner and to limit the extent of personal observations. To assist the committee and Hansard, please quote the full title of any document you refer to during the course of this hearing for the record, and be aware of the microphones in front of you. Members, it will greatly assist Hansard if, when referring to the annual report, you give the page number in preface to your questions. As you know, government agencies and departments have an important role and duty in assisting Parliament to review agency outcomes on behalf of the people of Western Australia, and the committee values the assistance you provide with regard to this.

Would you like to make any opening statement, Commissioner?

**Dr O'Callaghan:** No.

**Hon LJILJANNA RAVLICH:** I refer to page 44, under "Significant Issues Impacting the Agency", and it specifically refers to the increases in demand for services. It clearly states that —

---

The demand for policing services has been increasing significantly and presents a challenge due to competing priorities.

Commissioner, I wonder whether you could just give us a bit of an overview about these increases in demand for services and what are some of those pressures that are causing that increase.

**Dr O’Callaghan:** I think, firstly, if I refer to the number of calls coming into the police assistance centre—that is, the 131 444 and 000 lines. We have experienced a significant increase there—I think something in the order of seven per cent. Currently, we are getting about 1.1 million calls per year, which is quite a significant increase, but we estimate that by about 2015–16 that will go up to 1.8 million calls. There is a whole range of factors which impact on that, not the least of which is the increase in population in Western Australia. I think the figures are around about an increase of 50 000 people per year move into the state; people moving into regional Western Australia, so increased pressure in the regions. You have got the fly in, fly out scenarios in the mining and resources industry, but places like Karratha, Port Hedland et cetera are expanding quite significantly, as are the goldfields. The metropolitan area is expanding along the northern corridor and along the southern corridor quite rapidly. All of those things have a significant impact on policing services, particularly some of those outlying suburbs where there are many younger families moving in, and you have the attendant problems with youth as well. I think these are probably the main demand factors. If you look at that, there are also changing crime trends as well. For argument’s sake, we are doing a lot more around family violence than we used to as a police force, say, 10 years ago. There are emerging crime trends in the drug area, like the proliferation of clan labs. All of these things are relatively new. So, if you go back to the beginning of the century, around 2000, a lot of the things that we are doing now were not on our horizon then, and the thing about policing is that it just expands. The old crime types do not tend to drop away; they are still there. So you get new crime types added to that. So I guess that is the sort of broad scenario in which we exist.

**Hon LJILJANNA RAVLICH:** Given these pressures, is your budget able to cope with these increasing pressures?

**Dr O’Callaghan:** Well, I guess the issue for us is policing on the ground, so the budget has to be able to cover the number of police that are deployed. There is a forward plan to recruit an extra 170 police in the next 18 months or two years, and they will keep pace, we think, with the demand in services.

**Hon LJILJANNA RAVLICH:** Commissioner, you have been quoted in the media as saying that in relation to the increase in efficiency dividend and the fact that your budget is going to be cut by an additional \$10 million, there will be functions performed by the police department that will no longer be able to be performed and, in particular, you have said that, for example, there will be longer processing times or in some cases services will be discontinued altogether. Now, I wonder whether you could tell the committee what sorts of services may well be discontinued in the event that you are forced to find these additional savings.

**Dr O’Callaghan:** One of the things that I am also on the record as saying is that whatever happens in us considering our budget position in the future, we will not touch front-line policing officers. So police officers who are currently in the front line today will remain in the front line. That means that if you have to make some reduction or change to support areas—and that is where you look, I think, to get some of your budget savings—you cannot make changes to those support areas without having some impact on service delivery. The support area of police and the administrative functions of police are very large and very varied, and we have started a process—and that process probably only started in earnest this week—of bringing all the portfolio heads in to go through their budget line by line to see what sort of things could be changed or where efficiencies could be made. One option is to change the level of services provided in some of those administrative areas. We have not yet got to the stage where we have identified and presented to the minister any particular service

delivery change, and that process is still taking place. In fact, we have got a whole series of internal meetings tomorrow to look at some of those things.

**Hon LJILJANNA RAVLICH:** Okay. Last financial year, commissioner, you were required to find efficiency dividends also.

**Dr O'Callaghan:** Last financial year—so the year 11 —

**Hon LJILJANNA RAVLICH:** Sorry; the one before that.

**Dr O'Callaghan:** So, 2010–11?

**Hon LJILJANNA RAVLICH:** Yes, 2010–11. Can you just advise the committee how much you had to harvest in terms of savings from the 2010–11 budget?

**Dr O'Callaghan:** Yes, I can, but I will ask the director of finance maybe to answer that question—Mick de Mamiel.

**Mr de Mamiel:** The 2010–11 savings basically came from the 2008 three per cent dividend. That was approximately \$30 million a year recurrent, and basically that was covered off in that year, 2008, going forward, and it related to how we actually recruited people in different particular areas. Perhaps, commissioner, you might want to cover the issue around police auxiliary officers and police staff et cetera.

**Dr O'Callaghan:** Yes. One of the things we did was change the profile of recruiting. You would be aware that we converted—not really converted, but we changed the employment status of a number of the extra 500 police officers we were getting to police auxiliary officers. One of the complaints we continually receive from the front line is that police are required to do a whole raft of things which you would consider marginally front-line—for argument's sake, management of custody prisoners, loading property details onto the system. It is actually more efficient for us to employ people who have limited functions and are trained in just those areas, which enables us to release more police to the front line. But those police auxiliary officers actually get paid less than a fully tactically trained police officer because they do not receive the same level of training and they are not perhaps exposed to the same level of danger. So there is a difference in funding profile, and that has enabled us to make quite significant savings in that budget process.

**Hon LJILJANNA RAVLICH:** What other areas were cut in order to achieve that \$30 million worth of savings?

**Dr O'Callaghan:** In that financial year?

**Hon LJILJANNA RAVLICH:** Yes, in 2010–11.

**Dr O'Callaghan:** I think they made up the bulk of that, but I do not know whether there is anything else that was there.

**Mr de Mamiel:** That is correct. The bulk of that came actually from that change in staffing. As you would know, there is quite a lot of expense put into extra vehicles, extra guns et cetera. Once you drop, say, 150 people out of that policing, front-line sort of area, you make some massive savings in the equipment et cetera that they are required to use on that front line.

**Hon LJILJANNA RAVLICH:** Commissioner, I am just wondering whether you would be able to provide the committee with a schedule showing how you achieved that \$30 million worth of savings in that financial year. If you would have that information with you, we would gladly take that now.

[9.45 am]

**Dr O'Callaghan:** We will not have it with us. We would have to provide you with that, because there will be smaller amounts of administrative changes and efficiencies which might look at

vehicle fleet and a range of things that we did at the time that only actually realised small amounts of money but are all about efficiencies.

*[Supplementary Information No A1.]*

**Hon LJILJANNA RAVLICH:** In relation to the savings, was not filling vacancies one of the strategies that was employed by police in order to harvest savings?

**Dr O'Callaghan:** No.

**Hon LJILJANNA RAVLICH:** Not at all?

**Dr O'Callaghan:** No.

**Hon LJILJANNA RAVLICH:** Okay.

**Dr O'Callaghan:** That certainly was not a budget position. Some vacancies may not have been filled because of difficulties, but it was not about budget.

**Hon LJILJANNA RAVLICH:** Okay. Thank you.

**The DEPUTY CHAIR:** Can I just ask you a question before I come to you, Hon Ken Travers? When you had the three per cent efficiency dividend, I presume that as you tried to find those savings, you found that pretty difficult.

**Dr O'Callaghan:** The original three per cent?

**The DEPUTY CHAIR:** The original three per cent back in 2008. Then you have another set of savings and you are obviously working through and finding productivity improvements and so on with the savings, which is all good. The question I am trying to lead to is that the blunt instrument of having so-called efficiency dividends is still working to make the police function more productive in terms of output per officer or per staff.

**Dr O'Callaghan:** The very nature of the term “efficiency dividends” means that you need to become more efficient. One of the things I can point you to if you want some better advice about that is last year's **PricewaterhouseCoopers** value-for-money audit of the Western Australia Police. One of the things that it raised in that audit is that there is not a lot of wastage or fat to make significant savings; in other words, the agency was running reasonably leanly and efficiently at the time. You can make as many changes to the budget profile as you like, as long as you accept that that has an impact somewhere on some level of service delivery.

**Hon LJILJANNA RAVLICH:** Can we get a copy of the **PricewaterhouseCoopers** report?

**Dr O'Callaghan:** Yes, you can.

*[Supplementary Information No A2.]*

**Dr O'Callaghan:** It is a Treasury document. We have copies of it, but it is owned by Treasury. Whether we can provide it, I do not know. I do not have a problem providing it, but we will have to ask Treasury.

**Hon LJILJANNA RAVLICH:** Can you ask Treasury whether that is the case?

**Dr O'Callaghan:** Sure.

**Hon LJILJANNA RAVLICH:** A number of agencies had those value-for-money audits. All of them have been kept secret, as I understand, or have been kept from public view, with the government claiming that they are Treasury documents and, therefore, cabinet-in-confidence applies.

**Hon KEN TRAVERS:** You said you have a meeting tomorrow to identify the savings. Is that to identify the two per cent efficiency dividends from the most recent budget or the Treasurer's recently announced \$10 million in savings?

---

**Dr O'Callaghan:** It is a range of things. Over the forward estimates there is an increasing percentage of dividends and savings to be made, so we need to have a look at how we are going to operate in the next four years to meet those savings. We have a series of these meetings. There are a number of portfolios and the portfolios have come in and we have worked through their budgets to see what might be on the table to realise those efficiencies, although nothing has been decided yet. There is a range of options and those things eventually need to be presented to the minister.

**Hon KEN TRAVERS:** So at this stage nothing has been presented to the minister in terms of the two per cent or the \$10 million in savings that was announced by the Treasurer a couple of years ago?

**Dr O'Callaghan:** With the initial efficiency dividend for the 2012–13 financial year, we wrote to the chair of this committee and outlined what has been agreed to by government or by the minister. There is a letter to Hon Giz Watson. That part of it has been dealt with. What is called the correct measures was the second letter that came recently, and the forward estimates are the ones we are looking at.

**Hon KEN TRAVERS:** Going to your cap on full-time equivalents, are you able to give any idea where those 104 vacancies currently exist in the organisation?

**Mr de Mamiel:** It is mainly that we have not recruited the initial 70 police officers as part of the initial program—so there are about 70 there. I believe that we have not, at this point in time, recruited another 30 additional police auxiliary officers. It is roughly that and probably a few public servants. It is mainly those two areas—police auxiliary officers and 70 police officers.

**Dr O'Callaghan:** Just to clarify that, the previous FTE-approved position enabled us to recruit those 70 police officers. When we wrote to the chair of the committee, we pointed out that one of the savings measures was deferring the recruitment of the additional 70 police officers by seven months. That was factored on the original FTE strength, but with the cap reduction that affects the employment of those people.

**Hon KEN TRAVERS:** How does that not affect front-line services? If you are not going to be able to employ 70 fully sworn officers and 30 auxiliary officers that would be intended to free up fully sworn officers to be out there, how does that not affect front-line services?

**Dr O'Callaghan:** It is front-line services as at 5 September when the letter was written to us. This is a future expansion of the Western Australia Police. What I meant about not affecting front-line services is that as we change administrative positions, we will not move people who are existing in the front line back to the back line.

**Hon KEN TRAVERS:** Are there any public service positions that can be abolished to free up FTEs to re-employ those 100 police officers?

**Dr O'Callaghan:** Again, and this is what I have pointed out before, if we abolish an unsworn position or a public sector position, there will be nothing left to fill that job or manage that job. So that job has to be changed or the service delivery level changed, and you certainly can use that FTE to increase the front line if that is what we wanted to do. You could do that. But I think factored into this is only 30 non-sworn FTEs.

**Hon KEN TRAVERS:** Can you provide a breakdown of the FTEs for 30 September 2012, 30 June 2012 and 30 June 2008 for police officers, police liaison officers, which were formerly APLOs, auxiliary officers, police staff, crossing guards, and wages and cleaning staff? Is it possible to get that breakdown?

**Dr O'Callaghan:** Yes, it is. I just need you to clarify whether you want to talk about actually employed people or the authorised FTE level?

**Hon KEN TRAVERS:** In fact, I am happy to ask for both.

---

**Dr O’Callaghan:** I thought you might say that!

**Hon KEN TRAVERS:** I was starting with the FTEs, but I do understand the issue of your actual headcount!

**Dr O’Callaghan:** They will be different.

**Hon KEN TRAVERS:** A big difference is, for instance, crossing guards, where you have 125 FTEs but in terms of headcount, it runs out at about 500 and something.

**Dr O’Callaghan:** Yes.

*[Supplementary Information No A3.]*

**Hon KEN TRAVERS:** Why had you not filled those 70 positions? Is it because you would have filled them through the rest of this year?

**Dr O’Callaghan:** Yes. We had the forecast before those 70, plus the remainder of the government election promise. The 70 were due to be recruited to fill in this financial year. That was the forward planning; we ramp up towards the full commitment.

**Hon KEN TRAVERS:** Have you been given any instructions by the government about meeting its election commitment?

**Dr O’Callaghan:** We have been given no instructions. I am only aware of the minister on the public record saying that the government will meet its election commitments. Some of the question is answered at page 159 of the annual report; see if that meets your needs.

**Hon KEN TRAVERS:** I suspect it does for 30 September.

**Mr de Mamiel:** That is not a headcount though.

**Mr Hodges:** That is authorised strength as at 30 June 2008–09.

**Hon KEN TRAVERS:** Are your crossing guards and wages and cleaning staff included in that?

**Mr de Mamiel:** Yes; down the bottom.

**Mr Dawson:** On page 158 there is a resource profile which shows the crossing guards at 117. It is an FTE, as you acknowledged earlier, but not a headcount.

**Hon KEN TRAVERS:** What is that figure? Is that the FTE figure?

**Mr de Mamiel:** That is the FTE figure at 2011–12.

**Hon KEN TRAVERS:** Of what you actually had employed or what you were approved to have?

**Mr de Mamiel:** It is actual.

**Hon KEN TRAVERS:** My understanding is that you have about 125 FTE crossing guards.

**Mr de Mamiel:** I am not sure.

**Hon KEN TRAVERS:** It might be slightly higher than that. One of the complexities of this whole issue is that it is these figures are what you actually have, then there is a headcount and then the authorised strength. What I am asking for is what the authorised FTE was for each of those headings at 30 September 2012, 30 June and 30 June 2008 so that we can compare the actual authorised strength.

**Mr Dawson:** On page 162 there is a profile. To use children’s crossing guards as an example, the headcount as of 30 June 2012 was 576. Obviously they are part-time people who only work several hours in the morning and afternoon. By way of an FTE, that is broken down financially to 117.

**Hon KEN TRAVERS:** I understand that, and that is why I am interested to get those figures.

**Mr de Mamiel:** Can I just clarify something, because this could lead to confusion later on.

**Dr O’Callaghan:** We are already confused!

---

**Hon KEN TRAVERS:** I read a quote from the former minister about this issue and how we are all confused!

**Mr de Mamiel:** If you go back and look at past budget statements for Western Australia Police, we used to put in FTEs as per authorised strength. You will find that from 2012–13 that has been revised so that we comply with every other department which uses the Public Sector Management Office's minimum obligatory information requirement statistics, which is an average of the four quarters in that year. So there is authorised strength we can give you, there is a headcount we can give you and there are the MOIR figures we can give you. If you get those three figures, we are comparing apples to apples.

[10.00 am]

**Hon KEN TRAVERS:** If you could give us each of those.

**The DEPUTY CHAIR:** The three elements of that information will be all the same as supplementary information number A3.

**Hon KEN TRAVERS:** The commitment to 500 police officers—what is that based on? Which one of those figures is that based on?

**Mr de Mamiel:** That is a headcount. Not a headcount—that is an authorised strength, sorry.

**Hon KEN TRAVERS:** So you may have the FTEs for it, but not have the actual police officers out in the service.

**Mr de Mamiel:** If you recruit towards the end of the year, you might have added to your authorised strength, so you might have gone from, say 5 000 to 5 200, but because you have actually recruited, say, 100 towards the end of the year, you use an average, and so you had them for the last quarter; they are only worth 25 FTE on a MOIR basis. So it has nothing to do with whether they are on the beat or not; it is really about having a quarter of the year as equivalent to 100 people, as equivalent to 25 FTE under a MOIR arrangement, because it is an average, basically, over the year.

**Hon KEN TRAVERS:** Would not therefore the best figure be to actually have a headcount of police officers?

**Mr de Mamiel:** Not really, because you have part-timers in there, 0.5, 0.25, 0.8 et cetera, so it is really, if you look at it, probably the MOIR figure would be the best, because it is the average number of police officers or public servants et cetera that you have had over the whole year.

**Hon KEN TRAVERS:** So the poor elector who read an advert that simply said, “An extra 500 police” is now going to find out that that is actually only 350 sworn officers, and then it is over five years, and then the five years does not start, and then it may not actually even be 500 extra police because it might be broken down into headcounts versus FTEs versus something else, or non-filled positions.

**Mr de Mamiel:** What normally we look at is, if you are looking at it from a strength point of view and you are looking at it from an additional program point of view, if you look at it at 30 June, the numbers that we actually have on at that time, that will tell you, really, that you have met your authorised strength, because that is what we always aim for.

**Dr O'Callaghan:** Can I make the point that my interpretation is that the 500 promised by government are 500 full-time employees, not 500 employed people; 500 full-time people. That could mean more than 500 actual employees. Also, all of those are sworn; the 150 police auxiliary officers are sworn officers, and so are the fully tactically trained officers. None of those 500 is not sworn.

**The DEPUTY CHAIR:** In other words, that does not include any support staff.

**Dr O'Callaghan:** No. The police auxiliary officers provide a level of support, but they are sworn and they are trained because they need police powers, for argument's sake, to administer their



custodial duties. There are, on top of that, a number of public servants employed, and they are unsworn.

**Hon KEN TRAVERS:** Just looking at the FTE count of 561 that is listed there.

**Dr O'Callaghan:** Are we talking about crossing guards?

**Hon KEN TRAVERS:** No, we are going to actual police officers.

**Mr de Mamiel:** Can I give you an example? Hon Michelle Roberts quoted a figure from the 30 June 2008 report and it includes police officers, staff and wages, et cetera. She quoted a figure of 7 526. That is a headcount. I do not have the exact figure for 30 June 2008 on an average basis, which is the MOIR basis, but in September 2008 I have that figure. That figure is 6 946. Because you are looking at averages it is always going to be less than a headcount and it is always going to be less than an authorised strength.

**Hon KEN TRAVERS:** All right. Just moving on, in terms of the ability—Western Australia's population I think grew by something like three per cent last year, and even on average for the last couple of years it has been well over two per cent. Two and a half per cent, you would need to just maintain a police officer to population ratio; you need 142 extra police officers every year. At three per cent, you would need to be getting about 170 police officers, and that includes the auxiliary officers as well. How do you manage with the resources if you are not having that increase in police resources? Your ratio to population is declining. How does that allow you then to provide the same services?

**Dr O'Callaghan:** If the government meets its election commitment—I think the minister is on record as saying that it will—then we should be able to continue to provide the service that we provide, but I think part of the challenge here is that the answer is not always in providing more blue-shirt police officers to solve the problems. Remember, a lot of the problems I have been talking about in the public domain cut across a number of different government agencies, so better cooperation with different government agencies gives you a better outcome. I think there is far too much emphasis on the fact that the police are the people who are going to solve all these problems, and they are not. Sometimes, investment in other government agencies actually provides a better dividend, and I think we have to become more strategic about the way we approach that. The other thing that I am very keen to negotiate is for people not to go and promise numbers of police officers without some science around it. Typically, what happens at election time is that either party in Parliament will say, “If we're elected, we're going to give you 500 police officers”. It is much better to work out what the funding profile should be for police and allow the police commissioner to make decisions about what sort of employees that person employs. For argument's sake, it is much better for us to have the combination of police auxiliary officers, some sworn officers, some technical experts, and some unsworn officers, rather than being forced to go and employ 400 or 500 blue shirts when, in fact, what happens if you do that is that a lot of them end up supporting each other and end up in back rooms. So there needs to be a lot better science around the way that police are actually funded to employ people, rather than just saying, “You're going to get 500, 400, 300”. Over time, the challenges for us change and once you do that, once you are locked into a particular path, you cannot really change your employment profile to deal with some of the problems you are facing.

**Hon KEN TRAVERS:** Making the commitment relevant to the next term of government probably is helpful as well, but that is not your issue. How many of the actual 500 police have you engaged since 2008?

**Dr O'Callaghan:** Correct me if I am wrong, but I think we have 170 more to recruit in that 500.

**Hon KEN TRAVERS:** As a result of most recent decisions, in terms of the efficiency dividend and the FTE savings, and if it is part of your two per cent efficiency dividend—I will come back to that. Of the remainder, as a result of the recent decisions, when will the remainder actually be employed?

**Dr O'Callaghan:** That will be up to the minister. The minister has made a public statement that the government will meet the election commitment. We need to be advised at some stage if that is the case that the FTE cap changes. When we are advised of that, then we will be able to make some decisions about that.

**Hon KEN TRAVERS:** But at the moment, based on the instructions you have been given at the moment, there will be no additional employment before June 2013.

**Dr O'Callaghan:** If I just go on the advice I received from the Treasurer a little while ago, that is the case, yes, apart from attrition.

**Hon KEN TRAVERS:** So you will replace —

**Dr O'Callaghan:** We will replace those who leave, yes.

**Hon KEN TRAVERS:** At the moment, do you have your recruit schools planned for the remainder of this year?

**Dr O'Callaghan:** Yes, we do.

**Hon KEN TRAVERS:** Have they now been changed to —

**Dr O'Callaghan:** No; in fact, they are fully subscribed in terms of attrition anyway, so we are losing about 20 to 22 or 23 officers per month. Each school that goes through the academy is about 30, so we need to be able, every three months, to put two schools through just to cover attrition. The academy is full steam ahead.

**Hon KEN TRAVERS:** Right. Would you have been able to make the 70 that you had planned for this year if you —

**Dr O'Callaghan:** My belief is that we would have. I will defer to the executive director and he can give you a better idea about that.

**Mr Ward:** We have a plan to meet those numbers. It is dependent on getting some marketing activity going just to push the application rate up, but we will probably be able to meet those.

**Hon KEN TRAVERS:** If the current order stands that you can only make attrition for the next six or eight months through to 30 June next year, what does that mean? How many schools will you need to run in the 2013–14 year to meet the commitment and meet attrition?

**Mr de Mamiel:** I do not have the number. It depends on your attrition.

**Hon KEN TRAVERS:** Based on your current average.

**Mr de Mamiel:** It is 170 additional. I do not have the exact number in front of me, but it is planned out to deliver that commitment at this stage.

**Hon KEN TRAVERS:** I am wondering how many schools and what impact that then has on your resources because I assume that you are going to have to then take significant numbers of officers out of their normal duties to assist at the academy, will you not?

**Dr O'Callaghan:** The academy has some flexibility in terms of how much time it devotes to in-service training, so some of those resources can be moved over to recruit training to facilitate that. In the next 12 months we estimate something like about 240 police officers, maybe 250, might leave WA Police. Add to that the 170 that will need to be recruited and you are looking at the academy having to process about 420 people. That would be divided into schools of 30, so if you divide 30 into 420 you will get an idea about how many schools have to go through. This would be, as I understand it, before June 2014; that is when the government said it would meet its election commitment by.

**Mr Dawson:** I might add in there that depending on the recruiting profile, if we recruit or re-engage officers that have prior police service, whether within Australia or overseas, the training time that we take for those is ordinarily about half what we have for a raw recruit, so that can influence how

many schools we put through because if you only have half the training impost, you can obviously graduate them in half the time.

**Hon KEN TRAVERS:** All right. I am happy for this to be taken on notice: can you give us a list of what you currently have planned in terms of recruit schools for the remainder of 2012, then 2013 and 2014—what your plan is for those recruit schools?

*[Supplementary Information No A4.]*

**Mr de Mamiel:** I am not sure that we have a plan for 2013–14 at this point, but we definitely have one for 2012–13.

**Dr O’Callaghan:** We will give you what we have.

**Hon KEN TRAVERS:** All right, thank you. We talked about attrition; I am wondering if we could get a list of the resignations and retirements since 30 September 2008. That obviously then leads to what would be the average attrition rate each month, if you are able to take that on notice.

*[Supplementary Information No A5.]*

**The DEPUTY CHAIR:** That number is going to be different to the 22 you mentioned earlier, commissioner.

**Dr O’Callaghan:** Yes, it will be slightly different, but it will be somewhere between 20 and 25; it depends on the time of year, too. At June you get a lot of retirements, so the numbers are higher at the end of the financial year.

**Hon KEN TRAVERS:** I was going to say, is it possible to break it down on a month-by-month basis?

**Dr O’Callaghan:** Yes, it is.

**Hon KEN TRAVERS:** If we could get it on a month-by-month basis, that would be good.

**The DEPUTY CHAIR:** That is all A5.

**Hon KEN TRAVERS:** And also if you could give us a list of how many you have recruited in each month over that same period.

**Hon LJILJANNA RAVLICH:** Commissioner, can I just take you to the correspondence you provided to this committee that deals with your efficiency dividend for 2012–13 and the future years? In terms of your proposed strategy to deliver that efficiency dividend, you outlined a number of things that you intend to do in order to achieve those savings, amongst them the deferring of the recruitment of the additional 70 police officers by seven months, which will result in savings of \$9 million for 2011–12. Secondly, you referred to the vehicle impoundment cost reductions through government implementing amended legislation which will result in a \$2 million cost reduction to government. I am wondering whether you can just explain how that will work and how you will achieve the \$2 million worth of savings.

[10.15 am]

**Mr Ward:** The issue around the impoundment legislation is to do with police officer discretion, whereby there is none, effectively. We are having to seize a lot of vehicles and in some cases the vehicles are worth less than the impoundment fees. When a person fails to appear in court and a bench warrant is issued, we are not able to release the vehicle at all until the person presents in court. Therefore, we are racking up impoundment fees on a vehicle that may be worth \$1 000, for example. There are issues around how we administer the legislation. We are also looking to implement a more effective IT system that will allow us to track those things and manage the contract with the outsource provider who impounds and tows the vehicles differently from the way it is being done currently. We also are looking at utilising some of our own assets to store some of the vehicles rather than use the impoundment yards.

---

**Hon LJILJANNA RAVLICH:** How many vehicles were impounded in 2011–12?

**Mr Ward:** I do not have that in front of me, but I can get it.

*[Supplementary Information No A6.]*

**Hon LJILJANNA RAVLICH:** What was the total cost of impounding those vehicles?

**Mr de Mamiel:** We do not have that.

**Hon LJILJANNA RAVLICH:** Can we get that information?

**The DEPUTY CHAIR:** That is all part of supplementary information A6.

**Hon KEN TRAVERS:** Does that require a legislative change to occur?

**Mr de Mamiel:** It does to remove some of those discretion activities and things, as mentioned around bench warrants and being able to dispose of vehicles before there has been a court process. That will allow us to free up some significant costs.

**Hon KEN TRAVERS:** When would we expect to see that legislation presented to Parliament, considering we have only a few sitting weeks left this year and I do not see Parliament sitting until April or May next year at the earliest?

**Mr de Mamiel:** A submission has been made to have those amendments made.

**Hon KEN TRAVERS:** Do you have any idea when it is likely to be presented to the Parliament? Is that \$2 million for a full year or for between now and next year?

**Dr O’Callaghan:** It is for the full year.

**Hon KEN TRAVERS:** For this financial year it is unlikely that you will get that \$2 million saving.

**Mr de Mamiel:** It is problematic.

**Hon KEN TRAVERS:** “Problematic”, says the finance officer!

**Hon LIZ BEHJAT:** We might sit over Christmas to get it done.

**Hon LJILJANNA RAVLICH:** So basically you are saying that you cannot meet your projected savings targets because, for a start, you will not be able to get the legislation that would enable you to achieve at least a \$2 million saving for 2012–13?

**Mr Ward:** There are some other strategies involving the impoundment of vehicles that we are exploring as well.

**Hon LJILJANNA RAVLICH:** That is not the question I asked. I asked you: does this not demonstrate that you will not be able to achieve your projected savings target because the legislation to enable you to achieve a saving of \$2 million in relation to this strategy—that being the vehicle impoundment—will not happen because the legislation is unlikely to get to Parliament in time for it to be able to happen?

**Dr O’Callaghan:** I think that is a reasonable interpretation. You asked a question about impounded vehicle numbers. On page 154 are the impounded vehicle numbers for 2009–10, 2010–11 and 2011–12. I do not know whether they are the figures you are looking for. It may prevent the need for providing supplementary information for the answer to your question.

**Hon LJILJANNA RAVLICH:** That is 9 857 impounded vehicles.

**The DEPUTY CHAIR:** That does not include the cost for which you asked.

**Dr O’Callaghan:** You have the numbers, so you just need the cost.

**Hon LJILJANNA RAVLICH:** Thank you.

**Dr O’Callaghan:** Can I also go back one step to the question about vehicle impoundments? As you pointed out, achieving the savings through legislation will be difficult. One of the other options we

are looking at to try to meet the \$2 million is to impound vehicles on our own property rather than on the contractors' property. We have a number of facilities that we are currently looking at. If we are able to put them there—at least the vehicles that have a lower cost—the on-cost to WA Police would be lower. I am not sure whether we have done any projections on savings there.

**Mr de Mamiel:** Not entirely. We have done for one site. Basically, we are talking about a saving of up to \$300 000 on that site. That is also in a full year.

**Dr O'Callaghan:** That goes partially towards meeting the \$2 million target.

**The DEPUTY CHAIR:** Would it not require an amendment to the legislation?

**Dr O'Callaghan:** That does not require an amendment to the legislation.

**The DEPUTY CHAIR:** I was surprised to hear that it requires legislation because it seems such an administrative, procedural process. I am interested to hear that there is at least some flexibility.

**Dr O'Callaghan:** The issue, as the executive director pointed out, is that amendments being sought in the legislation are around police discretion on whether or not to seize. Currently, there is no discretion; everything has to be seized.

**The DEPUTY CHAIR:** I see.

**Hon LJILJANNA RAVLICH:** The next savings measure is the recruitment of an additional 30 public servants until May and June 2013, which is estimated to deliver a saving of \$3 million. I wonder whether you could comment on the likely impact that will have on the operations.

**Mr Dawson:** They are obviously additional public servants. What we ordinarily do is take resource applications from each of the portfolios. Those 30 public servants have not been specifically allocated to particular jobs but, by way of example, they may be additional intelligence analysts who form part of it, so we would supply further analysts to some of the operational support areas, or they may be additional call takers at the police call centre to meet increasing demand. We will apportion them as to where we think we will get the best value for money.

**Hon LJILJANNA RAVLICH:** Obviously you need these people, otherwise you would not have had them approved in the first instance. Now that you will not be able to fill those positions, clearly the existing workers will either need to take up the slack, so to speak, and work harder, or, alternatively, some of your officers may be involved in some administrative work, which would not be a good use of their time. What happens on the ground when you have a demand for these workers and you cannot have them in order to do the jobs that they would otherwise be assigned to?

**Dr O'Callaghan:** If some of those people were to be call takers at the police assistance centre, the impact would be not so much on the ground for police officers but on the time it takes to answer a telephone call. I cannot predict exactly how many of those would have gone there, but I did start this conversation today by saying that the numbers of incoming calls to the police assistance centre are ramping up quite considerably. The effect of not increasing the numbers of unsworn people there would be longer processing times for incoming calls. That would probably be only in the range of seconds. It would not be an extraordinarily long range of time; it could be another 10 or 15 seconds or whatever. The impact of not having analysts on the ground is that information packages that help clear up some crimes might not be available as quickly. They are the sorts of things that might be impacted. I am not saying that they will be, but they are the possibilities.

**Hon LJILJANNA RAVLICH:** I do not want to go through the whole list, but the last dot point on page 2 refers to an application of a two per cent efficiency target to all WA Police managed budget portfolios, which will deliver you savings of \$4.9 million. What sorts of things are likely to be cut under that?

**Mr de Mamiel:** The things we are looking at are savings in vehicle costs in terms of maintenance and reducing our FBT—fringe benefits tax. I do not have a full list here.

---

**Hon LJILJANNA RAVLICH:** Could you provide a full list of the anticipated—if you do not have the actual—areas you are likely to cost? I think most people would be concerned if you were going to be cutting vehicle maintenance costs.

**Mr de Mamiel:** It is more the fact that our vehicles are now basically doing—we used to hold our vehicles for only 60 000 kilometres but we have pushed those kilometres out to 120 000 under the value-for-money audit, so you do not have the decommissioning costs that you might have had in the past. We are also looking at different sized vehicles et cetera for administrative purposes. That is probably a small part of the \$4.9 million. I will look at providing you with a list.

**Dr O’Callaghan:** Some other examples that do not affect the front line are travel, and some of our fixed costs are increasing, like the cost of power. I think we can be more energy efficient. We are looking at a whole range of things. They all come into this global application. We can provide a list of things that we have looked at.

*[Supplementary Information No A7.]*

**The DEPUTY CHAIR:** That is a list of the costs relating to the managed budget portfolios.

**Hon LJILJANNA RAVLICH:** Just out of interest, I noticed this morning for the first time three police officers on bicycles. Is this part of the cost-saving measures?

**Hon LIZ BEHJAT:** They ride very fast!

**Hon LJILJANNA RAVLICH:** It is the first time I have seen them. They were cycling up Harvest Terrace.

**Dr O’Callaghan:** It is actually a fitness dividend! No, we have been using them for some years now. It is just a different mode of transport that allows access to a lot of things we would otherwise not get access to such as laneways and alleyways. It is a very, very efficient way of doing business in some circumstances. It is not a new thing.

**Hon LJILJANNA RAVLICH:** Are mobile police stations part of the efficiency dividend?

**Dr O’Callaghan:** No, but I said recently that over the summer we would be rolling out some more mobile police facilities in hot spots such as beachfronts and things like that, for argument’s sake. We intend to have a bigger profile on those this summer.

**Hon LIZ BEHJAT:** I draw your attention to page 169 of the annual report and the professional standards section. I am looking at outcomes of allegations with regards to public complaints and the Commissioner of Police complaints. I notice that, firstly, with public complaints, in 2007–08 we had a total of 2 117 public complaints. The figure has gone down in 2011–12 to 1 318, which is a decrease of nearly 800. Similarly, the Commissioner of Police complaints, reduced from 2 600 in 2007–08 to 1 874, which is a drop of 700 in those years. Do you want to talk me through that? What have you been doing that has meant there has been such a great drop in the public complaints? You are obviously doing a better job as far as the public are concerned.

**Dr O’Callaghan:** A lot of public complaints are quite minor and they have been streamlined. When a person wants to talk to us, we are much more proactive in the way we deal with that and people are less aggrieved by it. A whole range of compliance mechanisms have been put in place from a technology and cultural perspective over the last few years. As those compliance mechanisms come on board, they develop early warning systems for us. If we think officers need some training or counselling, there is a lot more early intervention than there used to be. I think we are seeing an improvement in those figures. It is something we keep a very close eye on. We put in place multiple strategies that I would be happy to provide to the committee if it is interested.

**Hon LIZ BEHJAT:** I would like that.

*[Supplementary Information No A8.]*

---

**Hon LIZ BEHJAT:** They are good figures. As far as I am concerned, if there are fewer complaints, obviously you guys are perceived to be doing a better job. That is all I wanted to ask.

[10.30 am]

**Hon KEN TRAVERS:** I refer to page 154 where it lists traffic patrol hours under “Other traffic enforcement and road-user behaviour”. Is that your total traffic patrol hours? On the previous page there are preliminary breath tests and non-camera speed contacts. If someone is patrolling and does a breath test or whatever, would that be picked up under patrol hours?

**Dr O’Callaghan:** Yes.

**Hon KEN TRAVERS:** Is that the total patrol officers patrolling for traffic enforcement purposes?

**Dr O’Callaghan:** Some of the recording of traffic patrol hours is slightly complex because our activity survey takes only about a two-week slice out of the entire year. Shaun is across the way these patrol hours are accumulated, so I will get him to answer that question.

**Mr Hodges:** Thank you, Commissioner. Previously, there was some contention and some misunderstanding about the way we recorded patrol hours. Sometimes two people in one vehicle are recorded as one set of patrol hours and some people record it as two sets of patrol hours, so it has skewed the figures. We have been working quite hard over the past two years particularly to try to get the figures so everyone provides the same level of figures. That is why you have seen an adjustment in the figures there. This is particularly just traffic enforcements. When you see vehicles patrolling around the streets, that is not necessarily traffic enforcement. Even though they may see a traffic breach and they can deal with a traffic breach, they would not necessarily record that as a traffic recording hour. This is just specifically, for instance, our traffic enforcement group. This is what they do.

**Hon KEN TRAVERS:** What is it now; if two officers are in a car are they considered two patrol hours or one patrol hour?

**Mr Hodges:** They would consider it as one patrol hour. They would put it down as a single figure.

**Hon KEN TRAVERS:** As a single patrol hour?

**Mr Hodges:** Yes, a single patrol hour.

**Hon KEN TRAVERS:** What about two officers on motorbikes working together?

**Mr Hodges:** I will have to double check that.

**Hon KEN TRAVERS:** Do you separately record the additional patrol hours when you get money out of, say the road trauma trust account?

**Mr Hodges:** I do not necessarily know that we do. I cannot answer that. I can certainly find out whether a road trauma trust account —

**Hon KEN TRAVERS:** You get additional money for policing, which I assume includes patrol hours. I know a lot goes into random breath testing. How do we know that that is not being used as a way of topping up your budget rather than being an additional contribution from the road trauma trust fund?

**Mr de Mamiel:** We require people to record their hours against the funding for the road trauma trust account. That is the way we do it.

**Hon KEN TRAVERS:** They may be recording the hours but are they at the same time having their ability to go out on patrol covered at other times so it is then a road trauma trust account patrol that we are cost shifting out of your budget into the road trauma trust account?

**Dr O’Callaghan:** I think one of the things you have to understand is that our systems are not sufficiently well developed to identify every one of those. The idea of a management system that can do that has been on our forward planning for technology for some years but it is a matter of

getting the money to do that and putting it as a priority. We are relying on self-reporting. That is the only information we have. We do not have any other way of capturing that detail.

**Mr de Mamiel:** That is correct.

**Mr Dawson:** A portion comes out of the road trauma trust account that has been colloquially called step funding. We require the officers who are performing those dedicated traffic duties to account for the hours specifically to that appropriation. To explain it more broadly, the time appropriation or time and motion studies around a district traffic car that might be deployed at the beginning of a shift to do traffic duties but may be diverted, for instance, to a roadblock at a fire scene, may not be recorded as a traffic hour but an emergency response or they might be asked to assist at an armed robbery. While they started their shift as dedicated traffic hours, for our recording and our counting around that, as the commissioner stated, our ICT systems are not sufficiently well developed to require officers to hit a button when they are diverting to another job. We get some in our computer-aided despatch system—our CAD system—but, again, it is not that granular that we can give you a definitive exact minute-by-minute or hour-by-hour figure.

**Hon KEN TRAVERS:** When you get that funding do you have a base case that says that those traffic officers have to do 1 000 hours every month and when we give them this money they will have to do 1 500 hours every month?

**Mr Dawson:** My short answer is that if it is a dedicated traffic enforcement role in which they get RTTA funding, that counting rule is reasonably robust, but if it is generic traffic deployment out of our normal appropriation, because they do mixed tasks and will not be specifically dedicated to, for instance, a random breath test bus, it is quite easy to count, but when they go through the amorphous tasking regime and can go off to any sort of task is when the figures are much more difficult to calculate.

**The DEPUTY CHAIR:** We will stop for a short break at about quarter to 11.

**Hon KEN TRAVERS:** Do you have overtime budgets on a district-by-district basis?

**Dr O'Callaghan:** Yes, we do.

**Hon KEN TRAVERS:** Can we get a breakdown of what the budget is and how much has already been expended?

**Dr O'Callaghan:** By district?

**Hon KEN TRAVERS:** Yes.

**Dr O'Callaghan:** We are talking only about overtime apportioned —

**Hon KEN TRAVERS:** By district and by unit. Major crime would have its own separate one; as would child abuse. I do not know what you call them—sections or divisions.

**Dr O'Callaghan:** They are divisions within crime, so each division has an overtime budget. There are several units as part of that division.

**Hon KEN TRAVERS:** What is the current budget for overtime for 2012–13?

**Mr de Mamiel:** Roughly about \$26 million from off the top of my head.

**Hon KEN TRAVERS:** Do you know how much has already been expended?

**Mr de Mamiel:** I would be guessing. If you need that figure I can provide it.

*[Supplementary Information No A9.]*

**Hon KEN TRAVERS:** Have any units already overspent their overtime budget for this year?

**Mr de Mamiel:** Globally, yes

**Hon KEN TRAVERS:** Is one of them major crime by any chance?

---



**Mr de Mamiel:** I could not say.

**Hon KEN TRAVERS:** I wonder whether you can confirm whether the major crime squad has spent more than half its overtime budget already for the first three months of the year.

**Mr de Mamiel:** That will come out as a result probably of what we provide you.

**Hon KEN TRAVERS:** You are not aware of that at the moment? I would have thought if there was a section that is well ahead of its overtime budget it would have been brought to your attention already. Would you not be doing almost a monthly monitoring of the overtime budget?

**Mr de Mamiel:** Globally, I advise people that they are over.

**Hon KEN TRAVERS:** Is major crime one of those?

**Dr O'Callaghan:** The way it would work is that major crime—I do not know whether they are over budget—but if they were, specialist crime itself would be responsible for the overall budget for crime, even though it goes into divisional levels. If its spending profile is up, it may be they will move money from other parts of crime. That is the way it would work. I cannot tell you what position major crime is in at the moment. We can certainly provide you with that detail.

**Hon KEN TRAVERS:** Is there a problem that that also could be due to a shortage of detectives because they are not at their authorised strength?

**Mr Dawson:** The response to major crime is very dynamic because we cannot predict the great number of certainties or homicides that can occur. Each homicide investigation can also be very difficult to calculate in terms of the amount of effort and overtime expended. If it is a tragedy when a known person violently assaults another person and the other person dies and there are clear witnesses and clear evidence, that can be resolved in a much shorter homicide investigation than in an unknown investigation where a body is found and to extrapolate a number of detectives and forensic officers to investigate that is quite disproportionate to one for which we can resolve the investigation very quickly. We get a number of investigations that can be extremely complicated. There may be, in fact, multiple bodies. If that is the case, that can blow out a budget very quickly but as the commissioner responded, we attempt to, obviously, shift our overtime budget around accordingly. There may be another area of specialist crime that is underspent so we try to apportion it that way.

**Mr de Mamiel:** Can I just clarify that you want that to the end of September?

**Hon KEN TRAVERS:** If you have a more current figure, but I assume the most recent reporting date would be the end of September, would it not? I doubt you would do it on a weekly basis; you would do it on a monthly basis. Can we get the current budget for overtime, how much is spent and that to be broken down for both the budget and expenditure on a district-by-district or unit-by-unit basis or whoever has an overtime budget, basically?

**The DEPUTY CHAIR:** That can be added to supplementary information A9.

**Hon KEN TRAVERS:** Has there been any decision about whether the FTE of traffic wardens or crosswalk attendants will be cut?

**Dr O'Callaghan:** No; there has been no decision about cutting FTEs.

**Hon KEN TRAVERS:** Has there been any decision to quarantine them from cuts or are they a possible area for cuts?

**Dr O'Callaghan:** No; there has been no decision to quarantine them from cuts. We have a direction from the previous Minister for Police that there is to be no cancellation of traffic wardens in terms of the number of crossings. They are reviewed frequently in terms of the number of kids at a school or whether a school is downsizing or upsizing. The previous Minister for Police wrote a letter that said that no school crosswalks were to be discontinued, so we have not done that. I am not responsible for making those decisions. They are made by a crossing guards committee anyway.

One of the problems we have is that we are not funded for the number of crossing guards we are employing, so we are employing more crossing guards than we are funded for. That is an issue for us.

**Hon KEN TRAVERS:** What is the difference between what you are funded for and the number you are employing? How many FTEs are we talking about? Is it three or four, or 20 or 30; what is the magnitude?

**Mr de Mamiel:** At the time we were recruiting about 400 and something and the number has grown to nearly 600.

**Dr O'Callaghan:** Broadly, we are funded for in the vicinity of 420, but we are employing 600 and something.

**Hon KEN TRAVERS:** Where does that come out of your budget?

**Dr O'Callaghan:** It has been absorbed in the budget over the past few years. This has been going on for at least seven or eight years that I know of.

**Hon KEN TRAVERS:** It is effectively a structural deficit in your budget.

**Dr O'Callaghan:** Yes.

**Hon KEN TRAVERS:** Have you been allocated any money for a summer crime strategy for this year?

**Dr O'Callaghan:** No, and we have not asked for any.

**Hon KEN TRAVERS:** Is there a reason for that?

**Dr O'Callaghan:** One of the reasons is we are taking some time to work out what we want to do as part of our summer crime strategy this year. We have not yet gone to government to speak to them. We put a summer crime strategy in place last year to see what sort of effect it would have and it has suddenly become part of the fabric of policing after one year and we are expected to submit applications for a summer crime strategy. We may choose not to do one. We may choose to redeploy some of our resources and do some other things. I have not had advice from the commanders about what they want from a summer crime strategy at this point in time.

**Hon KEN TRAVERS:** How effective was last year's summer crime strategy?

**Dr O'Callaghan:** It depends how you measure it. This is always the rub with policing. It can be measured in so many different ways. One of the things that was very successful in last year's summer crime strategy was for us to be able to execute a whole series of warrants that had been outstanding for a long period, which do not necessarily have an impact on the crime rate but enable us to clear up a whole range of investigations that were on the table as well. From our perspective it was successful and we also believe that even though there was an increase in property crime for instance, the increase would have been more significant if we had not had the summer crime strategy in place.

**Hon KEN TRAVERS:** How is exercising and clearing up warrants a summer crime strategy; is that not just a catch-up strategy?

**Dr O'Callaghan:** With a lot of offenders, if you are able to deal with warrants and inquiries and take those offenders out of the system, they are not committing burglaries over the summer period. Bear in mind that if you look at the profile of crime over a series of years, you tend to find there is always a spike in the summer and that is to do with the fact that people are out longer and later.

**Hon KEN TRAVERS:** Was last year's \$3 million approved as additional money from cabinet or did it come from additional savings?

[10.45 am]

**Dr O’Callaghan:** An amount of \$2 million was provided by government and I think \$1 million was provided internally from our existing budget.

**Hon KEN TRAVERS:** If you say that it did have an impact in getting those people off the street and that it could have been worse, how will you manage crime over this summer without additional money?

**Dr O’Callaghan:** It depends where we put our resources. It is not just about crime, of course; it is also about antisocial behaviour, alcohol-fuelled violence and a whole range of other things that occur. We are still to work out exactly how we want to deploy our police over summer and whether we are going to need extra money to do that or not. There is on page 27 of the annual report a wash-up of the summer crime strategy. The last paragraph gives you an idea of what we consider will be positive outcomes for the community—that is, 3 350 arrests, more than three and a half thousand summonses, nearly 10 000 charges and 410 move-on notices.

**Hon KEN TRAVERS:** Did that summer crime strategy include the Scarborough beachfront, which is a regular hot spot? Did that provide for, or are you looking at providing, additional police resources at those hot spots, in particular Scarborough?

**Mr Dawson:** Last year we did a number of different operations. There were about 12 separate operations, some targeting drug offending and some targeting antisocial behaviour. We have put in place, as we do every summer, a number of strategies to deal with antisocial behaviour at beachfronts. Whether additional funding is provided, for what happened last summer in terms of the extra \$2 million, we would plan and deploy police to address antisocial behaviour at those sorts of outlets anyway.

**Hon KEN TRAVERS:** Would you have done the budgeting for that yet or is that something that is more fluid?

**Mr Dawson:** It is a fluid process. We have some planning underway as we speak. I have not seen the finalised plan, but the Assistant Commissioner (Metropolitan) is working on it. He has briefed me verbally on it, but I have not seen any final strategy at this point.

**Hon KEN TRAVERS:** Just to finish off on that, on the efficiency dividends and the additional \$10 million cut that you have been advised, is there a deadline for when you have to provide the details on how you will achieve that?

**Dr O’Callaghan:** No, there is no deadline, but I expect to be meeting with the minister in the next week or two with our series of ideas. Our internal processes will finish tomorrow, I think.

**Mr de Mamiel:** It may be subject to the midyear review requirements, but at this stage we have not been advised; but that is a possibility.

**Hon KEN TRAVERS:** As you having it completed so it can be included in the midyear review, although I think the Treasurer was saying yesterday that there are more cuts coming as part of the midyear review, so I thought you might want to get these out of way before they give you the next lot. How much of that \$10 million is FTE cap, how much is leave and how much is procurement savings?

**Mr de Mamiel:** The advice from Treasury is that the \$10 million is FTE, basically, based on capping your FTE level, but within that advice it did give you the opportunity to provide alternatives. That was the initial thrust of the letter.

**Hon KEN TRAVERS:** Police officers on the beat give those choices sometimes, do they not? “Move on or I will arrest you!” Does that mean you have additional procurement savings you have to make as well; and, if so, how much do you have to find for those?

**Mr de Mamiel:** There is approximately \$2.9 million in procurement savings, as well as the \$10 million, so it is 13 point something million dollars.

---

**Hon KEN TRAVERS:** And what is leave? Or is that just about capping your leave as well? Is there a figure?

**Mr de Mamiel:** The message on leave is that it is not to exceed the leave liability as at 30 June this year at 30 June next year. So, basically, you have to keep it neutral.

**Hon KEN TRAVERS:** Are you on track to do that or does that mean putting in place strategies between now and 30 June to achieve that?

**Mr Dawson:** We will have to put in strategies to achieve that.

**Hon KEN TRAVERS:** It basically means telling officers to take leave over the summer period?

**Mr Dawson:** Yes, it does—or before 30 June.

**Hon KEN TRAVERS:** Have you identified how you will achieve that \$2.9 million saving or is that still part of your ongoing —

**Mr Ward:** The procurement?

**Mr Dawson:** It is still part of it.

**Hon LJILJANNA RAVLICH:** Going back to the summer crime strategy, when I look at the outcomes of that strategy, they seem very, very good. Under Operation Savannah alone, you were successful in freezing \$3 million in cash and assets, which is probably as much as your strategy cost. Commissioner, can you clarify for us: is it not the case that we may not be having a summer crime strategy because you do not think that the government will stump up the \$3 million required to have one for this summer?

**Dr O’Callaghan:** No, that is not the case. I have not put a case to government yet. As the Deputy Commissioner pointed out, we are waiting for advice from our commanders on exactly what we are going to do over the summer, and if that requires funding, I will put that funding to the minister. But I have not done so yet.

**Hon LJILJANNA RAVLICH:** In what sort of time frame, because summer is not too far away?

**Dr O’Callaghan:** No; we will probably need to have that done in the next two or three weeks.

**The DEPUTY CHAIR:** We will break till five minutes to 11.

#### **Proceedings suspended from 10.51 to 11.00 am**

**The DEPUTY CHAIR:** We will restart.

**Hon LJILJANNA RAVLICH:** Commissioner, I am looking at page 16, “Summary of Results Against Performance Targets”, specifically the percentage of 13 14 44 calls for police assistance or attendance answered within 20 seconds. I note that the original target for 2011–12 was 85 per cent, and the actual for 2011–12 was 73.4 per cent, so there has been a decrease there of 11.6 per cent. Can you tell me how many calls that 11.6 per cent represents, please?

**Mr Hodges:** Can I please direct you to page 129, which shows the number of calls answered within 20 seconds. It gives you the real number and then the total number of calls answered and then the total number of calls presented to the line.

**Hon LJILJANNA RAVLICH:** So we are looking at the first chart—number answered within 20 seconds, total number answered and total number of calls presented. What is the differentiation there? Are we not supposed to be looking at the chart on the other side that shows the number of calls abandoned?

**Mr Hodges:** You asked about the number of calls answered within 20 seconds. That is 73.4 per cent. So, with the total number of calls answered within 73 per cent, you have that top figure there of 461 713; and then the total number of calls presented was 687 172.

**Hon LJILJANNA RAVLICH:** Really, what I am after is the 11.6 per cent increase; that is, the number of calls that were not answered within 20 seconds.

**Dr O’Callaghan:** Would that be the difference between 461 000 and 629 000? The difference between 461 000 and 687 000 will be that number, I think.

**Mr Hodges:** Can you explain that?

**Hon LJILJANNA RAVLICH:** If we go back to page 16 and we look at the percentage of 13 14 44 calls for police assistance or attendance answered within 20 seconds, you will see that the target was 85 per cent, the actual was 73.4 per cent and the difference being a reduction of 11.6 per cent. I am asking how much, in numerical terms, is that 11.6 per cent? How many calls were not answered within the 20 seconds?

**Hon LIZ BEHJAT:** So, 225 459 if you take 461 713 from 687 172.

**Hon LJILJANNA RAVLICH:** Sorry, honourable member; can you just give me that?

**Hon LIZ BEHJAT:** 225 459.

**Hon LJILJANNA RAVLICH:** So, 225 000.

**Mr Dawson:** If I could expand on that through the chair, the top figure there of 461 713 is, of course, only those within that margin. It may be that a proportion of those may be 22 seconds or 28 seconds, or it may be several minutes because you may have language difficulties or the person may be incoherent. It is those that are within that raw figure that —

**Hon LJILJANNA RAVLICH:** This is the target. The target has been set. You obviously set the target for some clear reason or it was set for you. The fact is that there are 225 000 calls for police assistance or attendance which were not answered in 2011–12 within the 20 seconds; correct?

**Mr Dawson:** Yes, that is correct.

**Hon LJILJANNA RAVLICH:** This, commissioner, in all due respect, goes back to the issue you referred to earlier in terms of the significant issues for your agencies and the fact that you have got these pressures you are dealing with. In terms of the percentage of 13 14 44 calls that were abandoned, the target for 2011–12 was less than five per cent, yet we had 8.5 per cent of calls that were abandoned, the variation being 3.5 per cent. I am just wondering, commissioner, whether somebody could advise me in actual numbers how many calls that 3.5 per cent equates to?

**Dr O’Callaghan:** Certainly, I will get Shaun to talk to, and also maybe clarify, what “abandon” actually means.

**Mr Hodges:** With the abandoned number, again, on page 129 we have specified the complete numbers there—the total number presented, the total number of calls abandoned within 20 seconds. We try to answer a call within 20 seconds and on page 129 it says there that there were 16 950 abandoned within 20 seconds. That might mean that someone rings the number—it could be by mistake—and they put the phone back down before we get the chance to answer it. That is generally what that means. Then the total number of calls abandoned was 58 099. That means they went beyond 20 seconds and they still abandoned it for some reason —

**Hon LJILJANNA RAVLICH:** It could well be that they are abandoning because they feel as though they are waiting too long to get service also, could it not?

**Dr O’Callaghan:** That is a possibility. We do not know; that is the answer.

**Mr Hodges:** Could I just finish what I was going to say? What we have done at the police assistance centre is put a primary focus on 000, because this is not an emergency number. This is just people who want police assistance for some reason. If you go over to page 131, we put the primary focus on 000 calls and we set ourselves a target there of 90 per cent, but what we actually did was achieve the target; even though there was quite a large call increase—again, of about seven

per cent—we were still able to manage that and exceed the target because that is our primary focus: the emergency response.

**Mr Dawson:** If I could explain to reinforce the point that Shaun Hodges made about the distinction between 13 14 44 and 000, we have always placed the priority on 000, clearly because they are life-threatening calls. But we are doing some analysis on 13 14 44 to get a better sense of why people are ringing. As you will see, in the last year there was a 6.9 per cent increase. For us to continue to increase the number of call takers has not been possible, so that number, as the commissioner opened his address this morning with you, is projected to further increase. But some of the analysis, by an example, is that we understand that over 20 000 calls to 13 14 44 in the last year have been about people inquiring about the status of their police clearance certificate application. That is not a life-threatening emergency. They simply want to know when they can get it because they are looking for a job or trying to get a visa. We are doing strategies such as improving our website so that people can divert to that. Some of the things we are exploring are as to whether we should have some diversions so that people can then select if it is a critical police attendance matter, whether they can be fast-tracked through on the telephony system, or, if it is a generic inquiry that does not require police attendance, they can be queued up for those non-emergency type of matters that are simply inquiries about an abandoned car or the status of their application.

**Hon LJILJANNA RAVLICH:** Can I just ask you about the Crime Stoppers number also? How many calls do you get on Crime Stoppers per annum?

**Dr O'Callaghan:** It is not in this one. It is in the Crime Stoppers annual report. They do their own.

**Hon LJILJANNA RAVLICH:** They do their own. What happens when someone calls Crime Stoppers? Does somebody call them back?

**Dr O'Callaghan:** Yes, that is the theory. So, there are police officers at Crime Stoppers to answer the calls and to call back.

**Mr Dawson:** But they do not operate 24 hours a day, so where a person is calling after hours, Crime Stoppers have a strategy to deal with those calls, but they are not funded; nor are they rostered to do that on a 24/7 basis. The 13 14 44 and 000 are a 24/7 operation.

**Hon LJILJANNA RAVLICH:** I had a constituent yesterday who phoned my office to say that there were issues relating to drugs and hooning out at Herne Hill and he had phoned Crime Stoppers on a number of occasions and nobody responded or got back to him and nothing seemed to happen. I am just wondering how that sort of situation arises?

**Dr O'Callaghan:** I do not know. We would have to ask the question of Crime Stoppers; and, if we were to get that query directly through the minister to me, I could provide you with a better response. I just simply could not answer that off the cuff.

**Hon LJILJANNA RAVLICH:** Thanks for that. Just going on to once again the summary of results against the performance target on page 15 and just having a look at the “Percentage of the community who thought each of the following was ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood”, it would seem to me that these problems that have been identified and that you measure are in fact getting worse rather than getting better. The use of illicit drugs, louts or gangs, drunk and disorderly behaviour, speeding cars and dangerous or noisy driving —

**Mr Hodges:** We met the target.

**Hon LJILJANNA RAVLICH:** They are all under the target. They all continue to be major problems. What strategies are you putting in place to achieve that sort of an outcome?

**Dr O'Callaghan:** I think one of the things you can say about perception indicators is that that is exactly what they are. They are perception indicators and the perception indicators are driven a lot by what people read in the media, and, of course, media in the past few years has become a lot more omnipresent. So, we are seeing, for argument's sake, websites being updated several times a day.

We are seeing lots of news bulletins. If you talk to members of the public, most of them will say they get their information on crime and policing from reading the newspaper or watching the nightly news. At least a significant amount of perception is driven by the fact that these things are more prominent in the community because people can see them more through the lens of the media. If you look at the way police handle this, more than any other government agency they are in the media talking about crime and talking about issues. That generally pushes up perception. There are not significant differences in perception for some of these indicators between Western Australia, for argument's sake, and other states of Australia. So, it is a very difficult target to explain because perception is often not within our control. You can do a lot of good jobs, but you cannot actually get a lot of good results into the media; you can get a lot of bad results into the media.

**Hon LJILJANNA RAVLICH:** By way of comparison, what we are seeing is the percentage of the community who are very concerned about being a victim of crime. Certainly, when it comes to house break-ins, there seems to be a perception of a lot of concern out there that they may well be a victim of that. That seems to be on the increase, as does motor vehicle theft. I am just wondering how you respond to that.

**Mr Dawson:** It is interesting when you juxtapose that against the trends for the last 10 years. Home burglaries have almost halved in the last 10 years and the number of vehicles stolen has also dramatically dropped in the order of some 30 to 40 per cent, yet the perceptions people have are quite disproportionate to the reality. We have had some slight marginal increase in the last calendar year. In the current fiscal year we are down roughly around three per cent on a year-to-date basis. But, again, to compare people's perceptions of home burglary, the number of homes that are actually burgled was much higher 10 years ago in a smaller population than it is today.

**Hon LIZ BEHJAT:** That might be because there have been a few more violent house break-ins and that perception is what gets the publicity.

[11.15 am]

**Dr O'Callaghan:** You see the same trend amongst senior citizens. Senior citizens have a much higher fear of assault than, for argument's sake, young people in the sub 25-year-old age group. They feel and they think that they are the most likely people in the community to be assaulted. In fact, the 17 to 25-year-old age group are four times more likely to be assaulted than people who are senior citizens, but one image of a badly beaten senior citizen in the newspaper is enough to make everyone think that things are out of control. That is the problem with perception indicators for us.

**The DEPUTY CHAIR:** Just on that, though—if I can just interrupt—on the table on page 15, does the performance targets table, outcome 1, have any use to anyone because it is just perceptions and it is influenced by the way that the press reports it and there are other factors which are really quite different to perhaps what the real performance is?

**Mr Hodges:** Thank you very much, Acting Chair; I will answer that if I may. We have been in discussion with the Auditor General on just that issue. We have said that what we would like to do and we are going to do next year it is take that out as an indicator for us but report it in here as useful information to the public but something that perhaps police cannot influence.

**Dr O'Callaghan:** I think there is an element of policing which is about reassurance, obviously. If we know, for argument's sake, people are concerned about travelling on public transport, then I think it informs us as to how we might try to provide better information to the community about these things. We need to be mindful of it, because I think quite a significant role that we have is providing that community reassurance, that these things are under control or, if they are increasing, we have got strategies to take care of them.

**The DEPUTY CHAIR:** Fair enough.

---

**Hon KEN TRAVERS:** I just wanted to go back briefly to the issue of the 70 police officers that you have identified in your letter and referring those, so that is part of your two per cent efficiency dividend.

**Dr O'Callaghan:** Yes.

**Hon KEN TRAVERS:** So as a result of the decision to achieve another \$10 million in savings on your FTEs, does that cap also include those 70 officers?

**Dr O'Callaghan:** Yes it does, I think.

**Mr de Mamiel:** They have fixed our FTE at a point in time, which is late September. So if you recruit the 70 and your FTEs stay as they are at that date, then you are going to exceed that cap.

**Hon KEN TRAVERS:** So the savings from the extra police officers are now part of your —

**Mr de Mamiel:** Two per cent.

**Hon KEN TRAVERS:** No, they are part of your salary cap saving of \$10 million. So you have actually got to find another \$10 million somewhere either in terms of salary cap or two per cent efficiency dividends. You cannot count them in both equations, can you? You have effectively got to find that \$31 million worth of savings between your FTE cap and your efficiency dividend.

**Dr O'Callaghan:** I think it is 37, is it not?

**Mr de Mamiel:** Yes, 37 is our total.

**Hon KEN TRAVERS:** All right; \$37 million. You cannot then count those 70 officers in both columns, can you?

**Mr de Mamiel:** You have to find another \$10 million or \$13 million basically.

**Hon KEN TRAVERS:** How do we do that?

**Mr de Mamiel:** We are working on that.

**Dr O'Callaghan:** That is what we are working through at the moment.

**Hon KEN TRAVERS:** It will be great by the end of the week.

**Dr O'Callaghan:** I am already there.

**Hon KEN TRAVERS:** I was giving you the benefit of the doubt, Commissioner.

I am clear that you originally offered those up as part of the two per cent efficiency dividend. The FTE cap has now come in and said, "Right, that's part of your FTE cap," so we now have to go back and find new savings for your two per cent efficiency dividend.

**Mr de Mamiel:** Correct.

**Hon KEN TRAVERS:** In terms of the training schools, can you tell me what is the most you have ever been able to put through in a year in terms of recruits and the number of training schools you have been able to run?

**Mr Dawson:** We can supply that for you. Historically there were some very large years as far back as the America's Cup. Certainly around the year 2000 before we moved from Maylands to Joondalup, there was large numbers going through; in the order of some 500 or 600 per annum. The numbers fluctuate depending on the government commitments of the day and our attrition rates. Our attrition rates, as the commissioner outlined earlier, is in the order of some 22 per month. But three years ago we were in some months peaking at 40, so it depends on the labour market.

**The DEPUTY CHAIR:** Does that satisfy your question?

**Hon KEN TRAVERS:** If it can be taken notice.

*[Supplementary Information No A10.]*

---



**Hon KEN TRAVERS:** Is there a figure of what the capacity of the Joondalup academy can hold?

**Mr Dawson:** It can be flexible depending on whether we run both day, afternoon or evening shifts for recruit classes. There is a capacity there, rather than close the academy lecturing at four o'clock or five o'clock in the afternoon, you can run it during the evening, so there is great capacity there to put many more officers through training or we can divert some from some professional development programs.

**Dr O'Callaghan:** The other point that was raised by the deputy before is that recruiting formerly serving police officers halves the amount of time you spend in the academy, so we have a strategy to recruit from the UK or overseas, which means that these people will have at least three years' service in another police force somewhere. When we bring them to WA, they will require only half the amount of training, which means you can run double the amount of schools.

**Hon KEN TRAVERS:** But I would imagine the lead time for recruiting those officers is a bit longer than the lead time for recruiting them locally.

**Mr Dawson:** Not necessarily; we have actually got quite a large number of officers, particularly in the UK, who have expressed an interest in joining us. We struck up a labour agreement with the department of immigration in terms of a capacity to bring those officers through, but there is a lead time of between four or five months for those sorts of officers. But as we have explained, if we are only training them for 13 weeks, you then do not have a 27-week program to put them through, so there is a bit of a contra calculation that can apply there.

**Hon KEN TRAVERS:** It should be an interesting year. Just going back to the overtime issues that we were raising, is there an overtime review going on at the moment?

**Dr O'Callaghan:** One of the things that we need to understand is how overtime is being spent. I have certainly asked people at executive level to give me an idea of how overtime is broken down. One of the issues is, I think, the director said that our overtime budget was \$26 million or something like that. It may be that that is not the right amount. But if it is not the right amount, we need to know how overtime is being spent, whether it is continuous duties, in what circumstances is it used so we can better calculate what our overtime base should be. There is certainly an analysis being done—call it a review or whatever you like—but there is no direction on cutting back on overtime; we just want to know more about it.

**Mr Dawson:** Could I just expand on that? The summer crime strategy, a large proportion of that funding was overtime. So it is not as if we found more police officers to do that strategy. That is an example where officers get paid in the case of recall at double the rate. Depending on whether you are recalling people from their weekly leave or whether you are requiring people to work continuous duty, that can fluctuate. Last year was also quite different in the sense that we ran CHOGM. The overtime budget for last year was quite skewed. Although we had an appropriation that the federal government paid for, we had a lot of training, a lot of exercising and that certainly was an impact on a normal police operational year.

**Hon KEN TRAVERS:** Have there been any instructions issued to the districts regarding the use of overtime or recall?

**Mr Dawson:** No, I have not issued any instructions requiring portfolios to withhold overtime. I have certainly spoken to the assistant commissioners in terms of making sure that, given the budget considerations that we are under, that they be very diligent, as they should be, in exercising good financial controls.

**Dr O'Callaghan:** What we have said to the commanders and divisional superintendent is that we expect you to be able to explain to us how the overtime is being used. It is not just saying, "We've used up our overtime budget". That is all very well, but I would like to know how that has occurred, what it has occurred on and in what circumstances was approved, because I think we ought to know, so we can come up with a reasonable baseline.

---

**Hon KEN TRAVERS:** Is that done on a monthly basis or are you talking about at the end of the year?

**Dr O'Callaghan:** It will probably be done on a bimonthly basis or something like that, because you do not get changes in figures so quick. We just need to track the progress of it.

**Hon KEN TRAVERS:** I am still not sure. The review is about trying to set what the appropriate figure is, is it?

**Dr O'Callaghan:** It is trying to understand how overtime is spent. A lot of things impact on overtime—things like rostering, for argument's sake; things like sick leave and all of these things; things like training. In that, we need to know whether we can do any of those things better to better manage the overtime budgets. There is a whole raft of things which need to come together before we can make a reasoned analysis. It is not about cutting back on overtime but it is just about knowing exactly how it is being spent and whether we can do it better.

**Hon KEN TRAVERS:** Just going back to the leave liability figures as well, if we go to page 85 of the annual report, my first question is: is the cap on the leave liability on both current and non-current liabilities or just current liabilities?

**Mr de Mamiel:** It is a cap across the board on leave liabilities.

**Hon KEN TRAVERS:** So both current and non-current.

**Mr de Mamiel:** Yes.

**Hon KEN TRAVERS:** Looking there, last year your annual leave grew by \$2.2 million and your long service leave grew by \$13 million. Is that what you would normally expect to occur without some sort of significant action being taken to force people to take leave?

**Mr de Mamiel:** The issue here is that our actual weeks have not necessarily grown. Obviously you have got pay increases. The way that our liability is calculated is done is on an actuarial basis, so it is subject to interest rate changes. We used the four-year bond rate as an indication of the future value of the dollar. So obviously when the interest rate, that four-year rate, goes up, the future dollar is worth less. If the bond rate comes down, it pushes up your leave liability dollar. It is not necessarily just the fact —

**Hon KEN TRAVERS:** So if the bond rate comes down, your liability goes up.

**Mr de Mamiel:** Yes; because basically if your interest rate in the future is low, the value of your dollar in the future is worth more than if the interest rate was higher.

**Mr Dawson:** Through the Chair, I might say that, the leave liability is somewhat skewed because of CHOGM. We cancelled all annual and long service leave during the month of October last year to enable us to optimise our numbers and our strength to deliver that. What I should add, though, to compensate that somewhat, is that we actually brought forward the recruiting profile. We recruited 90 in addition on the attrition basis; we brought them forward. There were some 60 FTE that we brought forward in order to optimise our strength for operation for CHOGM. We actually had a benefit by getting some federal government funding. There was some \$42 million, and the proportion of that was to bring forward some recruits. The leave liability, though, is a bit of a carryover so it is to balance that out.

**Hon KEN TRAVERS:** From what I am hearing, that means if you do not clear it and the interest rate continues to fall, you will get more people out taking leave to clear that liability than business-as-usual model, partly created by the fact that there is this carryover of people having additional leave sitting on your books from CHOGM. Is that a fair assessment?

**Mr Dawson:** That is part of it, yes.

---

**Mr de Mamiel:** That is correct. You are going to have pay increases coming through as well. They want the figure to stay the same. You are basically going to have to clear this year's leave, plus a bit more.

**Hon KEN TRAVERS:** Have we got a figure of how much more than this year's leave we need to clear to be able to maintain it by the end of the year at the same figure as it was last year?

**Mr de Mamiel:** Not at this point; we have not done that calculation.

**Hon KEN TRAVERS:** When will you expect to have that calculation done?

**Mr de Mamiel:** It is on the to-do list.

**Hon KEN TRAVERS:** I would have thought it was pretty high up on the to-do list. I reckon after this hearing the commissioner will be wanting it fairly quickly. I am interested in knowing just how many additional hours of leave or weeks of leave people are going to need to take, over and above what they just accrued this year, to be able to maintain that figure at the same level as it was in last year's annual report. Is that something you could give us as supplementary information?

[11.30 am]

**Mr de Mamiel:** We have had that advice about our leave liability only recently, so there is a fair bit of work that needs to be done to look at that.

**Dr O'Callaghan:** We will have a look at that and advise you one way or the other—if it is possible, we will provide it to you; if there is a problem, we will advise the committee.

**Hon KEN TRAVERS:** When do you expect to have that figure? I would have thought that one of the problems that you have is that for every month that you leave it, it compounds it. There is only seven months left of the financial year—it is a bit more, actually—so for every month that you leave it, it compounds it. So could you advise us when you expect to have that figure?

**Mr Dawson:** Yes.

*[Supplementary Information No A11.]*

**Hon KEN TRAVERS:** I now want to go to a couple of new areas. Do you have a minimum number of tasking vehicles rostered on in each district for each shift?

**Mr Dawson:** We do not actually have numbers of vehicles. What we have is an agreed staffing level for those tasking officers themselves. We do not particularise it by way of vehicles. But at each police station that they are tasking from, we have an agreed staffing level.

**Hon KEN TRAVERS:** Is that across the state or just the metropolitan area?

**Mr Dawson:** No; the metropolitan area. The figure last year was in the order of \$800 000 in order to meet that staffing level.

**Hon KEN TRAVERS:** Has a similar figure for this year been allocated for that agreed tasking level?

**Mr Dawson:** I do not see any major change in that, although we are calculating that we can bring it down to about \$600 000. We think we can save by the rostering. We have put in place a new rostering policy, and we are going to conduct an evaluation of that in March next year. We have commended that process, and after six months we want to do an evaluation of the templated rosters that we are putting forward. We have had fruitful discussions and cooperation with the Western Australian Police Union. When those rosters go out, in effect that will mean that unless there are exceptional circumstances and authority to do so, we are banning the three-by-eight-hour rosters to put in place a template where there is a mix of both eight and 10-hour rosters generally. We consider that that should have an impact.

**Dr O'Callaghan:** If I can make a point on that, the policy on minimum staffing levels or agreed tasking levels is that overtime is the last resort, not the first resort. There is a whole range of people

out there who are not tasked and are doing other things that might be called support duties. So if an OIC is aware that someone is booked off for a period of time, what they should be doing is re-tasking some of their other people to the front line to cover that, rather than just bringing in more people on overtime. So they have to consider a number of options before they decide on their overtime budget. I guess I am not sure whether that is being adhered to, and that is one of the things I want to look at a little more closely, because there are lots of options apart from overtime to get people on the streets.

**Hon KEN TRAVERS:** So that \$800 000 allocation is for overtime —

**Dr O’Callaghan:** And shift penalties, I think.

**Mr Dawson:** Yes; shift penalties as well. We did some analysis of that. That is why we believe we can bring it down by several hundred thousand dollars.

**Hon KEN TRAVERS:** But that has not been implemented at the moment?

**Mr Dawson:** Yes, it has. For this fiscal year, we are targeting \$600 000 to meet that.

**Hon KEN TRAVERS:** Do you know how you are travelling so far this fiscal year in terms of what you have spent of that amount?

**Mr Dawson:** I have not been briefed as to the last month, but certainly in the first part of the year it was tracking downwards from the previous year.

**Hon KEN TRAVERS:** I assume you get those reports on a monthly basis. So could we get by way of supplementary the most recent figure that you have for the expenditure to date?

**Mr Dawson:** We should be able to calculate it.

*[Supplementary Information No A12.]*

**Hon KEN TRAVERS:** Is that then equated into a minimum number of vehicles on the road? Is there is a figure for each district that should mean that there is X number of vehicles on the road in that district—particularly on Friday and Saturday nights, I would imagine?

**Mr Dawson:** That may be the end result. But it is a complicated piece of deployment, because you may have dedicated operations where you do not want them in vehicles—you want them on foot patrols, or bicycles, or the mounted section, or whatever it might be. But the clear intent is that if an officer is absent from the workplace because of sick leave or court requirements or some other duties, the principle that the commissioner has sought is that we would have an agreed staffing level and use the officers that are ordinarily rostered to be deployed. By way of example, at Midland Police Station, if they ordinarily have a number of officers on a particular given shift, and someone is booked off on sick leave, they would bring in—as the commissioner answered—an officer who would not ordinarily be operationally deployed, or they might as a last resort recall someone to duty.

**Hon KEN TRAVERS:** So as well as the budget, are you able to give us an update about whether districts are meeting those minimum tasking levels? Is that something that you get a report on?

**Mr Dawson:** We did an analysis of the agreed staffing levels as they applied last year. We have not done a further analysis. We anticipate doing that, as I say, after the rostering project—in fact, I have asked Mr Hodges to conduct an evaluation. It is complicated—I am not trying to be evasive here—because it is very much interlinked with the rostering process that we have put in place, plus the recalls on the agreed staffing levels, and it will depend on vacancies and leave that is acquitted.

**Dr O’Callaghan:** The other thing we have to be a bit careful about when we make an analysis of agreed tasking levels is that if the numbers are down or up, that is not reflective of the service to the metropolitan area. What tends to be missed out in the debate—this frequently happens; I saw it in the newspaper the other day—is that there are a number, quite purposefully, of centralised units that roam the metropolitan area all the time. They are on top of what is being deployed at police stations.

The deployment of officers is generally tasked from the police operations centre. So, theoretically, it goes to the nearest available vehicle. If that job is in Armadale and Armadale police are busy, or the nearest available vehicle is not an Armadale vehicle, it will go to that vehicle. So we ought not keep thinking that the tasking levels at police stations are reflective of the service that that suburb is getting, because there is a whole raft of other people who are tasking in those areas. So the numbers that we give you will not be reflective of the total metropolitan area.

**Hon KEN TRAVERS:** So what is the KPI that you use to work out that you are meeting the demand?

**Dr O'Callaghan:** Response times. We know how long it is taking us to get to priority 1, priority 2 and priority 3 jobs, et cetera. The police operations centre knows this. So what they will be wanting to do, if they can, is task the nearest available vehicle in Armadale—not the Armadale police if they are doing something else somewhere else, or even if they are in the police station, because they have to get them out. Response times drive the way you deploy, and then you look geographically at where your vehicles are.

**Mr Dawson:** If I can add to that, we are well within the response targets. So we are meeting those set response times. What we are also doing further work on is to make sure that it is not just a quantitative measure. It is only a measure. We would prefer that a qualitative measure of service is also put in place. But that is, of course, far more difficult to measure.

**Hon KEN TRAVERS:** Although we do see it at the community policing forums—some of the qualitative results!

**Dr O'Callaghan:** Another way of looking at it is you could break up the regional operations team and send them all out to police stations and increase the number of police stations. The question is whether you would get a better service if you did that, or whether you would get a better service with a large, free-roaming unit that can go anywhere rapidly.

**Hon KEN TRAVERS:** In terms of cutbacks and the like, have any cutbacks been made on travel?

**Dr O'Callaghan:** Yes.

**Hon KEN TRAVERS:** Are you able to give us details about intrastate and interstate travel? I doubt there is much international travel, but there may be.

**Mr Dawson:** It is a part of the \$300 million global saving right across the public sector. The requirement there applies to Western Australia Police as equally as it does to all those other government agencies. Travel is part of that component of the \$300 million.

**Hon KEN TRAVERS:** What is your target in terms of the cuts that you are required to achieve for travel?

**Mr Ward:** It is close to 30 per cent of our travel budget.

**Hon KEN TRAVERS:** Have you identified where in the travel budget that will occur?

**Mr Ward:** A lot of the travel is devolved to portfolios, so we have had to go into each portfolio and see what their travel expenditure looked like and what their projections were.

**Mr Dawson:** What we can say is that the majority of travel costs are for intrastate travel, not interstate or international. But because we are a 2.5 million square kilometre jurisdiction, there is a requirement to often fly our officers around, given the vast distances. So, again, that is an area that we target in terms of actually meeting that 30 per cent, as being essential travel only.

**Hon KEN TRAVERS:** What does that 30 per cent mean in dollar terms?

**Mr Dawson:** We can provide that for you.

**Hon KEN TRAVERS:** I am trying to think about what sort of discretionary travel you would have. I would have thought that it may be to attend training courses. The other big one would be to attend

court cases if that is not done locally. What are the other big drivers for intrastate travel for police officers?

**Mr Dawson:** For intrastate, we obviously try to harness that to operational outcomes. If the travel is for conferences or for training or for matters, that may be able to be dealt with in a different way. For instance, we have had longstanding discussions and arrangements and improvements for audiovisual for remanded prisoners so that rather than move officers to a particular court, they can give their evidence via video. That is one way of saving travel costs. So that cuts across government as opposed to just police.

**Mr de Mamiel:** If I can add to that, there are also award conditions that drive intrastate travel, because you have got people who live in the Kimberley and the north west who get a free pass to travel to the coast, and that is something that we cannot avoid.

**Hon KEN TRAVERS:** Could we could get as supplementary information how much you spend on travel and how that is broken up into the different categories—that is, whether it is part of the conditions of employment, whether it is training, or whether it is court appearances—because I must say I am having difficulty trying to work out how you then achieve the 30 per cent target. Does that require technology? Do you have the technology in every police station now to do those videoconference court appearances?

**Mr Dawson:** No, we do not. We are working with the Department of the Attorney General and the DPP in terms of expanding the number of audiovisual capabilities. In some remote police stations, such as one I recently visited, there is a joined-up facility in which there is AV capability within the court. But in other places we have to use a telecentre. So we are working closely with the Department of the Attorney General to expand the capability there. But that has been a longstanding capital program that has assisted in reducing the amount of travel required. For the greater travel budget, for instance, at police air wing, again, we could break down what that is for. But it may be that we have a major land search, or a major incident, such as last weekend when we had the tragedy at Southern Cross, where we had to fly officers out there that night. That is not in my mind a discretion that we would exercise with this 30 per cent. We have to, and we will, always supply police for those critical emergencies. The sort of 30 per cent saving that we would be seeking is for the non-emergency type of travel. So we will provide as a supplementary a breakdown of the travel categories.

*[Supplementary Information No A13.]*

**The DEPUTY CHAIR:** Can I ask a question? It is in relation, Commissioner, to what we were discussing a bit during the break. You talked about the rise in family violence and you referred to the shared responsibility for community behaviour as being between police and other agencies. Can you give us any description of who the lead agency, for a start, is in driving this, and what involvement there is currently between the police and other agencies in trying to deal with the preventive area of what we are talking about, rather than the compliance and enforcement and punishment area?

[11.45 am]

**Dr O'Callaghan:** Yes; I think I said earlier that strategically the best use of our resources on many areas of crime, including alcohol-fuelled violence, youth crime et cetera, is by multiple agencies working together to come together to address the issue and to divert people from crime or criminal behaviour. There are a number of structures in government to enable that to occur; for argument's sake, there is a Crime Prevention Council that is headed up by the police minister. The Crime Prevention Council has the heads on it of what I would call the human services agencies, so that is the Department for Child Protection, Police, Education, Local Government—a whole range of different agencies like that—who can come together and should come together and are directed to come together on certain Crime Prevention Council priorities. There is also another structure

through the Department of Indigenous Affairs on Indigenous issues where human services agencies come together. In the past—for argument's sake, a couple of years ago on the Northbridge issue—we were able to co-opt the Department of the Premier and Cabinet to coordinate the response. So one of the difficulties with me coordinating a response from where I sit is that different agencies have different funding profiles, so if you have a problem—one good example of that was Operation Nightsafe over the summer—and you want other agencies to come along and provide some support, they actually have to have funding and resourcing to be able to provide the support you require. So from my perspective, the best way of managing that response is to have a centralised agency or a centralised group that comes together regularly to talk about these issues, and DGs are directed to put their resources together to address this particular problem. So there is no one structure, there are several different structures, but I am not against thinking about a single structure to do that.

**The DEPUTY CHAIR:** If you had a single structure with a strong lead being taken by an agency, whichever one it is decided—Premier and Cabinet I guess would probably be the best.

**Dr O'Callaghan:** Yes.

**The DEPUTY CHAIR:** Can you see that that would add value for the money we are spending in this whole area of prevention currently?

**Dr O'Callaghan:** I always say it is much more expensive to embark on investigation of crime than to have some good strategies in place to deflect particularly young people from crime. It would seem to be not a difficult thing to do. Recently with the daytime strategy of Operation Redirect, which was really about absenteeism from school, we found that about 30 to 40 per cent of the kids we picked up were known to police, were wanted by police or had previously committed crimes. If you are able to stop those kids from being out on the street when they should be somewhere else, the dividends are enormous for the community. I mean, it is not just about police investigation; it is about people's homes, it is about insurance, it is about loss of property and so on down the line. So theft of property from the home turns into a whole series of offences afterwards, and if you can stop that from occurring then you can make quite significant gains to your crime rate.

The other thing where you can make quite significant gains to your crime rate is if you target priority prolific offenders. So if you have a better relationship with Corrective Services and people on parole—we know that offences by parolees are quite high—and you can monitor those more closely, you can get a better result for the community generally.

**The DEPUTY CHAIR:** In the context of family violence that is behaviour that we have based on what has happened probably in the earlier lifetime of those who are prone to creating family violence, do you have strategies for the longer term perspective of trying to correct that at the very beginning when we are young enough to actually have our behaviour modified, and are you working with any other agency in that regard as well?

**Dr O'Callaghan:** We are, and I will let the deputy commissioner answer that because he is more across that area.

**Mr Dawson:** There are a number of strategies that we have in the coordination area within our specialist crime portfolio for family and domestic violence, and they work with each of the police districts. One example of that is joined up teams with the Department for Child Protection for families that have evidence of physical or sexual abuse of children; certainly, all the criminology studies are quite demonstrative in saying that if a child is offended against as an infant or young child, they are more likely to become perpetrators later in life. That is an example of the intervention strategies that we are working closely with, for instance, the Department for Child Protection on. We have officers outposted to the education department and the Department for Communities as well so that there are those sorts of strategies that I think the commissioner was alluding to, whether it be through the Crime Prevention Council or other such body, where you can put in place some upstream intervention strategies through education, parenting skills, employment,

preventing crime, and putting in some domestic violence strategies so that there is a much more holistic, social approach to it, as opposed to police just responding to a violent incident in a home. I think what we are saying is that we strongly advocate that a broad approach, as opposed to a targeted response, is a much preferred thing.

**The DEPUTY CHAIR:** The Crime Prevention Council, I presume they have to start with some kind of baseline to see whether what they are doing in a collaborative way is actually making a difference. Who is accountable for getting a baseline and then seeing what the improvement is?

**Mr Hodges:** Thank you, Deputy Chair. The Crime Prevention Council—the strategic crime prevention council—was initiated some time ago but it has only recently just started to resit. The judicial services from within Police has pushed that. It has just had its second meeting, and we did some baselining there; we were particularly looking at domestic violence matters and child protection matters. So we are actually baseline; we are trying to find out areas of socioeconomic status where socioeconomic status is low, and then we can start directing coordinated resources towards that. So it is in its formative stage, I would say, at this stage, and we have only just had our second meeting, where we were agreeing terms of reference and how we will go forward.

**The DEPUTY CHAIR:** My last question on this is related to page 8, where you have the metropolitan region, the regions and districts of regional Western Australia, population, number of police officers, and ratio of police officers to population. In the metropolitan area, you have one police officer to 748 of population; in the regional areas it is one to 390. Does this suggest that the regional areas are more prone to dysfunction of one kind or another, or is it more of a political decision about what the parties are requiring to have as police officers in the regional areas?

**Dr O'Callaghan:** I can defer to the deputy commissioner to answer this, but one of the issues, of course, is that we have police stations in very, very tiny communities, so the ratio is very high. So, for argument's sake, since the Gordon inquiry I think we have built 11 multifunctional police facilities in remote Aboriginal communities in Western Australia. Because those remote Aboriginal communities often have only 200 people in them, the police to population ratio, when you count it there, is quite high, and that is reflected across other places in regional Western Australia as well. I will let the deputy commissioner add to that.

**Mr Dawson:** The disadvantaged communities that the commissioner has referred to may have a police to population ratio of one to 80 or one to 100, and that will skew the figures as opposed to the metropolitan area. But there are also some communities closer to Perth that have dwindling population bases, and we obviously analyse what the crime rates are, what the requirements are, and there is also a moving population that is quite fluid. There has been some comment previously about FIFO—for the fly in, fly out, for instance, in the Pilbara region—where you have seen quite dramatic increases by population base where the people are moving into the resource sector and the growth of the large donga camps, and where there was nothing there and 12 months later there might be 3 500 or 5 000 people who are accommodated there. So we have to be as flexible as we can, but it is fair to say that the government infrastructure—for instance, through Housing—cannot always be as nimble as a resource company, which can simply just drop a donga camp on there. So, there is a lot of planning that we work in right across government to try to actually be as agile as possible. But we are not commercially driven, we are socially driven and that just simply takes a longer time, but what we try to do is obviously be as flexible as we can with the deployment.

**Hon LJILJANNA RAVLICH:** I am referring to page 153, which deals with speeding and speed cameras. I notice there is a huge increase in the number of vehicles monitored for speeding by speed cameras; it has gone from 13 756 096 in 2010-11 to 22 929 921 in 2011-12. It has almost doubled from 2008-09, when we had 11 232 024, and now we are at 22.9 million. Commissioner, it is a clear case of if you are going to speed you are definitely going to get caught these days; is that not so?

**Dr O'Callaghan:** It is really about improvements in technology. If you go back to 2009, what we were using was the old Multanova wet film cameras, which had limited capabilities in terms of



vehicle detection. The new Vitronic digital cameras can monitor multiple lanes at the same time, they can process material a lot quicker—there is no wet film involved. So it really is just the rollout of the new technology that has enabled us to scan more vehicles that really explains the increase in the numbers.

**Hon LJILJANNA RAVLICH:** Of course, if you are scanning more, the chances are that you are going to be picking up more. So the number of vehicles monitored that were found to exceed the lawful speed limit has gone from 3 593 065 in 2010-11 to 4 242 242, which represents an increase of 649 177. I am just wondering whether you could advise what the revenue generated from that was to the state?

**Dr O'Callaghan:** I do not know about that because the revenue does not turn up on our budget, it goes into consolidated revenue, so we do not have any idea about what sort of money is collected from that process.

**Mr de Mamiel:** You would have to get that from the Department of Transport.

**Hon KEN TRAVERS:** It is in the back of the DOT figures.

**Hon LJILJANNA RAVLICH:** We can get that from the DOT figures.

That is quite an incredible increase. I remember from a previous time you were before this committee that we spoke of additional cameras on the freeway. I am wondering whether you could provide us with information in relation to how many of these extra 649 000 speeding fines have actually been picked up by those cameras on the freeway.

**Dr O'Callaghan:** Are we talking about the static cameras on the freeway? That is the ones you want us to give you figures on? So not the mobile —

**Hon LJILJANNA RAVLICH:** Well, the static ones are the new ones?

**Dr O'Callaghan:** The ones in the pillar-boxes, yes.

**Hon LJILJANNA RAVLICH:** Yes. How long have they been there for?

**Dr O'Callaghan:** I think the first one was launched towards Christmas last year; I think we launched it at the Christmas campaign, so it would have been December 2011.

**Hon LJILJANNA RAVLICH:** Can you differentiate between static and non-static and provide us with information for both?

**Mr Ward:** Yes, we can. "Static" just means it is not moving, obviously.

**Hon LJILJANNA RAVLICH:** Yes, I know; it is static.

**Mr Ward:** But we also park up the vehicles on the side of the road as well, so you have the permanent static and you have the temporary static.

**Hon LJILJANNA RAVLICH:** If you can differentiate between those two categories and provide the committee with the information in relation to that, that would be good.

**Mr Ward:** Should be able to.

*[Supplementary Information No A14.]*

**Hon LJILJANNA RAVLICH:** Really, my last question relates to page 14. On the second last line item there, which talks about cash held and net increase and decrease, basically what we have here is a variance that is "mainly attributable to decreased capital injection due to the delay of capital projects being repositioned into future years". I am just wondering whether you could advise the committee what capital works projects have been repositioned into the outer years?

[12:00 noon]

---

**Mr de Mamiel:** The western suburbs hub, basically, has been pushed out to 2014–15, but that shifting of funds is not necessarily just all in relation to that. If you require a breakdown of what that is, it is quite easy to provide.

**Hon LJILJANNA RAVLICH:** If you want to take that on notice, I am happy to have it on notice.

*[Supplementary Information No A15.]*

**Hon LJILJANNA RAVLICH:** Following on from that, I wonder, Commissioner, whether you could also supply the cost per project and the revised commencement date for each project.

**Dr O’Callaghan:** For the deferred project?

**Hon LJILJANNA RAVLICH:** Yes, for the deferred project. Also, I want to ask whether this variance of \$90 million and the delay in commencing capital works projects is one of the measures for meeting the efficiency dividend.

**Dr O’Callaghan:** I think the efficiency dividend only applies to recurrent funding, not to capital funding.

*[Supplementary Information No A16.]*

**Hon LIZ BEHJAT:** I want to go back to something that the deputy chair was asking about. With that program you had where you were picking up kids on the streets during the day who were meant to be somewhere else, presumably school, were the kids taken back to school or were they taken home to the parents? I want to know who got involved in disciplining these kids.

**Dr O’Callaghan:** For Operation Redirect, which is the daytime strategy where kids are of school age, the kids are spoken to by police. Depending on the response—some of them will have legitimate reasons for not being at school—if they do not have a legitimate reason, the duty patrol commander is called and authorises the transport of that child to the school. Then the education department, which has been very cooperative on this process, will take responsibility from there, unless there is a significant problem with the child in terms of violence or something like that, and it will get them back into school and reconnect them. Their parents are advised every time by the education department, not by us, so it is all handled by them. The partnership relies on them, once we take the child to school, taking responsibility for the child. The “night safe” operation is a bit different. We are responsible in every instance for trying to contact parents or responsible adults in the first instance, and if that cannot be done, the “Safe Place” facility then takes care of them and Mission Australia runs that with us.

**Hon LIZ BEHJAT:** You are comfortable with the fact that the education department did in every instance get in touch with their families to let them know?

**Dr O’Callaghan:** I understand that that is their protocol. We do not get involved in that part of things, so I cannot tell you and guarantee that in every instance they have contacted parents. But that is our protocol, so our responsibility ends once we deliver them to the school.

**Hon LIZ BEHJAT:** Were there any instances of children that you picked up off the streets and took back to the school in which there were repeats of those things?

**Dr O’Callaghan:** I think there was a small number of repeats—three or four; something like that. You expect that some of these kids, at least, have long-term problems and will need to be managed more long term.

**Hon LIZ BEHJAT:** In those cases in which there were repeat offences then, did the police make any contact with the parents?

**Dr O’Callaghan:** I would have to check that for you and I can give it to you as supplementary evidence. Also, some of those kids may have been wanted for offences, which means that if you are inquiring into offences they may have committed, we would have had to talk to the parents anyway.

---

**Hon LIZ BEHJAT:** Also with those repeat offenders, would DCP become involved?

**Dr O'Callaghan:** Yes.

*[Supplementary Information No A17.]*

**Dr O'Callaghan:** Another point to raise, of course, is that while a lot of these kids may not be offenders, a lot of them become victims because they are not at school, particularly of assault and sexual assaults as well. From that perspective it is important to provide that protection.

**Hon KEN TRAVERS:** Earlier, I think you gave a figure of \$37 million as the total amount you have to save. I am just trying to work out how that is broken up. You have got the \$21 million for the two per cent efficiency dividend, \$10 million for the FTE cap and \$2.9 million in additional procurement savings. That gets me to \$33.9 million, so what is the other \$3.1 million?

**Mr de Mamiel:** There is \$24 million basically from the two per cent, plus the \$300 million in global savings. There is \$10 million from the recent letter, which was supposed to be related to FTEs. There is then an additional \$3 million that relates to procurement. You add that up, it is \$37 million.

**Hon KEN TRAVERS:** So, you have got procurement as part of the recent letter and then on top of that another \$3 million in procurement.

**Mr de Mamiel:** Yes.

**Hon KEN TRAVERS:** That is about \$9 million in procurement, all right.

**Mr Hodges:** Something is incorrect. The global savings are \$3 million.

**Mr de Mamiel:** Global savings are \$3 million —

**Mr Ward:** And then the \$2.9 million.

**Hon KEN TRAVERS:** And then \$2.9 million as part of the recent letter, and then the \$21 million from the two per cent.

Has the minister asked you to prepare a submission to getting parts of any of these cuts exempted?

**Dr O'Callaghan:** We have provided those submissions to the minister, yes.

**Hon KEN TRAVERS:** Has she asked you about seeking to have these cuts exempted?

**Dr O'Callaghan:** She has asked us to do a submission on our situation and we provided that to her.

**Hon KEN TRAVERS:** Has she not instructed you to prepare a submission to the Treasurer seeking an exemption for those cuts?

**Dr O'Callaghan:** We prepared a submission for ERCS.

**Hon KEN TRAVERS:** But does that seek an exemption?

**Dr O'Callaghan:** It does not seek an exemption; I think it states our position. You can correct me if I am wrong, Mick.

**Mr de Mamiel:** In a way it posed that question, the options to find the \$37 million, but if those offers are not palatable, obviously you will want us to do something else.

**Hon KEN TRAVERS:** The other thing is if you use the savings by deferring the employment of the police officers this year, when it was originally part of your two per cent efficiency dividend, that then just means that you have got to find two per cent in efficiency dividends next year, does it not? If it is 50 per cent over two per cent efficiency dividend this year and next year to find another one per cent, you have to come back and find another two per cent next year, if part of it is just deferring employment of additional staff.

**Mr de Mamiel:** Part of that two per cent, yes.

---

**Hon KEN TRAVERS:** All right, that is fine.

**The DEPUTY CHAIR:** That concludes us. The committee will forward any additional questions it has to you via the minister in writing in the next couple of days together with the transcript of evidence, which includes the questions you have taken notice. Responses to those questions that are submitted will be requested within 10 working days of receipt of your questions. Should you be unable to meet this due date, please advise the committee in writing as soon as possible before the due date. The advice would need to include specific reasons as to why the due date is unable to be met. If members have any unasked questions, I would ask them to submit these to the committee clerk at the close of the hearing. On behalf of the committee, thank you for your time and your information.

**Hearing concluded at 12.07 pm**