



WESTERN AUSTRALIA POLICE

OFFICE OF COMMISSIONER OF POLICE

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 Enquiries:

Mr A.P. O'Gorman MLA
 Chair
 Community Development and Justice Standing Committee

C/- The Principal Research Officer
 Legislative Assembly
 Parliament House
 Perth WA 6000

Dear Dr Gorman

Thank you for your correspondence inviting a 'Submission to the Inquiry into Collaborative Approaches in Government', dated 2 October 2007

I take this opportunity to refer you to Annexure A, outlining the position of the WA Police. This submission is broken down into several sub sections for your convenience and addresses most portfolios areas for your standing committee.

There are no nominated witnesses at this point of time, however if the committee wishes to receive evidence from this agency please contact my office so the appropriate arrangements can be made.

Yours sincerely,


 KARL J O'CALLAGHAN APM
 COMMISSIONER OF POLICE

31 March 2008

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Committee: Community Development and Justice Committee

House: Legislative Assembly

Inquiry Name: Collaborative Approaches in Government

That this Committee examine, report and make recommendations on the way in which policy, and practice together with organisational structures, encourages sustainable and collaborative approaches and activities across government with particular reference to community services and to;

- 1) Models of partnerships between public (including local government) and private sectors for the development of policy and the delivery of services, with particular emphasis on human service and community development;***
 - 2) The role of relevant legislation, economic instruments (e.g. grants, targets), information, direct intervention, in achieving effective and efficient government services;***
 - 3) The use of citizen centered services - how different jurisdictions are transforming and integrating government processes around the needs of the citizens to improve service delivery and improve well being; and***
 - 4) Any other relevant issue.***
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WA Police Position

1. Even comparatively simple joined up agreements require consideration, negotiation and compromise to achieve agreement on how parties are going to work together, before they begin to develop solutions.
2. Customer centric joined up approaches require a transfer and sharing of power from government agencies and the use of different systems and processes.
3. A systematic, well resourced approach to coordinating and managing emerging systems and processes that deliver joined up solutions would reduce duplication and risk, and enhance consistency across initiatives.
4. Joined up service delivery addresses duplication of effort, gaps in service delivery and disjointed approaches to problem solving that result from the division of powers between agencies, governments and sectors.

Strengthening our approach

5. Issues, challenges and factors which either enable or inhibit successfully joining up include leadership and culture, strategy and planning, resource allocation, accountability, promoting innovation and managing risk, and skills and capabilities.

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Leadership and Culture

6. Government expectations with respect to the importance of collaborative and joined up activity are not always strongly stated or reinforced; The overarching culture does not always support a collaborative ethic; Risk aversion and concern about failure can be a deterrent to joining up; Career development for future public sector leaders could be more closely tied to leading and managing complex whole of government projects.

Strategy and Planning

7. The rationale for and appropriate application of joined up approaches is not always well understood. Existing government and departmental strategic planning may not routinely consider cross cutting issues or identify major cross cutting projects;
 - 7.1. The focus on outputs rather than outcomes may circumscribe the identification and analysis of issues requiring a joined up approach and thereby limit potential responses;
 - 7.2. The strength of Ministerial/CEO advocacy for a project can be a critical factor in the selection of the project; conversely the absence of a Ministerial champion may hamper the progress and success of a project;
 - 7.3. Lessons learned from experiences elsewhere of joining up are not systematically reviewed to inform future strategy development and planning.

Resource Allocation

8. While there is some flexibility in departmental capacity to jointly allocate and/or transfer funds to joined up projects, departments can be reluctant to do so as:
 - 8.1. They are accountable for funds over which they do not have disbursement control;
 - 8.2. Proposals for joined up initiatives compete with the department's own program resource allocation proposals;
 - 8.3. There is a tension between priorities for resource allocation that emerge from local place based initiatives and the state-wide priorities set for allocating program resources;
 - 8.4. Joined up initiatives generally seek to address intractable problems and require a longer term planning and resource allocation cycle;
 - 8.5. Joining up is not a straightforward activity, complicated governance and project management arrangements involve considerable time, effort and resources which can act as a disincentive for departments.

Accountability

9. Incentives and rewards are geared to delivering on vertical outcomes and outputs (delivered within departments) rather than horizontal outcomes and outputs;
 - 9.1. Accountability mechanisms for shared outcomes could be further developed;

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- 9.2. Accountability for cross departmental initiatives and for the management of complex cross cutting issues is not always embedded in performance management systems.

Encouraging innovation and managing risk

10. An overriding focus on short term goals and heightened sensitivity to risk can prevent innovative approaches to complex cross cutting issues.

Skills and capabilities

11. Staff capabilities can be a barrier to collaboration as there may not be the requisite skills sets or an understanding of when and how to join up.

WA Police Examples of Joined Up Government (Past and Present)

JUSTICE

12. WA Police – DPP Children's Court

WA Police Prosecuting Division formed a working relationship with the Director of Public Prosecutions (DPP) to advance to management and control of prosecutions in the Perth Children's Court.

INDIGENOUS AFFAIRS

13. Implementing Gordon Inquiry Recommendations

The Government has made a substantial financial commitment to establish the new remote policing services in nine identified locations over a three-year period.

14. Assistance to other government agencies such as Education Department, Health Department and the Department of Community Development is provided when required. Partnerships with these and other agencies will continue to be enhanced to provide a whole-of-government approach to remote community issues.

POLICE AND EMERGENCY SERVICES

15. Clandestine drug laboratories and chemical diversion

Western Australian Police continues to maintain valuable partnerships with the chemical industry, pharmaceutical industry, and external law enforcement agencies to monitor and reduce the supply of precursor chemicals into the illicit drug manufacturing market.

16. Liaison with other Government Agencies to identify fraud and theft

The Western Australia Police Major Fraud Investigation Unit forms part of a Commercial Crime Committee. The group, which consists of representatives of the Australian Taxation Office, Centrelink, Department of Immigration Multicultural and Indigenous Affairs, Australian Federal Police, Western Australian Registrar of Births Deaths and Marriages and the Department of

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Planning and Infrastructure, came together to share and exchange information, trends and influence to assist in achieving the objectives of the project.

17. Joint Operational Coordination Team (JOCT)

The Joint Operational Coordination Team Increases interaction, coordination and resource sharing with external Law Enforcement Agencies to facilitate the targeting of illicit drug distribution at State, National and International levels.

18. Implementing Crime Prevention Strategies

The Police are a major part of the government strategy to reduce burglary. Significant progress has been achieved through active cooperation between State and local government agencies, business and corporate sector and members of the community.

19. Services to the Community

Community involvement in crime prevention has been harnessed through a strategy known as Email Crime Alert that allows businesses and members of the community to report suspicious activity. The Email Crime Alert system is a community participation project that creates a partnership between the community and the Police, to work together to address local crime and emergency issues.

20. Youth Suicide

In July 2003 after community consultation, a taskforce comprising 15 key representatives from government, non-government and community agencies and groups was formed to provide a framework for the prevention of suicide across the South West District. Police took a lead role on the taskforce and were influential in developing the objectives and guiding principles. Linked to this, police collaborated with South-West Population Health to achieve after hours contact with senior nursing staff to enable an inter-agency response to associated mental health issues.

21. Reduced Drug Related Harm

Local Drug Action Groups provide a forum at which community education packages are presented. Community members and interested parents have been made aware of how to identify illicit drugs and how to discuss drug issues with teenagers.

22. Management and Co-ordination of Emergency Response

The Police are a participant in the whole-of-government Critical Infrastructure Protection Team. The areas of review are Emergency and Risk management, Security Assessment, Counter-Terrorism Intelligence and Counter-Terrorism and Emergency Response.

23. Strategic and local partnerships were formed with industry management, State and local government. The Pilbara District Support Group are now prepared and trained to provide a first response capability. The risk assessments conducted and resulting emergency procedures have ensured that the risks are minimised.

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24. Road-users Behave Safely

In December 2003 through to January 2004, in conjunction with the State Traffic Campaign, a strategy was undertaken to raise awareness of the impact of road fatalities. In partnership with the Mandurah Road Wise Committee and local high schools, a number of silhouettes were displayed representing people who had died as the result of traffic crashes.

25. Enforcing Road Safety

The "Dob in a Hoon" program was instigated as a response to a group of young males that were indulging in problem road-user behaviour. The young people were driving recklessly resulting in serious road safety issues. In partnership with Gosnells City Council, the program was formalised and a letter drop conducted in the affected area.

26. Child Interview Unit

The Child Interview Unit (CIU) is a joint initiative between the WA Police and the Department of Community Development (DCD). The CIU is co-located in Subiaco with DCD and Princess Margaret Hospital Therapeutic Services.

27. In 2006 an independent review of the unit was commissioned by WA Police and DCD senior management and was completed in January 2007. The review identified a number of options for the unit's future development and direction.

28. Forensic Review

A high level reference group comprising the Commissioner of Police, Director General of Department of Industry and Resources (DoIR) and the Director General of Health established a steering committee to produce a concept review and provide for implementation.

29. The Steering Committee membership was drawn from Path West – Forensic Biology, WA Chemistry centre and the WA Police. A document entitled Proof of Concept Review of Proposals and Options to establish a Forensic Science Centre was prepared by the Steering Committee and subsequently endorsed by the reference group.

YOUTH

30. Dunsborough Schoolies

Dunsborough Police initiated a local community action group called the Dunsborough Schoolies Advisory Committee. The Committee undertook a commitment to provide management for the leavers' celebrations. A comprehensive partnership arrangement was established between numerous local, state and interstate volunteer groups. Government agencies that could positively influence the celebration attendees and minimise the event's adverse affects on local business and community members were also involved.

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31. *School-based Intervention*

Newton Moore High School has established the Pegasus Program to address the needs of at-risk youth in years 8 to 10. Young teenagers having difficulties adjusting to the transition from primary to high school are assessed and placed into groups with similar interests. The Police participate in, and co-ordinates, external adventure-based activities for these children. The group system engenders peer support and self-worth.

32. A similar project is conducted in the metropolitan area. The Crime Prevention, Adventure, Team-Building and Education (CATE) program was designed and instigated as a result of truancy, anti-social behaviour and offending by young people in the South East Metropolitan District.

33. *Broome Youth Project*

Representatives from the Police, State-Government agencies and the local council adopted and progressed initiatives from a program called "Helping Young People Engage" ("HYPE"). The workers provide information to the "HYPE" committee to enable government agencies and support networks to respond appropriately.

34. *Outcomes for Young People*

The Federation of Western Australian Police and Community Youth Centres (Inc) (PCYC) and the Blue Light Association of WA have merged to create a stronger, more effective organisation that can deliver services to the youth in Western Australia.

Issues

35. *Multi Function Policing Facilities Jurisdiction Legislation*

The proclamation of the Cross Border Justice Bill 2007 will assist police and other service providers in performing core business. The WA Parliaments Standing committee on Uniform Legislation and Statute Review completed a report on the bill in February 2008.

36. *Inter Agency and Service Provider Communication Inhibitors*

There is an opportunity to develop legislative protection for strategic and operational personnel to discuss confidential information.

37. At present, details can only be discussed after the consent of a person has been obtained. Consent and cooperation is always imperative however a process of intervention may be required to assist an individual of family before that consent can be obtained.

38. Furthermore, law enforcement practitioners can greatly enhance joined up government models if all parties are permitted to exchange information for the goals and objectives that are designed to enhance community safety.

WA Police Recommendations

39. There is a need for a strategic approach to increasing awareness of the need for a consistent alternative infrastructure that supports non traditional joined up government initiatives. This strategic approach needs to be supported by:

- 39.1. The development, coordination and promotion of tools, like the National Service Improvement Framework, that deliver joined up agreements and also accommodate the accountability needs of traditional government.
- 39.2. The creation and delivery of training programs that develop knowledge and skills required to negotiate and manage joined up solutions.
- 39.3. The implementation of human resource management strategies that recognise and reward the "soft skills" required to deliver joined up solutions.
- 39.4. The need for legislative change to enable participants (government and private) at the operational level to freely communicate information (confidentially) to address critical issues and improve community safety.

Future Opportunities

40. Opportunities exist to build on the strong record of joined up activity in the public sector. Further work could be undertaken in the following areas:

- 40.1. Ensuring clarity with respect to government expectations, and roles and responsibilities;
- 40.2. Embedding joined up thinking into public sector culture;
- 40.3. Implementing a systemic approach to planning and accountability for complex cross cutting issues to ensure the right projects are selected and aligned with government policy objectives;
- 40.4. Developing guidance for departments with respect to effective decision-making concerning the appropriate application of a joined up approach;
- 40.5. Improving accountability for shared outcomes;
- 40.6. Aligning rewards and incentives to support horizontal initiatives;
- 40.7. Dedicating resource allocation to support high priority joined up initiatives;
- 40.8. Developing a systemic approach to sharing and evaluating the experiences and outcomes of joining up;
- 40.9. Improving the empirical base on which joined up initiatives are planned, delivered and evaluated.

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Witnesses

41. The following persons are available to give evidence to the standing committee;

- 41.1. To be advised dependent on the requirements of the standing committee.

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Reference:

Bev Johnson, Strategies for Successful Joined Up Government Initiatives, John Curtin Institute of Public Policy Fellowship Program Semester 2, 2005, p 4-6.