

ROYAL COMMISSION

INTO THE

NEW SOUTH WALES POLICE SERVICE

FINAL REPORT

VOLUME III: APPENDICES

Commissioner: The Hon Justice JRT Wood

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EXPLANATORY NOTES

The amalgamation of the New South Wales Police Force (operations) and the New South Wales Police Department (policy and administrative support) into a single entity known as the New South Wales Police Service, commenced in June 1987. This was formalised by the *Police Service Act 1990* (NSW) which came into effect on 1 July 1990. Throughout this Report, the organisation is generally referred to as 'the Service' or 'the Police Service'.

All legislation referred to is NSW legislation unless otherwise indicated.

The Commission was assisted by a number of consultants who prepared research papers on matters of relevance, in particular Dr Janet Chan, Dr David Dixon, Mr Mark Finnane and Mr Chris Cunneen.

The employee associations for sworn officers of the NSW Police Service are the Police Association of New South Wales, for non-commissioned officers, and the Commissioned Police Officers' Association for commissioned officers. Throughout this Report they will be referred to as 'the Associations' or 'the Police Associations'. A reference to 'the Police Association' (singular) is a reference to the Police Association of New South Wales.

ABBREVIATIONS USED IN THIS REPORT

Abbreviations are for NSW organisations unless otherwise stated.

ABCI	Australian Bureau of Criminal Intelligence
ACLO	Aboriginal Community Liaison Officer
AFP	Australian Federal Police
AIC	Australian Institute of Criminology
ALRC	Australian Law Reform Commission
ASIO	Australian Security Intelligence Organisation
BCI	Bureau of Criminal Intelligence
CAN	Court Attendance Notice
CAPS	Career Advancement Planning System
CARE	Centre for Applied Research and Education (UK)
CAU	Customer Assistance Unit
CCPC	Commission to Combat Police Corruption (New York)
CCRB	Civilian Complaint Review Board (New York)
CIB	Criminal Investigation Bureau
CIU	Crime Intelligence Unit
CIS	Complaints Information System
CJC	Criminal Justice Commission (Queensland)
COPS	Computer Operated Policing System
CPEA	Child Protection Enforcement Agency
CPOA	Commissioned Police Officers' Association of NSW
CPS	Crown Prosecution Service (UK)
DEA	Drug Enforcement Agency
DEET	Department of Employment, Education and Training (Commonwealth)
DLEB	Drug Law Enforcement Bureau
DPP	Director of Public Prosecutions
DPP (Cth)	Director of Public Prosecutions (Commonwealth)
EEO	Equal Employment Opportunity
ERISP	Electronically recorded interview between a suspect and police
FCAN	Field Court Attendance Notice
FEA	Fraud Enforcement Agency
FTO	Field Training Officer
GREAT	Government and Related Employees Appeal Tribunal

HECS	Higher Education Contribution Scheme
HOD	Hurt on Duty
HRAC	Human Resources Advisory Committee
HRM	Human Resources Management
HSC	Higher School Certificate
IA	Internal Affairs Branch or Office, NSW Police Service
ICAC	Independent Commission Against Corruption
IPETAC	Interim Police Education and Training Advisory Council
IPSU	Internal Police Security Unit
IR Act	<i>Industrial Relations Act 1996</i>
IT	Information Technology
LD	listening device
LRO	Legal Representation Office
JTF	Commonwealth-NSW Joint Task Force on Drug Trafficking
MACPA	Ministerial Advisory Committee on the Police Academy
MCPE	Mandatory Continuing Police Education
MMP	Methadone Maintenance Program
NCA	National Crime Authority
NPRU	National Police Research Unit
NSEP	Needle & Syringe Exchange Program
NSWCC	New South Wales Crime Commission
NUCS	National Uniform Crime Statistics Program
NWMCS	North West Major Crime Squad
NYPD	New York Police Department (New York)
ODPP	Office of the Director of Public Prosecutions
OMD	Official Misconduct Division, Criminal Justice Commission, (Queensland)
OPM	Office of Public Management
OPR	Office of Professional Responsibility
ORC	Operations Review Committee, Independent Commission Against Corruption
PACE Act	Police and Criminal Evidence Act (UK)
PAD	Prohibited Amusement Device
PAL	Police Assistance Line
PARC	Police Academy Review Committee
PBC	Police Boys' Clubs
PC	personal computer
PCBC	Police Citizens' Boys Club
PCCM	Police Complaints Case Management System

PCYC	Police Citizens' Youth Clubs (1985-1995), and Police & Community Youth Clubs (1995 to present)
PEAC	Police Education Advisory Council
PEDO	Patrol Education Development Officer
PIB	Professional Integrity Branch
PIC	Police Integrity Commission
PJC	Parliamentary Joint Committee
PRAM Act	<i>Police Regulation (Allegations of Misconduct) Act 1978</i>
PREP	Police Recruit Education Program
PSAC	Police Superannuation Advisory Committee
PSRG	Protective Security Response Group
PSSSES	Police Service Senior Executive Service
RCPS	Royal Commission into the New South Wales Police Service
RCIADIC	Royal Commission into Aboriginal Deaths in Custody
RCIDT	Royal Commission of Inquiry into Drug Trafficking
RCIU	Royal Commission Implementation Unit
RCRU	Royal Commission Response Unit
RCT	Royal Commission Transcript (Commissioner Wood)
RCT(U)	Royal Commission Transcript (Commissioner Urquhart)
SA PCA	South Australian Police Complaints Authority
SCAT	State Commander's Action Team
SCORPIO	Sub-Committee on Response Policing in all Operations
SEG	State Executive Group
SIG	Special Investigative Group
SOG	Special Operations Group
SOP	Standard Operating Procedures
SP	starting price
SPO	Student Police Officer
SPG	Strategic Planning Group
SWOS	Special Weapons Operations Squad
TAFE	Technical and Further Education
TER	Tertiary Entrance Rank
TI	telephone interception
TI Act	<i>Telecommunications (Interception) Act 1979 (Cth)</i>
TIMS	Task Force Investigation Management System
TRG	Tactical Response Group
TSU	Technical Surveillance Unit

ACKNOWLEDGMENTS

A Royal Commission the size of this Commission, and having the breadth of the terms of reference given to it, cannot depend on the work of the Royal Commissioners, or Counsel Assisting, alone. It very much depends on the dedication and ability of its staff, and on the extent to which it receives the co-operation, and active support, of those who might be affected by its inquiries, or who have an interest in its recommendations.

This Royal Commission was fortunate in receiving that support both from within and without, and such measure of success as it has had is attributable to that circumstance.

ROYAL COMMISSION STAFF

The list which follows includes all staff who worked for the Royal Commission from May 1994. The dedication, hard work, skill and commitment of the Royal Commission workforce was exceptional, and morale remained high throughout despite the extremely stressful and demanding nature of the task involved.

While it is inappropriate to select out any individual members of staff for particular credit, the special contribution of Gary Crooke QC, Senior Counsel Assisting, cannot be ignored. Mr Crooke was appointed to act as tactician and special adviser to Commissioner Wood, to oversee the work of the investigative teams, and to maintain direct liaison with the Police Service, the Police Ministry, the Government, the Police Associations, and the other bodies concerned with the inquiry. His experience from the Fitzgerald Commission of Inquiry¹ was invaluable, and the contribution he made to the work of this Commission cannot be done justice in print. The outcome of this Royal Commission is in no small measure attributable to his close co-operation with Commissioners Wood and Urquhart, his wise counsel, and to his commitment to the task. Moreover, his role was important in maintaining the independence of the Commissioners from outside influences, and in allowing them to conduct the public hearings in accordance with the requirements of natural justice.

It would be equally unfair to pass by the valuable contribution of the four Counsel Assisting who acted as team leaders, and similarly that of the Directors of Operations and Chief Investigators. Without their collective skill and drive, and their ability to mould the investigative teams into efficient and functioning units, there would have been no revelations of corruption, criminality, inefficiency or shortcomings in the pre-existing investigative and managerial functions, both in respect of the policing and paedophile terms of reference. The individual investigators, solicitors, analysts and assistants who made up the teams performed with enormous dedication, and similarly brought great experience and ingenuity to the inquiries they undertook.

It is also appropriate to acknowledge expressly the contribution of Brian Davies, the Chief Executive Officer of the Royal Commission until October 1996, when he took up office as Secretary to his Excellency the Governor of New South Wales. Mr Davies was instrumental in setting up the Royal Commission in an extraordinarily quick time, in establishing a hearing room and information technology (IT) capacity, in recruiting staff and in establishing an efficient working environment. His contribution was immense and the quality of the facilities provided, and the high standards expected, were significant factors in the performance of the Royal Commission.

One group of staff who cannot be named for reasons of operational security, and personal safety, must also be acknowledged. The Surveillance section, and the Technical Support Officers who lent their assistance, worked under conditions of great difficulty, at all hours of the day and night, and in a manner which was highly skilful and productive for the Royal Commission. The Commissioners extend their deep appreciation for these services, and for the ready co-operation of the outside agency which provided the technical assistance that made this work possible.

Critical support for the Commission's work was provided by Registry staff, the Information Technology Unit, Administration and Finance, Special Services personnel and Sheriff's Officers.

¹ *Report of a Commission of Inquiry Pursuant to Orders in Council*, (G. E. Fitzgerald, Commissioner), Brisbane, 1989. Mr Crooke was Senior Counsel Assisting that Inquiry.

Finally, Commissioner Wood conveys his gratitude to Ann Carson and the Research Unit, for the painstaking and enormously helpful work undertaken in carrying out research, in co-ordinating the work of outside consultants, and in assisting in the preparation of the Interim Reports and this Final Report. Without the benefit of this work, it would not have been possible for the detailed inquiries of this Royal Commission to have been distilled into a meaningful form, or for reform recommendations to have been prepared with any degree of confidence.

Mention should also be made of the forbearance and support of spouses, partners and families of Commission staff. The commitment of staff saw them working extraordinarily long hours under considerable stress and in circumstances where they were constrained, by secrecy obligations, in any discussion of what they were doing. The value of the support and understanding of their families and partners as a result cannot be overestimated.

Senior Counsel Assisting

Crooke GW QC - 25/5/94 -

Naylor APL (Professional Assistant/Solicitor) - 18/4/95 -

Longmore HM (Executive Assistant) - 30/5/94 -

Counsel Assisting

Black JW QC - 1/6/94 - 3/4/97

Rooney J (Personal Assistant) - 21/11/94 - 31/3/97

Agius J SC - 1/6/94 -

Russell FET (Personal Assistant) - 21/11/94 - 31/12/96

Bell V - 6/6/94 - 10/4/97

Garton TL (Personal Assistant) - 28/11/94 -

Bergin PA - 19/4/95 -

Hogan NM (Personal Assistant) - 6/3/95 -

Assistants to Commissioner Wood

Jacobson PA (Professional Assistant) 7/11/94 -

Rand H (Associate) 27/6/94 -

Assistant to Commissioner Urquhart

Ballantyne KJ (Associate) - 4/3/96 - 20/2/97

Executive Director

Davies BL - 23/5/94 - 11/10/96

Rawson DJH - 14/10/96 - 31/3/97

O'Donnell TL (Executive Assistant) - 15/8/94 - 31/3/97

Operations Directorate

Hadgkiss N (Director) - 27/6/94 - 22/12/95

Onley BR (Director, previously Chief Investigator) - 11/7/94 - 9/1/97

Provost B (Chief Investigator) - 11/12/95 - 4/4/97

Hamilton TA (Executive Support) - 30/1/95 - 31/3/97

McPherson NS (Executive Support) - 7/7/94 - 5/10/95

Field PJL (Investigations Admin Officer) - 27/6/94 - 21/1/97

Team Investigators

Clarke J - 23/9/94 - 12/12/94

Craig DR - 20/3/95 - 28/2/97

Creef A - 27/3/95 - 14/1/97

Da Re M - 18/4/95 - 7/4/97

Dale TL - 14/8/95 -

De Santo PE - 14/9/94 - 28/2/97

Ellis JL - 24/11/94 - 8/2/96

French PR - 26/9/94 - 15/11/96

McGreevy M - 23/11/95 - 25/11/96

Miller KJW - 29/7/94 -

Moseley GG - 16/1/95 - 1/1/97

Murphy GG - 31/10/94 - 6/11/95

Prospero M - 15/3/95 -

Riviere HF - 11/3/96 - 25/3/97

Russell VA - 26/8/96 - 28/2/97

Smith BR - 19/9/94 - 13/12/96

Gregor AM - 5/9/94 - 31/3/97
Harrison SL - 5/12/94 - 6/3/96
Homberg MI - 18/9/95 - 13/1/97
Hutson PJ - 27/3/95 - 30/12/96
Johnson LM - 17/7/95 - 14/3/97
Jones J - 17/7/95 -
Little CA - 15/9/94 - 18/1/97
McGinlay DH - 16/1/95 - 20/12/96
McGinlay DL - 16/1/95 - 27/9/96

Team Solicitors

Alvos BH - 18/4/95 -
Andersen L - 5/12/94 - 4/2/97
Burrows JA - 15/8/94 - 31/3/97
Byrne MJ - 15/8/94 - 31/3/97
Clarke WJ - 19/6/95 - 31/12/96
Coults AJ - 13/5/96 - 10/1/97
Denman G - 15/8/94 - 31/3/97
Drennan GA - 22/2/96 - 3/1/97
Haigh KA - 12/12/94 - 23/8/96

Stevens PA - 14/8/95 -
Sutton RJ - 28/2/96 -
Taggart PJ - 26/9/94 - 10/1/97
Taylor WD - 18/9/95 - 28/2/97
Torrance IF - 20/7/94 -
Van Gyen AL - 18/4/95 - 13/7/95
Voyez MJ - 29/4/96 - 31/3/97
Yates MW - 6/3/95 - 29/3/96

Kenna R - 7/8/95 -
Maitland RJ - 13/2/95 - 31/3/97
McKenzie DJ - 2/11/94 - 31/3/97
O'Brien MM - 19/12/94 -
Scott SM - 8/8/94 - 5/7/96
Stevens DB - 23/1/96 - 31/3/97
Stewart AG - 27/3/95 - 4/2/97
Tuck AJ - 12/12/94 - 31/3/97
Walker BM - 8/8/94 - 31/3/97

Team Financial Investigators

Alderton DJ - 28/11/94 - 28/2/97
Ansley K - 28/11/94 - 15/1/97
Devlin AJ - 3/10/95 - 3/1/97
Finney W - 17/2/95 - 28/7/95
McCartney IR - 10/4/95 - 24/1/97
McGrath TP - 27/3/95 - 21/3/97
Warfield RB - 28/11/94 - 31/3/97

Team Analysts

Barkla LA - 27/3/95 - 27/9/96
Bell CJ - 3/1/95 - 14/3/97
Drennan MP - 12/12/94 - 31/3/97
Elphinstone D - 11/7/94 - 31/3/97

Team Research

Blanch NM - 28/11/94 - 28/2/97
Gilbert R - 13/3/95 - 13/9/96
Smith BML - 27/3/95 -
Hamilton I - 18/4/95 - 6/3/97
Mackay KM - 18/7/94 - 28/2/97

Team Support Officers

Banks ML - 4/9/95 - 10/5/96
Benn AG - 26/9/94 - 31/12/96
Christie KL - 20/2/95 - 18/8/95
Cruickshank S - 30/8/95 - 31/3/97
Easterbrook N - 12/12/94 - 9/6/95
Ford CG - 12/6/96 - 19/7/96
Gray CP - 12/8/96 -
Harris KM - 5/9/94 - 28/2/97
Hughes MG - 31/1/95 -
Joseph JS - 6/2/95 - 13/10/95
Kinsey JP - 20/9/94 - 6/3/97

Technicians

Douglass AT (Sound Engineer) - 24/10/94 - 31/1/97
McTavish CJ (Sound Engineer) - 1/4/96 -

Royal Commission Research Unit

Bain A - 8/1/96 - 2/8/96
Barley P T - 21/8/96 - 11/4/97
Barnes LA - 6/3/95 - 5/9/95
Burns EF - 4/3/96 -
Carson AM (Director) - 2/8/94
Dapas T - 9/1/95 - 7/4/97
Fasher AMC (Librarian) - 15/4/96 -
Faulkner P (Library Assistant P/T) - 17/9/96 - 14/11/96
Franken TL - 6/6/96 -
Higgs MA (Librarian) - 13/10/94 - 4/4/96

Financial Assistants

Carley AJ - 10/8/95 - 28/2/97
Howard JJ - 31/8/94 - 30/08/96
Lees AS - 21/2/95 - 7/2/97
Sloan RA - 20/2/95 - 28/2/97

Fisher AK - 28/2/95 -
MacGibbon AF - 27/3/95 - 14/4/97
Pirie GK - 5/6/94 - 31/12/96
Woollard PJ - 5/4/95 - 1/12/95

Ng T - 9/1/95 - 27/1/97
Nicol SW - 28/11/94 - 28/2/97
Ross C - 28/11/94 - 20/1/95
Supit KF - 13/9/95 - 11/3/97
Wildash AK - 21/2/95 - 31/3/97

Klopfert EE - 31/1/95 - 31/12/96
MacDonald JL - 23/1/96 - 31/12/96
Margan TB - 19/8/96 - 17/10/96
McCartney TJ - 25/11/95 - 31/5/96
McGarry T - 6/2/95 - 29/5/95
Puna MA - 27/2/95 - 31/10/96
Saynte JR - 14/5/96 -
Smith P - 6/2/95 - 26/4/96
Stevenson KV - 6/5/96 -
Strong KC - 23/10/95 - 6/6/96
Tuffin JA - 27/1/95 - 31/3/97

Howlett CA - 5/12/94 - 18/4/97
Johnson CA (Librarian) - 4/10/94 - 3/4/96
Jones RL - 25/3/96 -
Levy SC - 11/7/94 - 31/1/97
Maher DG - 18/9/95 - 28/1/97
Malone A - 7/3/95 - 8/8/95
Meagher ALR - 6/3/95 -
Tomaino JA - 5/12/94 - 23/11/95
Wangmann JM - 9/1/95 - 22/3/96

Solicitor for the Commission

Shevlin JA (Solicitor for the Commission) - 30/5/94 -
 Scott NM (Executive Support) - 4/10/94 - 21/2/97

Legal Advising Unit

Finlay KE (Solicitor) - 30/4/96 - 29/11/96
 Kirsch NC (Admin Assistant) - 26/4/96 - 23/1/97
 Panagoda RK (Solicitor) - 27/5/96 - 3/3/97
 Sage GE (Solicitor) - 29/4/96 - 13/10/96

Registry

Ahern H (Asst. Manager) - 29/8/94 - 28/4/95
 Alfreds SG - 21/8/95 - 2/8/96
 Austin MP (Hearing Room Support) - 6/3/95
 Connolly N - 14/11/94 - 30/6/95
 Crompton ED - 9/10/95 -
 Daly UCB - 15/7/96 - 19/3/97
 Dornan N - 19/8/96 -
 Dornan BJ - 6/3/97 -
 Douglass MH - 21/2/96 - 5/3/97
 Dunn PF (Assistant Manager) - 4/9/95 -
 Eccleshall S - 21/2/95 - 11/8/95
 Foti S - 7/5/96 - 10/12/96
 Funnell TS - 4/10/94 - 9/8/96
 Gahan KJ - 19/4/96 -
 Griffiths CJ - 19/12/94 - 2/8/95
 Hawkins WJ - 12/4/95 -
 Heskey TL - 9/10/95 -
 Higham MP - 7/11/94 - 21/7/95
 Jones AJ - 22/2/95 - 8/9/95
 Jones KM - 21/2/96 -
 Jones SEV - 21/2/96 -

Koletsios G - 19/10/95 -
 McMaster TS - 21/8/95 -
 Owen KR (Manager) - 9/2/95 - 16/1/97
 Parkinson PJ - 27/11/95 -
 Ransom-Milinowski SA - 3/6/96 -
 Roach PJ (Manager) - 4/7/94 - 11/1/95
 Rowland LS - 17/2/97 -
 Sandland B - 13/12/96 -
 Sullivan AC (Assistant Manager) - 6/3/95 -
 Taggart RM (Manager) - 1/2/95 - 19/7/96
 Tam MS - 14/8/95 - 17/1/97
 Toohey SM - 1/4/97 -
 Trousselot GD - 12/3/97 -
 Tucker EEM - 25/8/94 - 10/11/95
 Vuleich DC - 28/11/95 - 20/2/96
 Vuong PS - 27/11/95 - 4/4/97
 Wee JC - 22/2/96 - 29/11/96
 Westwood-Brokman J - 27/11/95 -
 Wyer J - 16/12/96 - 14/2/97
 Wyman LM - 17/2/97 -
 Wynne S - 22/8/94 - 10/2/95

Data Entry Officers

Bertoldi DR - 13/9/95 - 8/2/96
 Borm D - 20/3/95 - 31/12/96
 Britchford SM - 11/3/96 - 31/12/96
 D'Souza B - 28/3/95 - 8/3/96

Humphreys MP - 5/9/95 - 15/3/96
 Lynch DT - 4/3/96 - 31/12/96
 Oates LA - 25/9/95 - 20/9/96
 Street SA - 1/5/95 - 5/12/95

Administration

Anderson C - 2/9/94 -
 Atkins KA - 16/1/95 -
 Atkins NJ - 10/2/97 -
 Cavallaro LS - 28/3/95 -
 Davy C (Part-time) - 12/2/96 -
 Edwards DG - 28/8/95 - 6/10/95
 Harmer SB - 6/3/95 - 14/2/97
 Herisson GL - 5/10/94 - 31/1/97
 Herning KE (Staff and Salaries) - 14/11/94 -
 McDonald I (Manager) - 23/5/94 -

Meade JG (Casual) - 22/1/96 - 2/2/96
 Printemps F - 18/7/94 -
 Rawson DJH (Director) - 15/5/94 - 7/10/96
 Scanlon RA - 13/11/95 - 7/10/96
 Skuse WA - 12/7/94 - 1/1/97
 Tohmeh J - 29/8/94 - 27/10/95
 Trovato ML (Maintenance) - 28/2/95 -
 Westrup EM (Casual) - 7/11/95 - 10/11/95
 Worrell GJ (Personnel Officer) - 27/6/94 - 3/12/96

Information Technology

Balfour S (Contractor)
 Bell S (Contractor)
 Covell DJ (Hearing Room Technician) 9/1/95 -
 Grant FM (Hearing Room Monitor) 11/7/94 -
 Grieves D (Contractor)
 Hamblin M (Training & Support Officer) - 16/3/95 - 4/4/95
 Hendry S (Contractor)
 Hindmarsh D (Contractor)

McGovern S (Manager)
Ramsey K (Contractor)
Ransom SP (Training & Support) - 20/2/95 - 11/4/97
Thompson S (Contractor)
Wathen D (Network Administrator) - 28/10/94 - 13/1/95
Worley LM (Hearing Room Monitor) - 23/11/94 - 20/10/95

Special Services

Stewart G (Intelligence Security Officer) - 31/1/95 - 22/11/96
McGreevy M (Intelligence Security Officer) - 25/11/96 - 1/4/97
Backhouse L (Clinical Psychologist) - 20/2/95 - 12/12/96
Symonds P (Media Liaison) - 21/11/94 - 31/12/96
Lenihan DM (Information Manager) - 14/11/94 - 16/12/96

Sheriffs

Current

Lobb G (OIC)
Roper-Tyler J (2IC)
Darke D
Grahame D
Grant G
Hancock S
Jackson G
Kotowski J
Longhurst S
Manning G
Timbrell D
Veselicic M

Past

Albany P
Campbell-Davies K
Cash P
Coughran J
Davis R
Freeman V
Gaschk M
Lenistone M
Turner W
Wilson P
Woolaway J

OTHER ACKNOWLEDGMENTS

There are a number of other persons or bodies whose contribution needs to be acknowledged, including in particular the Police Service which co-operated with the Commission by:

- announcing its support for the Royal Commission from the outset;²
- permitting direct electronic access to its COPS and HRM databases and access generally to its records;
- urging all serving officers to co-operate with the Commission;³
- permitting the discharge of reporting obligations of serving police by disclosure to the Royal Commission;⁴
- supporting the survey conducted by the Commission; and
- briefing senior and junior Counsel to assist with public hearings and round table conferences.

Specific units of the Service, and other agencies or bodies to whom the Commissioners wish to extend their appreciation, include the following:

A. THE ROYAL COMMISSION RESPONSE UNIT

The Royal Commission Response Unit comprised three branches: the General Response Unit, the Office of Professional Responsibility Response Unit (now the Office of Internal Affairs Response Unit) and the Confidential Response Unit.

The General Response Unit, commanded first by Chief Inspector, now Superintendent, Dennis Ballard, and then by Mr Michael O'Brien and Mr Michael Egan, reported to the Commissioner. It dealt with the majority of requests by the Royal Commission for material such as operations files, criminal histories, personnel files, details of Service policies, and the like.

The Confidential Response Unit comprised just one senior officer, Chief Superintendent Kevin McNeill, who dealt with sensitive requests which were often urgent.

The Office of Professional Responsibility Response Unit was commanded by Mr Terry Marshall. Mr Marshall reported to former Assistant Commissioner Geoff Schuberg and now reports to Acting Assistant Commissioner Mal Brammer. This unit dealt with requests for copies of internal affairs files and information regarding overt and covert investigations by the Professional Responsibility command.

Almost without exception the members of the Royal Commission Response Unit provided a prompt and efficient response to all Royal Commission requests, often with a degree of initiative and firmness which overcame any risk of significant documents and records being withheld or concealed. They also gave valuable assistance in the execution of search warrants, by controlling situations in which a degree of aggravation or resistance at times appeared likely.

The demands on members of this Unit, in terms of manpower and copying of documents, were enormous and the Royal Commission is extremely grateful for their assistance.

B. THE OFFICE OF PROFESSIONAL RESPONSIBILITY

The Royal Commission wishes to recognise the assistance and co-operation of the Commanders and staff of the Office of Professional Responsibility (OPR), now re-named the Office of Internal Affairs. Since it stood to be carefully investigated and criticised it would have been very easy for the OPR to have adopted a position

² G. W. Crooke QC, RCT, 24/11/94, p. 5; Letter from Commissioner Lauer to RCPS, 25/5/94, RCPS Exhibit 3.

³ Commissioner's Notice 94/88, RCPS Exhibit 90; NSW Police Service Press Statement, 5/9/94.

⁴ In summary, Clause 30 of Police Service Regulation 1990 requires that allegations of police criminality or misconduct must be reported to a senior officer.

of opposition, or of non co-operation with the Royal Commission but that never occurred. It behaved in an extremely professional way, sharing information and responding to all requests made of it. The co-operation extended to standing back from specific investigations at the wish of the Commission, and to offering assistance or advice where relevant.

An excellent rapport was established, and a feeling of trust existed which should augur well for the relationship between this branch of the Service and the Police Integrity Commission (PIC). So long as that relationship continues, there is every reason to suppose that effective joint operations can be conducted, and a comprehensive front against police corruption and serious misconduct established.

C. OFFICE OF MR M. J. FINNANE QC

Mr Michael J. Finnane QC was briefed to appear for the Commissioner of Police and the NSW Police Service. This necessitated the establishment of an office within Police Headquarters and engagement of a number of staff. Aside from appearances in the hearing room, Counsel for the Police Service provided a most effective and co-operative contact point and facilitated the Commission's inquiries in many other ways, including liaising with other agencies, ensuring problems and delays were dealt with, and attending informal proceedings such as the round tables.

D. OTHER LAW ENFORCEMENT AGENCIES AND SERVICES

The Royal Commission is extremely grateful to the Australian Federal Police and to all of the State and Territory Police Services and law enforcement agencies which seconded staff to it during its term. Without the independent investigators, analysts and other experts lent to it by those agencies, the successful outcome of its inquiries would not have been achieved. The nature and extent of the additional assistance provided by other agencies such as the NSW Crime Commission, the Independent Commission Against Corruption, the Australian Bureau of Criminal Intelligence, the National Crime Authority, the Criminal Justice Commission (Qld) and Australian Security Intelligence Organisation cannot be revealed publicly because of the need to maintain the integrity of their procedures and ongoing operations. It was, however, substantial, and extended not only to the provision of intelligence and advice, but also to valuable technical assistance and forensic and physical evidence services. The ready contribution of the Australian Federal Police, and its overall co-operation in providing investigators, training and special services was of enormous significance to the outcome of this Commission and calls for special acknowledgment and appreciation.

The Royal Commission is similarly grateful to the Director of Public Prosecutions for the secondment to the Royal Commission of a number of solicitors whose experience was exceedingly valuable.

All other agencies were readily forthcoming with information and advice when requested. The Commission is aware that these requests often placed a considerable burden on the agency concerned and it appreciates the comprehensive and professional responses to its requests.

E. GOVERNMENT INSTRUMENTALITIES AND FINANCIAL CORPORATIONS

The Royal Commission also wishes to recognise the considerable assistance provided by those external agencies and authorities who, through legislation⁵ or as the result of memoranda of understanding, permitted the Royal Commission access to their information holdings either by electronic linkage, or through hard copy. The information so generated was invaluable in the conduct of investigations, in profiling individuals for inquiry, and in establishing intelligence and financial analysis. The Commission is extremely grateful for the ready co-operation and active assistance of those external agencies, which included:

- Australia Post;
- Australian Customs Service;
- Australian Passport Office (Department of Foreign Affairs and Trade);
- Australian Securities Commission;
- Australian Taxation Office;

⁵ See Appendix 10 to this Report.

- Australian Transactions Reports and Analysis Centre;
- Australian Electoral Commission;
- Credit Reference Association of Australia Limited;
- Department of Corrective Services;
- Department of Fair Trading;
- Department of Gaming and Racing;
- Department of Housing;
- Department of Immigration and Multicultural Affairs;
- Department of Social Security;
- Land Titles Office;
- Registry of Births, Deaths and Marriages;
- Rental Bond Board (Department of Fair Trading);
- Roads and Traffic Authority;
- State Electoral Office;
- Telstra, Optus, Vodafone, and their respective service providers;
- Totalizator Agency Board of NSW;
- Valuer General's Office;
- Waterways Authority;
- the various electrical services and authorities; and
- the various local government authorities.

Additionally, the Royal Commission wishes to acknowledge the very great assistance and co-operation of the NSW Office of the Director of Public Prosecutions (ODPP) and the Commonwealth Director of Public Prosecutions (DPP), the many banks, credit unions and financial institutions, the Police Tribunal, Police Superannuation Advisory Committee and other State superannuation authorities, Registrars and staff of Local, District, Supreme and Family Courts, The Government and Related Employees Appeals Tribunal and many other agencies and corporations. All responded to the large numbers of notices served upon them for information and documents concerning serving or former members of the Service, and others who were the subject of investigations. The demands on those bodies, and most particularly the Police Credit Union, were substantial. Without exception the response was co-operative, and the information delivered speedily, even though there were, at times, multiple requests made and a great deal of work required in compliance. Again, the information provided was invaluable to the Commission.

During its currency the Commission always received wholehearted co-operation, assistance and support from the Police Board. The same can be said on an ongoing basis of the Ombudsman and the ICAC.

F. LEGAL REPRESENTATION OFFICE

This office was established as a wholly independent body with authority to provide legal representation and advice, either directly or through assignment to approved legal firms or Counsel, to persons who were possibly the subject of adverse interest to the Commission. Although in a sense appearing in an adversarial role to the Royal Commission, and on occasions, taking a view in opposition to the Commission on matters of practice or policy in the interests of its clients, the Office provided a substantial overall contribution.

Once guidelines were established, and a clear understanding of the respective roles were worked out, initial difficulties were overcome, and the two bodies worked co-operatively. The Royal Commission in particular was able to be confident that security was maintained, and that conflicts of interest would be solved. The Legal Representation Office (LRO) was able to provide quick and effective legal advice, and was also able to

move expeditiously in procuring independent advice for those persons who indicated an interest in assisting the Royal Commission.

Within the context of this Royal Commission, subject to some problems which had to be addressed in relation to conflict of interest, the scheme which was established worked well. LRO and assigned Counsel, and solicitors conducted the necessary cross-examination of witnesses, and representation of its clients in a way that was cost-effective, timely, and not otherwise possible had representation been required to be provided either privately, or at the expense of the Police Associations.

G. CONSULTANTS

The Royal Commission sought assistance from a number of external consultants and experts both with research, and with the assembly or evaluation of evidence. They included:

Research Papers

- Dr Janet Chan - *Issues Paper: Police Culture*⁶
- Mr Chris Cunneen - *Aboriginal and Police Relations in New South Wales*⁷
- Dr David Dixon - *Issues in the Legal Regulation of Policing*⁸
- *The Normative Structure of Policing*⁹
- Mr Mark Finnane - *From Police Force to Police Service? Aspects of the Recent History of the New South Wales Police*¹⁰

The Commission has in preparing this Report taken the work of those consultants into account and here acknowledges their contribution. The papers are as yet unpublished and are not cited.

Survey

- Ms Julie Stubbs - Advice on survey design and analysis
- Australian Institute of Criminology (Dr Adam Graycar, Director) - Analysis of material derived from the survey undertaken by the Royal Commission¹¹
- Dr Janet Chan - Comments on the Royal Commission Survey of NSW Police Officers¹²

Transformational Change and Reform Process Consultant

- Dr Peter Crawford

Other Consultants/Contractors

- Ms Colleen Lewis (police complaints and external oversight)
- Mr Paul Westwood (Forensic Document Services Pty Ltd)
- Computer Reporters Pty Ltd
- Australian Government Analytical Laboratories

Sub-Editor

- Ms Lyndall Crisp

The Commission is extremely grateful for the advice and assistance of these consultants and experts, which contributed to the work of the Commission, its understanding of policing, and its evaluation of the evidence gathered. The research papers prepared by the consultants mentioned earlier were also invaluable in the preparation of the Interim and Final Reports.

The contribution of Dr Peter Crawford was such that it should be acknowledged in a little more depth. He was appointed as consultant to assist the Royal Commission at a time when it became apparent that, in order to prevent the re-emergence of corruption and serious misconduct on a cyclical basis, substantial

⁶ Report for the RCPS, September 1995, RCPS Exhibit 2906C/1.

⁷ Report for the RCPS, October 1995, RCPS Exhibit 5884.

⁸ Report for the RCPS, June 1995, RCPS Exhibit 2906C/2.

⁹ Report for the RCPS, October 1995, RCPS Exhibit 2906C/3.

¹⁰ Report for the RCPS, October 1995, RCPS Exhibit 2906C/4.

¹¹ Report for the RCPS, April 1996, RCPS Exhibit 2826.

¹² Report for the RCPS, September 1996, RCPS Exhibit 2828.

managerial change to the Service was required. His prior experience in advising the NSW Government on major restructuring within the Public Service¹³ was invaluable.

His no-nonsense approach, and familiarity with contemporary management theory and practice, have helped to initiate the process of reform and to establish a platform for the emergence of a new Police Service, and for the implementation of such of the recommendations made in this Final Report, as are accepted.

H. SUBMISSIONS

The volume and care with which submissions were made to the Royal Commission, and the wide variety of sources from which they emanated, was quite unexpected. The submissions canvassed almost every issue that was identified with the policing and paedophile terms of reference respectively, and proved to be of considerable assistance. Their nature and extent demonstrate the depth of interest in these issues, both within the public at large, and also within the Service.

Many of the most valuable submissions came from serving or former members of the Service. They bore the mark of having been carefully thought out, and based on actual experience. They also revealed a degree of frustration that they had not been heard earlier. This experience underlines the need for the Service, in the future, to listen to its members and to be more open or transparent in its management and decision-making.

The Commission is extremely grateful to those who took the time and effort to deliver submissions. All were carefully taken into account, even though not necessarily acknowledged separately in the text or footnotes, to the Interim or Final Reports.

I. SOLICITOR-GENERAL, CROWN SOLICITOR'S OFFICE, ATTORNEY GENERAL'S DEPARTMENT

The Commission was also greatly assisted by the Crown Solicitor, the Solicitor-General and the Attorney General's Department at State level as well as by the Commonwealth Attorney-General's Department.

The Royal Commission is deeply grateful for the valuable advice, and the skilful legal representation provided to it by the Solicitor-General and the Crown Solicitor's Office. Several matters of principle arose requiring external legal advice, or representation in proceedings either initiated by the Commission for contempt, or brought against it by persons under investigation. In every instance the advice given was quick, helpful and efficient, and the Royal Commission wishes to formally acknowledge that to have been the case.

J. EXECUTIVE GOVERNMENT

The Royal Commission maintained excellent relations during its term with those who held office as Premier, Minister for Police, and Attorney General, during the two Governments which spanned the inquiry, and with their respective Departments, as well as with the Cabinet Office. At all times the Royal Commission felt confident of their support and assistance. Its needs were always met; it found Government accessible, responsive, and helpful, and it is grateful for the co-operative working relationship which emerged. Again, without that support, the Royal Commission would not have been able to complete its task as effectively, or smoothly, as it did.

K. THE MEDIA

The media coverage of the public hearings was extremely important, particularly in the early days in flushing out potential witnesses, in encouraging confidence in the work of the Royal Commission, and in informing the public of the problems which existed. The mainstream coverage was largely accurate and responsive to suppression orders (such infringements as did occur being unintentional, acknowledged, and readily redressed), and the Commissioners are grateful for the care and professionalism that the regular reporters brought to the task.

Without a balanced and informed coverage of the Royal Commission, it is beyond question that the flow of information, and of informants, which occurred would not by any measure have been achieved.

¹³ Dr Peter Crawford has been involved in reform in government for more than 20 years in senior positions as the chief executive of four organisations and one public company. He is an honorary professorial fellow at the Graduate School of Management at Macquarie University and Commissioner of the Healthy Rivers Commission. P. J. Crawford, RCT, 19/11/96, p. 34533.

For those journalists and media outlets which maintained a fair, balanced and informative coverage of the proceedings, the Royal Commission is extremely grateful.

L. OVERSEAS AGENCIES AND INDIVIDUALS

Throughout its term the Commission has received a good deal of support from agencies and individuals overseas. Many of these agencies also provided information and assistance to the Commissioner during his travel overseas.

Police services which provided information on their policies and procedures and on policing issues generally, included:

- City of Philadelphia Police Department
- Federal Bureau of Investigations
- Los Angeles Police Department
- Metropolitan Police Service, UK
- New York Police Department
- New York State Police
- New Zealand Police
- Royal Canadian Mounted Police
- Royal Hong Kong Police Service
- Royal Ulster Constabulary
- San Diego Police Department
- Singapore Police
- Toronto Police

Many other agencies provided information and assistance. Academics and policing experts overseas responded to the Commission's requests for information and also facilitated liaison with others with relevant expertise.

THE ROYAL COMMISSION - ITS METHODOLOGY AND INQUIRY

A. ESTABLISHMENT

Location

2.1 Following issue of the Letters Patent, steps were taken to secure a location from which the Commission could operate, that was capable of accommodating:

- a hearing room large enough to meet the needs of the Commission and those involved in the public hearings, as well as the media and public;
- a Registry large enough to process and hold the significant volume of documents expected to be received;
- chambers for the Commissioners and Counsel Assisting, interview rooms, offices, work spaces and operation rooms for the staff forming the multi-disciplinary investigative teams, and work spaces for research and library staff;
- an internal information technology network, and an autonomous PC network for accessing external data bases.

2.2 Vacant space was procured within the St James Centre, 111 Elizabeth Street Sydney, and fitted out to meet these requirements. As the Commission expanded, additional space was taken over within the building and in February 1996 a second hearing room was constructed. The facility established is being taken over by the Police Integrity Commission (PIC), with consequent economies in its establishment cost.

Staff

2.3 The second requirement was to recruit staff and to appoint Counsel Assisting. Considerable effort was expended in planning a suitable organisational structure, and in interviewing and selecting staff with the integrity and ability to carry out the task in hand. The Commissioners of Police of all other States and Territories, and of the Australian Federal Police (AFP), willingly offered their support in seconding key investigators. In general terms, the secondments reflected the proportionate size of the assisting law enforcement agencies although the largest burden was borne by the AFP. Solicitors and analysts were similarly hand picked, and came from various backgrounds including other law enforcement agencies, government departments, and the private sector. The greater proportion of the solicitors on staff were seconded from the Office of the Director of Public Prosecutions in NSW (ODPP). All staff were subject to security vetting; employment was offered only to applicants who had not been employees of the NSW Police Service.

Information Technology and Hearing Room

2.4 A third major requirement was the assembly of a comprehensive information technology (IT) infrastructure. A modular approach was taken with the computer hardware. Instead of the increased risk of a large single system controlling all applications, smaller systems dedicated to specific tasks were assigned. This approach ensured the flexibility necessary for the IT to keep pace with the structural changes and extensions of the Commission. Coupled with a fast Area Network and specialised software programs acquired externally or developed in-house, a secure environment was established that:

- was capable of supporting the hearing room as a separate entity;
- permitted the creation and management by Royal Commission staff of internal documents, as well as operational requirements such as correspondence, notices, warrants, affidavits, running sheets, case management documents, financial documents and intelligence analyses;
- allowed for the management of transcript where transcript can be searched, highlighted and notes attached to sections and later reported by witness, title or day;

- established an electronic mailing system for the timely distribution of internal messages and information to individuals or groups and which also facilitated communication between Commission staff during hearings;
- provided for the retrieval of information through structured full text searching;
- provided operation-specific databases developed in-house and sourced externally for reconstructing an individual's financial profile, creating comprehensive, chronologies producing charts showing relational links between entities such as people and places, as well as generating and tracking requests for material from external agencies and persons;
- allowed for the recording and imaging of external documents by way of a separate system; and
- also allowed access to standard legal research tools, such as commercial software packages for legislation and case law retrieval.

2.5 For security reasons:

- no external communication facilities were allowed on any computer system that housed internal Commission holdings;
- a separate, autonomous PC network was therefore established to allow access to the external data bases;
- a 'firewall' was established between the internal Commission systems and the hearing room system to allow the Police Service and the LRO to access transcript and exhibits from the hearing room server without compromising security; and
- within the Royal Commission various levels of access were provided via user passwords and other means, on a need-to-know basis.

2.6 In order to comply with listening device (LD) and telephone interception (TI) legislation, separate storage and backup systems were provided, and steps were taken to restrict access, and to establish a destruction policy for interception material that was not judged to be of any investigative use.

2.7 A decision was made to scan and store external documents. A document retrieval system which integrated document imaging, full text retrieval, unique identification, and database management was developed and established in-house for this purpose. This system was further used to transfer imaged documents to the hearing room system for tendering as electronic exhibits. The amount of material received by way of photocopy or facsimile made optical character reading impractical.

2.8 Attempts to marry internal and external documents on the one database proved unsuccessful. Extensive analysis was undertaken and a pilot project involving the capture of Word and Excel documents into 'virtual' folders was trialed. A determination was made, however, that the level of sophistication necessary would have required more time and expense to remedy, than could be justified given the expected life of the Commission at that stage. Nevertheless, experience gained from the Royal Commission system has been vital in the successful incorporation by the PIC, of internal and external documents into the one database.

2.9 Additional facets of the IT system included provision in the hearing room of:

- networked PCs by which evidence and exhibits could be accessed from the dedicated hearing room computer system;
- video/audio recording of the proceedings incorporating a voice-activated camera;
- capacity for the reception of evidence from interstate and overseas by way of video conferencing;
- the reception of evidence from a remote location within the Royal Commission premises for those witnesses where there was a security risk or particular vulnerability because of their youth or mental state, and a facility which also permitted electronic masking of faces and voices;

- display of the proceedings in the hearing room, to other areas of the Commission's premises, to the media room, and by relay to the LRO via video monitor screens;
- real time transcript within the hearing room, Commission premises, the media room, Police Service Headquarters and the LRO; and
- technology for playing video and audio recordings, linked electronically to the PCs and monitor screens, and display via similar means of exhibits scanned under a document visualiser located in the hearing room.

2.10 The equipment installed permitted delivery of exhibits to interested parties by way of CD Rom, and of transcript either in the form of diskette or hard copy. In most instances, transcript was distributed electronically by modem.¹⁴ For in-house purposes, transcript and exhibits were loaded to the file server and became accessible through networked PCs provided to staff. So equipped, the hearing room represented state-of-the-art technology, and proved a useful trial for advances in court engineering.

2.11 The requirements for establishing and maintaining an IT system of this magnitude, and for training staff and external legal representatives in its use, were substantial, and it became clear that a permanent IT section needed to be established. The equipment in use, both hardware and software, proceeded through more than one generation of development. As might be expected, the overall cost of establishing and maintaining this facility, which was essential for a Commission of inquiry handling the volume of material, investigative work and evidence which was generated and received, was substantial. Again, the PIC stands to benefit by taking over an operational and workable system upon which it can build to meet its specific needs. Furthermore, the precedents set in relation to the arrangements established with external agencies and sources of intelligence or other information have facilitated its commencement.

Surveillance and Technical Support

2.12 A separate unit was formed and equipped to supply surveillance services, the details of which cannot be disclosed here for security reasons. It can be stated that within the Royal Commission a special team was established and provided with computer based digital video and audio enhancement and editing equipment that permitted the enhancement of the product of electronic surveillance, and delivered it in a form suitable for the hearing room, and for criminal prosecutions.

2.13 These facilities and specialised equipment will continue to be of value, having been passed on to the PIC.

Other Support Services

2.14 Apart from the Registry and general administrative support, each of which was an essential component of the Royal Commission, a separate unit was established to provide research and library facilities. Research was undertaken as requested by the Royal Commissioners and Senior Counsel Assisting, and as initiated by the investigative teams. This unit was essential in order to gain full knowledge of the concepts involved, to analyse submissions, to prepare internal issues papers, to co-ordinate the survey conducted by the Commission, to respond to specific inquiries on matters of interest, and to assist with the preparation of Commission Reports. Research materials and external literature were maintained by a librarian who was able to facilitate external library searches for specialist material, or material which was otherwise difficult to locate. A substantial volume of comparative literature and research holdings has been accumulated. They will prove useful to the PIC in its advisory capacity.

Legislative Amendment

¹⁴ This was done using the First Class Law service by the Law Foundation.

2.15 Central to the methodology employed by the Royal Commission were the *Royal Commissions Act 1923* (the 1923 Act) and the *Royal Commission (Police Service) Act 1994* (the 1994 Act). Together they had the effect of conferring extensive information-gathering powers on the Royal Commission. Significant among these powers were the following:

- power under s. 6 of the 1994 Act to require a public authority or public official to produce a statement of information;
- power under s. 7 of the 1994 Act to require any person (whether or not a public authority or public official) to produce documents;
- abrogation of the privilege against self-incrimination in respect of compliance with notices issued under ss. 6 and 7 and the giving of evidence;
- power under s. 10 of the 1994 Act to enter and inspect public premises and to take copies of any document in or on the premises where the conduct being investigated constitutes, or involves, or may constitute or involve, a criminal offence;
- power under s. 15(1) of the 1994 Act to apply for search warrants;
- power under s. 37D(2)(a) of the 1994 Act to take over investigation of a complaint from the Commissioner of Police;
- power under s. 8 of the 1923 Act to summons witnesses to give evidence;
- abrogation of the privilege against self-incrimination for witnesses attending or appearing at the Commission (by proclamation as required by s. 17 of the 1923 Act); and
- power under s. 18A of the 1923 Act to cite persons for contempt.¹⁵

2.16 In exercising these powers, the Commission remained aware of the need to comply with due process, procedural fairness and, so far as was compatible with its obligation to carry out a thorough inquiry, the right to privacy. To balance against the abrogation of the privilege against self-incrimination, witnesses had a choice of giving evidence willingly or unwillingly.¹⁶ Where a witness elected to give evidence unwillingly a declaration was made under s. 12 of the 1994 Act, thereby immunising the evidence from being admitted in any civil or criminal proceedings, save for a prosecution for perjury or false swearing.¹⁷

2.17 In addition to the powers conferred by the 1923 and 1994 Acts, the Royal Commission had the benefit of information-gathering powers conferred under Commonwealth legislation. In particular, by virtue of amendments effected by the *Royal Commission into the NSW Police Service (Access to Information) Act 1994* (Cth), the *Telecommunications (Interception) Act 1979* (Cth) was amended to permit the Commission to become an 'eligible authority'. As such, it was able to receive telephone intercept product relevant to its inquiries gathered by other agencies.¹⁸ Amendments introduced by the Access to Information Act also gave the Commission access to holdings of the Australian Transaction Reports and Analysis Centre (AUSTRAC).¹⁹ Additionally, changes to the Taxation Administration Regulations 1994²⁰ had the effect of giving the Commission access to Australian Taxation Office information.²¹

¹⁵ This power was exercised on four occasions. On two of these occasions, the contemnors were convicted and sentenced to an indeterminate period of imprisonment until the contempt had been purged. One of these persons, Mr Charles Staunton (see *The Hon JRT Wood v Staunton* [No 3] Unrep., NSW Sup. Ct, Dunford J, 6/10/95; *The Hon JRT Wood v Staunton* [No 4] Unrep., NSW Sup. Ct, Dunford J, 4/12/95; *The Hon JRT Wood v Staunton* [No 5] [1996] 86 ACrimR 183), has now been released, while the other, Mr Bruce Galea, remains in prison (see *The Hon JRT Wood v Galea* [No 1] [1995] ACrimR 567; *The Hon JRT Wood v Galea* [No 2] [1996] 84 ACrimR 274). A third person, Mr Clinton Moller, was convicted and sentenced to a fixed term of imprisonment of eight months, following his capture after fleeing the jurisdiction to New Zealand (see *The Hon JRT Wood v Moller*, Unrep., NSW Sup. Ct, Dunford J, 15/11/96. The fourth person cited for contempt, Mr Norman Beves, was not convicted when it was held that the product of telephone interceptions obtained lawfully under warrant, upon which his examination was based, was not admissible in a prosecution for contempt of the Commission (see *The Hon JRT Wood v Beves*, Unrep., NSW Sup. Ct, Sully J, 22/11/96, and on appeal *The Hon JRT Wood v Beves*, Unrep., NSW Sup. Ct, C of A, 14/3/97).

¹⁶ *Royal Commissions Act 1923*, s.17.

¹⁷ Further, although there was a power in the Commission to override legal professional privilege, the Commission, as a matter of policy, chose not to do this if the privilege was justifiably claimed.

¹⁸ See further discussion in Volume I, Chapter 1, Section K. Telephone Interception Capacity, paras. 1.58 - 1.62.

¹⁹ *Financial Transactions Reports Act 1988* (Cth), ss. 3 & 27.

²⁰ Taxation Administration Regulation 1994 (Cth), cl. 2AA.

²¹ *Taxation Administration Act 1953* (Cth), s. 3E.

Overall

2.18 The time and effort required in establishing a physical presence for the Commission; in recruiting its staff; in trialing, acquiring and setting up the necessary equipment; in establishing liaison and standing arrangements with external agencies and repositories of information of potential value; in negotiating legislative amendment or ministerial consent where that was necessary; and in establishing inter-agency guidelines and memoranda of understanding, was prodigious. It occupied a great deal of the time of Commissioner Wood and of Mr Crooke QC in the early days of the Commission.

B. INVESTIGATIONS

Structure

2.19 The investigations were conducted by four teams under the overall supervision of Senior Counsel Assisting. Each team was headed by Counsel and comprised a multi-disciplinary unit combining the skills of solicitors, investigators, financial and intelligence analysts, and support persons including registry and research liaison officers. They were in turn:

- advised by the Director of Operations and Chief Investigator, and where necessary, by the Security Co-ordinator;
- assisted by surveillance and technical support; and
- aided by the Solicitor for the Commission in securing search warrants or LD warrants.

2.20 On some occasions, where major operations required, members of more than one team were pooled, but in general they worked on entirely separate operations and were answerable to Counsel leading that team. In any form of multi-disciplinary unit there are inevitable tensions between the different disciplines involved, both as to rank and authority, for operational direction and decision-making. These came very quickly to be accommodated, and differences in rank and approach were left behind in the pursuit of the common objective.

2.21 Much depended upon the personality and management style of the team leaders, as it did upon the readiness of team members drawn from a policing background, to forego earlier experience in hierarchically organised police services, and upon the willingness of lawyers and others to respect the special skills of investigators, and to listen to their advice in the planning of operations. The professionalism of team members prevailed as they became comfortable with a team approach, and adjusted their priorities with those of other teams.

2.22 The multi-disciplinary approach has encountered problems in other agencies, but there is no alternative for a small specialist body such as a Royal Commission and the experience was useful for the PIC, where it will need to be replicated.

Operational Guidelines

2.23 Operational guidelines were prepared in order to establish a disciplined approach to investigations, to ensure compliance with the law, and to limit interference with privacy interests except to the extent justified by the objectives of the Royal Commission. For this purpose the guidelines also called for standard documentation, and adherence to a system of case management in which a record was made of all steps taken. Induced statements and applications for LD warrants were permissible, but only with the approval of Senior Counsel Assisting, the team leader, or the Royal Commissioner. Surveillance required the approval of the Director of Operations.

2.24 Despite the existence of a power in the Royal Commission to issue search warrants,²² it was the policy of the Commission to apply to a magistrate or authorised justice whenever a search warrant was sought.

2.25 Additional guidelines existed for matters such as:

²² *Royal Commission (Police Service) Act 1994*, s. 15(2).

- the service of notices upon solicitors to produce client documents so as to preserve an opportunity for claims of legal professional privilege to be made;
- adherence to the NSW Law Society protocol in respect of use of search warrants;
- the use of video and/or audio recording of all steps taken in the execution of search warrants, and of all other contact with persons of interest, including any formal, or informal interview;
- the tape recording of any official interviews or face-to-face conversation;
- the provision of a copy of the LRO brochure at the time of service of any witness summons;
- general security of Commission premises, including evacuation procedures;
- the protection of witnesses, and the reception and general handling of the same on Commission premises; and
- procedural rulings for the efficient running of hearings.

2.26 Specific guidelines were adopted for compliance with TI and LD legislation limiting access to relevant material save subject to a protocol requiring:

- in the case of TI material, express approval and referral to the relevant team by Commissioner Wood;
- in the case of all such material, annotation to indicate its nature, and limitation upon access;
- separate and secure storage; and
- return to source or destruction once judged to be of no use to the Commission.

2.27 Guidelines were also established to assess any threats to witnesses and for placing necessary protection arrangements into effect with whatever speed and degree of security was required.

Amnesty, Inducements, and Immunities

2.28 It was a firm policy of the Royal Commission not to offer any form of undertaking or immunity from prosecution in advance of an interview with any prospective witness. In each case it was made clear that no promise or offer of assistance was held out, but that information could be supplied either in a pre-hearing interview, or at the hearing. In appropriate cases, after approval from the Commissioner, Senior Counsel Assisting or a team leader, an inducement was given at interview that anything said would not be used against that person in criminal or civil proceedings.²³

2.29 It was similarly made clear that any decision as to the granting of an immunity from prosecution, or of a formal undertaking not to use information provided, was for the Attorney General acting upon the advice of the Solicitor-General or Director of Public Prosecutions. Informants or witnesses were advised that, at most, the Royal Commission would supply a detailed account of the information provided, in the form of a statutory declaration from the informant or witness, supported by its own assessment of the worth and reliability of that information, and its own recommendation.

2.30 In fact, apart from the amnesty, only five immunities and one undertaking were issued. Further processing in respect of those witnesses who have provided assistance, and who may be asked to give evidence in prosecutions arising out of the Royal Commission, now rests in the hands of the State or Commonwealth DPPs, or the Harrison Commission of Inquiry.²⁴

²³ Notices requiring the supply of information and documents were served pursuant to s. 6, s. 7 and s. 10 of the *Royal Commission (Police Service) Act 1994*.

²⁴ The Inquiry into Allegations of Corruption within the Australian Federal Police, conducted by Mr Ian Harrison SC, was established pursuant to the *Complaints (Australian Federal Police) Act 1981* (Cth), s. 50.

2.31 Arising out of the amnesty²⁵ offered in December 1995, a deal of new information was provided to the Royal Commission, some of which was called publicly and some of which was received in the form of witness statements supported by statutory declarations. It is inappropriate to go into further detail as to the content of those witness statements, in view of pending prosecutions based upon them. However, in summary:

- it was a condition for amnesty that the applicant resign from the Police Service first;
- pursuant to this requirement, 44 applicants resigned;
- at the date of this Report 24 applicants have been successful in their application for indemnity. One other did not receive the benefit of a recommendation for indemnity on the basis that his crimes were considered heinous. The remainder of applications await final consideration.

2.32 The amnesty applications were assessed for acceptance by Commissioner Wood upon the face of the statutory declarations provided, and in the light of other information available to the Commission, upon which a *prima facie* assessment of the co-operation and genuineness of the application could be made. Except for those demonstrating bad faith, the applications were forwarded to the Solicitor-General with a favourable recommendation, but in any case any resulting immunity would be subject to conditions denying protection in the event of the applicant:

- not providing a full and complete disclosure;
- wilfully and falsely implicating any person in the disclosure, or
- failing to give evidence in accordance with the statutory declaration in trials against other persons when required by the ODPP, or otherwise failing to comply with the reasonable requirements of the ODPP.

Securing Co-operation of Witnesses

2.33 A key to the successful inquiries of the Royal Commission was its ability to secure co-operation of corrupt police or civilians involved in criminality. In every case, care was taken to maintain a proper relationship, to secure management approval to any approach made, to record both the initial contact and any subsequent interview. In appropriate cases a statutory declaration was prepared for signature by the witness, confirming the information given. Such persons were encouraged to seek legal advice which was in the main provided by, or arranged through the LRO. Such legal advisers were permitted to attend formal debriefing interviews, and encouraged to check the accuracy of any statutory declaration provided. An additional factor of significance in securing co-operation was the offer by the Commission of confidentiality in respect of assistance provided to it, insofar as that was consistent with the discharge of its functions.

2.34 The 'rollover' of Detective Sergeant Trevor Haken was a critical event in the history of the Royal Commission and established not only a useful trial for Commission staff as to the technique to be used, it encouraged others to come forward and tell the truth. Although his evidence showed him to have been seriously corrupt, he was a detective of considerable investigative skill and cunning, who operated undercover on behalf of the Commission for an extensive period and at considerable personal risk to himself. For some time, it was necessary to maintain him and his family *in situ*, so as to preserve an appearance of normality.

2.35 His co-operation was secured without full knowledge on his part of the extent of the Commission evidence against him, and his debriefing continued over many months, such was the extent of the knowledge available to him, and of his value to the Commission.

2.36 Subsequently, when it became operationally necessary to expose the fact of his co-operation, arrangements were made for his security and that of his family. Details of those arrangements cannot be disclosed, save to note that they involved the use of an existing witness protection scheme of another agency.

²⁵ See Amnesty, Appendix 13 in this Volume.

2.37 Considerable care was taken to secure independent corroboration of all 'co-operating witnesses' by reference to their duty books and other police records, and also where practical, by interview of the civilians involved in the investigations in respect of which they admitted corrupt practices.

2.38 Apart from serving police many persons convicted of criminal conduct, or suspected of it, were interviewed either following complaint from them or by way of direct approach to them. Much unverified intelligence was gathered in this fashion, some of which was used to initiate other inquiries, and some of which was disclosed on terms of confidentiality by reason of the risks associated with this form of co-operation. It is inappropriate to reveal the names of the persons spoken to, other than to indicate that they represented a considerable cross-section of the Sydney criminal milieu. Much of this information may be of value as background intelligence, and may prove useful to the PIC for future investigations.

Undercover Operations

2.39 A careful protocol was established involving reference to the Solicitor-General and the Director of Public Prosecutions, for the conduct of undercover operations that involved any degree of participation by the undercover agent in criminal conduct initiated by a person under investigation. Money, drugs or other property the subject of criminal or corrupt activity recovered by the Royal Commission in the course of such operations, was preserved under strict security, or delivered to the NSW Crime Commission, or relevant law enforcement agency. The property recovered involved a large amount of cash, a significant collection of firearms and ammunition, unclassified videos and a quantity of drugs.

Accommodation of the interests of the Service and the Royal Commission

2.40 A problem identified early in the proceedings related to the obligations resting upon members of the Service to report matters of complaint,²⁶ and to keep their supervisors or commanders informed of their activities. This had an impact in three respects:

- the possible prejudicial effect on the security of Royal Commission operations if serving police were required to pass on to the Service either the information they had given to the Royal Commission, or the fact and nature of their co-operation with it;
- the possible disincentive to disclosure which arose therefrom; and
- uncertainty as to the obligation of welfare officers to pass on matters disclosed to them by serving members who might, not unnaturally, be stressed by being brought within the inquiry.

2.41 This was solved co-operatively by agreement between the two bodies upon the basis that:

- a formal report of a complaint to the Royal Commission would be regarded as a sufficient discharge of the reporting duty without further obligation to pass on that matter internally;
- police requested to assist the Royal Commission, and participate in interviews with its staff, would not be required to record that detail, or report the nature and extent of any such contact with their supervisors or commanders;
- the Royal Commission would in turn use its best endeavours to accommodate duty and staffing requirements of the Service;²⁷ and
- confidentiality would be extended to matters disclosed in the course of welfare counselling.²⁸

2.42 The relationship between the Service and the Royal Commission remained cordial and helpful throughout, as exemplified by the kind of accommodation just mentioned, by the preparedness of commissioned officers of the Service to appear as witnesses without the need for a summons, and also by the arrangements which were established to permit informal service, where appropriate.

²⁶ Police Service Regulation 1990, cl. 30.

²⁷ Mr Madden, RCT, 3/3/95, pp. 2885-87; M. Finnane, RCT 13/6/95, pp 8549-51.

²⁸ Commissioner Wood, RCT, 6/11/95, p. 16158-59. Notices issued by the Commission after 3 April 1996 contained an exception from the prohibition on disclaimer of information about the notice to the extent that such disclosure was necessary to obtain welfare services.

2.43 The inevitable problems and misunderstandings which emerged from time to time during the course of the inquiry were solved through consultation between Senior Counsel Assisting the Commission, and Senior Counsel for the Service, and also through the medium of the Royal Commission Response Unit. The co-operation extended to the provision by the Service of observers to facilitate the execution of Commission notices on police premises, and to notification by the Commission of any operational activities which might excite public interest or cause any concern for public safety. In some such instances the Police Service provided backup assistance.

2.44 In the period following delivery of the First Interim Report, and particularly after the appointment of Commissioner Peter Ryan, the Commission was able to work very constructively with the Service on the reform process. Each recognised the need for reform to be adopted, encouraged, and, where practicable, developed from within the Service. Through Dr Peter Crawford and Senior Counsel Assisting, there was productive discussion and consultation over a wide range of matters.

C. PUBLIC HEARINGS

2.45 The public hearings occupied 419 days, with Commissioner Wood sitting 350 days,²⁹ and Commissioner Urquhart sitting 69 days.³⁰

2.46 Very little evidence was taken in camera, and most of that received in this fashion was later released for public examination. The only cases in which evidence was taken in camera were those where:

- it was necessary to gain evidence for an ongoing operation for which security needed to be maintained;
- it was appropriate to make a preliminary inquiry into the credibility of the evidence, particularly where the potential for harm to an innocent person was substantial if the evidence turned out to be inherently unreliable or the witness disclosed a clear intention to commit perjury;
- the potential risk to a witness, or other person affected by the evidence, was such that arrangements for witness security, or the suppression of personal details, or the use of code names, would not provide sufficient protection;
- the age or mental state of the witness was such that their health or well-being would be threatened by giving evidence in public; and
- it was necessary to ensure that a particular matter fell within the terms of reference. If it did not, it would not be pursued by the Commission, or mentioned publicly.

2.47 A decision was made at the outset that the hearings should be conducted in public and subject to media coverage, since an assessment was made that:

- this was required by the legislation governing the Royal Commission;³¹
- the inquiry having been established in circumstances of public concern as to the matters under investigation, and involving considerable expenditure from the public purse, its proceedings should be open and plain to all persons interested in them;³²
- a strategy allowing open hearings and publication of the evidence was best designed to attract a flow of information from the public and the co-operation of those witnesses who were well placed to assist the inquiry;
- transparency and public accountability of the work of the Royal Commission were essential to satisfy the political interests, the media, the public, and the Service of the integrity of the inquiry,

²⁹ There were 273 days of corruption hearings and 77 days of paedophile hearings before Commissioner Wood.

³⁰ There were 54 days of corruption hearings and 15 days of paedophile hearings before Commissioner Urquhart.

³¹ Bayeh Ruling, RCT, 31/5/96. The approach taken by Commissioner Wood was confirmed in *Bayeh v Attorney General for NSW & Anor* (1995) Hunt CJ at CL.

³² *Victoria v Australian Builders Construction Employees and Builders Labourers Federation* (1985) CLR 25.

and of the genuineness of the effort that was being undertaken to deal exhaustively with the terms of reference;

- a non-publication order could be counter-productive to the work of the Commission in so far as it may have inhibited the dissemination of information under s. 30 of the 1994 Act for the purposes of instituting a prosecution or communicating intelligence to other law enforcement agencies or government bodies in the public interest;
- suppression of publication may have led to a denial of natural justice for those who were adversely named in evidence, by denying them a chance to confront the witness or to reply to his or her evidence; and
- the opportunity for exploring and reporting on the evidence would be severely curtailed.

2.48 Evidence was not censored or suppressed, save so far as was necessary to accord with the above principles, and additionally, so as to:

- preserve security of ongoing Royal Commission inquiries, or investigations, and operational methods of other law enforcement agencies, or sensitive intelligence; again this was achieved either by editing of the relevant material or by reception of it as a confidential exhibit;
- protect privacy interests of minors and of those offenders or suspects the disclosure of whose names might prejudice ongoing investigations or prosecutions, or cause them unnecessary humiliation for no good forensic purpose;
- prevent harm to the families of deceased in circumstances where they were adversely named and lacking any opportunity to meet the allegations;
- prevent harm to persons incidentally or indirectly accused of wrongdoing, where it was not the intention of the Royal Commission, for reasons of relevance or prioritisation of the use of resources, to pursue those matters;
- exclude vituperative, scandalous or offensive comment which was not justified; and
- prevent unjustified damage to reputations arising out of hearsay and rumour.

2.49 In appropriate circumstances suppression orders were made in respect of the real identities of witnesses.³³ An assessment was made that an implied power existed to use code names, or to edit copies of exhibits released to the public, so as to ensure that fairness was done in those circumstances, and the dictates of natural justice respected.

2.50 In the case of those witnesses granted leave to give evidence either by reference to code names, or via the remote facility, or in respect of whom suppression orders were made, additional orders were made from time to time prohibiting publication of photographs, films, sketches, or other details likely to identify them. Again, the view was taken that an inherent power existed to permit such orders. The Commission recognises that after it ceases to operate, circumstances could well arise which warrant the reconsideration for variation of such orders. It has requested the Government to amend the PIC legislation giving its Commissioner power to vary or terminate the operation of any Royal Commission order.

2.51 The necessity for such precautions, and the need to pay regard to privacy interests, was demonstrated as the Commission proceeded, when problems emerged with some witnesses contemplating or attempting suicide, or otherwise developing severe emotional problems. To deal with this, the Royal Commission maintained on staff a full-time psychologist experienced in dealing with stress and trauma arising from policing matters, and, additionally, had a team of psychiatrists on call, able to respond to any emergency or crisis situation. On occasions, hearings had to be delayed, while suitable counselling and other assistance was provided. Despite these precautions, regrettably, there was a limited number of persons caught up in the inquiry, principally in connection with the paedophile term, who committed suicide rather than appear to give evidence.

³³ *Royal Commission (Police Service) Act 1994*, s. 27.

2.52 The hearings were conducted, so far as possible, in an orderly fashion dealing successively with operations or topics of investigation, and opened by Counsel leading the team assigned to investigate that matter. Consistent with the procedural rulings, prior to any hearings concerning the matter, the persons likely to be adversely mentioned were given a letter specifying that fact and, where appropriate, provided with a brief statement as to the topic or matter of concern. Where such a letter was served, leave to appear was granted to that person, which carried the right, upon application, to:

- cross-examine any witness called in that bracket of evidence;
- supply supplementary material, initially in the form of a statutory declaration delivered to the Commission;
- provide any appropriate explanation when called as a witness; and to
- make any submission desired concerning that person's involvement, or otherwise, in any form of corrupt activity or misconduct, and in respect of the dissemination of the relevant evidence to the ODPP, or Service, for consideration of any prosecution or disciplinary proceedings.

2.53 The conduct of these hearings was regulated by the guidelines promulgated by the Commission³⁴ at the commencement of the proceedings. The hearings were in the nature of an inquiry and the principles and procedures applicable did not equate to those obtaining in adversarial litigation.³⁵

D. LEGAL REPRESENTATION

2.54 The LRO³⁶ was staffed by Senior Counsel and a number of solicitors who provided representation for a large number of witnesses. At its discretion, the LRO assigned other witnesses to an independent panel of counsel and solicitors, where it considered that the provision of in-house representation would give rise to a conflict of interest. Lawyers comprising the panel were approved to act by the LRO and their fees were paid out of funds provided by Government. It was instrumental in containing the costs of legal representation, in ensuring its availability to all persons who might face adverse mention in the proceedings, and in reducing the burden which might otherwise have fallen on the Police Associations.

2.55 From time to time situations of conflict of interest arose when the LRO, and sometimes one solicitor in the office, represented more than one of a group of police suspected of being corrupt. There was the potential for any of that group to give evidence adverse to the remainder, and on some occasions it happened that one or more did decide to co-operate with the Commission by admitting misconduct or corruption and/or agreeing to work for it. On such occasions the LRO was able to conduct itself delicately and professionally whilst maintaining confidentiality. However, if the LRO is to continue in a similar role in the future it seems preferable that it functions as a central office which briefs out matters to members of a panel so as to eliminate the risk of conflict of interest, and the possible unwitting discouragement of assistance to the PIC from police under investigation.

2.56 Leave was not granted for representation merely on the ground that the recipient of a summons was required to give evidence. Before leave was given, there needed to be reason to suppose that the witness would be the subject of adverse evidence. Where leave was not formally granted, legal representatives were nevertheless permitted to remain at the Bar table, so that they might have the opportunity to renew any application for leave, and to give advice as required.

2.57 Leave was granted on a standing basis, to the Police Service of New South Wales, the Commissioned Officers' Association, and the Police Association of New South Wales.³⁷

2.58 Leave was also granted, in relation to the paedophile term, to such government departments or agencies as had an interest.

³⁴ Procedural Rulings of the Commission, RCPS Exhibit 24. See Appendix 7.

³⁵ R. Scott, *Procedures at Inquiries: The Duty to be Fair*, (1995) 111 LQR 596.

³⁶ See Appendix 1, p. 10, for further information about the establishment of the LRO.

³⁷ Leave to appear, granted to both Police Associations, was limited to representation of the Associations' institutional interests.

2.59 Funding to permit the continued participation of the Police Associations in the Commission's proceedings was provided by Government at the discretion of the Attorney General. That continued presence, which permitted the Associations to remain in touch with the proceedings, and to make their own informed contribution, was valuable, particularly in those aspects of the Commission inquiries which related to the reform of structures and management of the NSW Police Service. Without actual participation in the corruption hearings, it is unlikely that there would have been a true appreciation by either Association of the problems encountered, or the commitment to reform that was offered.

2.60 Apart from access to the LRO, serving police were entitled to approach the Police Associations and the counsel or solicitors retained to appear for the Police Service, for advice. In conformity with a general instruction issued by the Commissioner for Police requiring serving officers to co-operate with the Commission, police were advised to be frank and truthful in their dealings with it, and to seek assistance from the LRO if they had any problem that placed them in a possible situation of conflict with their duties.³⁸

2.61 In an attempt to avoid undue disruption with regular policing, guidelines were established to facilitate:

- interviews between the Commission and serving police;
- arrangements for their attendance as witnesses; and
- the supply of any documents relevant to their activities, or evidence.

2.62 The proceedings of the Royal Commission were inquisitorial rather than adversarial, and as such were not dependent on the formulation of charges, supported by particulars, which a witness was expected to answer.

2.63 Counsel or solicitors granted leave to appear were expected to be concise and to the point in their examination of witnesses, consistently with the limited objective and nature of the Royal Commission, and were discouraged from adopting an expansive method of cross-examination better suited to a committal or contested trial. They were, however, encouraged to bring out those matters where a different view of the facts prevailed, or that might place a different complexion upon the evidence given.

E. MEDIA

2.64 For the reasons given earlier concerning public hearings, positive steps were taken to facilitate the media coverage of the proceedings. These included:

- the establishment of a separate media room to which the proceedings could be relayed by video monitor in the case of the main hearing room, and by audio relay in the case of the second hearing room, and in which the media could establish work stations and maintain telephone access to their employers;
- the installation within the main hearing room of large overhead monitors displaying the proceedings, one of which was located adjacent to the area set aside for the media, together with a PC upon which documents shown to a witness could also be brought up;
- the provision within the media room of a PC by which exhibits, transcript and suppression orders could be accessed; and
- the establishment of arrangements whereby transcript and copies of public exhibits could be delivered to the media in whatever form suited their needs.

2.65 Additionally, a media liaison officer was appointed to facilitate the above arrangements, to field and respond to media inquiries generally, to issue press releases as required, and to liaise with the media unit of the Police Service.

³⁸ Commissioner's Notice No. 94/88, *Police Service Weekly*, vol. 6, no. 41, 10/10/94, p. 22.

2.66 Although the media may have wished it otherwise, and at times may have asked for more information than was forthcoming, the Commission needed to limit access to information within its possession for security, operational and privacy reasons. A protocol was established:

- confining all inquiries, and contact, to the media liaison officer in order to avoid distraction of Commission staff from their central duties, and to avoid potentially confusing differences of opinion, or interpretations, concerning the evidence and permitted disclosure; and
- ensuring an even-handed approach, it being firm Commission policy that while specific written inquiries might be answered, personal, exclusive interviews with the Commissioners, Counsel or staff would not be given.

2.67 Again these matters were reduced to guidelines,³⁹ and were discussed at a general media briefing early in the proceedings.⁴⁰ At this briefing the media were supplied with biographical details of the Commissioner, Counsel Assisting and the Director of Operations and allowed to take television footage and still photographs of them. Part of this arrangement was that the media would not photograph these persons again. This was helpful in avoiding inconvenience and distraction later.

F. THE SURVEY

2.68 In August 1995, the Commission conducted a survey of NSW police officers which had the following broad aims:

- to obtain information on the nature and extent of corruption in the Service;
- to obtain information on other issues relevant to the Commission's terms of reference (including promotions, training, internal investigations, internal informers); and
- to provide the opportunity for all currently serving officers and some resigned officers to place their views on corruption and other matters before the Commission.

2.69 Three different groups of officers - 13,976 in total - were surveyed, namely: all serving non-commissioned officers, all serving commissioned officers, and a selection of officers who had resigned from the Service within their first five years of service (since 1 January 1984).

2.70 The questionnaires were designed following consultation with the Service and the two Police Associations, and following advice from academics with expertise in the fields of survey design and policing including Ms Julie Stubbs, Institute of Criminology, University of Sydney; Dr Janet Chan, then University of New South Wales; and Ms Jane Mugford, Australian Institute of Criminology (AIC). The questionnaires were also subject to a pilot test using the Commission's own investigative staff, comprising police officers seconded from other States and the AFP.⁴¹ Responses and comments provided by those police officers were then used to strengthen the design of the questionnaires.

2.71 The finalised questionnaires were mailed to each NSW police officer and the resigned officers, under cover of a joint letter from the Commissioner of Police, the Police Minister, and the Royal Commissioner. Letters of support from the Police Associations were also enclosed with the questionnaires. The Commission provided respondents to the survey with strict assurances as to their anonymity.

2.72 A direct mail company was selected by the Commission to print, package and assist in the distribution of the questionnaires. Unfortunately, the Commission experienced a number of serious problems in this process including the issue of questionnaires in unsealed envelopes; the issue of empty envelopes; and the use of questionnaires containing missing pages, pages out of order and/or multiple copies of other pages. A total of 37 faulty questionnaires were returned anonymously to the Commission, having been completed to the best of the respondents' ability.

³⁹ RCPS Media Information and Guidelines, 10/11/94, see Appendix 8.

⁴⁰ The media briefing was conducted on 17/11/94.

⁴¹ This limited form of pre-testing was undertaken because of the sensitivity of the survey and the desire to make it available to all NSW police officers at the one time.

2.73 Further, the Commission became aware that false rumours were circulating within the Service regarding the survey, for example, that each questionnaire contained a secret code number which was visible under ultraviolet light and would be used to identify the respondent, or that the Commission intended to fingerprint all returned questionnaires in order to identify respondents. The source of the false rumours could not be traced, but their currency was consistent with a police culture that was suspicious of any form of questioning or attempt at reform.

2.74 In all likelihood, these problems adversely affected response rates. Nevertheless, the Police Service and the Associations assisted to quell these problems and innuendoes by sending messages to officers advising them of the printing and distribution problems and of consequent extensions of the return date. The Associations also circularised members, strongly supporting the survey and urging officers to participate. The Royal Commissioner made a statement in the hearings re-asserting that the Commission would make no attempt to identify respondents. Nevertheless it can be assumed that these problems adversely affected response rates.

2.75 A total of 3,626 officers responded: 3,302 (or 91%) non-commissioned officers, 230 (or 6.3%) commissioned officers, and 94 (or 2.6%) resigned officers. The response rates by the different groups of officers was disappointing, representing:

- 44% of commissioned officers;
- 25% of non-commissioned officers; and
- 10% of the selection of resigned officers.

2.76 Analysis of the responses to the survey was conducted by Dr Stephen Mugford on behalf of the AIC.⁴² In addition, the Commission sought comment from Dr Janet Chan, Institute of Criminology, University of Sydney.⁴³

2.77 The AIC report suggested that the survey results were of limited value, and flawed for the following reasons:

- a straight mail-out questionnaire was not the most appropriate method to 'identify and quantify' corruption;
- the context was unfavourable because at the time that the questionnaire was in the field, 'spectacular revelations from the investigations carried out by the Commission were being released publicly';
- the survey had design limitations, including 'the failure to pilot the instrument', 'the questionnaire was too large and was not user friendly', and that 'many of the questions asked for attitudes and beliefs, rather than reports of behaviour';
- there was a low response rate and sample bias; and
- response errors in the data, for example, 'on many key questions substantial numbers of respondents omitted to report information, or reported incorrect information'.⁴⁴

2.78 The AIC cautioned that these problems placed limitations on the inferences which could be drawn from the survey data and stressed that the results should not be generalised to all NSW police officers.

2.79 In response to the AIC's concerns, Dr Chan made the following points:

- **Context of the survey:** It is difficult to predict the impact which the Commission's evidence of police corruption may have had on officers' responses to the survey. Whilst it may have deterred

⁴² AIC, 'Analysis of material derived from a survey undertaken by the Royal Commission into the NSW Police Service', April 1996, RCPS Exhibit 2826.

⁴³ J. Chan, 'Comments on Royal Commission Survey of NSW Police Officers', Institute of Criminology, Sydney, September 1996, Exhibit 2828.

⁴⁴ AIC, 'Analysis of material derived from a survey undertaken by the Royal Commission into the NSW Police Service', April 1996, RCPS Exhibit 2826, p. iiiii.

some officers, 'the publicity could have increased other officers' confidence in the Royal Commission and encouraged them to respond'.⁴⁵

- **Response rates:** Whilst the response rates for serving officers were generally lower than those in other surveys conducted within the NSW Police Service in recent years, the Commission's survey focused on the most sensitive topic of police corruption and 'the lower response rates are therefore not surprising'.⁴⁶
- **Response errors:** Dr Chan did not agree with the AIC's conclusion that 'the possibility clearly emerges that the entire data set is compromised'. She suggested that, rather than being due to respondents providing incorrect information, in relation to one key question (officers' 'work roles'), 'the use of inappropriate figures to calculate response rates was responsible for the so-called 'errors'.⁴⁷

2.80 Dr Chan agreed with the AIC's report that, due to the low response rates, especially among non-commissioned and resigned officers, the respondents cannot be treated as representative of NSW police officers and the findings should not be generalised. However, Dr Chan stated that these limitations:

...do not imply that the survey was a substantial failure and therefore the data should be treated as worthless. In terms of the aims of the survey, the responses do provide information on the nature and extent of corruption in the Service (as reported by respondents), information on promotion and other issues, as well as respondents' views on corruption and other matters. The fact that these responses do not provide an unbiased picture of the 'real world' is not sufficient reason to discredit the information supplied. At the very least, the responses represented more than 3,000 submissions - albeit anonymous ones - to the Royal Commission by serving and resigned officers on issues relevant to the Commission's terms of reference. Unless there is clear evidence that the respondents were deliberately attempting to mislead the Commission, these submissions cannot be ignored.⁴⁸

2.81 The survey questionnaires, a summary methodology,⁴⁹ the AIC report and Dr Chan's comments were tendered by the Commission in mid-November 1996.⁵⁰ This material was then sent to relevant agencies and academics (both in Australia and overseas) with research expertise in the policing field and comments were sought. The Commission received responses from Dr Don Weatherburn, Director, NSW Bureau of Crime Statistics and Research;⁵¹ Ms Irene Moss, NSW Ombudsman;⁵² and Professor Kevin McConkey, Head, School of Psychology, University of NSW.⁵³

2.82 Dr Weatherburn concurred with the AIC and Dr Chan that the main problem with the survey was the generally poor response rate and the resulting possibility that the views and experiences of non-respondents differ systematically from those of respondents.⁵⁴ Dr Weatherburn advised that this did not mean that the survey as a whole was 'useless': whilst general inferences could not be drawn about NSW police officers' views and experiences, the information obtained may be treated simply as a source of 'raw intelligence' about potential organisational problems and corruption.⁵⁵

2.83 Dr Weatherburn noted, however, that the response rate of commanders was high enough to permit general inferences about the views and experiences of this subgroup of commissioned officers, and he expressed regret that separate and detailed analysis had not been undertaken by the AIC of this material: 'This is an important point as commanders are by definition in a position to carry forward (or frustrate) attempts to reform the NSW Police Service'.⁵⁶

⁴⁵ J. Chan, 'Comments on Royal Commission Survey of NSW Police Officers', Institute of Criminology, Sydney, September 1996, Exhibit 2828, p. 3.

⁴⁶ *ibid.*, p. 4.

⁴⁷ *ibid.*, p. 6.

⁴⁸ *ibid.*, p. 7.

⁴⁹ RCPS, Summary methodology and questionnaires, RCPS Exhibit 2825.

⁵⁰ RCT, 19/11/96, p. 34629.

⁵¹ D. Weatherburn, Director, NSW Bureau of Crime Statistics and Research, Letter re Royal Commission survey of police, 27/12/96, RCPS Exhibit 5999/30.

⁵² NSW Ombudsman, Comments RCPS Survey of NSW police officers, RCPS Exhibit 5999/29.

⁵³ K. McConkey, Head, School of Psychology, University of NSW, Comments on the RCPS survey of NSW police officers, 21/1/97, RCPS Exhibit 5999/31.

⁵⁴ D. Weatherburn advised that he would question the utility of any survey which produced a response rate of less than 80%: D. Weatherburn, Director, NSW Bureau of Crime Statistics and Research, Letter re Royal Commission survey of police, 27/12/96.

⁵⁵ *ibid.*

⁵⁶ *ibid.*

2.84 Professor McConkey also noted that 'the overall response rate, and the response rates on some questionnaires and on some specific questions, severely limit the inferences that can be drawn from the data'.⁵⁷ He suggested that the following factors may have contributed to the low response rate:

- 'the apparent blurring of the aims of the survey' and inappropriate sequencing of questions;
- the cover letter 'which appears to have highlighted an interest in the problems of promotion and corruption, rather than an interest in giving officers an opportunity to suggest solutions';
- the request for detailed demographic information, 'almost certainly led some officers to see the questionnaire as an attempt to implicate them in inappropriate activities, and consequently may have led them to have concerns about responding to some, or even all, of the questions'.⁵⁸

2.85 Despite these problems and the resulting low response rate, Professor McConkey agreed with Dr Chan and Dr Weatherburn that this does not mean that the data are worthless: 'rather, it means that focused analyses need to be conducted, and appropriate caution needs to be used in interpreting those analyses'.⁵⁹

2.86 Whilst noting that the low response rate limits the scope for definitive conclusions to be drawn from the analyses, the Ombudsman commented that:

- The reported rate of 'encountered corruption' by serving officers seemed low given the broad definition of corruption employed.⁶⁰ This could reflect a desire on the part of respondents to downplay the extent of corruption due to anxiety regarding the reputation of their Service and their profession.⁶¹ However, it could also reflect the distinction which officers often make between ethical principles and effective policing: 'This Office has repeatedly encountered instances of police officers apparently unable to recognise corrupt conduct as anything more than a minor ethical breach'.⁶² The 'prejudicial connotations' associated with the term 'corruption' may have also lead some respondents to disassociate misconduct that they were aware of from 'corruption' as defined. More neutral terminology may have improved the reporting rate.⁶³
- The responses to the questions on promotions provide an insight into the depth of dissatisfaction with the current career structure and promotion system: 'A large part of the problem arguably relates to the fact that there are so few satisfying career opportunities for talented police officers, both within and outside the Police Service. If the only way to achieve a satisfying career is to move up the rank structure, then it follows that most police officers will remain dissatisfied with their career prospects'.⁶⁴

2.87 The Commission notes these views. The survey was intended to obtain information on officers' experiences, views and ideas in relation to corruption and other important issues relevant to the Commission's terms of reference. By reason of the low response rate, the reported views and experiences of those officers who responded to the survey will not be used to make generalised statements about corruption in the Service.

2.88 The Commission, however, considers that the survey still has merit so far as it is a contemporary assessment of some police officers' values and concerns, and reflects views on corruption and other issues which will be available to future researchers. It also has value in so far as the response is consistent with the general reluctance, elsewhere demonstrated on the part of police officers, to report corruption and problems within the Service. In this regard the Commission was struck by the number of anonymous complaints and submissions received during its investigative phase from serving members⁶⁵ relating to matters of obvious serious concern to them, but which were signed off with an apology that due to fear of identification, they were not prepared to lend their name to the document. Unless and until this attitude can be changed, a real barrier to internal reform will persist.

⁵⁷ K. McConkey, Head, School of Psychology, University of NSW, Comments on the RCPS survey of NSW police officers, 21/1/97.

⁵⁸ *ibid.*

⁵⁹ *ibid.*

⁶⁰ NSW Ombudsman, Comments on the RCPS survey of NSW police officers, 13/1/97, p. 1.

⁶¹ *ibid.*, p. 2.

⁶² *ibid.*

⁶³ *ibid.*, p. 5.

⁶⁴ NSW Ombudsman, Comments on the RCPS survey of NSW police officers, 13/1/97, p. 5.

⁶⁵ The number of complaints ran into many hundreds.

2.89 Although not the basis for recommendations or specific findings, the survey findings are presented elsewhere in this Report,⁶⁶ where relevant to topics under consideration.

G. CONSULTATIONS AND RESEARCH

2.90 The Royal Commission engaged in a relatively extensive consultation process, with outside experts and other police services and agencies, both formally⁶⁷ and informally outside the hearing room.⁶⁸ Through its research capacity it undertook an extensive literature search as well as a specific search for information from a very wide circle of outside agencies. Additionally, Commissioner Wood visited a number of centres in the United Kingdom, Canada and United States of America and spoke to representatives of law enforcement agencies and experts with practical experience in relation to issues of corruption and other matters of relevance. The product of this consultative process has been taken into account, the Commission being entitled at law to inform itself by means other than the formal acceptance of evidence.⁶⁹ Where appropriate the source has been identified by footnote, but ideas and approaches which have developed in the course of discussions, or were a part of a general process of becoming informed, are not necessarily capable of specific attribution.

2.91 Additionally, the Royal Commission has drawn heavily upon the assistance of Dr Peter Crawford⁷⁰ in relation to management issues and in relation to the consultancy work he has performed in conjunction with the Service and Police Board in securing reform and transformational change.

2.92 Dr Crawford was chairman of a small subcommittee of the Police Board, which included Assistant Commissioner, Jeff Jarratt, and Acting Director-General of the Police Ministry, Les Tree. This was responsible for the liaison between the Commission, the Police Board and an implementation unit within the Police Service, which was led by Mr Jarratt. The implementation unit, officially called the Royal Commission Implementation Unit (RCIU), allocated tasks to seven small 'action teams', requesting each of them to report upon different aspects of the reform process.⁷¹

2.93 The aim was to provide a blueprint for reform by harnessing, wherever possible, recommendations of the Royal Commission, and ideas and projects developed by Mr Jarratt's Implementation Unit, as well as proposals from the Associations. A process of state-wide consultation, by way of conferences, workshops and meetings was undertaken within the Service, to identify the major concerns of its members. Up to the end of December 1996, there was a total of 155 facilitated sessions, which incorporated the input of some 2,500 members.⁷²

2.94 At the same time the Royal Commission carried out round table reviews and invited submissions. The action plans, referred to above, were submitted to the Royal Commission, and each group made a presentation to the round table conference segment. Dr Crawford and his committee also assisted the Commission in both linking its efforts to the reform agenda and in developing trials or pilot programs to test suggested change.

H. SUBMISSIONS AND RECORD OF THE PROCEEDINGS

2.95 Submissions were invited from all active participants in the hearings, and from the public in respect of both the Interim and Final Reports.⁷³ In order to attract maximum response, advertisements were inserted in the daily press. The response from within as well as from outside of the Service was remarkable, and covered a wide range of interests and views. The submissions were tendered as public exhibits unless confidentiality was requested, in which case access has been confined to the Royal Commission. By reason of their volume, they will not be reproduced or published in any formal sense, but will be archived along with the transcript of the hearings and the exhibits.

⁶⁶ See Volume I, Chapter 4 of this Report.

⁶⁷ See Appendix 1.

⁶⁸ See Appendix 1.

⁶⁹ See *R v Collins*; Ex parte ACTU Solo Enterprises Pty Ltd (197576), 8 ALR 691699.

⁷⁰ Dr Crawford has had a successful and internationally recognised career in government reform. He has written widely on strategic management, reform and planning in the public sector and has been actively involved as a Professorial Fellow at Macquarie Graduate School of Management in teaching principles of transformational change to the police in the Police Service senior development programs.

⁷¹ Each of these Action Teams included representatives of the two police associations.

⁷² *Reform Status Report for the Royal Commission into the NSW Police Service*, Exhibit 2952, p. 22.

⁷³ RCPS, *First Interim Report*, February 1996; RCPS, *Second Interim Report*, November 1996.

I. ROUND TABLE DISCUSSIONS

2.96 Between 18 June 1996 and 11 February 1997, a series of discussions was held in closed session before Commissioner Urquhart, in order to discuss various proposals or topics under consideration for management reform. These were by and large identified in the First Interim Report as matters for further examination. Written submissions were received from attendees and the discussions were informal, facilitated by Senior Counsel Assisting. Those attending were representatives of the Service, the two Police Associations, the Public Service Association, the Police Board, the Ombudsman, the Police Ministry, Dr Peter Crawford and, for some topics, the Director of Public Prosecutions,⁷⁴ the Crown Solicitor,⁷⁵ and the Australian Police Staff College.⁷⁶

2.97 In February 1997 further round table discussions were conducted, presided over by Commissioner Wood. These discussions dealt with disciplinary proceedings, the employee management scheme and pilot system for complaints, and procedures for review of the exercise of Commissioner's Confidence powers.

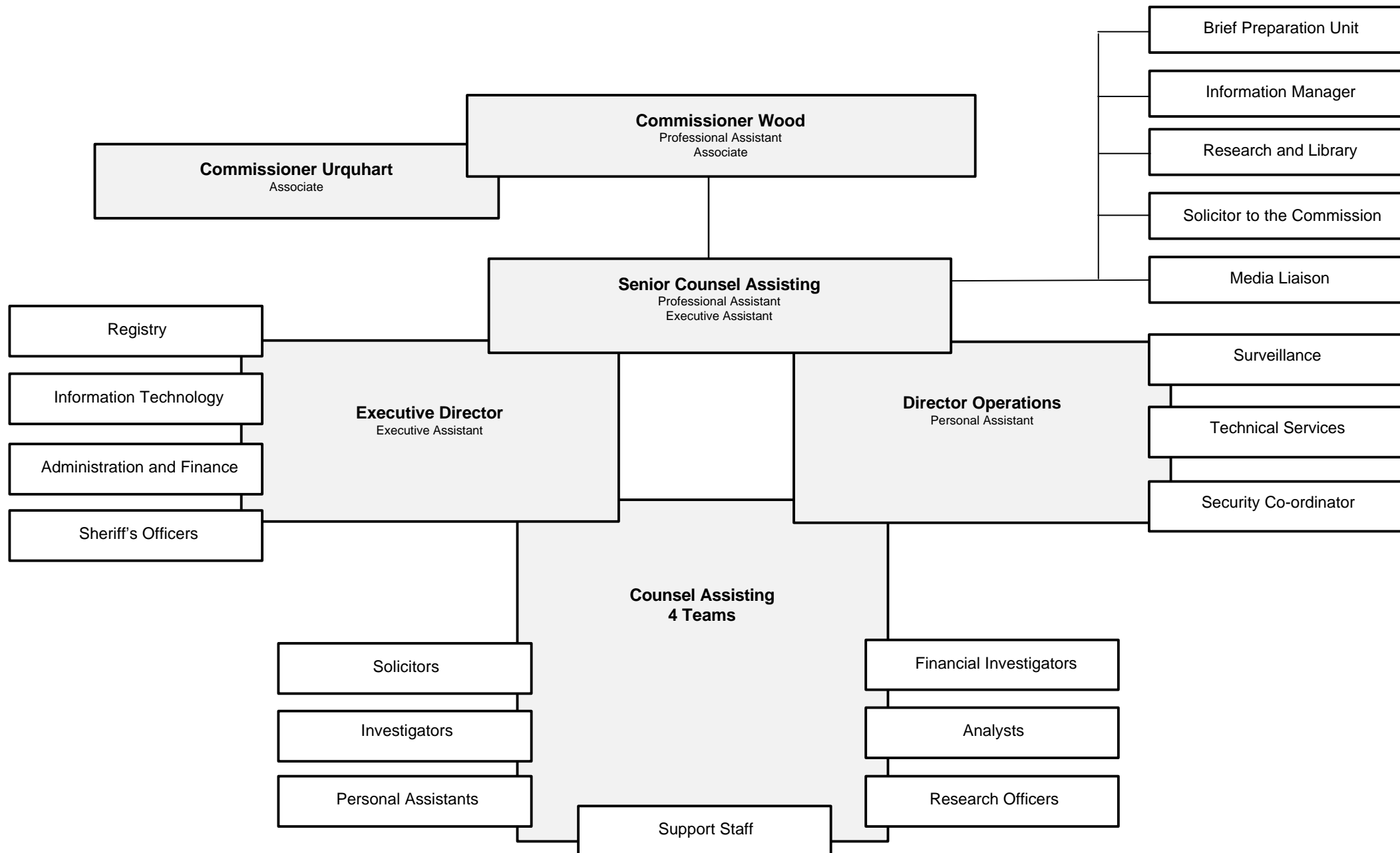
2.98 These discussions proved invaluable to the Commission in formulating the recommendations which are the subject of Volume II of this Report, and hopefully will facilitate implementation of the reform process.

2.99 Subsequent to the final round table conferences, a working group was brought together at the initiative of the Police Minister, to make further submissions to the Royal Commission in respect of the exercise of the Commissioner's Confidence provisions, and its review. The working group involved representatives from the Police Service, the Police Ministry, the two Associations, and the Ombudsman.

⁷⁴ ODPP representatives attended the round table meeting which considered the future of police prosecutors and the possible take-over by the ODPP of summary prosecutors.

⁷⁵ Representatives of the Crown Solicitors Office attended the round table discussion which considered the Police Service in-house legal service and the carriage of disciplinary proceedings.

⁷⁶ Attended the round table discussions on education. (The Australian Graduate School of Police Management is also located at the College.)



TERMS OF REFERENCE TO COMMISSIONER WOOD (CONSOLIDATED)

ELIZABETH THE SECOND, by the Grace of God and Her other Realms and Territories, Head of the Commonwealth.

To the Honourable James Roland Tomson Wood.

We hereby, with the advice of the Executive Council, appoint you as sole Commissioner to make inquiry into the operations of the New South Wales Police Service, with particular reference to:

- (a) The nature and extent of corruption within the Police Service, particularly of any entrenched or systemic kind.
- (b) The activities of the Professional Responsibility and Internal Affairs Branches of the Police Service in dealing with any problems of corruption and internal investigations generally.
- (c) The system of promotion in the Police Service.
- (d) The impartiality of the Police Service and other agencies in investigating and/or pursuing prosecutions including, but not limited to, paedophile activity.
- (d1) Whether any members of the Police Service have by act or omission protected paedophiles or pederasts from criminal investigation or prosecution and, in particular, the adequacy of any investigations undertaken by the Police Service in relation to paedophiles or pederasts since 1983; however, you may investigate any matters you deem necessary and relevant which may have occurred prior to 1983.
- (d2) Whether the procedures of, or the relationships between the Police Service and other public authorities adversely affected police investigations and the prosecution, or attempted or failed prosecution, of paedophiles or pederasts.
- (d3) The conduct of public officials related to the matters referred to in paragraphs (d1) and (d2).⁷⁷
- (e) The efficacy of the internal informers policy.
- (f) Any other matter appertaining to the aforesaid matters concerning possible criminal activity, neglect or violation of duty, the inquiry into which you consider to be in the public interest.
- (g) Whether the existing law prohibiting crimes involving paedophilia and pederasty are appropriate and sufficient to effectively prosecute persons accused and punish persons convicted of those crimes or other related crimes of sexual abuse.
- (h) Whether penalties currently prescribed for crimes involving paedophilia and pederasty are appropriate and a sufficient deterrent to the commission of those crimes.
- (i) Whether Government departments and agencies have sufficiently effective monitoring and screening processes to protect children in the care of or under the supervision of Government departments and agencies from sexual abuse; if not, what measures should be put in place to provide effective protection in this respect.
- (j) Whether Police Service investigatory processes and procedures and the criminal trial process are sufficient to effectively deal with allegations of paedophilia and pederasty.⁷⁸

AND WE declare that, for the purpose of these Terms of Reference, a reference to the Police Service includes a reference to the Police Force of New South Wales before its dissolution by the Police Service Act 1990.

AND OUR further will and pleasure is that you do, as expeditiously as possible, but in any case on or before 30 June 1996⁷⁹ deliver your report in writing of the results of your inquiry to the office of Our Premier at Sydney.⁸⁰

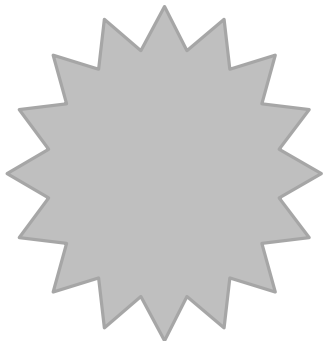
⁷⁷ On 21 December 1994 His Excellency the Governor issued further Letters Patent to include sub-paragraphs (d1), (d2) & (d3) and which are to be read in conjunction with paragraph (d).

⁷⁸ On 23 October 1996 His Excellency the Governor issued further Letters Patent to include paragraphs (g), (h), (i) & (j).

⁷⁹ The original Letters Patent required a report by 30 June 1996. On 16 May 1995 His Excellency the Governor issued further Letters Patent to permit the Royal Commissioner to issue interim Reports and to defer the date for the final Report to 31 December 1996. On 21 February 1996

AND IT IS HEREBY DECLARED that section 17 of that Act⁸¹ shall apply to and with respect to the said inquiry.

IN TESTIMONY WHEREOF, we have caused Our Letters to be made Patent, and the Public Seal of Our State to be hereunto affixed.



WITNESS His Excellency Rear Admiral Peter Ross Sinclair,
Officer of the Order of Australia,
Governor of the State of New South Wales
in the Commonwealth of Australia.

Dated this 13th day of May, 1994.

By Deputation from
His Excellency the Governor.

By His Excellency's Command,
Premier

His Excellency the Lieutenant Governor deferred the date for the final Report to 31 March 1997. On 30 October 1996 His Excellency the Governor issued further Letters Patent to defer the date for the final Report to 30 June 1997.

⁸⁰ On 21 February 1996 His Excellency the Lieutenant Governor varied these Letters Patent to appoint a second Commissioner, His Honour Judge Paul David Urquhart QC, and to permit the Commissioner to request the second Commissioner to inquire into any matter within the Terms of Reference.

⁸¹ On 30 November 1994 His Excellency the Governor issued further Letters Patent to the effect that the word 'Act' refers to the Royal Commissions Act 1923.

TERMS OF REFERENCE TO COMMISSIONER URQUHART (CONSOLIDATED)

ELIZABETH THE SECOND, by the Grace of God and Her other Realms and Territories, Head of the Commonwealth.

To the His Honour Judge Paul David Urquhart, QC

WHEREAS BY Letters Patent issued in Our name by Our Governor of Our State of New South Wales on 13 May 1994, as varied by further Letters Patent Issued on 30 November 1994, 21 December 1994 and 16 May 1995⁸², WE appointed the Honourable James Roland Tomson Wood (in these Letters Patent referred to as "the first Commissioner") to be sole Commissioner to make inquiry into certain matters in connection with the operations of the New South Wales Police Service.

AND WHEREAS it is expedient that, in order that these matters may be inquired into and reported on or before 30 June 1997⁸³ WE should appoint you to inquire into such aspects of those matters as the first Commissioner from time to time may request you to do;

AND WHEREAS, it is proposed, contemporaneously with the issue of these Letters Patent, to further vary the Letters Patent issued to the first Commissioner;

NOW WE hereby, with the advice of the Executive Council, appoint you as sole Commissioner to inquire into such aspects of the following matters in connection with the operations of the New South Wales Police Service as the first Commissioner may from time to time request you to do:

- (a) The nature and extent of corruption within the Police Service, particularly of any entrenched or systemic kind.
- (b) The activities of the Professional Responsibility and Internal Affairs Branches of the Police Service in dealing with any problems of corruption and internal investigations generally.
- (c) The system of promotion in the Police Service.
- (d) The impartiality of the Police Service and other agencies in investigating and/or pursuing prosecutions including, but not limited to, paedophile activity.
- (d1) Whether any members of the Police Service have by act or omission protected paedophiles or pederasts from criminal investigation or prosecution and, in particular, the adequacy of any investigations undertaken by the Police Service in relation to paedophiles or pederasts since 1983; however, you may investigate any matters you deem necessary and relevant which may have occurred prior to 1983.
- (d2) Whether the procedures of, or the relationships between the Police Service and other public authorities adversely affected police investigations and the prosecution, or attempted or failed prosecution, of paedophiles or pederasts.
- (d3) The conduct of public officials related to the matters referred to in paragraphs (d1) and (d2).
- (e) The efficacy of the internal informers policy.
- (f) Any other matter appertaining to the aforesaid matters concerning possible criminal activity, neglect or violation of duty, the inquiry into which you consider to be in the public interest.
- (g) Whether the existing law prohibiting crimes involving paedophilia and pederasty are appropriate and sufficient to effectively prosecute persons accused and punish persons convicted of those crimes or other related crimes of sexual abuse.
- (h) Whether penalties currently prescribed for crimes involving paedophilia and pederasty are appropriate and a sufficient deterrent to the commission of those crimes.

⁸² And as varied by further Letters Patent issued on 21 February 1996 and 23 October 1996.

⁸³ On 30 October 1996 His Excellency the Governor issued further Letters Patent to extend the date for the final Report from 31 March 1997 to 30 June 1997.

- (i) Whether Government departments and agencies have sufficiently effective monitoring and screening processes to protect children in the care of or under the supervision of Government departments and agencies from sexual abuse; if not, what measures should be put in place to provide effective protection in this respect.
- (j) Whether Police Service investigatory processes and procedures and the criminal trial process are sufficient to effectively deal with allegations of paedophilia and pederasty.⁸⁴

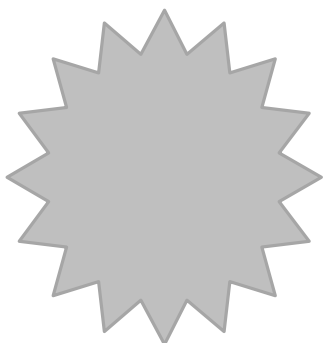
AND WE DIRECT that you:

- (a) exercise such functions, and provide such assistance, as may be requested by the first Commissioner in relation to your and his inquiries;
- (b) consult generally with the first Commissioner with regard to the methods and procedures to be followed in relation to your and his inquiries;
- (c) provide to the first Commissioner any evidence or other information given to you in the course of your inquiry as and when he requests you to do so;
- (d) when so requested by the first Commissioner under his Commission, consult with him in relation to the preparation of any report or recommendation to be made by him under his Commission; and
- (e) when so requested by the first Commissioner under his Commission make reports to him of the results of your inquiry and that you make such reports only to the first Commissioner.

AND WE FURTHER DECLARE that the provisions of Division 2 of Part 2 of the Royal Commissions Act 1923 are to have effect in relation to this Commission AND IT IS FURTHER DECLARED that section 17 of the Act shall apply to and with respect to your inquiry.

AND WE FURTHER DECLARE that the provisions of the Royal Commission (Police Service) Act 1994 shall apply to this Commission.

IN TESTIMONY WHEREOF, WE have caused, these Our Letters to be made Patent, and the Public Seal of Our State to be hereunto affixed.



WITNESS His Excellency Rear Admiral Peter Ross Sinclair,
Officer of the Order of Australia,
Governor of the State of New South Wales
in the Commonwealth of Australia.

Dated this 21st day of February, 1996

By Deputation from
His Excellency the Governor.

By His Excellency's Command,

Premier.

⁸⁴ On 23 October 1996 His Excellency the Governor issued further Letters Patent to include paragraphs (g), (h), (i) & (j).

REFERENCES TO COMMISSIONER URQUHART FROM COMMISSIONER WOOD

Dear Commissioner Urquhart

Pursuant to Letters Patent issued to me by the Government of the State of New South Wales on 13 May 1994, 30 November 1994, 21 December 1994, 16 May 1995, 21 February 1996 and 23 October 1996, I hereby request that you:

(a) make inquiries into the following matters as they relate to the abovementioned Letters Patent:

DATE OF REQUEST	INQUIRY REQUESTED
8 March 1996	<ul style="list-style-type: none"> (i) Whether members of the Drug Enforcement Agency were involved in the theft of a substantial amount of money intended for use in a buy-bust drug operation in the western suburbs of Sydney in July 1992; (ii) Whether members of the Office of Internal Affairs filed a report which was deliberately false and misleading in material particulars. The report dealt with allegations that a member of the New South Wales Police Service was involved in the issue of a contract for the murder of an informant and that the same member had improper associations with members of the criminal element; (iii) Any other consequential matters appertaining thereto.
15 March 1996	<ul style="list-style-type: none"> (i) Whether members of the New South Wales Police stationed at Auburn Police Station were involved in conspiring to pervert the course of justice in relation to the circumstances surrounding a motor vehicle accident at Berala in the early hours of 9 May 1992; (ii) Any other consequential matters appertaining thereto.
20 March 1996	<ul style="list-style-type: none"> (i) Whether members of the New South Wales Police stationed at Marrickville Police Station were involved in corrupt activities including soliciting bribes, conspiring to pervert the course of justice, and stealing during the period 1982 to 1995; (ii) Any other consequential matters appertaining thereto.
25 March 1996	<ul style="list-style-type: none"> (i) Whether two juveniles were improperly detained and interrogated at Narrabri Police Station on 29 October 1994; (ii) Whether a juvenile was assaulted by Police officers at Narrabri Police Station on 29 October 1994; (iii) Whether the Patrol Commander Narrabri and the Office of Internal Affairs failed to properly investigate a complaint made in relation to the abovementioned incidents; (iv) Whether the Patrol Commander Narrabri improperly initiated a complaint and investigation into the conduct of officers who had quite properly reported or facilitated the reporting of the misconduct concerning the abovementioned incidents; (v) Whether the Office of Internal Affairs failed to effectively investigate a complaint that the Patrol Commander Narrabri had failed to ensure that an allegation of criminal conduct concerning his son had been properly investigated; (vi) Whether the Patrol Commander Narrabri and other senior officers from the Peel District failed to properly investigate the conduct of a Police officer who had allegedly behaved indecently towards a female and been assaulted whilst drinking at a local hotel; (vii) Whether several Police officers from Narrabri attended a Police function, consumed copious amounts of alcohol and then drove a Police vehicle some distance between several destinations whilst intoxicated.
25 March 1996	<ul style="list-style-type: none"> (i) Whether members of the New South Wales Police were involved in covering up the true circumstances surrounding an alleged assault upon three NSW detectives in the early hours of 22 July 1995 on Rockdale train station; (ii) Any other consequential matters appertaining thereto.
25 March 1996	<ul style="list-style-type: none"> (i) Whether Vresh Bedrosian, Trevor Nyman and any member of the New South Wales Police Service attempted to pervert the course of justice in relation to

DATE OF REQUEST	INQUIRY REQUESTED
	<p>criminal and confiscation proceedings brought against two accused persons;</p> <p>(ii) Whether Vresh Bedrosian, Trevor Nyman and any member of the New South Wales Police Service attempted to pervert the course of justice in relation to any proceedings brought against any other persons;</p> <p>(iii) Any other consequential matters appertaining thereto.</p>
16 April 1996	<p>(i) Inquire into complaints made by Student Police Officers and the manner in which they were dealt with by the New South Wales Police Service;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
17 April 1996	<p>(i) The circumstances surrounding the reporting of inappropriate or corrupt behaviour on the part of New South Wales Police by other, more junior New South Wales police and the manner in which those junior police have subsequently been treated;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
18 April 1996	<p>(i) The circumstances surrounding the reporting of inappropriate or corrupt behaviour on the part of NSW Police by other, more junior NSW Police and the manner in which those police have subsequently been treated;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
23 April 1996	<p>(i) Inquire into the circumstances surrounding Police action or inaction at Tamworth in relation to:</p> <p>(a) A motor vehicle accident in 1990;</p> <p>(b) A random breath test exercise about 1990;</p> <p>(c) The involvement of a Police vehicle in damaged property in 1993;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
30 April 1996	<p>(i) Inquire into management and administration issues, relating in particular to the Yass Patrol;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
3 May 1996	<p>(a) Make inquiry into paragraph (e) of the Letters Patent issued on 13 May 1994 and any other consequential matters appertaining thereto.</p>
16 May 1996	<p>(i) Whether Detectives Aaron Keep Whittaker, Martin Fileman, Michael Starr, Paul Thomas, and other named police officers or any other member of the New South Wales Police Service acted improperly when obtaining and executing a search warrant upon a unit in Waterloo on 4 November 1994;</p> <p>(ii) Whether Detectives Aaron Keep Whittaker, Martin Fileman, Michael Starr, Paul Thomas, and other named police officers, or any other member of the New South Wales Police Service gave false evidence in relation to criminal proceedings brought against a person or were in any way involved in any attempt to pervert the course of justice;</p> <p>(iii) Whether Detectives Aaron Keep Whittaker, Martin Fileman, Michael Starr, Paul Thomas, and other named police officers, or any other member of the New South Wales Police Service have knowledge of or have participated in any other improper or corrupt conduct;</p> <p>(iv) Any other consequential matters appertaining thereto.</p>
17 May 1996	<p>(i) Complaints made by Deborah Lee Locke to the Police Service concerning any alleged matters of corruption or mismanagement within the Police Service and the complaint made against Ms Locke relating to an alleged false claim for travel allowance;</p> <p>(ii) Complaints made to the Police Service against Harry Neyenhuys alleging the making of a false claim for travel allowance, false representations in connection with a Churchill Fellowship and false claims made in an application for a position within the Fraud Enforcement Agency;</p> <p>(iii) Complaints made to the Police Service by and against Keith Jurotte whilst he was stationed at Bourke, Wilcannia and Grafton together with the circumstances</p>

DATE OF REQUEST	INQUIRY REQUESTED
	<p>surrounding the decision to relieve him of his command at Wilcannia;</p> <p>(iv) Any other consequential matters appertaining thereto.</p>
20 May 1996	<p>(i) Corruption Prevention strategies;</p> <p>(ii) Police prosecutors and in-house legal advice;</p> <p>(iii) Personnel matters including, but not necessarily limited to:</p> <ul style="list-style-type: none"> recruitment; training and education; Police Academy; conditions of employment; tenure; resignation, retirement, redundancy; Commissioner's confidence; transfer and promotions; rotation; uniform/Detectives role; civilianisation; lateral recruitment and transfer; pensions; <p>(iv) The structure of the Service with particular reference to:</p> <ul style="list-style-type: none"> tiered structure; Regions/District; management; <p>(v) Supervisory matters including, but not necessarily limited to:</p> <ul style="list-style-type: none"> complaints and disciplinary system; GREAT; Police Tribunal; Police Board; Audit; <p>(vi) The Role of Policing generally and in particular in relation to:</p> <ul style="list-style-type: none"> Licensing; Gaming; Public Safety; <p>(vii) Whistleblowers or Internal Informants;</p> <p>(viii) Impartiality and the Policing of Minorities;</p> <p>(ix) External Informant management;</p> <p>(x) Substance abuse by members of the Service;</p> <p>(xi) Any other matters appertaining thereto.</p>
24 May 1996	<p>(i) The operation of establishments at which illegal games are played and any association of a corrupt, or potentially corrupt, nature between members of the New South Wales Police Service (whether past or present) and persons associated with illegal gaming activity;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
4 June 1996	<p>(i) The operation of the Informant Management Plan including its history, its structure, its implementation, its application and its review and any proposals for its modification;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
7 June 1996	<p>(i) Whether Mr Bill Bayeh trades in illicit drugs with the assistance of corrupt police, in particular:</p> <p>(a) Whether Mr Bayeh is involved in the trade of illicit drugs;</p> <p>(b) Whether Mr Bayeh has the need to launder illicit funds obtained through such trade;</p> <p>(c) Whether Mr Bayeh needs the assistance of corrupt police to ensure the success of any such trade;</p> <p>(ii) Any other consequential matters appertaining thereto.</p>
30 August 1996	<p>(i) Whether Detective Senior Constable Shamoun Rehayem of the Drug Enforcement Agency Support Unit has acted improperly or corruptly;</p> <p>(ii) Whether Detective Senior Constable Shamoun Rehayem has knowledge of corrupt or improper conduct of other police;</p> <p>(iii) Whether Detective Senior Constable Shamoun Rehayem has been assisted, knowingly or unknowingly, by members of his family, in any corrupt or improper conduct;</p> <p>(iv) Whether Detective Senior Constable Shamoun Rehayem is a fit and proper person to serve as a member of the New South Wales Police Service;</p> <p>(v) Any other consequential matters appertaining thereto.</p>

DATE OF REQUEST	INQUIRY REQUESTED
16 September 1996	<p>A. Whether any member of the New South Wales Police Service:</p> <ul style="list-style-type: none"> (i) Acted improperly in the organisation and execution of a police operation concerning the premises of the Sugar Reef Restaurant at 2 Bayswater Road, Kings Cross in July 1993; (ii) Acted improperly in executing a search warrant on the premises of the Sugar Reef Restaurant on 24 July 1993; (iii) Acted improperly towards any person associated with the Sugar Reef Restaurant during the month of July 1993, or at any subsequent time; (iv) Acted improperly in preparing and prosecuting licensing breaches against any person associated with the Sugar Reef Restaurant; (v) Gave false evidence in proceedings brought against the licensee of the Sugar Reef Restaurant or were in any way involved in any attempt to pervert the course of justice; (vi) Have knowledge of, or have participated in, any improper or corrupt conduct in respect of a person who was arrested on 24 July 1993 at Kings Cross for allegedly possessing drugs; (vii) Gave false evidence or provided a false statement in respect of criminal proceedings conducted against a person who was arrested or were in any way involved in any attempt to pervert the course of justice; <p>B. Whether any of the persons named in paragraph 1 (A) hereof has any knowledge of or has ever participated in any corrupt or improper conduct at any time;</p> <p>C. Any other consequential matters appertaining thereto.</p>
18 September 1996	<ul style="list-style-type: none"> (i) Allegations of impropriety and or corrupt conduct made by KN1 or relating to KN1; (ii) Allegations of impropriety and or corrupt conduct involving staff attached to St Marys, Liverpool and Penrith Patrols in the period 1980 to date; (iii) Any other consequential matters appertaining thereto.
18 September 1996	<ul style="list-style-type: none"> (i) The investigation of complaints made by (name suppressed) to the Professional Integrity Branch on 1 August and 6 October 1994; (ii) Any allegation of impropriety or corrupt conduct involving staff at the Port Macquarie and/or Wauchope Patrols; (iii) Any other consequential matters appertaining thereto.
18 September 1996	<ul style="list-style-type: none"> (i) Any matter arising in connection with the investigations of the New South Wales Police Service's Task Force Medlar; (ii) Allegations of impropriety or corrupt conduct involving staff attached to the Fairfield Patrol in the period 1980 to date; (iii) Any other consequential matters appertaining thereto.
1 October 1996	<ul style="list-style-type: none"> (i) Inquire into the circumstances surrounding the making of typed statements relating to the prosecution of an accused person concerning demands allegedly made upon a victim and evidence concerning the same given by the victim and a senior police officer; (ii) Any other consequential matters appertaining thereto.
3 March 1997	<ul style="list-style-type: none"> (i) Whether the Department of School Education has sufficient monitoring and screening processes to protect the children in its care or under its supervision from sexual abuse in particular in relation to allegations made against (name suppressed) between 1972 to date; (ii) The relationship with and procedures for notifying the New South Wales Police Service and/or the Department of Community Services of allegations involving sexual misconduct against teachers, in particular in relation to allegations against (name suppressed) between 1972 to date; (iii) The making and keeping of Departmental records in the course of dealing with such allegations; (iv) Whether the departmental inquiries that were conducted into allegations and complaints against (name suppressed) were conducted in a manner that would

DATE OF REQUEST	INQUIRY REQUESTED
	<p>protect the children in the care of or under the supervision of the Department of School Education;</p> <p>(v) Any other consequential matters appertaining thereto.</p>
3 March 1997	<p>(i) Whether the notification processes of the Department of Community Services to the New South Wales Police Service in the circumstances where the Department of Community Services has information of alleged criminal conduct is adequate to protect children in the care of under the supervision of the Department of Community Services in particular in the matter of (name suppressed) between 1976 to date;</p> <p>(ii) The making and keeping of official records in the course of dealing with such information;</p> <p>(iii) Any other consequential matters appertaining thereto.</p>

- (b) consult generally with me with regard to the methods and procedures to be followed in relation to your inquiries;
- (c) provide me with any evidence or other information given to you in the course of your inquiries;
- (d) consult with me in relation to the preparation of any report or recommendations to be made by me under my Commission;
- (e) make reports to me of the results of your inquiries.

The Hon Justice JRT Wood
Royal Commissioner

PROCEDURAL RULINGS OF THE COMMISSION

1. Leave to appear before the Commission may be withdrawn by the Commissioner, or subject to altered or additional limitations or conditions at any time.
2. Such leave to appear entitles the person or organisation, to whom or to which it is granted, to participate in the proceedings of the Commission, subject to the Commission's control and to such extent as the Commission considers appropriate.
3. The Commission accepts no obligation to notify persons or organisations with leave to appear or other interested parties of the times and places of its hearings. Details of the public hearings arranged from time to time can be obtained by inquiries of the Commission's Media Liaison Officer, Mr Peter Symonds, whose direct telephone number is 321 6903.
4. The Commission proposes to sit from Monday to Thursday each week, and usual hearing hours will be from 9:45 am to 4:00 pm, Monday to Thursday, with a morning break from 11:15 am to 11:45 am and a luncheon adjournment from 1:00 pm to 2:00 pm.
5. Any person or organisation wishing to have evidence placed before the Commission is to notify Senior Counsel Assisting the Commission of the names of all witnesses, with a statement of their expected evidence, if possible in the form a statutory declaration. The orderly conduct of the Commission will be greatly facilitated if this evidence is made available without delay. A copy of any document proposed to be put to a witness in cross-examination must be handed to Counsel Assisting the Commission as soon as possible after a decision is made to use the document for this purpose.
6. Procedures will be implemented by the Commission to ensure that confidentiality is maintained with respect to the identity of persons who assist the Commission, and the information and documents which they provide insofar as this is appropriate and consistent with the discharge of the Commission's functions. Any person who feels particular concern in this area may, upon request, have his or her communication referred directly to Counsel Assisting the Commission.
7. The Commission's proceedings will be as orderly and expeditious as possible. Attempts will be made to ensure that those who may be adversely affected by the evidence are treated fairly, while protecting confidentiality, where that is appropriate.
8. Subject to the control of the Commission, Counsel Assisting the Commission will determine what witnesses are called and what documents are tendered to the Commission and in what order they will call and examine the witnesses.
9. Where a witness has been introduced to the Commission by a person or organisation with leave to appear before the Commission, an attempt will be made to give that person or organisation reasonable advance notice that that witness is to be called.
10. Any witness who is legally represented who has been examined by Counsel Assisting the Commission may next be examined by his or her own representative and then cross-examined by or on behalf of any person or organisation considered by the Commission to have sufficient interest in so doing. The witness's own representative and finally Counsel Assisting the Commission may re-examine. At all times, duplication and repetition is to be avoided.
11. The details of evidence to be produced to the Commission will not be published in advance of the hearing at which it is produced and will not be opened before it is called.

However, where practicable, a person or organisation who or which, to the prior knowledge of Counsel Assisting the Commission, will be the subject of adverse evidence before a public hearing of the Commission will, if practicable, be notified of that fact before that hearing, with such particulars, if any, as are considered appropriate by Counsel Assisting the Commission, or will, if practicable, be notified as soon as reasonably convenient thereafter and provided with a copy of the material portion of the transcript, or such particulars, if any, as are considered appropriate by Counsel Assisting the Commission, and will be given an opportunity to contest their evidence, if requested.

12. At the conclusion of the evidence, it will be decided who will have the right to address the Commission, on what issues and in what order and whether, by way of written submission or otherwise.
13. Whilst the inquiry will so far as possible conduct hearings in public, and evidence tendered will be available to the public, names and identifying details of police informants, minors, and witnesses who show a legitimate need for protection ought not to be made public, unless the publication of such evidence is needed for some other sufficient reason, such as to alert potential sources of significant information to the possibility that they can assist the Commission. Evidence which suggests that the person who has otherwise been identified, whether or not as a witness, has acted as an informant for the Police will not be made public. Other evidence which cannot be made public as a matter of course includes evidence of activities which cannot be notified to criminals without serious community detriment, such as ongoing covert police operations, police intelligence, police methods of investigation, or evidence which would prematurely release details of the Commission's own information and inquiries.
14. In respect of all evidence, oral and documentary, the following rulings will apply until vacated or varied either generally or in respect of particular evidence or categories of evidence:
 - (a) The testimony of any witness before the Commission may be published unless an order is made prohibiting the publication of particular evidence;
 - (b) Counsel Assisting the Commission must be given adequate prior notification of evidence intended to be placed before the Commission, and counsel representing the Police Service should also be given an advance copy of any of its records intended to be tendered;
 - (c) No person may take or obtain a copy of any book, document or writing tendered in evidence before the Commission, except by leave, and then only subject to the condition that it not be used or be permitted to be used except for the purpose of appearance before the Commission. Any application for leave to obtain a copy of an exhibit should be made in writing to the Media Liaison Officer of the Commission.
 - (d) Any person (or the legal representative of that person) having leave to appear before the Commission may inspect and take extracts from any book, document or writing tendered in evidence for the purpose only of appearance before the Commission.
 - (e) For the purpose of and to the extent necessary for the public reporting of the proceedings of the Commission, any authorised representative of a newspaper, magazine, radio station or television channel may inspect and take extracts from any book, document or writing tendered in evidence after it has been notified as available for inspection by Counsel Assisting the Commission, subject to the conditions that:
 - i. it not be used or permitted to be used for any purpose other than the public reporting of the proceedings of the Commission; and
 - ii. any part of the contents thereof indicated by Counsel Assisting the Commission as unsuitable for publication not be published without the leave of the Commission, which can be sought if, for example, there is a restriction which is believed to obstruct proper reporting of any matter of significance. Any application for leave should be made in writing, in the first instance, to the Media Relations Officer of the Commission. It will be noted that, under this ruling, all books, documents and writings will be available for inspection by the media after perusal by Counsel Assisting the Commission, which will remove any basis for suspicion that some matter is being hidden if it becomes necessary to restrict its publication.

INFORMATION AND GUIDELINES FOR THE MEDIA

INTRODUCTION

This guide has been prepared to assist members of the media in their reporting of the Royal Commission into the New South Wales Police Service.

There are twenty four seats specifically allocated for the members of the media in the Hearing Room.

There is a Media Room equipped with telephones, photocopier and fax machine. A fee will be charged to cover the costs of these facilities. Daily transcript will be available to the media, at a fee.

The Media Room is also equipped with a television monitor that will televise public hearings in progress.

The remainder of this booklet will give an outline of the background to the Commission, personnel involved, and guidelines concerning access to transcript, news conferences, security etc.

The information contained in this booklet is intended only as a guide. You should seek independent, expert legal advice whenever you have concerns about what you report and how you report it.

BACKGROUND

The correct title is **Royal Commission into the NSW Police Service**. Suitable short forms would be 'Commission' or 'Inquiry'. Although the Commissioner, the Honourable Justice James Wood, is a serving judge of the Supreme Court of New South Wales, this is not a judicial inquiry. While there are certain similarities between the conduct of the Commission and a court, the Commission does not function as a court.

Royal Commissions are bodies appointed by the executive government to make special inquiries into an important issue. The results of the Inquiry are published in a report of findings and/or recommendations. The ambit of the Inquiry is set by the terms of reference embodied in the Letters Patent by which the Commissioner was appointed.

The first Royal Commission in Australia was conducted in 1819 by John Thomas Bigge who was appointed to inquire into Governor Macquarie's management of the colony of New South Wales.

On 11 May 1994, a motion was passed in the Legislative Assembly calling upon the Premier, in consultation with the Leader of the Opposition, to establish a Royal Commission to inquire into the operations of the New South Wales Police Service.

The Honourable Justice James Wood was appointed Royal Commissioner under Letters Patent dated ~~May~~ 1994.

Under the terms of reference, the Commission is to report its findings by 30 June 1996, although an extension of time may be granted.

POWERS

The Commission has considerable powers to enable a proper and full inquiry. They are contained in the *Royal Commissions Act 1923*, and in the *Royal Commission (Police Service) Act 1994*, which was recently enacted to confer additional powers on the present Royal Commission. The Commission can summons witnesses to attend to give evidence and to produce documents relevant to its Inquiry. It may also deliver notices in writing requiring public authorities or officials to produce statements of information, and may enter premises occupied by such authorities or officials and there inspect and take copies of documents.

The Commission can issue arrest warrants for witnesses who fail to appear, or who are preparing to leave the State in order to avoid giving evidence. It may also cause search warrants to be issued, and seize documents pursuant to those warrants.

Persons who refuse to answer questions before the Commission or who refuse to produce documents can be fined or gaoled.

Fear of self incrimination is not a sufficient answer for declining to give evidence or produce documents, but after objection is taken, the evidence or documents obtained cannot be used for criminal proceedings against the person taking the objection.

Persons can be fined or gaoled for giving false evidence, for bribery of witnesses, for attempting to prevent witnesses from giving evidence and for dismissing employees who give evidence. Fines or gaol sentences may also apply to people who destroy books or documents.

Persons who receive notices to produce statements of information or documents, or summonses to give evidence, may be prevented from disclosing any information concerning the notice or summons which is likely to prejudice the Inquiry. Caution should therefore be exercised by the media in reporting that particular persons have been required to provide information or documents, or to give evidence to the Commission.

The Commission can take evidence in public or private. The Commission can also direct that evidence not be published. Publication of suppressed evidence may constitute contempt of the Commission, and care should be taken before reporting on hearings.

The Commission may make arrangements for the protection of witnesses, and may also recommend to the Attorney General that indemnities or undertakings be given to persons assisting it.

Secrecy provisions apply to the Royal Commission and its staff, prohibiting the release of information save for the purposes of the Commission, or in respect of proceedings instituted as the result of its Inquiry. Questions concerning any aspects of the Inquiry must not be directed to staff of the Royal Commission. Media inquiries will only be received by the Media Relations Officer, Peter Symonds.

PERSONNEL AT THE COMMISSION

Because the Commission is not a court and the Commissioner is not acting in a judicial capacity it is not appropriate to refer to him as 'judge'. The correct form of address in the first instance is the Royal Commissioner, the Honourable Justice James Wood and thereafter, Commissioner Wood.

Photographs of the Commissioner and Counsel Assisting are available on request to the Media Relations Officer. The media is asked to avoid taking photographs of them within the precincts of the St James Building, or inviting individual interviews, the giving of which is not permitted.

THE COMMISSIONER

The Honourable Justice James Wood

Born 10 March 1941. Graduated from University of Sydney, BA, LLB with First Class Honours and the University Medal.

Practised as a solicitor from 1965 to 1970 and as a Barrister from 1970 to 1984. Appointed Queen's Counsel in 1980. Formerly Member of the Bar Council of NSW. Appointed to the bench of the Supreme Court of New South Wales in 1984.

A full-time Commissioner with the Law Reform Commission of New South Wales, 1982-84. Member of the Council of the Australian Institute of Judicial Administration.

Counsel Assisting

Four senior lawyers have been appointed to assist the Commissioner in the Inquiry.

Gary Crooke QC, Senior Counsel Assisting

A senior member of the Queensland Bar who also holds an appointment as Queen's Counsel in New South Wales. He was formerly Senior Counsel Assisting the Fitzgerald Inquiry, President of the Queensland Bar, President of the Australian Bar Association and is presently Vice President of the Law Council of Australia. He is also a Council Member of the Australian Institute of Judicial Administration.

James Black QC

Admitted to the English Bar in 1964 and appointed Queen's Counsel UK in 1979. Recorder Crown Court 1976 to 1987. Admitted to New South Wales Bar in 1986, and appointed Queen's Counsel in 1987.

John Agius

Admitted to the Bar in 1977. Main areas of practice: criminal law, common law and Commissions of Inquiry.

Virginia Bell

Admitted as a solicitor in 1977. Admitted to the Bar in 1984. Main areas of practice: criminal law, disciplinary tribunals and discrimination matters. Member of the Task Force on Women in Prison, 1984. Member of the Board of the Law Foundation of New South Wales, 1981-84.

Director of Operations

Commander Nigel Hadgkiss

Born 12 June 1950, in Victoria. LLB and Master of Commerce, University of New South Wales.

He has a total of 25 years experience in policing and is currently a Commander in the Australian Federal Police. His career has included assignments with the Royal Hong Kong Police, the New Scotland Yard, the Williams Royal Commission, the Stewart Royal Commission and the NCA.

Awarded the 1989 Winston Churchill Fellowship and studied methods to combat organised crime in England, Germany, Italy, USA and Canada.

Public Information/Media Liaison

The point of contact for all media inquiries concerning the Commission is the Media Relations Officer, Peter Symonds. Telephone 321 6700 or 0419 803 627

RESTRICTIONS AND PROTOCOL RELATING TO THE COMMISSION

The Commission precinct occupies various levels of the St James Centre, 111 Elizabeth Street Sydney.

Cameras are not allowed in the precinct of the Commission without the approval of the Commissioner.

You are reminded that permission from the owner and/or lessees of the building is necessary before cameras or recorders can be brought into or used in other parts of the building. The media is asked to be conscious of the needs of the other tenants of the building, and to take care not to inconvenience them.

Sketching in the Hearing Room is permitted, subject to any direction to the contrary by the Commissioner.

Recorders may be used in the Hearing Room, subject to any direction to the contrary by the Commissioner and provided they are used for the sole purpose of checking accuracy of notes and reporting. Under no circumstances may any recording made in the Hearing Room be put to air.

Formalities of dress and address are the same as those for courts.

Arrangements have been made for a television monitor in the media room to relay proceedings as they occur in the Hearing Room. This facility has been organised to assist journalists monitor proceedings and must not be recorded under any circumstances. Access to copies of exhibits will be available, subject to any directions given restricting access or publication.

A recording room has also been set aside to do pieces to camera or 'live' broadcasts.

NEWS CONFERENCES AND STATEMENTS

In general, the Commissioner and Counsel Assisting the Commissioner will not be giving interviews.

From time to time, the Commission may issue statements and all media organisations will be advised in advance.

TRANSCRIPT AND EXHIBITS

Hard copy transcript will be available at a cost of \$1 per page or a maximum of \$90 per day. Alternatively, transcript on disc will be available at a rate of \$25 per day. Advance payment is required. It is possible for media organisations to pay weekly or monthly where they want transcript on a continuous basis.

Copyright of transcripts belongs to the Crown. Unauthorised copying or dissemination of transcripts may constitute a breach of copyright.

Access to exhibits will be subject to the Commissioner's discretion.

Requests for transcript and/or exhibits should be made on the forms available in the Media Room and lodged with the Security Officers on Level 3.

HEARINGS AND SITTING TIMES

The Commission may hold either public or private hearings.

The Law List published in The Sydney Morning Herald will give details of hearing days.

During the weeks when the Commission holds hearings, the hearing hours will usually be 10:00 am to 4:00 pm, Mondays to Thursdays.

GUIDELINES FOR FILMING WHEN PERMITTED

In the event of television or audio recording being permitted in respect of any segment of the proceedings, the following rules will apply:

- Under no circumstance whatsoever may a witness be recorded, taped or photographed within the Hearing Room or in the precincts of the Commission.
- Panning and zooming are only permitted where there is no danger that a witness is in the shot.
- Care must be taken that writing on papers and documents would not become legible if the frame were frozen.

PROCEDURES FOR SUBMISSIONS AND CONSULTATION ON THE REFORM PROCESS

1. INTRODUCTION

The purpose of this document is to outline the procedures proposed by the Commission in the above areas.

2. PROCEDURES TO BE FOLLOWED IN RESPECT OF EACH TOPIC

- i. Relevant documentary material will shortly be tendered which will assist in highlighting matters for consideration in respect of the issues.
- ii. Submissions are invited from interested persons or organisations on the topics mentioned below, as well as any other topics thought relevant.
- iii. Any submissions as to the Basic Approach outlined in paragraph 3 hereof should be received no later than 3 June 1996.
- iv. Submissions and any additional material offered for tendering should be received by 26 July 1996.
- v. Once the submissions have been received and tendered along with further material, a decision will be made by the Commissioner dealing with the matter and announced at a public hearing whether:
 - any public hearings will be conducted;
 - any informal round table discussions will be held;
 - if so, what form they will take and who should be present.

3. BASIC APPROACH

Should the structure and management of the Police Service be based on the following premises, or, if not, what different premises:

- Police are entrusted by the community with great powers and responsibilities.
- Police must reciprocate this trust by acknowledging that to be selected, to serve or to remain serving they must achieve and maintain very high standards of integrity, professionalism and performance.
- Police roles must be carried out in ways which meet current community needs and standards for service, efficiency and high performance which is not constricted by bureaucratic rules or outmoded thinking and which keeps good police on the front line.

4. ROUND TABLE DISCUSSIONS

- Will be presided over by the relevant Commissioner.
- Counsel assisting will be present to act as a facilitator for those discussions.
- Minutes will be kept of such discussions and circulated to the participants. These minutes may be made available, upon application, to those having a sufficient interest.
- The discussions will not be open to the public.

5. PUBLIC HEARINGS

- These will only be conducted where it is seen to be necessary to collect oral evidence formally on a particular topic. Where possible, material will be provided in the form of a Statement or Statutory declaration.
- Submissions received from interested parties should specify any areas where it is suggested that oral evidence might profitably be received.

6. SUBMISSIONS ALREADY RECEIVED

• Police Prosecutors

One day has been set aside for a round table conference presided over by Commissioner Urquhart in the level 15 hearing room at 10:00 am on Tuesday 18 June 1996. A maximum of three representatives, inclusive of lawyers may attend from each of the following:

Police Service
DPP
Police Association

Police Officers' Association

- **In House Legal Advice**
- **Carriage of Disciplinary Proceedings**

One day has been set aside for a round table conference, presided over by Commissioner Urquhart in the level 15 hearing room at 10:00 am on Wednesday 19 June. A maximum of three representatives may attend from each of the following:

Police Service
Crown Solicitor
Police Association
Police Officers' Association

7. GENERAL PROCEDURE RE SUBMISSIONS

Submissions should deal with matters under the headings listed below. The Commission, after considering written submissions will advise if and when there will be any public hearings and/or informal discussions and the participants at such discussions.

The Commission holds the preliminary view that the major goal of reform in the NSW Police Service must be the creation of a service which is excellent in its overall performance, a service which discharges its key roles effectively, adapts to changing community needs and the changing external environment and in so doing fashions a responsive and ethical culture. Of course, the necessary reform process must be highly directed and strategic and the goals of reform must be clear and widely shared. As well, the Commission recognises the transformational change is a high energy process, requiring commitment from the Chief Executive to the Constable, a process in which the momentum of reform must be sustained over many years.

The Commission sees effective reform as leading to organisation and team cultures which can both help to repel corruption and enhance productivity and high performance. The Commission therefore draws a strong linkage between its recommendations for corruption prevention and the recommendations it will make and the initiatives it will support aimed at deep-seated reform, including management reform, of the NSW Police Service.

Against this background, the Commission seeks submissions which deal centrally with reform goals and processes and the need for value-added procedures and processes to replace bureaucracy and tradition. In so doing, the Commission asks that submissions focus substantively on the following issues:

- Employment
- Training
- Strategic direction and management
- Promotions
- Corruption prevention
- Complaints
- Discipline

Innovative solutions are encouraged; it being important that the reform process not be inhibited by a view that change must conform to existing structures.

RELEVANT LEGISLATION

The Royal Commission into the New South Wales Police Service is regulated pursuant to the following NSW legislation:

- Royal Commissions Act 1923
- Royal Commission (Police Service) Act 1994
- Royal Commission (Police Service) Amendment Act 1994

In order to enhance its investigative powers, amendments have been secured to several Acts and statutory instruments. These include:

- Royal Commission into the New South Wales Police Service (Access to Information) Act 1994 (Cth)
- Financial Transaction Reports Act 1988 (Cth)
- Telecommunications (Interception) Act 1979 (Cth)
- Taxation Administration Regulations 1994 (Cth)
- Telecommunications (Interception) (New South Wales) Act 1987 (NSW)

OTHER LEGISLATIVE AMENDMENTS ARISING OUT OF ROYAL COMMISSION INQUIRIES

- Police Service Amendment Act 1995 (NSW)
- Police Integrity Commission Act 1996 (NSW)
- Police Legislation Amendment Act 1996 (NSW)
- Police Legislation Further Amendment Act 1996 (NSW)

Additionally, arrangements have been established, under Memoranda of Understanding, with many State and Federal law enforcement agencies, and government departments and instrumentalities, for access to information and records. The Commission has in place mechanisms for protection of secrecy, and for recording, and destruction, in accordance with Statute, of the product of listening devices, and of telephone intercept material disseminated to it by other agencies.

ROYAL COMMISSION HEARING SEGMENTS

Hearings held before Commissioner Urquhart indicated by U before day number.

Senior Counsel Assisting - Gary Crooke QC

SEGMENT	DAY	DATE
OPENING	1	24 November 1994
STRUCTURES/MANAGEMENT	2-4	5-7 December 1994
THE MILKSHAKE INCIDENT	8-9	14-15 December 1994
MURPHY	10-13	25-30 January 1995
KINGS CROSS	59-61 80-81 83 87 100 105-110 112 116-117	26-28 April 1995 30-31 May 1995 5 June 1995 15 June 1995 10 July 1995 31 July-8 Aug 1995 10 August 1995 16-17 August 1995
JTF	126-133	11-21 September 1995
QUINN FOWLER BAYEH	158-160 162-165	31 Oct-2 Nov 1995 6-9 November 1995
AMNESTY	167 177 196	29 November 1995 13 December 1995 6 February 1996
EXTENSION OF TERMS	331	29 October 1996
REFORM	343-344	18-19 November 1996

Counsel Assisting - James Black QC

SEGMENT	DAY	DATE
STRUCTURES/MANAGEMENT The purpose of this segment was to obtain an assessment by senior management of the extent of corruption within the Service and to outline its structures as they existed in December 1994.	2-7 9 13 14 15	5-13 December 1994 15 December 1994 31 January 1995 1 February 1995 2 February 1995
Subsequent examination of the state of the Service, as changed during the Royal Commission, and reform as envisaged by Commissioner Ryan.	343 344	18 November 1996 19 November 1996
SNOWY Inquiry into the circumstances in which documents and information relevant to the then secret Task Force Snowy came to be released to the media.	10 11 12 13	25 January 1995 27 January 1995 30 January 1995 31 January 1995
POLICE SUPERANNUATION ADVISORY COMMITTEE AND HURT ON DUTY Evidence regarding the pension fund and whether it has been abused or open to abuse.	16-19 288	6-9 February 1995 19 July 1996
CORNISH Examination of the manner in which the Internal Affairs command and the management of the Police Service had dealt with a long standing history of allegations of corruption and misconduct within the Northern Rivers and Peel districts.	20-58	13 Feb-18 April 1995
NOKIA SIGN This related to the display of a Nokia billboard sign in William Street 'JFT7 - Super F-Liar', following evidence by a witness codenamed JTF7.	134	25 September 1995
HOOD Investigation of fraudulent behaviour by serving NSW Police officer in relation to a motor vehicle accident, and cover-up by other officers.	156 174	27 October 1995 8 December 1995
ACADEMY EXAM PAPERS Inquiry into inappropriate exam papers framed in sexist and racist terms, used at Goulburn Police Academy.	174	8 December 1995
HOLLINGSWORTH Inquiry into allegations that a NSW police officer was involved in attempts to set up a brothel and employ a sex worker and that he received money for her.	179	18 December 1995
PHYSICAL SURVEILLANCE BRANCH Investigation into the abuse of overtime and allowances by surveillance	194-197 211	1-7 February 1996 5 March 1996

SEGMENT	DAY	DATE
operatives, and into the falsification of logs.	212	6 March 1996
CAR REBIRTHING ⁸⁵ Investigation into involvement of a serving police officer in motor vehicle insurance fraud and motor vehicle rebirthing.	209	28 February 1996
AUBURN INCIDENT Examination of cover-up of a motor vehicle accident involving police, extending to fellow officers who attended the scene or worked on the night.	U5 U6 U7	19 March 1996 20 March 1996 21 March 1996
NARRABRI Examination of police culture in rural areas and into numerous allegations concerning police vehicles driven by drunk, off-duty police; cover-up of an unlawful detention and assault on a juvenile; the public conduct of a sergeant; and into the Internal Affairs investigations.	U9 U10	26 March 1996 27 March 1996
ROCKDALE ASSAULT Examination of an allegation of a cover-up of an assault by three officers on three youths after a confrontation at Rockdale Railway Station.	U10 U11	27 March 1996 28 March 1996
POLICE ACADEMY Allegations from various student police about impropriety during physical examinations for entry to Police Service, and failure of the Service to introduce a proper regime for such examination.	U18 U19	16 April 1996 17 April 1996
PROBATIONARY CONSTABLES Examination of any change in the police culture through the eyes of six probationary/junior constables who complained about the corrupt or inappropriate behaviour of more senior officers.	U20	18 April 1996
TAMWORTH Examination of allegations that detectives at Tamworth rorted travel allowances, and had been party to the cover-up of an accident involving a police vehicle and an intoxicated officer.	U21 U22	23 April 1996 24 April 1996
YASS Investigation into the working environment at Yass Police Station where several officers resigned in a short period of time due to management problems, and into their dissatisfaction with the transfer, promotions and welfare system.	U23 U24	30 April 1996 1 May 1996
FRAZER Investigation into an alleged assault by police at the Taxi Club and subsequent perjury and cover-up, and into other allegations concerning former officer Graham Frazer.	244 245	3 May 1996 6 May 1996
BEVES Investigation into an alleged corrupt association between Norman Beves and serving and former police, and assistance provided in relation to offences of which he was a suspect, and also into the possession by former officer John Davidson of a substantial quantity of firearms and ammunition.	262 315-320 322 323	4 June 1996 9-17 September 1996 19 September 1996 16 October 1996
KAREELA CAT BURGLAR Alleged assault and macing of a person in custody by police who then allegedly perjured themselves at his trial in relation to the incident.	272 273 274 275	24 June 1996 25 June 1996 26 June 1996 27 June 1996
WEGG Investigation of complaint made to the Royal Commission that a civilian and a senior officer fabricated evidence against an accused person.	U79	8 October 1996
USE OF INFORMANTS Investigation into possible manipulation of investigations and court proceedings by senior police by the use and protection of criminal informants.	324 325 326-330 333	17 October 1996 18 October 1996 21-28 October 1996 31 October 1996
HISTORICAL ASSOCIATIONS The purpose of this segment was to draw together aspects of the history of the NSW Police Service, particularly the associations between corrupt officers and criminals, the networks that have existed within the Service, and past attempts to combat corruption.	339 340 341	11 November 1996 12 November 1996 13 November 1996
HATTON MOTION Examination of the circumstances in which the Minister for Police secured the attendance of police in the House on the day Parliament voted on the motion to set up a Royal Commission into the NSW Police Service.	342	14 November 1996

⁸⁵ See Glossary in Volume I.

Counsel Assisting - John Agius SC

SEGMENT	DAY	DATE
KINGS CROSS Examination of the of corruption of detectives and other police working in the Kings Cross region; of the nature and extent of their associations with the drug, vice, gaming, and other criminal interests in the area; and, of unprofessional practices in relation to drinking on duty and the like.	8-9 59-103 105-112 114-126 142-144 147-149 159 162-164 174 216 284-287 289 291-292	14-15 December 1994 26 April-13 July 1995 31 July-10 Aug 1995 14 Aug-11 Sept 1995 9-11 October 1995 16-18 October 1995 1 November 1995 6-8 November 1995 8 December 1995 13 March 1996 15-18 July 1996 22 July 1996 25-29 July 1996
COMMANDERS Examination of past standards of management of the NSW Police Service, in particular as they reflected upon the Kings Cross Patrol.	59-60 284 285 335 336	26-27 April 1995 15 July 1996 16 July 1996 4 November 1996 5 November 1996
WEST END ASSAULT Examination of the possible involvement of off-duty police with the assault of a civilian.	61-66	28 April-8 May 1995
MALCOLM BIGG Examination of allegations of corrupt associations and involvement in criminal activity by this officer.	67-68	9-10 May 1995
SEGMENT	DAY	DATE
JOINT TASK FORCE Examination of allegations of serious corruption within the Joint Commonwealth - State Drug Task Force, particularly concerning process corruption, theft, and the perversion of the course of justice.	126-139 145 146 150-155 157-158 160 165 242 - 243	11 Sept-4 Oct 1995 12 October 1995 13 October 1995 19-26 October 1995 30-31 October 1995 2 November 1995 9 November 1995 29 - 30 April 1996
KINGS CROSS ASSAULT Examination of allegations of the serious assault of persons in police custody, with batons and otherwise, and of subsequent cover-up and perjury.	140 141	5 October 1995 6 October 1995
BONDI/MOLLER Examination of allegations concerning the personal use and supply of drugs by police associated with Bondi Patrol, and of Service policy concerning personal drug abuse.	191 192 193 244 333-334 338	29 January 1996 30 January 1996 1 January 1996 3 May 1996 31 Oct-1 Nov 1996 8 November 1996
AZURE/REVIVAL Examination of DEA operation in which \$340,000 drug money was lost.	U1 U2 U13 U14 U15	11 March 1996 12 March 1996 9 April 1996 10 April 1996 11 April 1996
IMPROPER ASSOCIATION Examination of allegation of the existence of an improper relationship between a police officer and a criminal, and of the failure of Internal Affairs to investigate the significant information concerning the association.	U3 U4	14 March 1996 15 March 1996
BEDROSIAN Examination of the relationship between an intermediary, and lawyers allegedly involving an attempt to bribe police on behalf of a drug dealer.	U12 U16	1 April 1996 12 April 1996
WATERLOO RAID Examination of the circumstances surrounding a search and arrest of a suspect, and allegations of perjury and conspiracy to pervert the course of justice.	U37 U38 U39 U40	28 May 1996 29 May 1996 30 May 1996 31 May 1996
INFORMANT MANAGEMENT PLAN Examination of problems with existing Informant Management Plan.	U41 U42 U43	4 June 1996 5 June 1996 6 June 1996
REHAYEM	U70-U72	17-19 September 1996

SEGMENT	DAY	DATE
Examination into allegations concerning this officer, and his financial circumstances.		
SUGAR REEF	U72	19 September 1996
Examination of allegations of fabricated licensing charge, the loading up of a suspect drug dealer, perjury and cover-up in relation to an internal inquiry.	U73	20 September 1996
	U80	9 October 1996
	U76	25 September 1996
BEAT POLICING	335	4 November 1996
Examination of the extent to which community policing and policies for the introduction of Beat Policing had been effectively implemented.	336	5 November 1996

Counsel Assisting - Virginia Bell

SEGMENT	DAY	DATE
GAMING Examination of policing involvement in soliciting and accepting bribes, the protection of illegal gaming houses and gamblers, warning of raids and tampering with evidence. Improper associations of police with gaming identities, drinking on duty and the like.	104 U36 U43 U66 U67 U68 U81	14 July 1995 24 May 1996 6 June 1996 15 August 1996 16 August 1996 20 August 1996 9 December 1996
COOMERA-GOSFORD DRUG UNIT Examination of allegations about Gosford Drug Unit concerning improper relationships with informants, the receipt of bribes, the theft of drugs and money by police and fabrication of evidence.	78 125 166-173 175-189 300	26 May 1995 7 Sept 1995 28 Nov-7 Dec 1995 11 Dec-24 Jan 1996 9 August 1996
BEACH An investigation into allegations of corruption and mismanagement in the North West Region, and particularly in the North West Major Crime Squad's Drug Unit, but also touching Castle Hill, Parramatta, Mt Druitt and Bathurst, including rampant process corruption, bribery, drug dealing, protection of drug dealers and gaming interests, stealing and assaults by police in these areas and a failure of Internal Affairs to deal with these problems from the early 1980s to 1995.	161 190 198-210 213-218 261-271 321 322 337	3 November 1995 25 January 1996 8-29 February 1996 8-15 March 1996 3-20 June 1996 18 September 1996 19 September 1996 6 November 1996
MARRICKVILLE DETECTIVES Examination of involvement of detectives associated with Marrickville Patrol and other police in alleged corrupt activities including theft, assault, sale of drugs, soliciting bribes, accepting gratuities from illegal gambling operators and brothels and the use of an intermediary to facilitate corrupt arrangement.	U8 U17 U56-U65	25 March 1996 15 April 1996 16 July-14 Aug 1996
WHISTLEBLOWERS Examination of the efficacy of the Internal Informants Policy.	U25-U34 U54 U55 U59	7-22 May 1996 10 July 1996 11 July 1996 19 July 1996
LOAN OFFICES Examination of arrangements between detectives attached to the Property Unit of MCSS and a loan office within the region.	U54 U55 U59	10 July 1996 11 July 1996 19 July 1996
WHISTLEBLOWERS-- JUROTTE Examination of the manner in which former Senior Sergeant Ken Jurotte was treated following his complaint of racism among some police at Bourke, including the circumstances which led to him being relieved of his command at Wilcannia.	U35 U45-U54	23 May 1996 25 June-10 July 1996
MEDLAR Examination of inappropriate arrangements between police from Fairfield and Wetherill Park detectives' offices and the Marconi Club.	U75 U76	24 September 1996 25 September 1996
FAIRFIELD/ST MARYS Examination of corruption involving uniformed officers at Fairfield, St Marys and other patrols in the western suburbs involving thefts from the scenes of offences, sexual exploitation of prostitutes and persons in custody, tow truck scams, insurance fraud, sale of handguns and fabrication of evidence.	U76 U77 U78	25 September 1996 26 September 1996 27 September 1996
ORGANY Examination of response of Port Macquarie detectives to Internal Affairs inquiry, and leaks of information.	U78	27 September 1996

Counsel Assisting - Paddy Bergin

SEGMENT	DAY	DATE
PAEDOPHILIA INQUIRIES These will be the subject of a separate Report and are not itemised here.	219-370	18 March 1996 -13 March 1997
SPECIAL BRANCH Examination of the activities of the Special Branch, in particular concerning any partiality extended to a judicial officer; and the keeping of inappropriate files, misappropriation and misconduct in relation to an inquiry. ⁸⁶	345-350 368 369 370	3-10 December 1996 11 March 1997 12 March 1997 13 March 1997

⁸⁶ This overlaps with the general Paedophile Inquiry.

WITNESS LIST

This list does not include the witnesses who gave evidence exclusively in relation to the paedophile terms of reference. They will be separately listed in the Final Report dealing with those terms.

ABRAHAM Arthur Sami	BROWN Peter Raymond	DAVIES Ivor
ACHMAR Tony	BULL Warren Frederick	DAVIS Larry
ADAMS John Milton	BUNDY Harold Charles	DEAVES Paul William
ALLEN Louis	BURDEKIN Jennifer Ann	DEMOL Duncan Grant
ALLEN Geoffrey ♦	BURGESS Laurence John	DEPPELER Brett Allen
ALLEN Noel William	BURKE John William ♦	DEVINE Peter Joseph
ANDERSON Robert Charles	BUTCHER Frances Ann	DEVLIN Peter Lawrence
ANTILL Barry	BUTTERWORTH Leslie Alfred	DI FRANCESCO Brian
ARMATIS Steve	BYRNE Daren Rod	DICK Adrian William
AVERY John Keith	BYRNE David Andrew	DILLON Daniel Peter
B1	CAINES Danny Stephen	DISKIN Graeme James
B2	CAMPBELL Eric Harold	DOLBEL John
B3	CARROLL Jennifer Joan	DONALDSON William Raymond
B4	CAVANAGH Geoffrey Ernest	DONOVAN Cynthia Maree
B5	CAVASINNI Francesco	DORAN Donald Edward
BAILEY Gary James	CC2 ♦	DOUEIHI Joseph John
BAILLIE Donald James	CC3 ♦	DOYLE Bryan Michael
BANKS Brian Patrick	CC4 ♦	DUKE Christopher
BARAKAT Rod	CC5 ♦	DUNKLEY Paul Graham
BARKER Gloria Jessie	CC6 ♦	EADE Wayne James
BARNET Robert	CC7 ♦	EASTWOOD Thomas
BARTON John Phillip	CC24 ♦	EDGERTON Kenneth
BATES Adam Joung	CHAFFEY Lance William	EKSTEIN Paul George
BAYEH Bill	CHAPMAN Wayne Robert	ELFES John Alexander
BAYEH Louis	CHAPPLE Brian James	EVANS Christopher
BD1	CHARLES Paul William	EVERSON Judith Ann
BD2	CHELLEW Anthony James	FAGAN Geoffrey William
BD4	CHENG Tommy	FANGALOKA Samson
BD5	CHOUKEIR Taleb	FANGALOKA Jeffrey
BD6	CHUDLEY Paul Martin	FARRELL Richard Maurice
BD7	CISERA Robert Anthony	FAUL David Geoffrey
BD8	CLARKE Carol Ann	FEENEY Mark Bernard
BEAUMONT Gordon John	CLAYTON Terry John	FEHON Matthew James
BECK Mervyn Lindsay	CLOUT Gregory James	FERGUSON Mark Edward
BEDROSIAN Vresh Aslan	CLOUT Irene Howe	FILEMAN Martin James
BELL Geoffrey David	CLUFF Darcy	FINLAYSON Raymond Cyril
BEST Roger Anthony	COE Peter David	FIRMAN Wayne Francis
BEVES Noni Myra	COLE Colin Richard ♦	FISHER Gary Stewart
BEVES Norman	COLLINGS Allan John	FITZGERALD Glen Edward
BH1	COLLINS Terrence Walter	FITZGERALD Sandra Helen
BH2	COLLIS Brian Stanley	FITZPATRICK Peter Thomas
BIDDLE John Gregory	CONWELL Alan Ronald	FITZPATRICK Sharon
BIGG Belinda Joy	COOK Rodney Joel	FLEMING Victoria Lilette
BIGG Malcolm Lorne	COOPER Ashley	FOSTER John Robert
BINGE Allen Ralph	CORNELIUS Jennifer Rose	FOWLER Graham James
BINNS Peter Thomas	COX Peter John	FOX Lynette Jean
BLACK Graeme Ronald	CP1	FRAZER Grahame William
BLANCH Brian Anthony	CP2	FREEMAN Lindsay Bernard
BLANCH Mark Robert	CP3	FT1
BLANCO Ulpia Jaime Manuel	CP4	FT2
BONAVIA Mark Joseph	CP5	FT3
BORG Dominic Carlos	CP6	FT5
BOWDITCH Jarrod Nicholas	CRAGO Richard John	GALEA Bruce
BOWN Ian George	CRAWFORD Peter John	GALLAGHER Barry Joseph ♦
BOYD Gregory	CROFT Arthur Stephen	GALLAGHER Peter
BRADY Jeffrey Roger	CS1	GALVIN Barbara Ann
BRAME Frederick John Arthur	CUNYNGHAME Graeme Gregory	GALVIN William John
BRAMMER Malcolm James ♦	CURRAN Andrew Michael	GAMAL Muhammad
BRENNAN Susan Lynette	CUSHION John Ian	GARNON Leslie Gordon
BRIDGE Neil Maxwell	DAVIDSON John Stuart	GARVEY John William ♦
BROWN David Neathway	DAVIDSON Mark Stuart	GAZZARD John Michael
BROWN Kevin Robert	DAVIDSON Neville Isaac	GDU2

GDU4	HOOK Kathleen May	KING Harold
GDU5	HOWE Michael Anthony	KING Michael Wayne ♦
GDU6	HUNGERFORD David	KN1
GDU8	HURST Christopher Robert	KOTZAITIS Efthimios
GDU9	HW1	KOUTSOUFIS Andrew
GDU10	IBRAHIM Hassam	KX1
GDU11	IBRAHIM John	KX3
GDU12	INKSTER Robert Bruce	KX5
GEORGE Morres	IRELAND Neville George ♦	KX6
GEORGE Peter William	ISON Ian Frederick	KX7
GIBSON Bruce ♦	ISON Leslie James	KX8
GIBSON Wayne Carl	IZZARD Craig Michael	KX9
GILLETT Gary Thomas	JACKEL Gary Neil	KX10
GILLIGAN Dennis Martin	JACKSON Lindsay Martin	KX11
GIOVANNONE Phillip	JAMISON Terry Lee	KX12
GLASHEEN John Patrick	JARRATT Jeffrey Thomas	KX13
GM1	JEFFRIES Anthony Sylvester	KX14
GM2	JENNINGS John Kerry	KX15
GM3	JESSOP Ronald Stanley	KX16
GM4	JOHNSON Francis Wayne	KX17
GM5	JOHNSON Wayne George	KYLE Robert Alexander
GM6	JOHNSTON Bruce Wallace ♦	LAGANA Jerry Antino
GM7	JONES Andrew Denis	LAGANA Maria
GM8	JONES Warwick Garth	LAIRD Dianne Ivy
GM9	JONES Paul Douglas	LAIRD Robert Peter
GM10	JOSLAND Andrew	LAMB Travis John
GM11	JTF1	LAMBIE Raymond James
GM12	JTF2	LANDER Peter Henry
GOLOWENKO Wladimir	JTF3	LANG Michael Kevin
GOOLD Gregory Joseph	JTF4	LANGTON David John
GORDON Wayne Desmond	JTF5	LAUER Anthony Raymond
GRAHAM Brett Thomas	JTF6	LAWSON Ingrid Julia
GRAHAM Stephen Francis	JTF7	LAZARUS Michael Edwin
GRANT Victor James	JTF8	LEECH Gary Martin
GRAY Michael Andrew	JTF9	LEEK Alan Douglas
GREATOREX Margaret Colleen	JTF10	LENIHAN Michael
GREEN Leslie David	JTF11	LENNON Peter William
GREVILLE John Markham	JTF12	LENZO David Guy
GRIFFITHS Terrence Allan	JTF13	LEWIS Terrence Peter
GRINTER Peter William	JTF14	LIM Allan
H1	JTF15	LIZDENIS Vincent John
HADDAD Joseph	JTF16	LLOYD Graham Victor
HAGAN Michael Arthur	JTF17	LLOYD Maxine Ann
HADGKISS Nigel	JTF18	LOCKE Deborah Lee
HAIR Mark Athol	JTF19	LONG Glenn Michael
HAKEN Trevor David	JTF20	LUDEWIG John William
HALL Sydney James	JTF21	LYNCH Andrew Brian
HANBIDGE Robert John	JUROTTE Kenneth Charles	LYONS Bruce Edward
HANNAY Christopher Charles	KADY Raymond	LYSAUGHT Kay Irene
HARBIN Robert Charles	KALLS Con	LYSAUGHT Robert James
HARDAS Spyrou (Steve)	KARAGEORGE Dimitri	MACKELLAR Clive Ronald
HARDIN Paul Bruce	KARAM Danny Georges	MAGDAPOULOS Dennis ♦
HARRIS Peter William	KARIPIS Pandelis	MAGUIRE David James
HARTMANN Brett Geoffrey	KAY Alan James	MAHER Ronald Edward
HARVEY Rodney Graham	KAY Peter George	MAHONEY Reginald
HARVEY Terrence Owen	KEEN Christopher Patrick	MANNING Christine
HATFIELD Wendy	KELLOCK Lionel Duff	MANNING Gerard John
HAY Arthur Raymond	KELLY Bruce Michael	MANNING Michael Charles
HELSON Colin Leslie	KELLY Jennifer Margaret	MAKRIS Roula
HENNESSY Paul	KELLY Paul Edward	MARKAKIS John
HERMANSON Carl Anthony	KELLY Peter Michael	MARKS Stewart Thomas
HERRING Peter Raymond	KELLY Timothy John	MARKS Terry
HEVEY Peter Raymond	KELSO Michael Robert	MARTIN Gregory Dale
HEYWARD Kerry ♦	KENEALLY Gerald	MATTHEWS Gary Patrick
HILL James George	KENNEDY Peter William	MATTHEWS Gregory Keith
HILTON John Miller Napier	KERR-THOMSON Timothy	McAFEE David Samuel
HOGGETT Geoffrey David	KILBURN Roger	McAULIFFE Phillip Anthony
HOLLES Francis Dominic	KING David Maurice	McCLOSKEY James Hayes

McCORRISTON Lorna	O'GRADY Stephen Gordon	SAID Gary Douglas
McDONALD Albert	O'HAGAN John	SANDERSON David Charles
McDONALD Andrew John	O'SHEA Andrew James	SASSINE Joseph
McDONALD Craig Lee	O'SULLIVAN Michael John	SAVOY-SOUBOTIAN Paul
McDOUGALL Glen Bruce	OGILVY Stuart William	SCHLOEFFEL Mervyn
McDOUGALL Raymond John	OLDFIELD John Barrie	SCHOCHER Frank
MacFARLANE Robert Peter	OLDFIELD Ninette Judith	SCHOKMAN Russell Anthony
McGANN Michael Patrick	OLIVER Michael Geoffrey	SCHUBERG Geoffrey Esmond
McGOLDRICK Francis Brian	OOSTERHOFF Steven Louis	SCOTT Anthony George
McHUGH Robert John	ORBAN Steven	SCOTT Lola Ann ♦
McINTYRE Darrel James	ORGAN Desmond John	SCULLION Neville John
McINTYRE Robert Errol	ORR John Morgan	SEGWARD John ♦
McKINNON Paul William ♦	OSWALD Stephen	SELEWSKI George John
McLACHLAN Clive John	PACKER Donald Stephen	SEWARD John ♦
McNAMARA Ian Carl	PARKER Rodrick John	SHARPE Thomas William
McNEILL Kevin George	PARRISH Daryl John	SHEPHERD Geoffrey Ronald
McPHERSON Leonard	PARRY Robert Anthony	SHEPHERD Robert Charles
MEDDINGS Allan	PATTISON Ross William	SIDGREAVES Anthony John
MENSER Glen Raymond	PAYNTER Richard James	SIMMONS Richard
MEREDITH Brian Joseph	PEATE Alfred Stewart ♦	SINGLETON Peter Francis
MERHI Phillip John Robert	PEDAVOLI Dominic Anthony	SKORO Anton
MEXON Bruce Alexander	PEFKOS Christopher	SMALL Robin Barrett
MICHAEL Tanya Lynette	PENDLEBURY Jeffrey Joseph	SMITH Anthony Howard
MIDDLETON Gary John	PENTLAND Stephen Mark	SMITH William Joseph
MIDDLETON Karen Jane	PERAKIS Con ♦	SOUTHWELL Paul
MIDDLETON Kevin Gilbert	PETERS Doreen	SOUTHWELL Raymond John
MINARIK David Barry	PETERS Phil Thomas ♦	SPENCER Gary Adam
MISKELL John Patrick	PI3	SPOSI Janice
MITCHELL Erin James Hunter	PI7	SR5
MITCHELL Jillian Mary	PI8	STANDALOFT Christopher
MITCHELL William David	PI15	STARR Michael Charles
MK2	PITT Alan Laurence ♦	STAUNTON Charles Joseph
MOELLER Heinz Jurgen	PITT Narelle Miriam ♦	STAVROU Steve
MOHR Bruce McCallum ♦	POLDEN Mark Alexander	STEER Terry Alexander
MOLLER Clinton James	POPPLE Michael James ♦	STEN Maria Margaret
MOLLER Shirley Jean	POSTLEWRIGHT Georgina	STIER Greg Anthony
MONTGOMERY John Edwin	POTTER Karen Leanne	STOERR Henry
MOONEY Colin Bryce	POULOS Karen	STOREY Katrina Jean
MOORES Conrad Clifford	PRATT Rodney Christopher	STRIZIC Mato
MORGILLO Antonio Christopher	PUNCH John Patrick	STURDY John Harold
MORONEY Kenneth Edward	QUEENAN Paul Vincent	SUTTON Helen Marie
MOSS Anthony Gavin	QUINCE Kenneth Frederick	SWAN John Gordon
MOSS Matthew Robert	QUINN Brian Gerard	SWEENEY John Peter
MOSS Terrence William	RACAS Victor Paul	SWEENEY Terrence James
MOUBARAK Joseph Mark	RAMMA Imants	SWIDERSKI Gregory John
MOULDS Michael Alan	RANDELL Michael Neil	TAIONE Nelisoni
MOURAD Ahmed	RANGOTT Brian Douglas	TAYLOR Neil Owen
MOURAJANIAN Garry	REED David John	TAYLOR William John
MUNRO Robert John	REEVES Stephen Anthony	TEASDALE Ian Robert
MURPHY Christopher	REHAYEM Joseph Anthony	TEUDT Peter August
MURPHY John William	REHAYEM Peter John	THOMAS Bruce Maxwell
MURRAY Ross McLeod	REHAYEM Rita Wendy	THOMAS Paul Andrew
MURTAGH Vincent Paul	REHAYEM Shamoun George	THOMPSON Dennis Kimble
MV1	REIBELT Donald George	THOMS John Carson
MV2	REID Reginald John	TIDEY Gabrielle Grace
MV3	REITANO Francesco Antonio	TOLMIE Paul David
MV4	REYNOLDS Benjamin James	TRAN Ngoc Nhut
MV5	RICHARDSON Glen Stewart	TREHEARN Robert Ian ♦
MV6	RIDDLE Jeffrey Raymond	TULLY John William
MV7	ROBINS David John	TURNER John Thomas
MYATT Robert John	ROFFEY Suellen	TUZIAK Peter Vincent
NICHOLLS Mavis Elsie	ROSER Susan Pamela	URE Sheridan John ♦
NIXON Christine	ROSS William Wayne	VAGO Leslie
NYMAN Trevor Alan William	RYAN Nathaniel Phillip	VAN DER WEEGAN Clem
O'CONNOR Todd Anthony	RYAN Peter James	VELO Michael Raymond
O'NEILL Graham James	RYAN Peter Michael ♦	VICARY Greig Robert
O'BRYAN Kenneth Robert	RYAN Robert Norman	VICTORIA 1
O'CONNELL John Desmond	RYAN Steven John	VICTORIA 2

VILLAROSA Salvatore	WD34	WILLS Michael Geoffrey
VON LIEVEN Hans	WD35	WILSON Gary James
WALKER Ivan Daryl	WD36	WILSON John Francis
WALL John William	WD39	WILSON Michael Hugh
WALPOLE Wayne John	WD41	WITHERS John Fenton
WARD Phillip Douglas ♦	WD42	WOOD Gavin ♦
WARE Stuart Ronald	WD43	WOODLEY Robert Leonard
WATSON Christopher Heath	WD45	WS4
WATSON Paul Andrew	WD46	WS7
WD1	WD48	WS8
WD2	WD51	WS9
WD3	WD52	WS11
WD4	WD53	WS12
WD5	WD54	WS13
WD6	WD55	WS14
WD7	WD57	WS15
WD8	WD59	WS16
WD9	WD60	WS17
WD10	WD62	YATES Phillip John
WD12	WD63	YB1
WD13	WEGG Geoffrey Herbert	YB2
WD14	WEST Allen Frank	YEOMANS Mark Rowland
WD15	WHEADON Gregory John	YM1
WD16	WHEELER Deanne Marie	YM2
WD20	WHITE Danny Francis	YM3
WD21	WHITMORE Paul Robert	YM4
WD22	WHITTAKER Aaron Keep	YORK Steven Noel
WD23	WILCOX Craig Walter	YOUNAN Michael
WD24	WILKINSON Raymond	YOUNAN Raymond
WD25	WILLIAMS Bruce Haldane	YOUNG Peter
WD26	WILLIAMS Robert Burns	ZAMMIT Kevin Emanuel
WD27	WILLIAMS Stephen Barry	ZUCCHETTO Alex
WD32	WILLIAMS Wendy	
WD33	WILLIS Lloyd Alexander	

Names marked with ♦ indicate witnesses who gave evidence in relation to the paedophile terms of reference also.

There are witnesses in respect of whom orders suppressing their names were made, and witnesses whose evidence remains in camera. These names do not appear on the above list.

AMNESTY

On 29 November 1995, with the approval of the Government,⁸⁷ and with the support of the Opposition and the Police Associations, an amnesty was announced, whereby, subject to certain exceptions and conditional upon full co-operation with the Royal Commission, police guilty of corruption or misconduct might be permitted to resign from the Service and avoid prosecution. The amnesty remained open until 9 February 1996. Its terms were as follows:

PREAMBLE

It is proposed to offer an amnesty to corrupt police officers who come forward and make full admissions as to their corrupt activities. Officers will have until the 9th February 1996 to make an application to the Royal Commission. Those who do, and who give a comprehensive account of their knowledge of corruption, can expect to receive an appropriate indemnity against criminal prosecution for corruption disclosed and to be allowed to resign from the New South Wales Police Service.

Corrupt police should give careful thought to their position between now and 9th February. Those who decide to tough it out and remain in the Police Service face the prospect of being charged with criminal offences arising out of the evidence of colleagues who came forward during the currency of the amnesty.

The other unpalatable prospect corrupt officers face relates to the confiscation of the proceeds of their criminal activities. In addition to the confiscation of proceeds which may follow conviction for a serious offence, there is the likelihood of civil proceedings being brought by the NSW Crime Commission against officers believed to have been enriched by 'drug-related activity'. The Act is broad in its scope and picks up bribery and corruption associated with drug offences and property derived from the drug related activity of others. In some cases the NSW Crime Commission is able to forfeit "illegally acquired property" not sourced to drug related activity. Proceedings to obtain a restraining order over the estate of a person suspected of involvement in drug related activity do not depend on conviction for a criminal offence. It is the suspicion of involvement in drug related activity upon which the application is based. Provided the Court considers there exist reasonable grounds for the suspicion a restraining order may be granted and forfeiture of some or all of the estate may follow in due course even property derived from lawful sources may be liable to confiscation. The Court may compel the public examination of the respondent to the proceedings and others who have knowledge of his or her affairs. The privilege against self incrimination may not be claimed in these proceedings.

This Commission's financial analysis unit has been examining the affairs of officers suspected of corrupt activity. No other agency has devoted comparable resources to this task. This Commission proposes disseminating its holdings relating to those financial inquiries to the Chairman of the Crime Commission in order that he might initiate civil action regardless of whether criminal prosecutions are contemplated. Discussions have been held with the Chairman on the Crime Commission to this end. He has agreed to give favourable consideration to the position of those officers who come forward during this amnesty. No disclosure made in the statement made in support of the application for indemnity can be used in confiscation proceedings.

The amnesty is announced at a time which coincides with the conclusion of a lengthy segment of evidence exploring systemic corruption associated with the Kings Cross area. The material revealed in that segment has shown the need for bold measures to rid the Police Service of its corrupt members.

While evidence relating to Kings Cross has been unfolding at public hearings the Commission's investigation teams have been looking at networks of police corruption throughout the state. The Commission is in possession of evidence of entrenched corruption stretching beyond the Kings Cross patrol.

Corrupt officers are on notice that the Commission is likely to be in possession of material about their activities whether they have been stationed at country, suburban, or city stations. Particular attention has been given to certain specialised units or squads which appear to have been a breeding ground for corruption. The extent of the investigations which have been made, and are being made, by this Commission will not be known before next year. Corrupt officers will have to decide whether to take advantage of the amnesty at a time when, in the great majority of cases, they have no means of knowing whether the Commission has already obtained evidence of their criminality.

Officers who make application for indemnity must give a complete accounting of their knowledge of corruption. To do otherwise is to risk refusal or later revocation of the indemnity. The Commission is well placed to assess whether

⁸⁷ See Letter from R. B. Wilkins, Director General, The Cabinet Office, to the Hon Justice J. R. T. Wood, Royal Commissioner, 29/11/95, RCPS Exhibit 892.

applicants have been fully frank in their applications. There can be no room for shielding fellow officers. Again, to do so is to risk revocation of the indemnity.

The making of an application for indemnity will be treated in strictest confidence. Officers who have engaged in corrupt activity will not know whether their colleagues have submitted an application. This amnesty is exceptional and the closing date is fixed. Thereafter applications will not be received. There is no room for officers to wait to find out if they have been implicated before making their application.

This amnesty is announced with the full support and approval of the Government.

AMNESTY

1. The Royal Commissioner will give favourable consideration to recommending indemnity from criminal prosecution and acceptance of resignation for serving police officers. However, this offer is available if and only if:
 - (a) application in proper form; and
 - (b) unconditional tender of resignation from the Police Service
 are received by the Royal Commission not later than 5:00 pm on 9 February 1996.
2. To be in proper form the application shall be by way of an induced statement, verified by statutory declaration. The statement shall:
 - (a) contain full and complete disclosure of all acts of corruption in which the applicant was involved, and of which the applicant has knowledge;
 - (b) represent the evidence which the applicant could give if called before the Royal Commission or in disciplinary, civil or criminal proceedings; and
 - (c) contain an acknowledgment as contemplated in paragraph 3 below.
3. This offer is made on the basis that the applicant would understand, and acknowledge expressly in the statement, that the statement is available for use in hearings of the Royal Commission and in any civil, criminal or disciplinary proceedings against third parties in which the applicant may be called to testify. Subject to this, the statement could not be used against the applicant, nor would any derivative use be made in civil or criminal proceedings against the applicant, other than proceedings in respect of the falsity of the statement or for the purpose of establishing the falsity of evidence given by the applicant as a witness.
4. The Royal Commissioner will, as soon as practicable, consider any application duly made and inform the applicant of the outcome. If satisfied of the truthfulness of the disclosures and that the applicant's culpability, or misconduct in dealings with the Royal Commission, is not so heinous as to disqualify the applicant for consideration of indemnity the Royal Commissioner will recommend:
 - (a) to the Attorney General that an indemnity from prosecution be issued with respect to the acts disclosed; and
 - (b) to the Commissioner of Police the acceptance of the said resignation.
5. The Attorney General will consult with the Director of Public Prosecutions and give great weight to the Royal Commissioner's recommendation relating to indemnity.
6. If an indemnity from prosecution is issued it will be subject to revocation if:
 - (a) there was not full and complete disclosure;
 - (b) the applicant wilfully and falsely implicated any person in the disclosures; or
 - (c) the applicant failed to give evidence in accordance with the statement in trials or proceedings against other persons as and when required or otherwise failed to comply with the reasonable requirements of the Director of Public Prosecutions.
7. The Chairman of the NSW Crime Commission is fully supportive of this proposal and has agreed to give great weight to the recommendations of this Commission in relation to the initiation of any proceedings for the recovery of the proceeds of criminal activity.

ROUND TABLE DISCUSSIONS

TOPICS

Uniforms - the new Service policy and consultation in the policy making process.

Police Prosecutors - the point of principle: separation of the investigative and prosecutorial function; the related issues: costs, financial and human.

In-house Legal Services and Carriage of Disciplinary Proceedings - independence and impartiality of advice and the appearance of independence and impartiality.

Nature and Scope of Policing in New South Wales - myths and misconceptions about policing; basic philosophy - what is the key business of policing; identifying and meeting community needs; the political arena; areas which should be transferred to other agencies, and the converse.

Discipline and Complaints Systems and proposals for the future including Internal Witnesses. The present system, the pilot program for the new 'managerial system', the appropriate review procedure, Commissioner's confidence, and licence renewal/registration.

Corruption Prevention - building ethical police culture and specific corruption prevention measures.

Employment - expectations of employees and the Service; contracts; civilianisation; lateral entry; performance management; tenure and transfers; dismissal, retirement, redundancy, Commissioner's confidence; unity of the Service - one employer; differentiation between sworn and unsworn officers; term employment; licensing of officers; welfare considerations.

Promotions - problems with and complaints about the existing system; proposals for change; means of ensuring credibility, accountability and probity of a promotions system; dealing with integrity of candidates; expectations of officers; non-managerial advancement and careers; rank; impact of the patrol concept.

Management - role of managers in reducing corruption and increasing integrity and efficiency; the appropriate management style - honesty, openness, trust; increasing professionalism of subordinates through ongoing mentoring and coaching; training and development of managers; leadership; effective policy implementation; civilianisation of management positions.

Key Structural Issues - the role of headquarters; structure to deliver effective police services.

Recruitment, Education, Training, Development - the role of the Academy; basic skills training and continuing education; continuing development; integrity; corruption prevention; needs; the role of external tertiary educational institutions.

External Checks and Balances - Police Board and Ministry. Overview of corruption prevention through internal and external measures.

Commissioner's Confidence and associated Employment Issues - achievement of true professionalism, Commissioner's confidence and: fairness; the manner of exercise; appropriate review; the contribution of the Associations and unions. Employment considerations: unfair operation of the Police Regulation (Superannuation) Act 1906; mobility; severance payments; special considerations if term employment introduced. Employee management system: the principles; system or culture breaker; improvements; review; any requirements for an additional disciplinary system.

PARTICIPANTS**Royal Commission**

The Honourable Justice James Wood
 His Honour Judge P Urquhart
 Mr G Crooke QC
 Mr J Black QC
 Ms P Jacobson
 Mr D Stevens

NSW Police Service

Commissioner P Ryan QPM
 Deputy Commissioner B Lawson
 Assistant Commissioner A Peate
 Assistant Commissioner C Nixon
 Assistant Commissioner C Small
 Assistant Commissioner G Schuberg
 Assistant Commissioner J Jarratt
 Assistant Commissioner K Moroney
 Assistant Commissioner R Mahoney
 Assistant Commissioner W Galvin
 Acting Assistant Commissioner I Ellis
 Chief Superintendent D Cluff
 Chief Superintendent T Collins
 Superintendent G Gilday
 Superintendent S Ireland
 Superintendent G Morgan
 Superintendent M Brammer
 Chief Inspector C Bushell
 Chief Inspector C Smith
 Chief Inspector G Parkin
 Mr N Bridge
 Mr J Maitland
 Mr M Finnane QC
 Mr K Quince
 Mr M Tiltman

NSW Police Service Implementation Unit

Mr P Crawford

Commissioned Police Officers' Association

Mr D Freudenstein
 Mr E Oates
 Mr P Shinfield
 Mr W Stanton
 Superintendent B Waites
 Chief Inspector B White

Police Association of NSW

Mr I Ball
 Sergeant M Burgess
 Mr G Chilvers
 Mr R Collins
 Mr P Dailly
 Ms K Easton

Ms K Manitta
 Mr T O'Connell
 Ms C Pirola
 Mr Pope
 Mr P Remfrey
 Mr W Taylor
 Mr I Teasdale
 Mr P Tunchon
 Mr M Walton
 Mr L Wright QC

Police Board of NSW

Mr P Anderson
 Mr G Bennett
 Ms M Christopher
 Dr S Eggar
 Chief Superintendent P Cioccarelli
 Mr D Mackay
 Ms C Moyes
 Mr P Johnson

NSW Ombudsman

Mr B Delahunty
 Mr S Kinmond
 Mr K Swan

Ministry for Police

Ms S Thompson
 Mr L Tree

Australian Institute of Police Management

Professor T Rohl

Public Service Association

Mr G O'Donohue
 Mr H McKinnon
 Mr M O'Sullivan
 Mr C Staff
 Mr L Wright QC

Labour Council of NSW

Mr P Sams

Crown Solicitor's Office

Mr I Knight
 Mr I Linwood
 Mr B Stewart

Office of the Director of Public Prosecutions

Mr N Cowdery QC
 Mr J Favretto
 Mr A Murray

Police Integrity Commission

Mr A Naylor

ADVERTISEMENT GIVING NOTICE OF PRELIMINARY HEARING

Published - November 1994

Royal Commission into the NSW Police Service**Notice of Preliminary Hearing**

By Letters Patent dated 13 May 1994 the Honourable James Roland Tomson Wood was appointed sole Commissioner to make inquiry into the operations of the New South Wales Police Service, with particular reference to:

- a) The nature and extent of corruption within the Police Service, particularly of any entrenched or systemic kind.
- b) The activities of the Professional Responsibility and Internal Affairs Branches of the Police Service in dealing with any problems of corruption and internal investigations generally.
- c) The system of promotion in the Police Service.
- d) The impartiality of the Police Service and other agencies in investigating and/or pursuing prosecutions including, but not limited to, paedophile activity.
- e) The efficacy of the internal informers policy.
- f) Any other matter appertaining to the aforesaid matters concerning possible criminal activity, neglect or violation of duty, the inquiry into which the Commissioner considers to be in the public interest.

Any person who considers that he/she has information which may assist the Inquiry may forward such information in writing to:

The Executive Director
Royal Commission into the NSW Police Service
GPO BOX 3880
SYDNEY NSW 2001

or alternatively, may telephone freecall number 1800 657 079 or the general Commission number (02) 321 6700 or Facsimile (02) 321 6799.

Confidentiality is assured with regard to the identity of persons who assist the Commission and the information and documents which they provide, insofar as that is appropriate and consistent with the discharge of the Commission's functions.

It should be noted that Parliament has directed that the Commission be staffed by people other than current or former NSW police personnel.

Applications for leave to appear on behalf of persons claiming to be substantially and directly interested in the subject matter of the Inquiry will be taken at:

10.00 am on Thursday 24 November 1994
at the Commission Hearing Room,
Level 3 St James Centre,
111 Elizabeth Street, Sydney

Any further inquiries in relation to the preliminary hearing may be made by telephoning (02) 321 6700.

INVITATIONS FOR SUBMISSIONS

This advertisement calling for submissions was placed in major NSW papers on 29 June 1996.

Royal Commission into the NSW Police Service

Public Submissions Regarding the Reformation of the NSW Police Service

Following evidence of entrenched corruption, which was widely reported in the media, the interim report of the Royal Commission into the NSW Police Service indicated that the final phase of the Commission would include consideration of structural reform to remove corruption and to prevent its recurrence.

Round Table Discussions are presently being held by the Royal Commission with those integrally involved in the reform process.

The Commission also invites written submissions from the public and from any organisations interested in having their view on policing in NSW taken into account. The Commission welcomes innovative suggestions which need not conform to the present structure of the Service.

The following areas are in the view of the Commission of key concern:

- Scope of Policing
- Employment including contracts and severance benefits
- Training
- Strategic direction and management
- Promotions
- Corruption Prevention
- Complaints
- Discipline
- Development of Professionalism

Your views and suggestions are sought. Submissions should be made by 26 July 1996.

Address submissions to the Royal Commission, GPO BOX 3880, Sydney 2001.

LIST OF SUBMISSIONS

This list does not include submissions delivered in relation to the paedophile terms of reference. They will be listed in the separate Volume of this Final Report dealing with those terms.

Many confidential submissions have been received which are not listed. The Commission also received numerous anonymous submissions.

- Abernathy, John
- Aboriginal and Torres Strait Islander Social Justice Commissioner, Human Rights and Equal Opportunity Commission; Western Aboriginal Legal Service; South Coast Aboriginal Legal Service; NSW Deaths in Custody Watch Committee (joint submission)
- Aboriginal and Torres Strait Islander Social Justice Commissioner, Human Rights and Equal Opportunity Commission (Michael Dodson, Commissioner)
- Aboriginal Deaths in Custody Watch Committee Inc. (Barbara Nicholson, President)
- AIDS Council of New South Wales (Don Baxter, Executive Director)
- Aitchison, Angus L
- Alcohol and Other Drugs Council of Australia (David Crosbie, Chief Executive Officer)
- Anshell, Associate Professor Mark, University of Wollongong
- Anti Discrimination Board (Chris Puplick, President)
- Audit Office of NSW (AC Harris, Auditor-General)
- Australian Council for Civil Liberties (TP O’Gorman, President)
- Australian Drug Law Reform Foundation, Academics Group (Dr Peter Baume)
- Australian Drug Law Reform Foundation, (BD Brassil, Secretary and TD Moore, Chairman)
- Australian Drug Law Reform Foundation (Michael Moore, President)
- Australian Drug Law Reform Group
- Australian Federal Police (Commissioner M. J. Palmer APM)
- Australian Institute of Criminology (Adam Graycar, Director)
- Australian Institute of Private Detectives (John Bracey, President)
- Australian Law Reform Commission (Alan Rose, President)
- Australian Union of Students (Geoff Bird, National President)
- Australian Salaried Medical Officers’ Federation (Geoffrey Duggin, Secretary)
- Avery, John (former Commissioner of Police, NSW Police Service)
- Bailey, David
- Barker, Trevor
- Bellgard, EHT
- Blacker, Brian
- Blue Mountains Community Legal Centre (Helen Pellow, Co-ordinator)
- Brown, Warwick
- Brown, WJ
- Bryett, Dr Keith, Queens University of Belfast, Ireland
- NSW Bureau of Crime Statistics and Research (Dr Don Weatherburn, Director)
- Byrnes, Roger
- Byrnes, Steve
- Cahill, Geoff
- Charles Sturt University, (CD Blake AM, Vice Chancellor)

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- Charlton, Brian
 - Chief Magistrate of the Local Courts (IH Pike)
 - Chorlton, GE
 - Christie, Dr Gayre, Queensland University of Technology
 - Cioccarelli, Patrick, Chief Superintendent, NSW Police Service
 - Collier, Henry W
 - Collins, TW, Chief Superintendent, NSW Police Service
 - Collins, Peter, Leader of the Opposition
 - Combined Community Legal Centres, Criminal Justice Committee (Frances Gibson, Director)
 - Commissioned Police Officers' Association (Don Freudenstein, Secretary)
 - Commonwealth Law Enforcement Board (Darryl Smeaton, Executive Member)
 - Cook, RA
 - Council on the Ageing (New South Wales) Inc. (Lewis Kaplan, Executive Director)
 - Crown Solicitor's Office (IV Knight, Crown Solicitor)
 - D'Arcy, Margaret
 - Dangar, Gerard
 - Dawson, Michael, University of Technology Sydney
 - Director of Public Prosecutions NSW (NR Cowdery QC)
 - Dixon, Associate Professor David, University of New South Wales
 - Drug Stop - Maryborough Hervey Bay Drug Stop Committee (Herschel Baker, Facilitator)
 - Duncan, KN
 - Elite Sports Australia Pty Ltd (Matthew Webster, Managing Director)
 - Enders, Michael
 - Findlay, Professor Mark, University of the South Pacific
 - Fitzpatrick, Frank E
 - Forest Police and Community Customer Council (PJ McAuley, Secretary)
 - Fox, Lynne
 - Fraser, Deborah
 - Fromberg, Dr Eric, Netherlands Institute on Alcohol and Drugs
 - Gillies, DR
 - Goldsmith, Dr Andrew (Associate Professor of Law, Monash University)
 - Gorman, Pamela
 - Griffin, DP
 - Harding, JC
 - Homel, Professor Ross, Griffith University
 - Horne, John R
 - Hovey, Bruce
 - Hufton, Nicholas
 - Hughes, K and Plotecki, M
 - Independent Commission Against Corruption (The Hon B. S. J. O'Keefe, AM QC, Commissioner)
 - Inner City Legal Centre; Kingsford Legal Centre; Sydney Youth Services (joint submission)
 - Intellectual Disability Rights Service (Lynette Byrnes, Solicitor)
 - Justice Action (George Selvanera, Co-ordinator)

- Kilkenny, John
- Leach, Judy
- Lees, Gary
- Legal Aid Commission of NSW
- Lewis, Colleen, Lecturer, Police and Justice Studies, Monash University
- Los Angeles Police Department (Captain David J. Powers, Commanding Officers)
- Lucire, Dr Yolande
- Macklin, P
- Marcus, Professor Julie, Charles Sturt University
- Marsden, JR
- McConkey, Professor K, School of Psychology, University of NSW
- McGrath, Gerard, Charles Sturt University
- Messer, Ron
- Miles, Bruce
- Ministry for Police (Les Tree, Acting Director General)
- Moore, Michael MLA
- Murphy, Kieran
- National Police Ethnic Advisory Bureau (Ivan Kolarik, Executive Director)
- Northern Territory Police (Brian Bates, Commissioner)
- NSW College of Nursing (Associate Professor D. M. Picone)
- NSW Council for Civil Liberties (John Marsden, President)
- NSW Crime Commission (Phillip Bradley, Chairman)
- NSW Ombudsman (Irene Moss)
- NSW Police Service, Commissioner's Office
- NSW Police Service - Wellington Patrol
- NSW Police Service Reform Subcommittee (Peter Crawford, Chairman)
- NSW Society of Labour Lawyers (Chrissa Loukas, President)
- NSW State Coroner, Derrick Hand
- O'Connor, Barbara
- Obarzanek, A
- Old, Lyn
- Palfrey, David
- Paul, Bevan
- Pedestrian Council of Australia (Harold Scruby, CEO)
- Petrie, Assoc Professor Simon, Queensland University of Technology
- Police Association of NSW (P J Tunchon, President)
- Police Board of NSW (Mary Christopher, Secretary)
- Police Policy Research Unit, School of Social Work, University of NSW (John Hatton, Director and Principal Author)
- Prenzler, Dr Tim, School of Justice Administration, Griffith University
- Public Employment Office, NSW (Ken Cripps, Commissioner)
- Redfern Legal Centre (Susan Davitt, Principal Solicitor)
- Regan, J
- Risk, Adrien

- Robin Loan & Associates (Robin E Loan)
- Scott, Dr Donald N
- Seach, Graham R
- Sharpe, John
- Shev, TT
- South Australia Police (Commissioner D. A. Hunt AO, QPM)
- Swindells, L
- University of New England (Professor R. Gerber, Dean)
- University of Sydney (Professor Gavin Brown, Vice Chancellor)
- University of Western Sydney (Professor Deryck Schreuder, Vice Chancellor)
- Victoria Police Force (Commissioner J. M. N. Comrie, APM)
- Walsh, Matt
- Western Australia Police Service (Commissioner R. Falconer, APM)
- Whistleblowers Australia (Dr Jeanne Lennane, National President)
- White, Chief Superintendent JR APM, South Australia Police
- Whyte, Lamaan
- Young, Dr Robert, University of Sydney

COURT PROCEEDINGS

Proceedings instituted for contempt of the Commission

C. S. Staunton - wilful refusal to answer questions - sentenced by Dunford J. on 8/6/95 to an indeterminate sentence. On 6/10/95, Staunton was again convicted by Dunford J. for a wilful refusal to answer questions in relation to a different topic. An indeterminate sentence was imposed. On 28/3/96, Staunton contended that in relation to both matters, he had purged his contempt. Dunford J. sentenced Staunton to 11 months imprisonment, which was deemed to have commenced on 17/8/95.

B. Galea - wilful refusal to answer questions - sentenced by Hunt CJ at CL on 27/7/95 to an indeterminate sentence. On 23/4/97 a determinate sentence of two years and three months was imposed to expire on 13 October 1997.

N. Beves - constructive refusal to answer questions - held by Sully J. that he was not permitted to have regard to telephone interception transcripts upon which the Royal Commissioner had lawfully relied upon in citing Beves for contempt. On 14/3/97 the Court of Appeal dismissed an appeal by the Royal Commissioner.

C. Moller - failure to answer a Summons to appear - sentenced by Dunford J. on 15/11/96 to eight months imprisonment, which was deemed to have commenced on 8/11/96.

Declaratory relief sought in the Supreme Court Administrative Law Division

Bill Bayeh - Summons dismissed by Hunt CJ at CL on 3/7/95

R. Donaldson - Summons dismissed by Hunt CJ at CL on 15/9/95

Applications to set aside search warrants

Warner; Ventura & O'Connor - Search warrants quashed by Temby AJ on 23/4/97. It is proposed to appeal against this decision.

Convictions set aside in the Court of Criminal Appeal, arising out of Royal Commission evidence

Asanovic - conviction set aside by CCA on 26/10/96.

Miller - conviction quashed by CCA on 3/5/96. New trial ordered.

Marsala - conviction quashed by CCA on 31/5/96. New trial ordered.

Selewski, McBride & Gudgeon - convictions quashed by CCA on 19/6/96

Prosecutions

A number of current prosecutions have been discontinued by the Director of Public Prosecutions, during the currency of the Royal Commission, as the result of fresh evidence having been acquired by the Royal Commission during its investigations. Additionally, a number of prosecutions have been instituted both of police and of civilians, arising out of the Royal Commission inquiries, and the subsequent dissemination of material gathered by it to the Police Service and the Director of Public Prosecutions. The details of these cases are not supplied in this table, so as not to prejudice any pending proceedings, and out of fairness to those in respect of whom prosecutions have been discontinued.

ROYAL COMMISSION CHRONOLOGY

RCPS = Royal Commission into NSW Police Service

RCT = Royal Commission transcript

DATE	EVENT	SOURCE
1994		
9/5/94	NSW Opposition claims that Government should act decisively on fresh allegations that police corruption has not been properly investigated. This followed a former officer's allegations that senior police had cleared the way for corrupt officers to resign rather than be prosecuted in trials that would sully the name of the force. The Police Association says the allegations that dozens of serving and former police were linked to drug importations and illegal gaming, as late as 1990, were fanciful, possibly politically motivated, and likely to damage police morale. Mr Griffiths calls for an urgent report from Commissioner Tony Lauer. Independent MP John Hatton, who was pushing for a Royal Commission, announces that he has some information, regarded as serious, and would be pursuing the matters in Parliament.	<i>The Australian</i> , 10/5/94, p. 4.
11/5/94	Debate on the need for a Royal Commission in the NSW Legislative Assembly. John Hatton makes a lengthy speech and his motion calling for the establishment of a Royal Commission is passed.	NSW Parliament, <i>Hansard</i> , 11/5/94, p. 2286.
12/5/94	Royal Commission into the NSW Police Service established.	Letters Patent, 13/5/94, RCPS Exhibit 2197AC/2.
13/5/94	Justice James Wood appointed Commissioner.	Letters Patent, 13/5/94, RCPS Exhibit 2197AC/2.
5/9/94	Press statement by Commissioner Tony Lauer confirming cooperation with RCPS.	RCPS Exhibit 5999/13.
26/9/94	ICAC issues an interim report on its investigation into alleged police protection of paedophiles.	ICAC, <i>Interim Report on Investigation into Alleged Police Protection of Paedophiles</i> , Sept 1994.
1/11/94	<i>Royal Commission (Police Service) Act 1994</i> (NSW) assented to.	NSW Government Gazette, no. 147, 4/11/94, p. 6554.
24/11/94	Royal Commission into the NSW Police Service public hearings formally opened.	RCT, p. 1.
30/11/94	RCPS Letters Patent of 13/5/94 varied by further Letters Patent to read that 'section 17 of the Royal Commissions Act 1923 shall apply to and with respect to the said inquiry'.	Letters Patent, 30/11/94, RCPS Exhibit 7.
30/11/94	Letter of support to RCPS from Retired Police Officers Inc.	RCPS Exhibit 8.
2/12/94	<i>Royal Commission (Police Service) Amendment Act 1994</i> (NSW) assented to - conferred some additional powers upon the Commission and made some consequential amendments to the legislation. Act to commence on 12/12/94.	NSW Government Gazette, no. 169, 12/12/94, p. 7395.
5/12/94	Royal Commission into the NSW Police Service evidence at public hearings commences. Draft Procedural rulings circulated. Senior police give evidence.	RCT, p. 17.
16/12/94	Amendments to the <i>Telecommunications (Interception) Act</i> assented to, making the RCPS an eligible authority for the purpose of receiving telecommunications intercept product and warrant information.	Commonwealth of Australia, Gazette no. GN 1, 11/1/95, p. 6.
23/12/94	Letters Patent of 13/5/94 varied by further Letters Patent, inserting paragraphs d1), d2) and d3) concerning paedophilia investigation.	Letters Patent, 23/12/94, RCPS Exhibit U69.
1995		
6/3/95	Announcement by Commissioner Lauer that all police should feel free to contact the RCPS and have no need to report that fact to any officer. Such officers have full access to Service's welfare and assistance programs and RCPS is also able to provide support. The Service will not tolerate victimisation or harassment of any RCPS witness. All line commanders are to ensure that persons wishing to assist the RCPS are properly and adequately supported.	<i>Police Service Weekly</i> , vol. 7, no. 10, p. 3.

DATE	EVENT	SOURCE
16/5/95	Further Letters Patent issued to RCPS, to permit the Commissioner to make interim reports and to extend the term of the RCPS by six months, to 31 December 1996.	Letters Patent, 16/5/95, RCPS Exhibit U298.
1/6/95	Charles Joseph Staunton, private investigator and former police officer, arrested and charged with contempt of the Royal Commission.	RCT, 1/6/95, pp. 8434-37.
5/6/95	The Haken/Fowler tape shown in RCPS evidence. Haken's co-operation with RCPS is revealed publicly.	RCT, 5/6/95.
8/6/95	Justice Dunford, Supreme Court, finds Charles Staunton guilty of contempt of the Commission (on 1/6/96) and orders that he be committed to prison until further order.	<i>Wood v Staunton</i> , Unrep. NSW Sup. Ct, Dunford J, 8/6/95.
3/7/95	Application by Louis Bayeh for declaratory relief including a direction that his evidence to the Royal Commission be given in camera. Summons dismissed.	<i>Louis Bayeh v A. G. & Wood</i> , [1995] 79 ACrimR 567.
14/7/95	Gaming segment begins. Bruce Galea refuses to answer questions when summonsed to give evidence before the RCPS - referred to Supreme Court for contempt.	RCT, 14/7/95. (Private transcript)
27/7/95	Bruce Galea convicted of contempt of the Royal Commission (on 14 July 1995) after a plea of guilty. Committed to prison until further court order or until the Commission is terminated, whichever comes first.	<i>Wood v Galea</i> , Unrep. NSW Sup. Ct, Hunt CJ at CL, 27/7/95.
4/8/95	Justice Dunford, Supreme Court, dismisses Charles Staunton's application for a fixed sentence.	<i>Wood v Staunton</i> , Unrep. NSW Sup. Ct, Dunford J, 4/8/95.
25/8/95	RCPS survey questionnaires distributed to over 13,000 police.	
7/9/95	Gosford Drug Unit segment of hearings commences.	
15/9/95	Assistant Commissioner Ray Donaldson applies to the Supreme Court for suppression of his name in RCPS hearings and particulars of allegations. Summons dismissed.	<i>Donaldson v Wood & Anor</i> , Unrep. NSW Sup. Ct, Hunt CJ at CL, 15/9/95.
19/9/95	Premier requests the Director of Liquor and Gaming to investigate payments to police from licensed premises. A Task Force is formed and conducts operations which lead to prosecutions, the closure of premises and some exclusions from holding a license. This leads to amendments to the <i>Liquor and Registered Clubs Act</i> to strengthen the enforcement capabilities of the Director of Liquor and Gaming and police.	Department of Gaming & Racing, <i>Annual Report</i> , 1995-96, Sydney, pp. 4 & 29; NSW Parliament, <i>Hansard</i> , 19/9/95, p. 1057.
6/10/95	Charles Staunton convicted of contempt of the Royal Commission (on 17 August 1995) after a plea of guilty before Justice Dunford. Committed to prison until further order.	<i>Wood v Staunton</i> , (No. 3), Unrep. NSW Sup. Ct., Dunford J, 6/10/95.
29/11/95	Police amnesty announced. Closing date for applications under the amnesty is 9 February 1996.	RCPS Exhibit 893, p. 16536.
December 1995	Legislation providing for random breath testing of police officers on duty introduced into Parliament. New Bill drafted for introduction in spring session.	Ministry for Police, <i>Annual Report 1995-96</i> , p. 22.
4/12/95	Justice Dunford rejects Charles Staunton's application for fixed sentence for contempt of the Royal Commission.	<i>Wood v Staunton</i> (No. 4), Unrep. NSW Sup. Ct, Dunford J, 4/12/95.
8/12/95	<i>Disorderly Houses Amendment Act 1995</i> comes into force. Legislation amended 'as a result of adverse material being highlighted by the Royal Commission' - decriminalises prostitution in brothels and in particular living off the earnings of prostitution in brothels.	<i>Policing Issues & Practice Journal</i> , April 1996, p. 27.
12/12/95	<i>Police Service (Amendment) Act 1995</i> assented to. Section 181B enables Police Commissioner to take action to dismiss officers on the basis of RCPS evidence of corruption and the Royal Commissioner to make a recommendation that an officer be permitted to resign.	NSW Government Gazette, no. 169, 12/12/95.
1996		
15/1/96	Commissioner Lauer announces his resignation, to take effect 19 February 1996.	<i>Daily Telegraph</i> , 16/2/96, p. 25; <i>Sun Herald</i> , 18/2/96, p. 26.
29/1/96	Former police officer Clinton Moller fails to appear in answer to a summons to give evidence to the Commission.	RCT, 29/1/96.
5/2/96	Presentation of RCPS First Interim Report to the Premier.	
21/2/96	Judge Paul David Urquhart QC is appointed as Royal Commissioner to inquire into matters referred by Commissioner Wood.	Letter to Urquhart J re Letters Patent, 21/2/96, RCPS Exhibit 5001.

DATE	EVENT	SOURCE
29/2/96	Justice Hunt dismisses Bruce Galea's application to the Supreme Court for fixed sentence.	<i>Wood v Galea</i> (No. 3), 84 ACrimR 274.
March 1996	Development of Education and Training Command Strategic Plan 1996-2001 begins, as a response to the First Interim Report of the RCPS.	NSW Police Service, <i>Annual Report 1995-1996</i> , p. 71.
18/3/96	RCPS paedophilia hearings commence. ⁸⁸	
21/3/96	Police Association Sky Channel broadcast Police Officers Association representatives discuss the RCPS, the Commission's First Interim Report and current state of affairs in the Service, and circulate their own questionnaire for members to complete. This is returned with largely unfavourable comments from officers about how they are being treated.	Police Association of NSW, Video of broadcast, RCPS Exhibit 1552.
28/3/96	Applications by Staunton to have the indeterminate sentences which had been imposed upon him on 8 June and 6 October substituted by a determinate sentence because he had purged his contempt. Sentenced to a fixed term of 11 months, deemed to have commenced on 1 June 1995, in relation to the first count. Sentenced to a fixed term of eight months, deemed to have commenced on 17 August 1995, in relation to the second count.	<i>Wood v Staunton</i> (No. 5), [1995] 86 ACrimR 183.
April 1996	Formation of the Royal Commission Implementation Unit within the Police Service, under the command of Assistant Commissioner Jeff Jarratt.	NSW Police Service, <i>Annual Report 1995-96</i> , p. 9.
24/4/96	Police Corruption Commission Bill and the Police Legislation Amendment Bill introduced into the Legislative Assembly.	NSW Parliament, <i>Hansard</i> , 24/4/96, p. 441.
3/5/96	<i>R v Miller</i> The conviction and sentence for this offence quashed by the CCA following evidence given to the Royal Commission.	<i>R v Miller</i> , Unrep. Sup. Ct, CCA, 3/5/96.
16/5/96	South Region complaints and discipline trial formally adopted at meeting of Region State Executive Group Commanders.	NSW Police Service, <i>Professional Responsibility: A Region Focus</i> , RCPS Exhibit 5999/11.
31/5/96	<i>R v Marsala</i> Conviction and sentence quashed and new trial ordered by CCA following evidence received by the Royal Commission.	<i>R v Marsala</i> , Unrep. NSW Sup. Ct, CCA, 31/5/96.
18/6/96	RCPS round table: police prosecutors.	
19/6/96	RCPS round table: in-house legal services and carriage of disciplinary proceedings.	
19/6/96	Convictions of Geoffrey Gudgeon, George Selewski and Kenneth McBride for conspiracy to manufacture amphetamines quashed by the Court of Appeal following evidence given to Royal Commission.	<i>R v Selewski, R v Gudgeon, R v McBride</i> , Unrep. NSW Sup. Ct, CCA, 19/6/96.
1/7/96	RCPS round table: uniforms.	
1/7/96	Child Protection Enforcement Agency (CPEA) becomes operational.	<i>Police Service Weekly</i> , vol. 8, no. 26, 1/7/96, p. 3.
1/7/96	South Region complaints and discipline trial commences.	NSW Police Service, <i>Post implementation review of complaints handling trials</i> , RCPS Exhibit 5999/25.
1/7/96	Pilot program in which ODPP solicitors replace police prosecutors begins in Dubbo and Campbelltown Local Courts. (To run until 31 December 1996.)	N. Cowdery, RCT, 1/7/96, p. 27949.
1/7/96	<i>Police Legislation Amendment Act 1996</i> commenced (all provisions except s. 4, Sch. 1 [1]-[6] and [8]-[13], Sch. 2, Sch. 6.1, 6.3, 6.5 and 6.7). All other provisions on 1/1/97.	NSW Government Gazette, no. 77, 28/6/96, p. 3285.
11/7/96	Judge Urquhart appointed Commissioner of the PIC.	
30/7/96	RCPS round table: nature and scope of policing.	
31/7/96 - 2/8/96	RCPS round table: discipline and complaints systems.	
2/8/96	RCPS round table: corruption prevention.	
6/8/96 - 8/8/96	RCPS round table: employment.	
8/8/96 - 9/8/96	RCPS round table: promotions.	
9/8/96	RCPS round table: management.	

⁸⁸ Save for noting the first day on which evidence was led in relation to the paedophile term of reference, further events concerning that reference will be left to the separate volume of this Report dealing with it.

DATE	EVENT	SOURCE
26/8/96	Commencement of pilot program for managerial approach to complaints.	NSW Police Service, <i>Implementation Status Report</i> , RCPS Exhibit 5999/19.
27/8/96 - 29/8/96	RCPS round table: key structural issues.	
30/8/96	Commissioner Peter Ryan sworn in.	<i>Daily Telegraph</i> , 30/8/96, p. 1.
3/9/96 - 5/9/96	RCPS round table: recruitment, education, training, development.	
6/9/96	RCPS round table: external checks and balances.	
19/9/96	Norman Beves charged with contempt of the Commission.	<i>Royal Commissioner v Beves</i> , Unrep. NSW Sup. Ct, C of A, 14/3/97.
1/10/96	Amendments to the <i>Liquor Act 1982</i> and the <i>Registered Clubs Act 1976</i> requiring the Licensing Court to admit into evidence 'any relevant findings of the RCPS, ICAC, other courts, commissions, etc' come into force.	<i>Liquor Act</i> , ss. 46(4) & 69(2A); <i>Registered Clubs Act</i> , ss. 17(6), 26(6), 33(5A), 35(5A), 99(4), 109(2A).
23/10/96	Broadening of Commission's paedophile term of reference to inquire into the following further matters: <ul style="list-style-type: none"> • whether the existing law are appropriate and sufficient; • whether prescribed penalties are appropriate and a sufficient deterrent; • whether government departments and agencies have sufficiently effective monitoring and screening processes to protect children; • whether Police Service investigatory processes and procedures and the criminal trial process are sufficient to effectively deal with allegations of paedophilia and pederasty. 	Terms of Reference, 23/10/96, RCPS Exhibit 2724.
29/10/96	NSW CCA found conviction of Fadil Asanovic for supply prohibited drug to be unsafe. Conviction set aside in favour of verdict of acquittal, no new trial.	<i>R v Asanovic</i> , Unrep. NSW Sup. Ct, CCA, 29/10/96.
31/10/96	Justice David Yeldham and Mr Frank Arkell are named in Parliament by Labor MLC Franca Arena.	NSW Parliament, <i>Hansard</i> , 31/10/96, p. 22.
31/10/96 & 8/11/96	Clinton Moller appears before the Royal Commission to show cause why he ought not be referred to the Supreme Court to be dealt with for failing to appear before the Commission on 29 January 1996.	C. Moller, RCT, 31/10/96, p. 33808; C. Moller, RCT, 8/11/96, p. 34029.
12/11/96	RCPS Second Interim Report tabled in Parliament.	NSW Parliament, <i>Hansard</i> , 12/11/96, p. 5746.
13/11/96	Legislation to implement RCPS Second Interim Report introduced into Parliament - Police Legislation Further Amendment Bill 1996.	NSW Parliament, <i>Hansard</i> , 13/11/96, p. 5909.
15/11/96	Clinton Moller convicted of contempt of the Royal Commission (for failing to appear on 29 January 1996) by Justice Dunford and jailed for eight months.	<i>Wood v Moller</i> , Unrep. NSW Sup. Ct, Dunford J, 15/11/96.
19/11/96	Commissioner Ryan gives evidence to RCPS. His reform blueprint tendered.	P. Ryan, RCT, 19/11/96.
20/11/96	Mass rally of police to protest against loss of appeal rights under new s. 181D (Commissioner's Confidence) recommended by RCPS Second Interim Report.	<i>SMH</i> , 21/11/96, p. 2.
22/11/96	Judgment on preliminary point in <i>Wood v Beves</i> . Justice Sully held that telephone conversations which were recorded pursuant to the provisions of the <i>Telecommunications (Interception) Act 1979</i> (Cth) which were introduced into evidence before the Royal Commission and which formed the basis for the finding of contempt, were not able to be received in evidence by the Supreme Court in determining whether Beves was guilty of contempt of the Royal Commission.	<i>Wood v Beves</i> , Unrep. NSW Sup. Ct, Sully J, 22/11/96.
1/12/96	<i>Police Integrity Commission Act 1996</i> (NSW) commences. (Part 4 and sections 128 and 129 of the Act to commence 1 January 1997.)	NSW Government Gazette, no. 137, 29/11/96, p. 7723.
3/12/96	Police Legislation (Further Amendment) Bill assented to.	NSW Parliament, <i>Hansard</i> , 3/12/96, p. 6819.
31/12/96	Completion of Campbelltown and Dubbo pilot programs in which DPP solicitors replaced police prosecutors.	Commissioner's Notice, <i>Police Service Weekly</i> , vol. 8, no. 28, 15/7/97, p. 22.

DATE	EVENT	SOURCE
1997		
1/1/97	<i>Police Legislation Further Amendment Act 1996 (NSW)</i> commences. Police Board abolished.	NSW Government Gazette, no. 49, 6/12/96, p. 7871.
4/2/97	Formation of Executive Management Team for Police Service.	
10/2/97	RCPS round table: Commissioner's confidence and associated employment issues.	
11/2/97		
4/2/97	Police Service Code of Conduct and Ethics launched.	SMH, 4/2/97, p. 1.
12/3/97	Special Branch disbanded.	M. Finnane, RCT, 12/3/97, p. 37096; <i>The Australian</i> , 13/3/97, p. 2.
14/3/97	In the contempt case of <i>Wood v Beves</i> , the Court of Appeal holds that notwithstanding the fact that telephone intercepts had been made public in the Royal Commission hearings, the intercepts did not lose their character under the <i>Telecommunications (Interception) Act 1979</i> (Cth); a prosecution for contempt did not fall under the heading of exempted proceedings. The contempt proceedings were remitted to the Administrative Law Division to be heard on that basis.	<i>Royal Commissioner v Beves</i> , Unrep. NSW Sup. Ct, C of A, 14/3/97.
21/3/97	Fisher P of the NSW Industrial Commission finds that the dismissal of former Detective Senior Constable Malcolm Bigg was in conformity with <i>Police Service Act</i> 181B and the expressed intention of the Parliament and consequently declines to find the dismissal 'harsh, unreasonable or unjust' within the terms of the <i>Industrial Relations Act 1991</i> (NSW).	<i>Bigg v NSW Police Service</i> , Industrial Relations Commission, Fisher P, 21/3/97, in Matter No. IRC 967 of 1996.
23/4/97	In a decision of the Supreme Court, certain search warrants issued by the Commission were held to be invalid.	<i>Warner v Elder & ors</i> , <i>Ventura v Elder & ors</i> , <i>O'Connor v Elder & ors</i> , Unrep., Sup. Ct of NSW, Temby AJ, 23/4/97.

**INSTRUCTIONS FROM THE COMMISSIONER OF POLICE
RELATIVE TO THE ROYAL COMMISSION**

NSW POLICE SERVICE

COMMISSIONER'S OFFICE

Avery Building
14-24 College Street
Darlinghurst NSW 2010
Box 45 GPO Sydney 2001



Telephone: (02) 339 5011
Eaglenet: 55011
Facsimile: (02) 339 5471
Eaglenet: 55471

Reference: CM 94/183
RMS
PC DOCS 8836

COMMISSIONER'S MEMORANDUM

TO: ALL SEG MEMBERS.

FROM: Commissioner.

DATE: 13 May 1994.

SUBJECT: ROYAL COMMISSION OF INQUIRY INTO THE NSW POLICE
SERVICE - RETENTION OF SERVICE RECORDS.

All SEG members will be aware of the Government's recent acquiescence to the conduct of the abovementioned inquiry and, as such, will appreciate the extent of likely demand upon the Service for the production of documents and records.

Although the precise terms of reference of the inquiry are still to be announced, it would seem prudent at this time to call upon all commands and in particular, those officers holding a delegation in respect of the destruction of Service documents and records, to exercise the utmost care and discretion when approving, in accordance with policy, the disposal of such material, pending completion of the inquiry.

I hold the view that it is far better to "err on the side of safety" and faced with any reasonable belief that a particular record or document may be of assistance to the inquiry, then that record or document should be retained in secure storage.

Please arrange, as a matter of urgency, for this request to be brought to the notice of those concerned within your command and provide me with certification of same.

A. R. Lauer,

NSW POLICE SERVICE

COMMISSIONER'S OFFICE

Avery Building
14-24 College Street
Darlinghurst NSW 2010
Box 45 GPO Sydney 2001



Telephone: (02) 339 5011
Eaglenet: 55011
Facsimile: (02) 339 5471
Eaglenet: 55471

Reference: CM 94/232
RMS 5500111

COMMISSIONER'S MEMORANDUM

TO: ALL SEG MEMBERS

FROM: COMMISSIONER

DATE: 8 JUNE 1994

SUBJECT: ROYAL COMMISSION RESPONSE UNIT

State Executive Group members are advised of the creation of the Royal Commission Response Unit, effective 6 June, 1994.

The Unit is responsible for obtaining all material requested by the Royal Commission.

The Unit will be the sole point of reference between this Service and Royal Commission personnel.

Chief Inspector Dennis Ballard and Mr Michael O'Brien are jointly managing the Unit and report directly to the Service Solicitor. The Unit is located on the 2nd floor of the Avery Building. Eaglenet phone extensions will be notified via Netmail as soon as possible.

Commissioner

NSW POLICE SERVICE

COMMISSIONER'S OFFICE

Avery Building
14-24 College Street
Darlinghurst NSW 2010
Box 45 GPO Sydney 2001



Telephone: (02) 339 5011
Eaglenet: 55011
Facsimile: (02) 339 5471
Eaglenet: 55471

Reference: CM 94/283
RMS 55001111
PC DOCS 10043

COMMISSIONER'S MEMORANDUM

TO: ALL SEG MEMBERS

FROM: COMMISSIONER

DATE: 29 JUNE 1994

SUBJECT: LIAISON BETWEEN THE POLICE SERVICE AND THE ROYAL COMMISSION.

I refer SEG members to Commissioner's Memorandum 94/232 concerning the establishment of the Royal Commission Response Unit. In particular, I invite attention to the penultimate paragraph, viz., "The Unit will be the sole point of reference between the Service and Royal Commission personnel".

In much the same way as members of the media who attempt to deal direct with individual members of the Service are advised to contact the Media Unit, any individual who identifies himself/herself as working for the Royal Commission, thus soliciting information, is to be referred to Michael O'Brien or Dennis Ballard on 55567 and 55548, respectively.

On no account is information to be supplied direct to Royal Commission personnel.

In addition, I would expect any Commander invited to attend the offices of the Royal Commission, for whatever reason, to advise Mr F Hutchison personally before actually attending.

Please arrange, as a matter of priority, for this direction to be brought to the notice of all concerned under your command and provide the Service Solicitor with certification of same.

[Handwritten signature]

M E D I A I N F O R M A T I O N

NSW POLICE SERVICE

COMMISSIONER'S OFFICE



.....

PRESS STATEMENT



018777

5 September, 1994

Police Commissioner urges full disclosure to Royal Commission

The NSW Commissioner of Police, Tony Lauer, today urged all members of the Police Service to give whatever information any of them had on corruption to the Royal Commission into the Police Service.

"It is most important that all Police Officers should understand the need to co-operate with the Royal Commission," said Mr Lauer.

"And I want to make it clear that any Police officer should feel free to contact the Royal Commission directly with information on corruption. Indeed I encourage each officer to do so.

"As Commissioner of Police, I will not take action for a breach of regulation 30 if that direct communication occurs and an officer does not report to me or to any senior officer that he or she has passed on confidential information as required by the regulation.

"I have today asked the Minister for Police and Emergency Services to give consideration to changing the regulation under the Police Service Act and any legislation that might inhibit officers from approaching the Royal Commission.

"I have already made it plain that I intend to ensure that the Royal Commission is given total co-operation."

Authorised by Mr A.R. Lauer, NSW Commissioner of Police

TELEPHONE (02) 339 5011 • FAX (02) 339 5471

POLICE HEADQUARTERS, AVERY BUILDING, 14 24 COLLEGE STREET, DARLINGHURST, NSW, 2010

Received Time

5. Sep. 16:58

NSW POLICE SERVICE

COMMISSIONER'S OFFICE

Avery Building
14-24 College Street
Darlinghurst NSW 2010
Box 45 GPO Sydney 2001



Telephone: (02) 339 5011
Englenet: 55011
Facsimile: (02) 339 5471
Englenet: 55471

Reference: CM94/389
RMS 550179V

COMMISSIONER'S MEMORANDUM

TO: SEG MEMBERS
FROM: COMMISSIONER
DATE: 8 SEPTEMBER 1994
SUBJECT: DUTY BOOKS, NOTE BOOKS AND DIARIES

I look to SEG members to personally ensure that each of their line Commanders take action to secure the safe custody of all duty books, note books and any diaries issued to personnel under their control.

Commanders are to ensure that an inventory of all such duty books, note books and diaries is compiled and kept current.

A request for access to a filed duty book, note book or diary by any member of the Police Service shall be made in writing setting out in detail the reasons for the request and, if applicable, why access to the original is requested. Any officer granted access to the original shall undertake in writing to preserve its safe custody and integrity whilst it remains in his or her custody.

Access is to be provided only upon the Commander being satisfied that such access is for legitimate police purposes, e.g., to assist an investigation or because it is required for the giving of evidence, or to respond to complaints or allegations made against the member concerned.

Most careful consideration is to be given before providing any original rather than a copy and, in any case of doubt, reference should be made to the Service Solicitor.

Where possible, the original is to be held by the Commander and a copy supplied. In circumstances where it is necessary to allow removal of the original from the secure area, a full photocopy is to be made and preserved by the Commander who is to ensure the intact return of the original as soon as possible. In circumstances considered appropriate, the Commander may allow supervised access to an original within the secure area.

Until further notice, there should be no compliance with Commissioner's Circular 92/29 in regard to the retention and destruction of duty books and note books. These particular items and all diaries are to be held indefinitely.

Commissioner.

NSW POLICE SERVICE

EVERY BUILDING

14-24 College Street
Darlinghurst NSW 2010
Box 45 GPO
Sydney NSW 2001



Telephone:

Eaglenet:

Facsimile:

COMMISSIONER'S MEMORANDUM

Our reference: RMS 500111 I

CM94/390

Your reference:

- 8 SEP 1994

TO: All SEG Members

FROM: Commissioner

DATE: 8th September, 1994

SUBJECT: Royal Commission into the Police Service

I refer SEG members to my previous Memoranda 94/232 and 94/283 concerning liaison arrangements with the Royal Commission.

Following a process of ongoing consultation with the Royal Commission I am able to confirm the point of contact with the Police Service by the Commission will continue to be the Police Service Royal Commission Response Unit.

I am also able to confirm as the senior officers in the Unit, Acting Superintendent Dennis Ballard and Michael O'Brien, who can be contacted on 55548 and 55567 respectively. The Unit reports through the Service Solicitor, Frank Hutchison, to me as Commissioner.

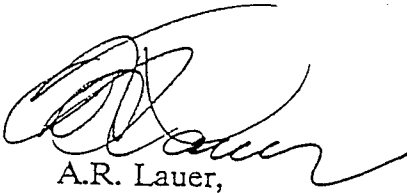
A separate issue which I wish to make clear is that all officers of the Police Service are to be urged to give whatever information they have in relation to corruption to the Royal Commission. In this regard it is important that all officers understand the need to be co-operative with the Commission.

Any officer under your command should feel free to contact the Royal Commission directly with information on corruption and you are to encourage your officers to do so.

Action will not be taken against any officer for a breach of Clause 30 of the Police Service Regulation 1990 if an officer communicates directly with the Commission and does not report to me or to any senior officer that he or she has passed on confidential information, as is currently required by the Clause.

I have asked the Minister for Police and Emergency Services to give consideration to changing Clause 30 and any legislation that might inhibit officers from approaching the Royal Commission.

Please arrange, as a matter of priority, for this direction to be brought to the notice of all officers under your command and provide the Service Solicitor with certification of same.



A.R. Lauer,
Commissioner.

Commissioner's Notice

CN No 84/88

10 October 1994

Enquiries 55777 / (02) 339 5777

File No 5001111

ROYAL COMMISSION INTO THE OPERATIONS OF THE NSW POLICE SERVICE

On 5 September 1994 I issued a press statement concerning co-operation with the Royal Commission. The statement is reproduced here for the information of all members of the Police Service.

POLICE COMMISSIONER URGES FULL DISCLOSURE TO ROYAL COMMISSION

The NSW Commissioner of Police, Tony Lauer, today urged all members of the Police Service to give whatever information any of them had on corruption to the Royal Commission into the Police Service.

"It is most important all Police Officers should understand the need to co-operate with the Royal Commission", said Mr. Lauer.

"And I want to make it clear any Police Officer should feel free to contact the Royal Commission directly with information on corruption. Indeed I encourage each officer to do so.

"As Commissioner of Police, I will not take action for a breach of regulation 30 if direct communication occurs and an officer does not report to me or to any senior officer that he or she has passed on confidential information as required by the regulation.

"I have today asked the Minister for Police and Emergency Services to give consideration to changing the regulation

under the Police Service Act and any legislation which might inhibit officers from approaching the Royal Commission.

"I have already made it plain I intend to ensure the Royal Commission is given total co-operation".

A R Lauer
Commissioner

INDEX HEADINGS:

MISCONDUCT — Police reporting to Royal Commission

ROYAL COMMISSION — Police reporting misconduct to

Commissioner's Notice

CN 94/89

24 October 1984

Enquiries: 55777 / (02) 339 5777

File No 5501819 3

LEGAL ADVICE AND REPRESENTATION FOR PERSONS APPEARING BEFORE THE ROYAL COMMISSION INTO THE OPERATIONS OF THE NSW POLICE SERVICE

The Minister for Police and Emergency Services, the Hon Garry West, MP, has advised details of a guide published by the Attorney General for people seeking legal advice or representation regarding appearances before the Royal Commission.

Arrangements for members of the NSW Police Service are as follows:

Witnesses before the Commission

If you are summoned to give evidence before the Commission you may need legal advice or legal representation before appearing.

Most witnesses will not need legal representation before the Commission but may like legal advice about the evidence they are going to give or the summons they receive.

If you are considered by the Royal Commissioner to be 'substantially and directly interested in the subject matter of the inquiry' or if your conduct in relation to a matter being examined by the Commission may be challenged to your detriment, then you may be authorised by the Royal Commissioner to be individually represented by a legal representative at the inquiry.

Individual representation must be expressly authorised by the Royal Commissioner.

The Legal Representation Office

The Government has established a Legal Representation Office to provide advice and/or legal assistance to persons called to give evidence before the Royal Commission.

The Legal Representation Office is able to provide advice to any person called to give evidence or who thinks they may be called to give evidence before the Royal Commission.

If the Royal Commissioner authorises a person to be represented by a legal practitioner before the inquiry then the Legal Representation Office can provide that legal representation.

Obtaining Legal Advice and Legal Representation

1. Free Legal Assistance

A) If you are:

giving evidence about ordinary matters; and

your interests are not in conflict with the Service's interests; and

the Royal Commissioner has not authorised you to be individually legally represented before the inquiry,

you may be able to obtain free legal advice and representation from the Office of the Solicitor, NSW Police Service.

B) If you consider:

someone may allege you have acted wrongly, or

your interests may conflict with those of the Service,

the Office of the Solicitor, NSW Police Service, may not be able to help you. Instead, you may be able to obtain free legal advice and representation through the Legal Representation Office.

C) If you believe:

your interests may conflict with those of the Service; or

your interest may conflict with those of other witnesses; and

you consider the Legal Representation Office may not be able to act for you,

you may be able to apply to the Attorney General to meet the costs of legal advice and assistance from an independent legal practitioner.

The legal costs will be paid at rates approved by the Attorney General and may only be payable from the date the application is received.

2. Use of your own Lawyer

You may use your own lawyer to advise and represent you before the Royal Commission. If you wish to do this, you must:

be authorised by the Royal Commissioner to be legally represented; and

pay your own lawyer out of your own pocket.

3. How to go about obtaining help

You must have the Royal Commissioner's permission to have individual legal representation before the Royal Commission. If you need advice on whether you need to be represented before the Commission you can obtain this from the Legal Representation Office.

If you wish to be represented by your own legal practitioner, you must obtain permission from the Royal Commissioner. Your legal representative will know how to seek this permission.

If you desire help from the Office of the Solicitor, NSW Police Service, you should contact the office at:

Office of the Solicitor
NSW Police Service
Level 13, Avery Building
14-24 College Street, Sydney 2000
Telephone: (02) 339 5777
Fax: (02) 339 5789.

If you desire help from the Legal Representation Office you

Commissioners Notice CN 94/89 Continued

must apply to that Office for assistance. If you desire legal representation you must apply as soon as possible and you must provide information about:

the reasons why you need representation; and

how long you think you will need representation.

You should contact the office at:

The Legal Representation Office
Level 6, ADC House, 99 Elizabeth Street
Sydney 2000
Telephone: (02) 231-0811
Fax: (02) 231-0812

If you wish to have an independent legal representative paid for by the Government, you must apply to the Attorney General as soon as possible and you must provide information about:

the reasons why you need representation;

how long you think you will need representation; and

the reasons why the Legal Representation Office cannot act for you.

You should apply to the Attorney General at:

The Attorney General's Department
8-12 Chifley Square, Sydney 2000
Telephone: (02) 228-7582
Fax: (02) 228-8563.

A R Lauer
Commissioner

INDEX HEADINGS:

ROYAL COMMISSION — Legal Representation

LEGAL REPRESENTATION — Royal Commission

Commissioner's Notice

Commissioner's Notice

CN95/9

January 18, 1995

Enquires: (02) 380 3861

File No: 551789 0

ROYAL COMMISSION INTO THE NSW POLICE SERVICE

Parliament has recently enacted legislation to provide the Royal Commission with identical powers to those possessed by the Independent Commission against Corruption (ICAC.). The amending legislation is known as the Royal Commission (Police Service) Act 1994.

It is not possible in this notice to go into any great depth about each provision. The purpose of this notice is to highlight key points of particular relevance to members of the Police Service. However, legal advice on specific issues can be obtained from the Office of Counsel for the Police Service, M J Finnane QC, by telephoning (02) 360 3861.

A brief description of some of these powers is summarised below:

1. POWER TO OBTAIN INFORMATION

Section 6 (1) of the amending legislation permits the Royal Commissioner to require a public authority or public official to produce a statement of information. Section 7 (1) also empowers the Royal Commissioner to require a public authority or public officer to produce documents. Section 8 provides under certain circumstances a statement or document required to be produced under either section 6 and 7 maybe set aside if there is a legitimate ground (eg privilege) not to comply with such a request.

2. SELF-INCRIMINATION

Section 9 applies where a statement/document is required to be produced to the Royal Commissioner and that information tends to incriminate the person and the person objects to the production at that time. Neither the fact of the requirement nor the statement/document may be used in any proceeding against the person (except proceedings for an offence under the Royal Commissions Act 1923).

3. POWER TO ENTER PUBLIC PREMISES

The Royal Commissioner may authorise in writing an officer of the Commission to:

- (a) Enter and inspect any premises occupied or used by a public authority or public official in that capacity
- (b) Inspect any document
- (c) Take copies of any document

These powers may only be used for the purpose of investigating any conduct that constitutes or may constitute or involve a criminal offence.

4. ARREST OF A WITNESS

This provision of the legislation permits the Royal Commissioner to issue a warrant for the arrest of a person, if that person fails to answer a summons for that person's attendance before the Royal Commission or is about to leave the state and that person's evidence will not be obtained by the Commission if the person departs.

5. OBJECTION BY WITNESS

Section 12 of the legislation permits the Royal Commissioner to declare all or any classes of answers given by a witness to be regarded as having been given on objection. This means the evidence cannot be subsequently used against that person in other legal

proceedings. (See earlier reference to Self-incrimination).

GENERAL MATTERS

Sections 15 - 25 deal with the procedures to be followed in the issue of search and listening device warrants. In short, the Royal Commissioner and/or an authorised justice, may issue both types of warrants in particular circumstances.

Section 29 of the legislation states that a person who is required to produce a statement of information or to attend and produce a document or other thing, or by a summons to appear before the Commission and give evidence or produce a document or other thing, must not disclose any information about the notice or summons that is likely to prejudice the Commission's inquiry or any part of the Commission's inquiry to which it relates.

However, Section 29(3) provides a person does not contravene this section if:

- (a)
- (b) "the disclosure is made to obtain legal advice or representation in relation to the notice or summons."

As noted earlier, legal advice can be obtained at any time in relation to matters relating to the Royal Commission. This advice can be obtained from the Office of M J Finnane QC on (02) 360 3861 or from solicitors retained by the Legal Representation Office on (02) 231 0811, the Police Association, and the Commissioned Police Officers Association. Members who wish such advice are urged to seek it IMMEDIATELY on the receipt of a summons or notice. The issue of legal representation and the opportunity to obtain legal advice was also addressed in Commissioner's Notice No. 94/89 published in PSW Vol 6 No 43.

Members are also reminded of recent changes in legislation which permit, and the Commissioner's statement which encourages members to go directly to the Royal Commission with complaints or information without the need to report the matter to any senior officer.

SURRENDER OF DUTY BOOKS AND NOTE BOOKS

All police required to surrender duty books or note books to the Royal Commission should ensure the originals are delivered to the Office of Mr Finnane QC on:

Level 11, Police Headquarters, Avery Building. Mr Finnane will then arrange for these records to be copied and the originals delivered to the Royal Commission.

This will ensure the integrity of Police Service records is maintained during the course of the Royal Commission.

Counsel assisting the Royal Commission, Mr G Crooke QC, has endorsed these arrangements.

A R Lawrence
Commissioner

INDEX HEADINGS:

ROYAL COMMISSION — General advice

Commissioner's Notice

CN98/52

27 May 98

Enquiries: (02) 380 3881

File No: 8050197 V

ROYAL COMMISSION INTO THE POLICE SERVICE

Any member of the Police Service who is served with any process from the Royal Commission should consider contacting, in the first instance, the Office of Mr M J Finnane QC, who is Senior Counsel for the Police Service at the Royal Commission.

Contacting Mr Finnane's Office will not place Police Service personnel in contravention of any of the provisions of the Royal Commission (Police Service) Act 1994. A legal practitioner will be available to discuss the matter and to advise on the course of action which should next be taken.

Mr Finnane's Office can be contacted on (02) 360 3861 (there is no Eaglemer access) and the Office is located on Level 11, Police Headquarters, Avery Building, 14-24 College Street, Darlinghurst.

Royal Commission process may include the following:

- Section 6 Notices (Power to obtain information)

The Royal Commission may serve a notice requiring the production of a statement of information.

The notice will specify or describe the information concerned and fix a time and date for compliance.

- Section 7 Notices (Power to obtain documents)

The Royal Commission may serve a notice requiring a person to attend the Royal Commission at a specified time and to, at that time, produce any document or other thing specified in the notice.

- Summonses

Summonses requiring attendance to give evidence at the Royal Commission may be issued under Sections 8, 11 and 18.

- Letters of adverse mention

These letters are to notify persons they may be adversely affected by evidence due to be given at the Royal Commission.

Under Section 28 of the Act it is an offence for a person to disclose any information about Section 6 and 7 notices, or a summons to attend and give evidence, which is likely to prejudice the Commission's inquiry or any aspect of the inquiry to which the notice or summons relates.

Section 28 does not apply unless the notice or summons specifies information must not be disclosed, however, even if non-disclosure is specified, a person will NOT contravene the Section if the disclosure is made to obtain legal advice or representation in relation to the notice or summons.

Notices issued under Sections 6 and 7 make it clear recipients may contact the Office of Mr Finnane. Mr Finnane will discuss with any member who contacts him whether there is a need for the member to obtain separate legal advice.

The fact that a member of the Police Service receives a notice or a summons DOES NOT NECESSARILY MEAN the member is considered by the Royal Commission to have committed some form of misconduct. Notices and summonses are often issued to enable the Commission to obtain a full understanding of particular aspects of Police Service activities.

N O T aylor
Acting Commissioner

INDEX HEADINGS:

LEGAL ADVICE – receipt of process from Royal Commission

PROCESS – receipt of from Royal Commission

ROYAL COMMISSION – receipt of process from

Filing of Commissioner's Circulars

Officers are reminded of the obligation to file Commissioner's Circulars to ensure Commissioner's Instructions are kept up to date.

Each week, Commissioner's Circulars are to be photocopied and placed in a folder/file for the relevant instruction until the next update release of Commissioner's Instructions, at which point they may be destroyed.

Refer Commissioner's Instruction 28.08

Commissioner's Notice

CN 98/57

10 June 98

Enquiries: 55994 / (02) 339 5944

File No: 5513141A

CHILD PROTECTION: SUBMISSIONS TO THE ROYAL COMMISSION

On 16 April, the Royal Commissioner indicated he intends to call for submissions on eight key areas of child protection:

1. The Police Service
 - structures for enforcement
 - training of staff
 - support of staff
 - investigative techniques
 - interview techniques
 - development of anti-corruption methods.
2. Training of other agencies, including the DPP, DCS and the Departments of Health and Education.
3. Court process and procedures including (but not limited to) the training of judges, prosecutors and others involved in this area.
4. Information and intelligence management including the implications of the Privacy and Data Protection Bill and provision for the release of information to those with a duty to protect and manage children in homes, schools and the like.
5. Child protection issues at large, that is, examination of what procedures exist generally for the protection of children from child abuse.
6. Public education and awareness.
7. General structures and provisions for witness support, counselling and rehabilitation of victims

and offenders.

8. Adequacy of present criminal law, such as the Crimes Act and the Child Pornography Act including the sufficiency of investigative powers for police and other agencies and matters such as the age of consent.

The Royal Commissioner indicated a document specifying exact references will be prepared and released. Although the Royal Commissioner has not formally called for submissions, information on his comments is provided for dissemination to all police involved in child protection. Those officers are encouraged to make individual or joint submissions to the Royal Commission. They might wish to start preparing submissions in anticipation of a formal request from the Royal Commission. Those requiring assistance can contact Acting Sgt Megan Hungertford at the Royal Commission Implementation Unit on 55994 / (02) 339 5994. Further information will be published in PSW when it becomes available.

N O Taylor
Acting Commissioner

INDEX HEADINGS:

ROYAL COMMISSION – submissions regarding child protection

CHILD PROTECTION – submissions to the Royal Commission

SURVEY DOCUMENTS

ACCOMPANYING LETTERS

Police Association of New South Wales
Commissioned Police Officers' Association of New South Wales
Royal Commission into the NSW Police Service

SURVEY QUESTIONNAIRES

Commissioned Officers
Non-Commissioned Officers
Officers who resigned during the first five years of service

COMMISSIONED POLICE OFFICERS' ASSOCIATION OF NEW SOUTH WALES

'Committed to Police Management
through Professionalism.'

33 ALBION STREET
SURREY HILLS NSW 2010

TEL:211-4900

FAX:211-4490

EAG:56285

11 August, 1995

NOTICE TO ALL COMMISSIONED OFFICERS IN THE NEW SOUTH WALES POLICE SERVICE.

This notice is intended to emphasise to the reader that the Commissioned Police Officers' Association is strongly supportive of the Royal Commission's aims in circulating the attached questionnaire.

The CPOA supports the concept of a questionnaire as a valid vehicle by which relevant information may be advanced, to the benefit of the Royal Commission, the Police Service and the CPOA.

The Royal Commission has declared that it has no interest in identifying you from the survey and appreciates that the background information may be "too identifying". This may particularly be so with Commissioned Officers as we are numerically small and jobs are specialised.

While it is desirable that you answer as many questions as you can, should you have any concerns that your responses to the background questions might identify you both the CPOA and the Royal commission urge you to skip any such questions which you do not feel comfortable answering.

Your Association urges you to answer fully and frankly and asks you, in turn, to encourage other police officers, particularly those junior to yourself, to adopt a similar approach to the questionnaire.

Warren Stanton

Warren Stanton
President.



POLICE ASSOCIATION OF NEW SOUTH WALES

P.O. BOX A1097, SYDNEY SOUTH, N.S.W. 2000
PHONE: (02) 283 5567 FAX: (02) 283 5589 EAGLENET 57071

14th August, 1995

Dear Member,

Wood Royal Commission Survey.

This Association has continued to support the aims of the Wood Royal Commission. The issues being considered by the Commission are of concern to all members of the NSW Police Service as well as the community at large.


The Royal Commission is conducting a survey which we believe will provide some very important information. The quality of this information, however, will be determined by the number of police who respond to the survey. If only a small number return the completed survey the results may be biased and unrepresentative of police in general.

This survey will give our members the opportunity to give an opinion to the Royal Commission in a non threatening and anonymous manner.

In order to ensure that a full picture is presented to the Royal Commission I urge **ALL** members to complete the survey and return it to the Royal Commission by the nominated date. If you prefer to send the completed survey via the Police Association offices, we will ensure that it is handed to the Commission unopened.

The Recommendations of the Royal Commission will be coloured by the quality of information placed before it. The results of this survey may have a significant impact on these recommendations.

Yours sincerely,


P.J. Tunchon
PRESIDENT

ROYAL COMMISSION INTO THE NSW POLICE SERVICE

16 August 1995

Dear Former NSW Police Officer

Survey by the Police Royal Commission

As you are aware the Royal Commission was established in May last year to investigate allegations of corruption within the NSW Police Service and to examine related matters such as internal informers, promotions, and internal investigations. Although you have left the Service we are sure that you will share our concern about corruption and we want your help to address these issues.

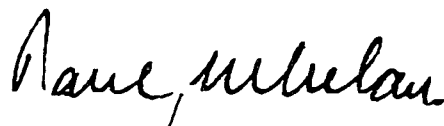
Apart from surveying all currently serving NSW police officers the Commission has decided to conduct this very important survey of former police officers such as yourself, who resigned from the Service within 5 years of joining, for the following reasons:

- a) it will give you the opportunity to place your views and ideas before the Commission;
- b) it will provide the Commission with information about the nature and extent of corruption during your period of service; and
- c) it will assist the Commission to consider any necessary recommendations for the future.

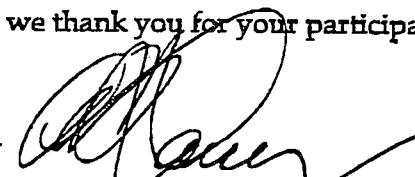
The Commission does not seek to identify individuals responding to this survey; it is only interested in your views and any information you can provide. You have our assurance that the completed questionnaires will be analysed by the Royal Commission and individual responses will not be made available to the Police Service. We ask you to co-operate fully in this survey. The police associations have expressed their strong support of the survey.

Your completed questionnaire should be placed in the self addressed, reply paid, security envelope and returned to the Royal Commission. It is most important that the questionnaire be returned by Friday 15 September 1995 to enable necessary analysis.

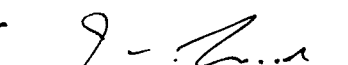
In anticipation of your assistance we thank you for your participation in this survey.



The Hon P. Whelan MP
Minister for Police



A.R. Lauer
Commissioner
NSW Police Service


Justice James R.T. Wood
Royal Commissioner

GPO Box 3880 SYDNEY NSW 2001
Phone (02) 321 6700 • Freecall 1 800 657 079 • Fax (02) 321 6799

Please address all correspondence to the Executive Director

ROYAL COMMISSION INTO THE NSW POLICE SERVICE

SURVEY QUESTIONNAIRE

Commissioned Officers

Instructions For Completion

This survey is designed to obtain information on the nature and extent of corruption and other important matters in the NSW Police Service. **You are assured that the Royal Commission will make no attempt to identify you.** We are only interested in your experiences, views and ideas and these will be taken into account when the Commission makes its recommendations. You will see that there are many spaces provided throughout this survey for your comments.

Please try to avoid communicating with anyone else about completion of the survey. Please read all questions carefully before you answer them. Complete the survey as truthfully as possible, making sure you answer every relevant question. The survey should take between 30 minutes and one hour to complete.

The survey is divided into four parts:

Part A is for all Commissioned officers to complete and asks for your views on promotions.

Part B is for all Commissioned officers to complete. It asks questions to do with your perceptions and experience of corruption within the NSW Police Service.

Part C is only for Commissioned officers who either currently work as Commanders, or who have had responsibility for an area of Command within the past 2 years. This section asks for your perceptions of corruption within your area of Command/responsibility in the NSW Police Service.

Part D is for all Commissioned officers to complete. It asks for background details such as your age, rank, education and experience as a police officer. This information **will not be used to identify you**. Rather, it is intended to help find whether particular 'groups' of officers have similar or different experiences, views or perceptions. However, while we would like you to answer all of these questions you may skip any you do not feel comfortable about.

Feel free to photocopy pages if you require more space (for example you will need to photocopy questions 33, 34 and 35 if you know of more than one incident of corruption). Just attach the photocopied pages to the back of this form.

Please place the completed questionnaire in the reply paid security envelope and return to the Commission by **Friday 15 September 1995.**

Thank you for your participation

PART A: PROMOTIONS

This section of the questionnaire is designed to obtain your views on promotions within the NSW Police Service.

The key elements of the present promotion system for sworn officers are based on the concept of "promotion by merit". That is, instead of promotion being automatic after a certain period of service, promotion is based on a person showing that he or she has the best skills, abilities and qualifications for the job. These are assessed by a selection committee against pre-determined "selection criteria" for the particular job or position. The person who is found to have the best match of skills, abilities and qualifications with those required for the position, is said to have the greatest "merit". Any unsuccessful candidate up to the level of Inspector who believes he or she has greater merit can appeal against the decision to an independent tribunal.

- 1a) Listed below are a number of factors which may be considered important in determining promotions. Please indicate the importance you believe should be given to each of these factors.
(For each factor please circle the number that best represents your view)

	Not important	Slightly important	Important	Very important	Crucial
Length of service	1	2	3	4	5
Training	1	2	3	4	5
Tertiary academic qualifications	1	2	3	4	5
Referees' comments	1	2	3	4	5
Quality of written application	1	2	3	4	5
Integrity of applicant	1	2	3	4	5
Gender: need to promote women	1	2	3	4	5
Ethnicity: need to promote ethnic minorities	1	2	3	4	5
Formal performance assessment	1	2	3	4	5
Diligence of applicant	1	2	3	4	5
Experience in relevant area/s of policing	1	2	3	4	5
Aptitude of applicant	1	2	3	4	5
Performance at interview	1	2	3	4	5
Assessment centre tests	1	2	3	4	5
Other written examinations	1	2	3	4	5
Psychological tests	1	2	3	4	5
Complaints (sustained and unsustained)	1	2	3	4	5
Sponsorship by senior officer/s	1	2	3	4	5

- b) Are there any other factors which you believe should be crucial in determining promotions?

Yes ☐1

No ☐2

- c) If Yes, please specify _____

- 2a) Again we have listed a number of factors which may be considered important in determining **promotions**. Please indicate the importance you believe is currently given to each of these factors. (For each factor please circle the number that best represents your view.)

	Not important	Slightly important	Important	Very important	Crucial
Length of service	1	2	3	4	5
Training	1	2	3	4	5
Tertiary academic qualifications	1	2	3	4	5
Referees' comments	1	2	3	4	5
Quality of written application	1	2	3	4	5
Integrity of applicant	1	2	3	4	5
Gender: need to promote women	1	2	3	4	5
Ethnicity: need to promote ethnic minorities	1	2	3	4	5
Formal performance assessment	1	2	3	4	5
Diligence of applicant	1	2	3	4	5
Experience in relevant area/s of policing	1	2	3	4	5
Aptitude of applicant	1	2	3	4	5
Performance at interview	1	2	3	4	5
Assessment centre tests	1	2	3	4	5
Other written examinations	1	2	3	4	5
Psychological tests	1	2	3	4	5
Complaints (sustained and unsustained)	1	2	3	4	5
Sponsorship by senior officer/s	1	2	3	4	5

- b) Are there any other factors which you believe are currently treated as crucial in determining promotions?

Yes ☐¹

No ☐²

- c) If Yes, please specify _____

3a) Do **you believe you have been discriminated against** in relation to a promotion?

Yes ☐1

No ☐2 (If **No**, and you wish to comment use the 'Any comments' section below)

Don't know ☐3

b) If **Yes**, on which factors do you believe you were **discriminated against** for promotion?
(You may tick as many boxes as necessary)

Too little education ☐1

Too much education ☐2

Experience wrongly assessed ☐3

Length of service too short ☐4

Length of service too long ☐5

Gender ☐6

Ethnicity or racial background ☐7

Face didn't fit: weren't 'in' with the right people ☐8

Didn't have the sponsorship of the right senior officers ☐9

Perceived as or known to be a whistleblower ☐10

Reputation for lack of integrity ☐11

Too much integrity, too honest ☐12

Perceived as a troublemaker ☐13

Biased selection process ☐14

Appeal process unsatisfactory ☐15

Other (Please state) _____ ☐16

c) Any comments (including reasons for your beliefs)? _____

4) To what extent are you **satisfied with the current system of promotion** in the NSW Police Service for the following groups?
(For each group, please circle the number that best represents your views)

	Extremely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Extremely satisfied
Commissioned Officers	1	2	3	4	5
Non-Commissioned Officers	1	2	3	4	5
Civilians	1	2	3	4	5

5a) Do you believe **involuntary transfers are used as a punishment** for whistleblowers?

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples? (You need not give names)

6a) In your experience **have corrupt officers been promoted** in the NSW Police Service within the past 10 years? *(Please base your answer on your own experience, not on media reports.)*

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples? (You need not give names)

7) Do you support the **introduction of performance based, fixed term contracts** for ranks other than Commissioned Officers?

Yes, for all ranks ☐1

No, not for any other ranks ☐2

Only for specified ranks ☐3

Any comments?

8) Are you in favour of **specific performance agreements and regular performance assessments** for all permanent employees of the NSW Police Service?

Yes ☐1

No ☐2

Only for specified positions ☐3

Any comments?

- 9) Do you believe that **recruitment into the NSW Police Service**, whether or not the applicant is a member of another Police Service (ie. lateral entry) should be permitted **at ranks higher than Constable**?

Yes

☐1

No

☐2

Only if there is no suitably qualified internal applicant

☐3

Other

☐4

Any comments? _____

- 10) To what extent are you **satisfied with the current system of promotion appeals** for the NSW Police Service?

Extremely dissatisfied

☐1

Dissatisfied

☐2

Neither dissatisfied nor satisfied

☐3

Satisfied

☐4

Extremely satisfied

☐5

Any comments? _____

- 11) Currently where appeal is allowed, GREAT (Government and Related Employees Appeal Tribunal) can substitute its own decision for that of the selection committee. In your opinion, is this a good thing?

Yes

☐1

No

☐2

Don't know

☐3

Any comments? _____

- 12) Do you have any other **suggestions for improving the promotions system**?

Yes

☐1

No

☐2

Any comments? _____

PART B: CORRUPTION

This section of the survey is designed to obtain your personal opinion and any information you can provide on the extent and nature of corruption in the NSW Police Service. There are no right or wrong answers.

While you may be concerned about providing this information, you are assured that the Royal Commission will make no attempt to identify you, and confidentiality is guaranteed.

Definition of Police Corruption

For the purposes of this survey, we have defined police corruption as follows:

Deliberate unlawful conduct perpetrated by a police officer utilising his/her position as a police officer on or off duty, and regardless of the motivation for the offence. This includes, for example:

- Unlawful behaviour for personal gain (for example, providing protection against prosecution, releasing confidential information, or otherwise doing favours, for money or some other benefit). Acceptance of alcohol, money or other gratuities;
- Unlawful behaviour in the course of fighting crime (for example, 'loading-up', verballing suspects, tampering with evidence, using threats and/or excessive force);
- The concealment of any form of misconduct by another police officer (for example, falsifying evidence, destroying evidence, not reporting corruption);
- The manipulation of the criminal court process;
- Police supervising and organising crime.

13a) With reference to the above definition of corruption, in the past 10 years have you personally encountered what you believed, or reasonably suspected, to be corruption by a NSW police officer? This might include incidents you have witnessed, or have been told about, or have been asked to participate in. Do not include matters in which you have merely carried out internal investigations.

Yes ☐1
No ☐2 (If No, please go to Question 14)

b) If Yes, approximately how many incidents of corruption have you personally encountered in the past 10 years?

One	<input type="checkbox"/> 1	6-10	<input type="checkbox"/> 6
Two	<input type="checkbox"/> 2	11-15	<input type="checkbox"/> 7
Three	<input type="checkbox"/> 3	16-20	<input type="checkbox"/> 8
Four	<input type="checkbox"/> 4	More than 20	<input type="checkbox"/> 9
Five	<input type="checkbox"/> 5		

14a) Were any of the incidents referred to in your response to Question 13 **reported to you** (formally or informally, written or verbal)? Do not include matters in which you have merely carried out internal investigations.

Yes ☐1

No ☐2 (If No, please go to Question 15)

b) If **Yes**, approximately how many incidents of corruption or alleged corruption have you **had reported to you** (formally or informally, written or verbal) in the past 10 years?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

15a) In the past 10 years has any attempt been made by any other NSW police officer **to get you to participate** with him or her in any form of corrupt conduct?

Yes ☐1

No ☐2 (If No, please go to Question 16)

b) If **Yes**, approximately how many attempts have been made to **get you to participate in** any form of corrupt conduct in the past 10 years?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

16a) Have you ever been the subject of a **sustained complaint**?

Yes ☐1

No ☐2

b) If **Yes**, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

17a) Have you ever been the subject of an **unsustained complaint**?

Yes ☐1

No ☐2

b) If **Yes**, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

18) Have you received any **formal training (recruit or post recruit)** or **informal instruction** in the **workplace** in the NSW Police Service in relation to the following:

(Please circle Yes or No for each one)

a) Formal training

b) Informal training

Refraining from corruption

Yes¹

No²

Yes¹

No²

Detecting corruption in the workplace

Yes¹

No²

Yes¹

No²

Reporting corruption

Yes¹

No²

Yes¹

No²

Investigating corruption

(as a supervisor or conducting internal investigations)

Yes¹

No²

Yes¹

No²

Combating and preventing corruption

Yes¹

No²

Yes¹

No²

19) Please give **details of any training received** in these areas:

a) **Formal Training**

(Please state where training was undertaken and the course name and number if possible)

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:

(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

b) **Informal Training**

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:

(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

20) I believe the **formal training** in these areas was:
(Please circle the number that best suits your beliefs)

	Very Poor	Poor	Average	Good	Very Good	Not applicable
Refraining from corruption	1	2	3	4	5	6
Detecting corruption in the workplace	1	2	3	4	5	6
Reporting corruption	1	2	3	4	5	6
Investigating corruption (as a supervisor or conducting internal investigations)	1	2	3	4	5	6
Combating and preventing corruption ¹	2	3	4	5	6	

Any comments? _____

21) In your opinion where did you receive the **best training** in these areas?

Academy recruit training ☐1

Formal post recruit training ☐2

Informal instruction in the workplace ☐3

b) Why was this the best training (eg. most practical, most challenging, most informative, etc)?

22a) Please rate the level of importance that you believe each of the following factors plays in **encouraging police officers to report corruption.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Support from colleagues	1	2	3	4	5
Support from supervisors	1	2	3	4	5
Support from the Service	1	2	3	4	5
Support from their family	1	2	3	4	5
Confidence in internal investigations	1	2	3	4	5
Anti-corruption training	1	2	3	4	5
A strong disciplinary system	1	2	3	4	5
Confidence in the internal informers policy	1	2	3	4	5
Personal integrity	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5
Legal obligation to report	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in encouraging police officers to report corruption?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

23a) Please rate the level of importance that you believe each of the following factors plays in **impeding or discouraging the reporting of corruption by police officers.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Lack of support from colleagues	1	2	3	4	5
Lack of support from supervisors	1	2	3	4	5
Lack of support from the Service	1	2	3	4	5
Lack of support from their family	1	2	3	4	5
Lack of confidence in internal investigations	1	2	3	4	5
Lack of anti-corruption training	1	2	3	4	5
A weak disciplinary system	1	2	3	4	5
Lack of confidence in the internal informers policy	1	2	3	4	5
Lack of personal integrity	1	2	3	4	5
Fear of consequences of delay in reporting	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in impeding or discouraging the reporting of corruption by police officers?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

24a) Please rate the level of importance that you believe each of the following factors plays in assisting the NSW Police Service to deal with corruption?

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers willing to report corruption	1	2	3	4	5
Effective system of internal investigations	1	2	3	4	5
Effective external oversight/review	1	2	3	4	5
Effective external investigations	1	2	3	4	5
Effective disciplinary system	1	2	3	4	5
Effective internal informers policy	1	2	3	4	5
Effective anti-corruption training	1	2	3	4	5
Public support for anti-corruption measures	1	2	3	4	5
Public willing to make complaints	1	2	3	4	5
Government support for anti-corruption measures	1	2	3	4	5
Adequate resources	1	2	3	4	5
Strong leadership	1	2	3	4	5
Effective supervision	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5

b) Are there any other factors that you believe are crucial in assisting the NSW Police Service to deal with corruption?

Yes ☐ 1

No ☐ 2

c) If Yes, please state _____

25a) Please rate the level of importance that you believe each of the following factors plays in **impeding or hindering the efforts of the NSW Police Service to deal with corruption.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers unwilling to report corruption	1	2	3	4	5
Ineffective system of internal investigations	1	2	3	4	5
Ineffective external oversight/review	1	2	3	4	5
Ineffective external investigations	1	2	3	4	5
Ineffective disciplinary system	1	2	3	4	5
Ineffective internal informers policy	1	2	3	4	5
Ineffective anti-corruption training	1	2	3	4	5
Lack of public support for anti-corruption measures	1	2	3	4	5
Public unwilling to make complaints	1	2	3	4	5
Lack of government support for anti-corruption measures	1	2	3	4	5
Inadequate resources	1	2	3	4	5
Lack of strong leadership	1	2	3	4	5
Ineffective supervision	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in impeding or hindering the efforts of the NSW Police Service to deal with corruption?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

26) In your opinion what is the **present level of corruption** within the NSW Police Service?

Nil ☐1

Very low ☐2

Low ☐3

Medium ☐4

High ☐5

Very High ☐6

Don't know ☐7

Any comments? _____

27) Do you believe that the level of corruption within the NSW Police Service has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments? _____

28) Do you believe the NSW Police Service's commitment to deal with corruption has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments? _____

29) Do you believe the NSW Police Service's ability to deal with corruption has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments? _____

30) A police officer comes to you to report what he or she believes or suspects to be corrupt conduct by another officer. What would be your likely response to the police officer making the report?

I would strongly approve of their action ☐1

I would approve of their action ☐2

I would neither approve nor disapprove of their action ☐3

I would disapprove of their action ☐4

I would strongly disapprove of their action ☐5

31a) How often do you believe the following **types of corruption** occur within the NSW Police Service?
(For each type please circle the number that best represents your view)

	Never	Some times	Often	Very often
Protecting a criminal against prosecution	1	2	3	4
Ignoring or covering up corruption of other police	1	2	3	4
Doing favours for money or other benefits	1	2	3	4
Accepting money, alcohol or other gratuities	1	2	3	4
Selling or misusing information	1	2	3	4
Loading up or verballing suspects	1	2	3	4
Drugs (growing, stealing or dealing)	1	2	3	4
Misappropriating funds or embezzlement	1	2	3	4
Using threats and/or excessive force	1	2	3	4
Destroying or tampering with evidence	1	2	3	4
Falsifying or minimising evidence or charges	1	2	3	4
Misusing resources or time	1	2	3	4
Organising or supervising crime	1	2	3	4
Stealing cash or valuables from citizens	1	2	3	4

b) Are there any **other types of corruption** which you believe occur **very often** within the NSW Police Service?

Yes ☐ 1

No ☐ 2

Don't know ☐ 3

If **Yes**, please state _____

32) The following are **hypothetical situations** which could occur during the course of your service with the NSW Police Service. Please read each one and indicate what you think may be **the main reason** why the police officer acted the way he or she did.

a) *A police officer accepts regular payments from an illegal gambling establishment to allow that establishment to continue operations without police action.*

(Tick one box only)

Low pay - some police need to make extra money because police pay is so poor ☐1

Greed - police who accept bribes are greedy ☐2

Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3

Just for fun or 'kicks', or it's a challenge ☐4

See it as a 'victimless crime' ☐5

Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6

Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7

Other (Please state) _____ ☐8

Any comments? _____

b) *A police officer loads up a suspect during a drug raid in which no drugs were found on the premises.*
(Tick one box only)

Frustration with the criminal justice system - too many criminals get off ☐1

For individual recognition for involvement in a successful operation- a raid in which no drugs were found would reflect badly on the officer ☐2

Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3

Just for fun or 'kicks', or it's a challenge ☐4

Pressure to perform - need to keep arrest rates up. ☐5

Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6

Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7

Other (Please state) _____ ☐8

Any comments? _____

- c) *A police officer knows that a fellow officer in his section has been accepting bribes. He does not report the behaviour of his colleague, but merely turns a blind eye to it.*
(Tick one box only)

Police culture - you don't do b in your mates ☐1

Fear - police who inform on corrupt officers are ostracised and/or harassed ☐2

Too complicated - would not want to inform because the process internal informers/witnesses have to go through is too arduous or difficult ☐3

Don't care - most police don't care what other officers do so long as it doesn't directly affect them ☐4

Wouldn't want to inform because police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐5

No point reporting such activity - NSW Police Service does not investigate complaints thoroughly ☐6

No point reporting such activity - even if investigated by NSW Police Service the consequences are unlikely to be appropriate. ☐7

Other (Please state) _____ ☐8

Any comments? _____

- d) *During a search of premises \$3,000 cash is found and the senior officer suggests sharing some of this money between the officers present. What do you think may be the main reason why a police officer would refuse to take part?*
(Tick one box only)

Personal integrity - against the officer's own values ☐1

Against the NSW Police Service Statement of Values ☐2

Against the law ☐3

Loss of status with fellow officers - a person involved in corruption is not respected ☐4

Fear of detection ☐5

Other (Please state) _____ ☐6

Any comments? _____

On the next 3 pages we ask you to record incidents of corruption in the following three categories:

- 1) Attempts made to get you to participate in any form of corrupt conduct in the past 10 years
- 2) Incidents reported to you in the past 10 years.
- 3) Any other incidents you may have encountered in the past 10 years.

Please follow the instructions on each sheet

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

- 33) Below are some questions which we would like you to complete in relation to **attempts made to get you to participate in any form of corrupt conduct** in the past 10 years [referred to in questions 13 & 15]. Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on: (02) 3216700 or freecall 1 800 657 079.

Description of the Incident (Attempt participate)

- (i) In what year did the incident occur? 19

- (ii) How many **police were involved**? One ☐₁ Four ☐₄
 Two ☐₂ Five ☐₅
 Three ☐₃ More than 5 ☐₆

- (iii) In what area of policing did the incident occur?

- | | | | |
|--------------------|----------------------------|-------------------------|----------------------------|
| Management | <input type="checkbox"/> 1 | Detectives/Plainclothes | <input type="checkbox"/> 4 |
| General Duties | <input type="checkbox"/> 2 | Traffic | <input type="checkbox"/> 5 |
| Operations Support | <input type="checkbox"/> 3 | | |

- (iv) What type of police corruption was involved?

(Tick more than one box if applicable)

- | | |
|--|-----------------------------|
| Protecting a criminal against prosecution | <input type="checkbox"/> 1 |
| Ignoring or covering up corruption of other police | <input type="checkbox"/> 2 |
| Doing favours for money or other benefits | <input type="checkbox"/> 3 |
| Accepting money, alcohol or other gratuities | <input type="checkbox"/> 4 |
| Selling or misusing information | <input type="checkbox"/> 5 |
| Loading up or verballing suspects | <input type="checkbox"/> 6 |
| Drugs (growing, stealing or dealing) | <input type="checkbox"/> 7 |
| Misappropriating funds or embezzlement | <input type="checkbox"/> 8 |
| Using threats and/or excessive force | <input type="checkbox"/> 9 |
| Destroying or tampering with evidence | <input type="checkbox"/> 10 |
| Falsifying or minimising evidence | <input type="checkbox"/> 11 |
| Misusing resources or time | <input type="checkbox"/> 12 |
| Organising or supervising crime | <input type="checkbox"/> 13 |
| Stealing cash or valuables from citizens | <input type="checkbox"/> 14 |
| Other (Please state) _____ | <input type="checkbox"/> 15 |

- (v) **Did you respond** in any way to the incident? Yes ☐ ₁ No ☐ ₂

- (vi) Please **give details** of the incident: _____

- (vii) If **you did respond**, describe your actions and their results: _____

- (viii) If **you did not respond**, explain your reasons for not responding: _____

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

34) Please provide details below on any incidents of corruption which have been **reported to you** in the past 10 years [referred to in question 14]. Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on: (02) 3216700 or freecall 1 800 657 079.

Description of the Incident

(Reported)

(i) In **what year** did the incident occur? 19 _____

(ii) How many police were involved ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what **area of policing** did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What **type of police corruption** was involved:

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) **Did you respond** in any way to the incident? Yes ☐1 No ☐2

(vi) Please **give details** of the incident: _____

(vii) If **you did respond**, describe your actions and their results: _____

(viii) If **you did not respond**, explain your reasons for not responding: _____

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

35) Please provide details below of any other incidents of corruption which you have encountered in the past 10 years other than those you have recorded in answer to the previous two questions (33 & 34). Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on (02) 3216700 or freecall 1 800 657 079.

Description of the Incident

(Other)

(i) In what year did the incident occur? 19_____

(ii) How many <u>police were involved</u> ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what area of policing did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What type of police corruption was involved?

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) Did you respond in any way to the incident? Yes ☐1 No ☐2

(vi) Please give details of the incident: _____

(vii) If you did respond, describe your actions and their results: _____

(viii) If you did not respond, explain your reasons for not responding: _____

ONLY COMMANDERS TO COMPLETE PART C

ALL OTHER OFFICERS PLEASE GO TO PART D, PAGE 23

PART C: COMMANDERS' VIEWS OF CORRUPTION

This section is only for Commissioned officers who either currently work as Commanders or who have had responsibility for an area of Command within the past 2 years. This section asks for your perceptions of corruption within your area of Command in the NSW Police Service.

All questions in Part C refer only to your area of command.

36a) How often do you believe the following **types of corruption occur within your area of command?**
(For each type please circle the number that best represents your view)

	Never	Some times	Often	Very often
Protecting a criminal against prosecution	1	2	3	4
Ignoring or covering up corruption of other police	1	2	3	4
Doing favours for money or other benefits	1	2	3	4
Accepting money, alcohol or other gratuities	1	2	3	4
Selling or misusing information	1	2	3	4
Loading up or verballing suspects	1	2	3	4
Drugs (growing, stealing or dealing)	1	2	3	4
Misappropriating funds or embezzlement	1	2	3	4
Using threats and or excessive force	1	2	3	4
Destroying or tampering with evidence	1	2	3	4
Falsifying or minimising evidence	1	2	3	4
Misusing resources or time	1	2	3	4
Organising or supervising crime	1	2	3	4
Stealing cash or valuables from citizens	1	2	3	4

b) Are there any **other types of corruption** which you believe occur **very often** within your area of command?

Yes ☐1

No ☐2

Don't know ☐3

If **Yes**, please state _____

37) What do you believe the present level of corruption is within your area of command?

- | | |
|------------|----------------------------|
| Nil | <input type="checkbox"/> 1 |
| Very low | <input type="checkbox"/> 2 |
| Low | <input type="checkbox"/> 3 |
| Medium | <input type="checkbox"/> 4 |
| High | <input type="checkbox"/> 5 |
| Very high | <input type="checkbox"/> 6 |
| Don't know | <input type="checkbox"/> 7 |

Any comments? _____

38) Do you believe the level of corruption within your area of command has varied in the past 10 years?

- | | |
|------------|----------------------------|
| Increased | <input type="checkbox"/> 1 |
| Decreased | <input type="checkbox"/> 2 |
| No Change | <input type="checkbox"/> 3 |
| Don't know | <input type="checkbox"/> 4 |

Any comments? _____

39) Please outline any steps that you have taken to combat any corruption which you suspect or know exists in your area of command.

40) Please outline any obstacles or difficulties you see in combating corruption in your area of command.

PART D: BACKGROUND INFORMATION

This section of the survey is designed to gain personal background information. While you may be concerned about providing this information you are assured that the Royal Commission will make no attempt to identify you. Rather, it is intended to help find whether particular 'groups' of officers have similar or different experiences, views or perceptions.

We understand that you may be concerned that some of these questions may be too identifying. Please don't give up on the questionnaire. Please answer as many questions as you can and skip any questions in this section which you do not feel comfortable answering.

41) What is your current rank?

- | | |
|-------------------------------------|----------------------------|
| Inspector/Chief Inspector | <input type="checkbox"/> 1 |
| Superintendent/Chief Superintendent | <input type="checkbox"/> 2 |
| Assistant Commissioner or above | <input type="checkbox"/> 3 |

b) How long have you held this rank?

- | | |
|----------------------|----------------------------|
| Less than 1 year | <input type="checkbox"/> 1 |
| 1 to 5 years | <input type="checkbox"/> 2 |
| 6 to 10 years | <input type="checkbox"/> 3 |
| 11 to 15 years | <input type="checkbox"/> 4 |
| 16 to 20 years | <input type="checkbox"/> 5 |
| Longer than 20 years | <input type="checkbox"/> 6 |

42) In which age group do you belong?

- | | |
|---------|----------------------------|
| 30-35 | <input type="checkbox"/> 1 |
| 36-40 | <input type="checkbox"/> 2 |
| 41-50 | <input type="checkbox"/> 3 |
| Over 50 | <input type="checkbox"/> 4 |

43) Are you male or female?

- | | |
|--------|----------------------------|
| Male | <input type="checkbox"/> 1 |
| Female | <input type="checkbox"/> 2 |

44) How long have you been in the NSW Police Service?

- | | |
|----------------------|----------------------------|
| Less than one year | <input type="checkbox"/> 1 |
| 1 to 5 years | <input type="checkbox"/> 2 |
| 6 to 10 years | <input type="checkbox"/> 3 |
| 11 to 15 years | <input type="checkbox"/> 4 |
| 16 to 20 years | <input type="checkbox"/> 5 |
| Longer than 20 years | <input type="checkbox"/> 6 |

45) What is your current location?

- | | |
|-------------------|----------------------------|
| 5th Region | <input type="checkbox"/> 1 |
| North Region | <input type="checkbox"/> 2 |
| North West Region | <input type="checkbox"/> 3 |
| South Region | <input type="checkbox"/> 4 |
| South West Region | <input type="checkbox"/> 5 |

46) What is your current marital status?

- | | |
|--------------------------|----------------------------|
| Married | <input type="checkbox"/> 1 |
| Never married | <input type="checkbox"/> 2 |
| Separated/divorced | <input type="checkbox"/> 3 |
| De facto/living together | <input type="checkbox"/> 4 |
| Widowed | <input type="checkbox"/> 5 |

47a) Where were you born?

- | | |
|-----------|----------------------------|
| Australia | <input type="checkbox"/> 1 |
| Overseas | <input type="checkbox"/> 2 |

b) Are you of Aboriginal or Torres Strait Islander descent?

- | | |
|------------|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |
| Don't know | <input type="checkbox"/> 3 |

c) Do you identify with a non-English speaking ethnic group?

- | | |
|-----|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |

d) If Yes which ethnic group? _____

48a) What was your **highest** level of education when you joined the NSW Police Service?

- | | |
|------------------------------------|----------------------------|
| Primary School | <input type="checkbox"/> 1 |
| Some High School | <input type="checkbox"/> 2 |
| School Certificate (or equivalent) | <input type="checkbox"/> 3 |
| Year 12 (HSC or equivalent) | <input type="checkbox"/> 4 |
| Trade/apprenticeship | <input type="checkbox"/> 5 |
| Diploma/Certificate | <input type="checkbox"/> 6 |
| Bachelors Degree | <input type="checkbox"/> 7 |
| Masters/Doctoral Degree | <input type="checkbox"/> 8 |

b) Are you currently studying?

Yes ☐1

No ☐2

c) If Yes for which qualification are you studying?

Trade ☐1

Diploma/Certificate ☐2

Bachelors Degree ☐3

Masters/Doctoral Degree ☐4

Other ☐5

d) Have you completed studies since joining the NSW Police Service?

Yes ☐1

No ☐2

e) If Yes for which qualification?

Trade ☐1

Diploma/Certificate ☐2

Bachelors Degree ☐3

Masters/Doctoral Degree ☐4

Other ☐5

49) Which best describes your current work within the NSW Police Service?
(You may tick more than one box)

Command role/management of an area ☐1

Administration (finance, corporate services) ☐2

Human Resources (personnel, employee assistance) ☐3

Police training/education & development/recruitment ☐4

Policy advice & development/research ☐5

Audit & Review ☐6

General Duties ☐7

Beat Police/mobile patrols ☐8

Water Police/Transit Police/Mounted Police/Air Wing ☐9

Highway Patrol/traffic ☐10

Community Liaison (Aboriginal, domestic violence, gay & lesbian etc) ☐11

Criminal investigations generally ☐12

Internal investigations ☐13

Surveillance/undercover work/Special Branch ☐14

Drug Enforcement Agency/Fraud Enforcement Agency ☐15

Secondment to other agency (NSWCC, ICAC, Police Association, etc) ☐16

Intelligence ☐17

Prosecuting/legal services ☐18

Technical support/technical services/communications ☐19

Police Citizens Youth Clubs ☐20

Child Protection ☐21

Licensing ☐22

Scientific/Forensic Services ☐23

Other (Please state) ☐24

50) Which best describes your current role within the Service?

- Management ☐1
General Duties ☐2
Operations Support ☐3
Detectives/Plainclothes ☐4
Traffic ☐5

51) How long have you worked in this area?

- Less than one year ☐1
1 to 5 years ☐2
6 to 10 years ☐3
11 to 15 years ☐4
16 to 20 years ☐5
Longer than 20 years ☐6

52) In which location do you carry out most of your work?

- Country ☐1
Suburbs ☐2
Inner City (Sydney, Wollongong or Newcastle) ☐3

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY

Please place this questionnaire in the reply paid security envelope. We have provided a security seal which you will find in the return envelope. Please affix this seal to the back flap of the envelope and post to the Royal Commission by Friday 15 September 1995.

If you would like to provide additional information, you are most welcome to contact:

Mr Denis Lenihan or Research Staff from the Royal Commission on:

(02) 321 6700 OR FREECALL 1 800 657 079

As stated previously we are not interested in identifying you, however if you wish to include your name and a contact number please complete the section below:

NAME: _____

PREFERRED CONTACT NUMBER: _____

ROYAL COMMISSION INTO THE NSW POLICE SERVICE

SURVEY QUESTIONNAIRE

Non-Commissioned Officers

Instructions For Completion

This survey is designed to obtain information on the nature and extent of corruption and other important matters in the NSW Police Service. **You are assured that the Royal Commission will make no attempt to identify you.** We are only interested in your experiences, views and ideas and these will be taken into account when the Commission makes its recommendations. You will see that there are many spaces provided throughout this survey for your comments.

Please try to avoid communicating with anyone else about completion of the survey. Please read all questions carefully before you answer them. Complete the survey as truthfully as possible, making sure you answer every relevant question. The survey should take between 30 minutes and one hour to complete.

The survey is divided into three parts:

Part A asks for your views on promotions.

Part B asks questions to do with your perceptions and experience of corruption within the NSW Police Service.

Part C asks for background details such as your age, rank, education and experience as a police officer. This information **will not be used to identify you**. Rather, it is intended to help find whether particular 'groups' of officers have similar or different experiences, views or perceptions.

Feel free to photocopy pages if you require more space (for example you will need to photocopy questions 39, 40 and 41 if you know of more than one incident of corruption). Just attach the photocopied pages to the back of this form.

Please place the completed questionnaire in the reply paid security envelope and return to the Commission by Friday 15 September 1995.

Thank you for your participation

PART A: PROMOTIONS

This section of the questionnaire is designed to obtain your views on promotions within the NSW Police Service.

The key elements of the present promotion system for sworn officers are based on the concept of "promotion by merit". That is, instead of promotion being automatic after a certain period of service, promotion is based on a person showing that he or she has the best skills, abilities and qualifications for the job. These are assessed by a selection committee against pre-determined "selection criteria" for the particular job or position. The person who is found to have the best match of skills, abilities and qualifications with those required for the position, is said to have the greatest "merit". Any unsuccessful candidate up to the level of Inspector who believes he or she has greater merit can appeal against the decision to an independent tribunal.

1) Which group describes your current rank?

Constable 1/C or below

☐¹ (If your rank is Constable 1/C or below please go to Question 4)

Senior Constable or above

☐²

2) Have you ever applied for a promotion based on merit?

Yes ☐¹

No ☐² (If No, please go to Question 4)

3a) Was this application successful ?

Yes ☐¹ (If Yes, please go to Question 4)

No ☐²

b) If No, did you appeal?

Yes ☐¹

No ☐² (If No, please go to Question 4)

c) If Yes was the appeal successful?

Yes ☐¹

No ☐²

- 4) To what extent are you **satisfied with the current system of promotion** in the NSW Police Service for the following groups?

(For each group, please circle the number that best represents your views)

	Extremely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Extremely satisfied
Commissioned Officers	1	2	3	4	5
Non-Commissioned Officers	1	2	3	4	5
Civilians	1	2	3	4	5

- 5a) Listed below are a number of factors which may be considered important in determining promotions. Please indicate the importance you believe **should be** given to each of these factors.

(For each factor please circle the number that best represents your view)

	Not important	Slightly important	Important	Very important	Crucial
Length of service	1	2	3	4	5
Training	1	2	3	4	5
Tertiary academic qualifications	1	2	3	4	5
Referees' comments	1	2	3	4	5
Quality of written application	1	2	3	4	5
Integrity of applicant	1	2	3	4	5
Gender: need to promote women	1	2	3	4	5
Ethnicity: need to promote ethnic minorities	1	2	3	4	5
Formal performance assessment	1	2	3	4	5
Diligence of applicant	1	2	3	4	5
Experience in relevant area/s of policing	1	2	3	4	5
Aptitude of applicant	1	2	3	4	5
Performance at interview	1	2	3	4	5
Assessment centre tests	1	2	3	4	5
Other written examinations	1	2	3	4	5
Psychological tests	1	2	3	4	5
Complaints (sustained or unsustained)	1	2	3	4	5
Sponsorship by senior officer/s	1	2	3	4	5

- b) Are there any other factors you believe **should be** crucial in determining promotions?

Yes ☐1

No ☐2

- c) If **Yes**, please specify _____

- 6a) Again we have listed a number of factors which may be considered important in determining promotions. Please indicate the importance you believe is currently given to each of these factors. (For each factor please circle the number that best represents your view)

	Not important	Slightly important	Important	Very important	Crucial
Length of service	1	2	3	4	5
Training	1	2	3	4	5
Tertiary academic qualifications	1	2	3	4	5
Referees' comment	1	2	3	4	5
Quality of written application	1	2	3	4	5
Integrity of applicant	1	2	3	4	5
Gender: need to promote women	1	2	3	4	5
Ethnicity: need to promote ethnic minorities	1	2	3	4	5
Formal performance assessment	1	2	3	4	5
Diligence of applicant	1	2	3	4	5
Experience in relevant area/s of policing	1	2	3	4	5
Aptitude of applicant	1	2	3	4	5
Performance at interview	1	2	3	4	5
Assessment centre tests	1	2	3	4	5
Other written examinations	1	2	3	4	5
Psychological tests	1	2	3	4	5
Complaints (sustained or unsustained)	1	2	3	4	5
Sponsorship by senior officer/s	1	2	3	4	5

- b) Are there any other factors you believe are currently treated as crucial in determining promotions?

Yes ☐1

No ☐2

- c) If Yes, please specify _____

7a) Do you believe you have been discriminated against in relation to a promotion?

Yes

☐1

No

☐2

(If No, and you wish to comment use the 'Any comments' section below)

Don't know

☐3

Have not applied for promotion

☐4

b) If Yes, on which factors do you believe you were discriminated against for promotion?

(You may tick as many boxes as necessary)

Too little education

☐1

Too much education

☐2

Experience wrongly assessed

☐3

Length of service too short

☐4

Length of service too long

☐5

Gender

☐6

Ethnicity or racial background

☐7

Face didn't fit: weren't 'in' with the right people

☐8

Didn't have the sponsorship of the right senior officers

☐9

Perceived as or known to be a whistleblower

☐10

Reputation for lack of integrity

☐11

Too much integrity, too honest

☐12

Perceived as a troublemaker

☐13

Biased selection process

☐14

Appeal process unsatisfactory

☐15

Other (Please state) _____

☐16

c) Any comments (including reasons for your beliefs)? _____

8a) Do you believe **involuntary transfers are used as a punishment** for whistleblowers?

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples? (You need not give names)

9a) In your experience **have corrupt officers been promoted** in the NSW Police Service within the past 10 years?

(Please base your answer on your own experience, not on media reports.)

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples ? (You need not give names)

10) Do you support the **introduction of performance based, fixed term contracts** for ranks other than Commissioned Officers?

Yes, for all ranks ☐1

No, not for any other ranks ☐2

Only for specified ranks ☐3

Any comments?

11) Are you in favour of **specific performance agreements and regular performance assessments** for all permanent employees of the NSW Police Service?

Yes ☐1

No ☐2

Only for specified positions ☐3

Any comments?

12) Do you believe that recruitment into the NSW Police Service, whether or not the applicant is a member of another Police Service (ie. lateral entry) should be permitted at ranks higher than Constable?

Yes

☐ 1

No

☐ 2

Only if there is no suitably qualified internal applicant

☐ 3

Other

☐ 4

Any comments? _____

13) To what extent are you satisfied with the current system of promotion appeals for the NSW Police Service?

Extremely dissatisfied

☐ 1

Dissatisfied

☐ 2

Neither dissatisfied nor satisfied

☐ 3

Satisfied

☐ 4

Extremely satisfied

☐ 5

Any comments? _____

14) Currently where appeal is allowed, GREAT (Government and Related Employees Appeal Tribunal) can substitute its own decision for that of the selection committee. In your opinion, is this a good thing?

Yes

☐ 1

No

☐ 2

Don't know

☐ 3

Any comments? _____

15) Do you have any other suggestions for improving the promotions system?

Yes

☐ 1

No

☐ 2

Any comments? _____

PART B: CORRUPTION

This section of the survey is designed to obtain your personal opinion and any information you can provide on the extent and nature of corruption in the NSW Police Service. There are no right or wrong answers.

While you may be concerned about providing this information you are assured that the Royal Commission will make no attempt to identify you, and confidentiality is guaranteed.

Definition of Police Corruption

For the purposes of this survey, we have defined police corruption as follows:

Deliberate unlawful conduct perpetrated by a police officer utilising his/her position as a police officer on or off duty, and regardless of the motivation for the offence. This includes, for example:

- Unlawful behaviour for personal gain (for example, providing protection against prosecution, releasing confidential information, or otherwise doing favours, for money or some other benefit). Acceptance of alcohol, money or other gratuities;
- Unlawful behaviour in the course of fighting crime (for example, 'loading-up', verballing suspects, tampering with evidence, using threats and/or excessive force);
- The concealment of any form of misconduct by another police officer (for example, falsifying evidence, destroying evidence, not reporting corruption);
- The manipulation of the criminal court process;
- Police supervising and organising crime.

16a) With reference to the above definition of corruption, in the past 10 years have you **personally encountered** what you believed, or reasonably suspected, to be corruption by a NSW police officer? This might include incidents you have witnessed, or have been told about, or have been asked to participate in. Do not include matters in which you have merely carried out internal investigations.

Yes ☐1

No ☐2 (If No, please go to Question 17)

b) If Yes, approximately how many incidents of corruption have you **personally encountered** in the past 10 years?

One ☐1

6-10

☐6

Two ☐2

11-15

☐7

Three ☐3

16-20

☐8

Four ☐4

More than 20

☐9

Five ☐5

17a) Were any of the incidents referred to in your response to Question 13 **reported to you** (formally or informally, written or verbal)? Do not include matters in which you have merely carried out internal investigations.

Yes ☐1

No ☐2 (If **No**, please go to Question 18)

b) If **Yes**, approximately how many incidents of corruption have you **had reported to you** (formally or informally, written or verbal) in the past 10 years?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

18a) In the past 10 years has any attempt been made by any other NSW police officer **to get you to participate** with him or her in any form of corrupt conduct?

Yes ☐1

No ☐2 (If **No**, please go to Question 19)

b) If **Yes**, approximately how many attempts have been made to **get you to participate in** any form of corrupt conduct in the past 10 years?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

19a) Have you ever been the subject of a **sustained complaint**?

Yes ☐1

No ☐2

b) If **Yes**, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

20a) Have you ever been the subject of an unsustained complaint?

Yes ☐1

No ☐2

b) If Yes, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

21) People's attitudes to wrongdoing naturally vary in accordance with the individual and the nature of the misconduct. However, what do you think would be the typical attitude of the following people in the NSW Police Service to corruption or suspected corruption?
(For each group, please circle the number that best represents your views)

	Very tolerant	Tolerant	Neither tolerant nor intolerant	Intolerant	Very intolerant
Your workmates	1	2	3	4	5
Your direct supervisor	1	2	3	4	5
Commissioned Officers in your Patrol or work area	1	2	3	4	5
Other Commissioned Officers in the Service	1	2	3	4	5
Regional Commanders and above	1	2	3	4	5
5th Region Command Heads	1	2	3	4	5
Civilians in the NSW Police Service	1	2	3	4	5

22) Have you received any formal training (recruit or post recruit) or informal instruction in the workplace in the NSW Police Service in relation to the following:
(Please circle Yes or No for each one)

	a) Formal training		b) Informal training	
Refraining from corruption	Yes ¹	No ²	Yes ¹	No ²
Detecting corruption in the workplace	Yes ¹	No ²	Yes ¹	No ²
Reporting corruption	Yes ¹	No ²	Yes ¹	No ²
Investigating corruption (as a supervisor or conducting internal investigations)	Yes ¹	No ²	Yes ¹	No ²
Combating and preventing corruption	Yes ¹	No ²	Yes ¹	No ²

23) Please give **details of any training received** in these areas:

a) **Formal Training**

(Please state where training was undertaken and the course name and number if possible)

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:

(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

b) **Informal Training**

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:
(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

24) I believe the **formal training** in these areas was:
(Please circle the number that best suits your beliefs)

	Very Poor	Poor	Average	Good	Very Good	Not applicable
Refraining from corruption	1	2	3	4	5	6
Detecting corruption in the workplace	1	2	3	4	5	6
Reporting corruption	1	2	3	4	5	6
Investigating corruption (as a supervisor or conducting internal investigations)	1	2	3	4	5	6
Combating and preventing corruption	1	2	3	4	5	6

Any comments? _____

25) In your opinion where did you receive **the best training** in these areas?

Academy recruit training ☐1

Formal post recruit training ☐2

Informal instruction in the workplace ☐3

b) Why was this the best training (eg. most practical, most challenging, most informative, etc)?

26a) Please rate the level of importance that you believe each of the following factors plays in **encouraging police officers to report corruption**.

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Support from colleagues	1	2	3	4	5
Support from supervisors	1	2	3	4	5
Support from the Service	1	2	3	4	5
Support from their family	1	2	3	4	5
Confidence in internal investigations	1	2	3	4	5
Anti-corruption training	1	2	3	4	5
A strong disciplinary system	1	2	3	4	5
Confidence in the internal informers policy	1	2	3	4	5
Personal integrity	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5
Legal obligation to report	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in encouraging police officers to report corruption?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

27a) Please rate the level of importance that you believe each of the following factors plays in **impeding or discouraging the reporting of corruption by police officers.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Lack of support from colleagues	1	2	3	4	5
Lack of support from supervisors	1	2	3	4	5
Lack of support from the Service	1	2	3	4	5
Lack of support from their family	1	2	3	4	5
Lack of confidence in internal investigations	1	2	3	4	5
Lack of anti-corruption training	1	2	3	4	5
A weak disciplinary system	1	2	3	4	5
Lack of confidence in the internal informers policy	1	2	3	4	5
Lack of personal integrity	1	2	3	4	5
Fear of consequences of delay in reporting	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in impeding or discouraging the reporting of corruption by police officers?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

28a) Please rate the level of importance that you believe each of the following factors plays in **assisting the NSW Police Service to deal with corruption?**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers willing to report corruption	1	2	3	4	5
Effective system of internal investigations	1	2	3	4	5
Effective external oversight/review	1	2	3	4	5
Effective external investigations	1	2	3	4	5
Effective disciplinary system	1	2	3	4	5
Effective internal informers policy	1	2	3	4	5
Effective anti-corruption training	1	2	3	4	5
Public support for anti-corruption measures	1	2	3	4	5
Public willing to make complaints	1	2	3	4	5
Government support for anti-corruption measures	1	2	3	4	5
Adequate resources	1	2	3	4	5
Strong leadership	1	2	3	4	5
Effective supervision	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in assisting the NSW Police Service to deal with corruption?

Yes

☐1

No

☐2

c) If **Yes**, please state _____

29a) Please rate the level of importance that you believe each of the following factors plays in **impeding or hindering the efforts of the NSW Police Service to deal with corruption.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers unwilling to report corruption	1	2	3	4	5
Ineffective system of internal investigations	1	2	3	4	5
Ineffective external oversight/review	1	2	3	4	5
Ineffective external investigations	1	2	3	4	5
Ineffective disciplinary system	1	2	3	4	5
Ineffective internal informers policy	1	2	3	4	5
Ineffective anti-corruption training	1	2	3	4	5
Lack of public support for anti-corruption measures	1	2	3	4	5
Public unwilling to make complaints	1	2	3	4	5
Lack of government support for anti-corruption measures	1	2	3	4	5
Inadequate resources	1	2	3	4	5
Lack of strong leadership	1	2	3	4	5
Ineffective supervision	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in impeding or hindering the efforts of the NSW Police Service to deal with corruption?

Yes ☐1

No ☐2

c) **If Yes,** please state _____

30) In your opinion what is the **present level of corruption** within the NSW Police Service?

Nil ☐1

Very low ☐2

Low ☐3

Medium ☐4

High ☐5

Very High ☐6

Don't know ☐7

Any comments? _____

31) Do you believe that the level of corruption within the NSW Police Service has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments? _____

32) Do you believe the NSW Police Service's commitment to deal with corruption has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments? _____

33) Do you believe the NSW Police Service's ability to deal with corruption has varied in the past 10 years?

Increased ☐1

Decreased ☐2

No change ☐3

Don't know ☐4

Any comments _____

34) What is your expectation of the response you would be likely to receive from other police officers in your section if you were to report corrupt conduct by another police officer to your supervisor?

Strong approval ☐1

Approval ☐2

Neither approval nor disapproval ☐3

Disapproval ☐4

Strong disapproval ☐5

35) What response would you expect to **receive from Commissioned Officers in your section** if you reported to any of them what you believed or suspected to be corrupt conduct by another officer?

- Strong approval ☐1
- Approval ☐2
- Neither approval nor disapproval ☐3
- Disapproval ☐4
- Strong disapproval ☐5

36a) How often do you believe the following **types of corruption** occur within the NSW Police Service?
(For each type please circle the number that best represents your view.)

	Never	Some times	Often	Very often
Protecting a criminal against prosecution	1	2	3	4
Ignoring or covering up corruption by other police	1	2	3	4
Doing favours for money or other benefits	1	2	3	4
Accepting money, alcohol or other gratuities	1	2	3	4
Selling or misusing information	1	2	3	4
Loading up or verballing suspects	1	2	3	4
Drugs (growing, stealing or dealing)	1	2	3	4
Misappropriating funds or embezzlement	1	2	3	4
Using threats and/or excessive force	1	2	3	4
Destroying or tampering with evidence	1	2	3	4
Falsifying or minimising evidence or charges	1	2	3	4
Misusing resources or time	1	2	3	4
Organising or supervising crime	1	2	3	4
Stealing cash or valuables from citizens	1	2	3	4

b) Are there any **other types of corruption** which you believe occur **very often** within the NSW Police Service?

- Yes ☐1
- No ☐2
- Don't know ☐3

If **Yes**, please state _____

37) The following are **hypothetical situations** which could occur during the course of your service with the NSW Police Service. Please read each one and describe: **(1) your attitude** and **(2) your likely response**.

a) *A senior police officer harasses or threatens another officer to discourage him or her from 'blowing the whistle' on fraud within your section.*

(i) Your attitude to the senior officer:

- Strongly disapprove ☐1
Disapprove ☐2
Neither approve nor disapprove ☐3
Approve ☐4
Strongly approve ☐5

(ii) Your attitude to the junior officer:

- Strongly disapprove ☐1
Disapprove ☐2
Neither approve nor disapprove ☐3
Approve ☐4
Strongly approve ☐5

Your response to the situation:

- Ignore situation and do nothing ☐1
Discuss with someone but do not report ☐2
Report to a senior officer (as required under Reg 30) ☐3
Report to IA/PIB direct ☐4
Report to an external agency (ICAC, Ombudsman etc) ☐5
Document details for future reference ☐6
Go to the media ☐7
Other (Please state) _____ ☐8

b) *A police officer in your section accepts regular payments from an illegal gambling establishment to allow that establishment to continue operations without police action.*

Your attitude to the police officer:

- Strongly disapprove ☐1
Disapprove ☐2
Neither approve nor disapprove ☐3
Approve ☐4
Strongly approve ☐5

Your response to the situation:

- Ignore situation and do nothing ☐1
Discuss with someone but do not report ☐2
Report to a senior officer (as required under Reg 30) ☐3
Report to IA/PIB direct ☐4
Report to an external agency (ICAC, Ombudsman etc) ☐5
Document details for future reference ☐6
Go to the media ☐7
Other (Please state) _____ ☐8

- c) *A police officer in your section asks you to provide a false statement to cover up an assault committed by him or her upon a civilian, which becomes the subject of an internal investigation.*

Your attitude to the police officer:

- Strongly disapprove ☐1
Disapprove ☐2
Neither approve nor disapprove ☐3
Approve ☐4
Strongly approve ☐5

Your response to the situation:

- Do as you are asked ☐1
Ignore situation and do nothing ☐2
Discuss with someone but do not report ☐3
Report to a senior officer (as required under Reg 30) ☐4
Report to IA/PIB direct ☐4
Report to an external agency (ICAC, Ombudsman etc) ☐6
Document details for future reference ☐7
Go to the media ☐8
Other (Please state) _____ ☐9

- 38) Again the following are **hypothetical situations** which could occur during the course of your service with the NSW Police Service. Please read each one and indicate what you think may be **the main reason** why the police officer acted the way he or she did.

- a) *A police officer accepts regular payments from an illegal gambling establishment to allow that establishment to continue operations without police action.*
(Tick one box only)

- Low pay - some police need to make extra money because police pay is so poor ☐1
Greed - police who accept bribes are greedy ☐2
Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3
Just for fun or 'kicks', or it's a challenge ☐4
See it as a 'victimless crime' ☐5
Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6
Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7
Other (Please state) _____ ☐8

Any comments? _____

- b) *A police officer loads up a suspect during a drug raid in which no drugs were found on the premises.*
(Tick one box only)

- Frustration with the criminal justice system - too many criminals get off ☐1
- For individual recognition for involvement in a successful operation- a raid in which no drugs were found would reflect badly on the officer ☐2
- Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3
- Just for fun or 'kicks', or it's a challenge ☐4
- Pressure to perform - need to keep arrest rates up ☐5
- Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6
- Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7
- Other (Please state) _____ ☐8

Any comments? _____

- c) *A police officer knows that a fellow officer in his section has been accepting bribes. He does not report the behaviour of his colleague, but merely turns a blind eye to it.*
(Tick one box only)

- Police Culture - you don't dob in your mates ☐1
- Fear - police who inform on corrupt officers are ostracised and/or harassed ☐2
- Too complicated - would not want to inform because the process internal informers/witnesses have to go through is too arduous or difficult ☐3
- Don't care - most police don't care what other officers do so long as it doesn't directly affect them ☐4
- Wouldn't want to inform because police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐5
- No point reporting such activity - NSW Police Service does not investigate complaints thoroughly ☐6
- No point reporting such activity - even if investigated by NSW Police Service the consequences are unlikely to be appropriate ☐7
- Other (Please state) _____ ☐8

Any comments? _____

- d) *During a search of premises \$3,000 cash is found and the senior officer suggests sharing some of this money between the officers present. What do you think may be the main reason why a police officer would refuse to take part?*
(Tick one box only)

Personal integrity - against the officer's own values ☐ 1

Against the NSW Police Service Statement of Values ☐ 2

Against the law ☐ 3

Loss of status with fellow officers - a person involved in corruption is not respected ☐ 4

Fear of detection ☐ 5

Other (Please state) _____ ☐ 6

Any comments? _____

On the next 3 pages we ask you to record incidents of corruption in the following three categories:

- 1) Attempts made to get you to participate in any form of corrupt conduct in the past 10 years.
- 2) Incidents reported to you in the past 10 years.
- 3) Any other incidents you may have encountered in the past 10 years.

Please follow the instructions on each sheet

39) Below are some questions which we would like you to complete in relation to **attempts made to get you to participate in any form of corrupt conduct** in the past 10 years [referred to in questions 16 & 18]. Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on: (02) 3216700 or freecall 1 800 657 079.

(i) In what year did the incident occur? 19_____

(ii) How many **police were involved?**

One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what **area of policing** did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What **type of police corruption** was involved?
(Tick more than one box if applicable)

- | | |
|--|-----------------------------|
| Protecting a criminal against prosecution | <input type="checkbox"/> 1 |
| Ignoring or covering up corruption of other police | <input type="checkbox"/> 2 |
| Doing favours for money or other benefits | <input type="checkbox"/> 3 |
| Accepting money, alcohol or other gratuities | <input type="checkbox"/> 4 |
| Selling or misusing information | <input type="checkbox"/> 5 |
| Loading up or verballing suspects | <input type="checkbox"/> 6 |
| Drugs (growing, stealing or dealing) | <input type="checkbox"/> 7 |
| Misappropriating funds or embezzlement | <input type="checkbox"/> 8 |
| Using threats and/or excessive force | <input type="checkbox"/> 9 |
| Destroying or tampering with evidence | <input type="checkbox"/> 10 |
| Falsifying or minimising evidence | <input type="checkbox"/> 11 |
| Misusing resources or time | <input type="checkbox"/> 12 |
| Organising or supervising crime | <input type="checkbox"/> 13 |
| Stealing cash or valuables from citizens | <input type="checkbox"/> 14 |
| Other (Please state) _____ | <input type="checkbox"/> 15 |

(v) **Did you respond** in any way to the incident? Yes ☐¹ No ☐²

(vi) Please **give details** of the incident: _____

(vii) If **you did respond**, describe your actions and their results: _____

(viii) If **you did not respond**, explain your reasons for not responding: _____

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

40) Please provide details below of any incidents of corruption which have been **reported to you** in the past 10 years [referred to in question 17]. Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on: (02) 3216700 or freecall 1 800 657 079.

Description of the Incident	(Reported)
-----------------------------	------------

(i) In **what year** did the incident occur? 19 _____

(ii) How many police were involved ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what **area of policing** did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What **type of police corruption** was involved:

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) **Did you respond** in any way to the incident? Yes ☐1 No ☐2

(vi) Please **give details** of the incident: _____

(vii) If **you did respond**, describe your actions and their results: _____

(viii) If **you did not respond**, explain your reasons for not responding: _____

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

- 41) Please provide details below of any other incidents of corruption which you have encountered in the past 10 years **other than** those you have recorded in answer to the previous two questions (33 & 34). Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on (02) 3216700 or freecall 1 800 657 079.

Description of the Incident

(Other)

(i) In what year did the incident occur? 19 _____

(ii) How many police were involved ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what **area of policing** did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What **type of police corruption** was involved?

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) **Did you respond** in any way to the incident? Yes ☐1 No ☐2

(vi) Please **give details** of the incident: _____

(vii) If **you did respond**, describe your actions and their results: _____

(viii) If **you did not respond**, explain your reasons for not responding: _____

PART C: BACKGROUND INFORMATION

This section of the survey is designed to gain personal background information. **While you may be concerned about providing this information, you are assured that the Royal Commission will make no attempt to identify you.** Rather, it is intended to help find whether particular 'groups' of officers have similar or different experiences, views or perceptions.

42a) What is your current rank?

Probationary Constable

☐1

Constable/Constable 1/C/Senior Constable

☐2

Sergeant/Senior Sergeant

☐3

b) How long have you held this rank?

Less than 1 year

☐1

1 to 5 years

☐2

6 to 10 years

☐3

11 to 15 years

☐4

16 to 20 years

☐5

Longer than 20 years

☐6

43) In which age group do you belong?

Under 20

☐1

21-25

☐2

26-30

☐3

31-35

☐4

36-40

☐5

41-50

☐6

Over 50

☐7

44) Are you male or female?

Male

☐1

Female

☐2

45) How long have you been in the NSW Police Service?

- | | |
|----------------------|----------------------------|
| Less than one year | <input type="checkbox"/> 1 |
| 1 to 5 five years | <input type="checkbox"/> 2 |
| 6 to 10 years | <input type="checkbox"/> 3 |
| 11 to 15 years | <input type="checkbox"/> 4 |
| 16 to 20 years | <input type="checkbox"/> 5 |
| Longer than 20 years | <input type="checkbox"/> 6 |

46) What is your current location ?

- | | |
|-------------------|----------------------------|
| 5th Region | <input type="checkbox"/> 1 |
| North Region | <input type="checkbox"/> 2 |
| North West Region | <input type="checkbox"/> 3 |
| South Region | <input type="checkbox"/> 4 |
| South West Region | <input type="checkbox"/> 5 |

47) What is your current marital status?

- | | |
|--------------------------|----------------------------|
| Married | <input type="checkbox"/> 1 |
| Never married | <input type="checkbox"/> 2 |
| Separated/divorced | <input type="checkbox"/> 3 |
| De facto/living together | <input type="checkbox"/> 4 |
| Widowed | <input type="checkbox"/> 5 |

48a) Where were you born?

- | | |
|-----------|----------------------------|
| Australia | <input type="checkbox"/> 1 |
| Overseas | <input type="checkbox"/> 2 |

b) Are you of Aboriginal or Torres Strait Islander descent?

- | | |
|------------|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |
| Don't know | <input type="checkbox"/> 3 |

c) Do you identify with a non-English speaking ethnic group?

- | | |
|-----|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |

d) If Yes which ethnic group?_____

49a) What was your highest level of education when you joined the NSW Police Service?

- | | |
|------------------------------------|----------------------------|
| Primary School | <input type="checkbox"/> 1 |
| Some High School | <input type="checkbox"/> 2 |
| School Certificate (or equivalent) | <input type="checkbox"/> 3 |
| Year 12 (HSC or equivalent) | <input type="checkbox"/> 4 |
| Trade/apprenticeship | <input type="checkbox"/> 5 |
| Diploma/Certificate | <input type="checkbox"/> 6 |
| Bachelors Degree | <input type="checkbox"/> 7 |
| Masters/Doctoral Degree | <input type="checkbox"/> 8 |

b) Are you currently studying?

- | | |
|-----|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |

c) If Yes, for which qualification are you studying?

- | | |
|-------------------------|----------------------------|
| Trade | <input type="checkbox"/> 1 |
| Diploma/Certificate | <input type="checkbox"/> 2 |
| Bachelors Degree | <input type="checkbox"/> 3 |
| Masters/Doctoral Degree | <input type="checkbox"/> 4 |
| Other | <input type="checkbox"/> 5 |

d) Have you completed studies since joining the NSW Police Service?

- | | |
|-----|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |

e) If Yes, which qualification?

- | | |
|-------------------------|----------------------------|
| Trade | <input type="checkbox"/> 1 |
| Diploma/Certificate | <input type="checkbox"/> 2 |
| Bachelors Degree | <input type="checkbox"/> 3 |
| Masters/Doctoral Degree | <input type="checkbox"/> 4 |
| Other | <input type="checkbox"/> 5 |

50) Which best describes your current role within the Service?

- | | |
|-------------------------|----------------------------|
| Management | <input type="checkbox"/> 1 |
| General Duties | <input type="checkbox"/> 2 |
| Operations Support | <input type="checkbox"/> 3 |
| Detectives/Plainclothes | <input type="checkbox"/> 4 |
| Traffic | <input type="checkbox"/> 5 |

51) Which best describes your current work within the NSW Police Service?

(You may tick more than one box)

- | | |
|--|-----------------------------|
| Command role/management of an area | <input type="checkbox"/> 1 |
| Administration (finance, corporate services) | <input type="checkbox"/> 2 |
| Human Resources (personnel, employee assistance) | <input type="checkbox"/> 3 |
| Police training/education & development/recruitment | <input type="checkbox"/> 4 |
| Policy advice & development/research | <input type="checkbox"/> 5 |
| Audit & Review | <input type="checkbox"/> 6 |
| General Duties | <input type="checkbox"/> 7 |
| Beat Police/mobile patrols | <input type="checkbox"/> 8 |
| Water Police/Transit Police/Mounted Police/Air Wing | <input type="checkbox"/> 9 |
| Highway Patrol/traffic | <input type="checkbox"/> 10 |
| Community Liaison (Aboriginal, domestic violence, gay & lesbian etc) | <input type="checkbox"/> 11 |
| Criminal investigations generally | <input type="checkbox"/> 12 |
| Internal investigations | <input type="checkbox"/> 13 |
| Surveillance/undercover work/Special Branch | <input type="checkbox"/> 14 |
| Drug Enforcement Agency/Fraud Enforcement Agency | <input type="checkbox"/> 15 |
| Secondment to other agency (NSWCC, ICAC, Police Association,etc) | <input type="checkbox"/> 16 |
| Intelligence | <input type="checkbox"/> 17 |
| Prosecuting/legal services | <input type="checkbox"/> 18 |
| Technical support/technical services/communications | <input type="checkbox"/> 19 |
| Police Citizens Youth Clubs | <input type="checkbox"/> 20 |
| Child Protection | <input type="checkbox"/> 21 |
| Licensing | <input type="checkbox"/> 22 |
| Scientific/Forensic Services | <input type="checkbox"/> 23 |
| Other (Please state) _____ | <input type="checkbox"/> 24 |

52) How long have you worked in this area?

- | | |
|----------------------|----------------------------|
| Less than one year | <input type="checkbox"/> 1 |
| 1 to 5 years | <input type="checkbox"/> 2 |
| 6 to 10 years | <input type="checkbox"/> 3 |
| 11 to 15 years | <input type="checkbox"/> 4 |
| 16 to 20 years | <input type="checkbox"/> 5 |
| Longer than 20 years | <input type="checkbox"/> 6 |

53) In which location do you carry out most of your work?

- | | |
|--|----------------------------|
| Country | <input type="checkbox"/> 1 |
| Suburbs | <input type="checkbox"/> 2 |
| Inner City (Sydney, Wollongong or Newcastle) | <input type="checkbox"/> 3 |

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY

Please place this questionnaire in the reply paid security envelope. We have provided a security seal which you will find in the return envelope. Please affix this seal to the back flap of the envelope and post to the Royal Commission by Friday 15 September 1995.

If you would like to provide additional information, you are most welcome to contact:

Mr Denis Lenihan or Research Staff from the Royal Commission on:

(02) 321 6700 OR FREECALL 1 800 657 079

As stated previously we are not interested in identifying you, however if you wish to include your name and a contact number please complete the section below:

NAME: _____

PREFERRED CONTACT NUMBER: _____

SURVEY QUESTIONNAIRE

Officers who resigned during the first 5 years of service

Instructions For Completion

This survey is designed to obtain information on the nature and extent of corruption and other important matters in the NSW Police Service. We are particularly interested in the fact that you resigned within a short time of joining the NSW Police Service and we would like to know whether corruption was a factor in your resignation. **You are assured that the Royal Commission will make no attempt to identify you.** We are only interested in your experiences, views and ideas and these will be taken into account when the Commission makes its recommendations. You will see that there are many spaces provided throughout this survey for your comments.

Please try to avoid communicating with anyone else about completion of the survey. Please read all questions carefully before you answer them. Complete the survey as truthfully as possible, making sure you answer every relevant question. The survey should take about 30 minutes to complete.

This survey is divided into two parts:

Part A asks for questions to do with your perceptions and experience of corruption within the NSW Police Service.

Part B asks for background details such as your age, rank, education and experience as a police officer. This information will not be used to identify you. Rather, it is intended to help find whether particular 'groups' of officers have similar or different experiences, views or perceptions.

Feel free to photocopy pages if you require more space (for example, you will need to photocopy questions 20 and 21 if you know of more than one incident of corruption). Just attach the photocopied pages to the back of this form.

Please place the completed questionnaire in the reply paid security envelope and return to the Commission by Friday 15 September 1995.

Thank you for your participation

PART A: CORRUPTION

This section of the survey is designed to obtain your personal opinion and any information you can provide on the extent and nature of corruption in the NSW Police Service. There are no right or wrong answers.

While you may be concerned about providing this information you are assured that the Royal Commission will make no attempt to identify you, and confidentiality is guaranteed.

Definition of Police Corruption

For the purposes of this survey, we have defined **police corruption** as follows:

Deliberate unlawful conduct perpetrated by a police officer utilising his/her position as a police officer on or off duty, and regardless of the motivation for the offence. This includes, for example:

- Unlawful behaviour for personal gain (for example, providing protection against prosecution, releasing confidential information, or otherwise doing favours, for money or some other benefit). Acceptance of alcohol, money or other gratuities;
- Unlawful behaviour in the course of fighting crime (for example, 'loading-up', verballing suspects, tampering with evidence, using threats and/or excessive force);
- The concealment of any form of misconduct by another police officer (for example, falsifying evidence, destroying evidence, not reporting corruption);
- The manipulation of the criminal court process;
- Police supervising and organising crime.

- 1) With reference to the above definition of corruption, to what extent was **corruption, or concern about possible corruption**, a factor in your resignation from the NSW Police Service?

- | | |
|----------------------------|----------------------------|
| Not a factor at all | <input type="checkbox"/> 1 |
| Small factor | <input type="checkbox"/> 2 |
| Medium factor | <input type="checkbox"/> 3 |
| Large factor | <input type="checkbox"/> 4 |
| The only reason why I left | <input type="checkbox"/> 5 |

4. How do I go about getting help?

You must have the Royal Commissioner's permission to have individual legal representation before the Royal Commission. If you need advice on whether you need to be represented before the Commission you can obtain this from the Legal Representation Office.

If you want to be represented by your own legal practitioner, you must get permission from the Royal Commissioner. Your legal representative will know how to seek this permission.

If you want help from the Office of the Solicitor, NSW Police Service you should contact the office at

**Office of the Solicitor,
NSW Police Service**

Address:
Level 13, Avery Building,
14-24 College Street, Sydney 2000

Telephone: (02) 339-5777
Fax: (02) 339-5789

If you want help from the Legal Representation Office you must apply to that Office for assistance. If you want legal representation you must apply as soon as possible and you must provide information about:

- the reasons why you need representation; and
- how long you think you will need representation.

You should contact the office at

The Legal Representation Office

Address:
Level 6, ADC House, 99 Elizabeth Street,
Sydney 2000

Telephone: (02) 231-0811
Fax: (02) 231-0812

If you want an independent legal representative paid for by the Government you must apply to the Attorney General as soon as possible and you must provide information about:

- the reasons why you need representation;
- how long you think you will need representation; and
- the reasons why the Legal Representation Office cannot act for you.

You should apply to the Attorney General at:

The Attorney General's Department

Address:
8-12 Chifley Square, Sydney 2000

Telephone: (02) 228-7582
Fax: (02) 228-8563

Royal Commission into the Operations of the NSW Police Service

If the Royal Commissioner has called you to give evidence, or is likely to call you to give evidence, you should read this form.

2a) With reference to the above definition of corruption, did you **personally encounter** what you believed, or reasonably suspected, to be corruption by a NSW police officer during your time in the Police Service? This might include incidents you witnessed or were told about or were asked to participate in. Do not include matters in which you merely carried out internal investigations.

Yes ☐1

No ☐2 (If No, please go to Question 3)

b) If Yes, approximately how many incidents of corruption did you **personally encounter** in your time in the NSW Police Service?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

3a) In relation to the incidents referred to above was any attempt made by any other NSW police officer to **get you to participate** with him or her in any form of corrupt conduct?

Yes ☐1

No ☐2 (If No, please go to Question 4)

b) If Yes, approximately how many attempts were made **to get you to participate** in any form of corrupt conduct during your time with the NSW Police Service?

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

4a) Were you ever the subject of a **sustained complaint**?

Yes ☐1

No ☐2

b) If Yes, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

5a) Were you ever the subject of an unsustained complaint?

Yes ☐1

No ☐2

b) If Yes, please specify the number:

One ☐1 6-10 ☐6

Two ☐2 11-15 ☐7

Three ☐3 16-20 ☐8

Four ☐4 More than 20 ☐9

Five ☐5

What was the nature of the complaint/s? _____

6) People's attitudes to wrongdoing naturally vary in accordance with the individual and the nature of the misconduct. However, what do you think would have been the typical attitude of the following people in the NSW Police Service to corruption or suspected corruption?

(For each group, please circle the number that best represents your views)

	Very tolerant	Tolerant	Neither tolerant nor intolerant	Intolerant	Very intolerant
Your workmates	1	2	3	4	5
Your direct supervisor	1	2	3	4	5
Commissioned Officers in your Patrol or work area	1	2	3	4	5
Other Commissioned Officers in the Service	1	2	3	4	5
Regional Commanders (or equivalent) & above	1	2	3	4	5
5th Region Command Heads (or equivalent)	1	2	3	4	5
Civilians in the NSW Police Service	1	2	3	4	5

7) Did you receive any formal training (recruit or post recruit) or informal instruction in the workplace in the NSW Police Service in relation to the following:

(Please circle Yes or No for each one)

	a) Formal training		b) Informal training	
Refraining from corruption	Yes ¹	No ²	Yes ¹	No ²
Detecting corruption in the workplace	Yes ¹	No ²	Yes ¹	No ²
Reporting corruption	Yes ¹	No ²	Yes ¹	No ²
Investigating corruption (as a supervisor or conducting internal investigations)	Yes ¹	No ²	Yes ¹	No ²
Combating and preventing corruption	Yes ¹	No ²	Yes ¹	No ²

8) Please give **details of any training received** in these areas:

a) **Formal Training**

(Please state where training was undertaken and the course name and number if possible)

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:

(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

b) **Informal Training**

Refraining from corruption:

Detecting corruption in the workplace:

Reporting corruption:

Investigating corruption:
(as a supervisor or conducting internal investigations)

Combating and preventing corruption:

- 9) I believe the **formal training** in these areas was:
(Please circle the number that best suits your beliefs)

	Very Poor	Poor	Average	Good	Very Good	Not applicable
Refraining from corruption	1	2	3	4	5	6
Detecting corruption in the workplace	1	2	3	4	5	6
Reporting corruption	1	2	3	4	5	6
Investigating corruption (as a supervisor or conducting internal investigations)	1	2	3	4	5	6
Combating and preventing corruption	1	2	3	4	5	6

Any comments? _____

10) In your opinion where did you receive the **best training** in these areas?

Academy recruit training ☐1

Formal post recruit training ☐2

Informal instruction in the workplace ☐3

b) Why was this the best training (eg. most practical, most challenging, most informative, etc)?

11a) Please rate the level of importance that you believe each of the following factors plays in **encouraging police officers to report corruption.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Support from colleagues	1	2	3	4	5
Support from supervisors	1	2	3	4	5
Support from the Service	1	2	3	4	5
Support from their family	1	2	3	4	5
Confidence in internal investigations	1	2	3	4	5
Anti-corruption training	1	2	3	4	5
A strong disciplinary system	1	2	3	4	5
Confidence in the internal informers policy	1	2	3	4	5
Personal integrity	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5
Legal obligation to report	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in encouraging police officers to report corruption?

Yes ☐1

No ☐2

c) If **Yes**, please state _____

12a) Please rate the level of importance that you believe each of the following factors plays in **impeding or discouraging the reporting of corruption by police officers.**

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Police culture of mateship	1	2	3	4	5
Lack of support from colleagues	1	2	3	4	5
Lack of support from supervisors	1	2	3	4	5
Lack of support from the Service	1	2	3	4	5
Lack of support from their family	1	2	3	4	5
Lack of confidence in internal investigations	1	2	3	4	5
Lack of anti-corruption training	1	2	3	4	5
A weak disciplinary system	1	2	3	4	5
Lack of confidence in the internal informers policy	1	2	3	4	5
Lack of personal integrity	1	2	3	4	5
Fear of consequences of delay in reporting	1	2	3	4	5

b) Are there **any other factors** that you believe are **crucial** in impeding or discouraging the reporting of corruption by police officers?

Yes ☐¹

No ☐²

c) If **Yes**, please state _____

13a) Please rate the level of importance that you believe each of the following factors plays in assisting the NSW Police Service to deal with corruption?

(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers willing to report corruption	1	2	3	4	5
Effective system of internal investigations	1	2	3	4	5
Effective external oversight/review	1	2	3	4	5
Effective external investigations	1	2	3	4	5
Effective disciplinary system	1	2	3	4	5
Effective internal informers policy	1	2	3	4	5
Effective anti-corruption training	1	2	3	4	5
Public support for anti-corruption measures	1	2	3	4	5
Public willing to make complaints	1	2	3	4	5
Government support for anti-corruption measures	1	2	3	4	5
Adequate resources	1	2	3	4	5
Strong leadership	1	2	3	4	5
Effective supervision	1	2	3	4	5
NSW Police Service Statement of Values	1	2	3	4	5

b) Are there any other factors that you believe are crucial in assisting the NSW Police Service to deal with corruption?

Yes ☐¹

No ☐²

c) If Yes, please state _____

- 14a) Please rate the level of importance that you believe each of the following factors plays in **impeding or hindering the efforts of the NSW Police Service to deal with corruption.**
(For each factor please circle the number that best suits your beliefs)

	Not important	Slightly important	Important	Very important	Crucial
Officers unwilling to report corruption	1	2	3	4	5
Ineffective system of internal investigations	1	2	3	4	5
Ineffective external oversight/review	1	2	3	4	5
Ineffective external investigations	1	2	3	4	5
Ineffective disciplinary system	1	2	3	4	5
Ineffective internal informers policy	1	2	3	4	5
Ineffective anti-corruption training	1	2	3	4	5
Lack of public support for anti-corruption measures	1	2	3	4	5
Public unwilling to make complaints	1	2	3	4	5
Lack of government support for anti-corruption measures	1	2	3	4	5
Inadequate resources	1	2	3	4	5
Lack of strong leadership	1	2	3	4	5
Ineffective supervision	1	2	3	4	5

- b) Are there **any other factors** that you believe are **crucial** in impeding or hindering the efforts of the NSW Police Service to deal with corruption?

Yes ☐1

No ☐2

- c) If **Yes**, please state _____

- 15) In your opinion what was the **level of corruption** in the NSW Police Service at the time of your resignation?

Nil ☐1

Very low ☐2

Low ☐3

Medium ☐4

High ☐5

Very High ☐6

Don't know ☐7

Any comments? _____

16a) How often do you believe the following **types of corruption** occurred within the NSW Police Service during your time of service?

(For each type please circle the number that best represents your view.)

	Never	Some times	Often	Very often
Protecting a criminal against prosecution	1	2	3	4
Ignoring or covering up corruption of other police	1	2	3	4
Doing favours for money or other benefits	1	2	3	4
Accepting money, alcohol or other gratuities	1	2	3	4
Selling or misusing information	1	2	3	4
Loading up or verballing suspects	1	2	3	4
Drugs (growing, stealing or dealing)	1	2	3	4
Misappropriating funds or embezzlement	1	2	3	4
Using threats and/or excessive force	1	2	3	4
Destroying or tampering with evidence	1	2	3	4
Falsifying or minimising evidence	1	2	3	4
Misusing resources or time	1	2	3	4
Organising or supervising crime	1	2	3	4
Stealing cash or valuables from citizens	1	2	3	4

b) Are there any **other types of corruption** which you believe occurred **very often** within the NSW Police Service during your time of service?

Yes ☐1

No ☐2

Don't know ☐3

If **Yes**, please state _____

17) The following are **hypothetical situations** which may have occurred during the course of your service with the NSW Police Service. Please read each one and indicate what you think may be **the main reason** why the police officer acted the way he or she did.

a) *A police officer accepts regular payments from an illegal gambling establishment to allow that establishment to continue operations without police action.*
(Tick one box only)

Low pay - some police need to make extra money because police pay is so poor ☐1

Greed - police who accept bribes are greedy ☐2

Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3

Just for fun or 'kicks', or it's a challenge ☐4

See it as a 'victimless crime' ☐5

Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6

Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7

Other (Please state) _____ ☐8

Any comments? _____

b) *A police officer loads up a suspect during a drug raid in which no drugs were found on the premises.*
(Tick one box only)

Frustration with the criminal justice system - too many criminals get off ☐1

For individual recognition for involvement in a successful operation
- a raid in which no drugs were found would reflect badly on the officer ☐2

Status - police who engage in this sort of behaviour are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐3

Just for fun or 'kicks', or it's a challenge ☐4

Pressure to perform - need to keep arrest rates up. ☐5

Stress, frustration or dissatisfaction with some aspect/s of personal life ☐6

Stress, frustration or dissatisfaction with some aspect/s of work in the Service ☐7

Other (Please state) _____ ☐8

Any comments? _____

- c) *A police officer knows that a fellow officer in his section has been accepting bribes. He does not report the behaviour of his colleague, but merely turns a blind eye to it.*
(Tick one box only)

Police culture - you don't dob in your mates ☐1

Fear - police who inform on corrupt officers are ostracised and/or harassed ☐2

Too complicated - would not want to inform because the process
internal informers/witnesses have to go through is too arduous or difficult ☐3

Don't care - most police don't care what other officers do so
long as it doesn't directly affect them ☐4

Wouldn't want to inform because police who engage in this sort of behaviour
are generally viewed by other police officers as 'hard', 'powerful' or 'smart' ☐5

No point reporting such activity - the NSW Police Service does not
investigate complaints thoroughly ☐6

No point reporting such activity - even if investigated by NSW Police Service
the consequences are unlikely to be appropriate. ☐7

Other (Please state) _____ ☐8

Any comments? _____

- d) *During a search of premises \$3,000 cash is found and the senior officer suggests sharing some of this money with some of the officers present. What do you think may be the main reason why a police officer would refuse to take part?*
(Tick one box only)

Personal integrity - against the officer's own values ☐1

Against the NSW Police Service Statement of Values ☐2

Against the law ☐3

Loss of status with fellow officers - a person involved in corruption is not respected ☐4

Fear of detection ☐5

Other (Please state) _____ ☐6

Any comments? _____

18a) During the course of your employment with the NSW Police Service do you believe **involuntary transfers were used as a punishment** for whistleblowers?

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples? (You need not give names)

19a) During the course of your employment with the NSW Police Service were **corrupt officers promoted?**
(Please base your answer on your own experience, not on media reports.)

Yes ☐1

No ☐2

Don't know ☐3

b) If **Yes**, can you provide any examples? (You need not give names)

On the next 2 pages we ask you to record incidents of corruption in the following two categories:

- 1) Attempts made to get you to participate in any form of corrupt conduct during your time in the NSW Police Service.
- 2) Any other incidents you may have encountered during your time in the NSW Police Service. (This might include incidents you witnessed or were told about.)

Please follow the instructions on each sheet

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

- 20) Below are some questions which we would like you to complete in relation to **attempts made to get you to participate in any form of corrupt conduct** [referred to in questions 2 & 3]. Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on: (02) 3216700 or freecall 1 800 657 079.

Description of the Incident (Attempt participate)

(i) In **what year** did the incident occur? 19 _____

(ii) How many <u>police were involved</u> ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what **area of policing** did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What **type of police corruption** was involved?

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) **Did you respond** in any way to the incident? Yes ☐1 No ☐2

(vi) Please **give details** of the incident: _____

(vii) If **you did respond**, describe your actions and their results: _____

(viii) If **you did not respond**, explain your reasons for not responding: _____

PLEASE PHOTOCOPY THIS PAGE IF RECORDING MORE THAN ONE INCIDENT

21) Please provide details below of any other incidents of corruption which you may have encountered during your employment with the NSW Police Service other than those you have recorded in answer to the previous question (20). Each incident should be recorded on a separate sheet (photocopy this page if necessary). If the number of incidents are too many to record, you may wish to contact the Royal Commission on (02) 3216700 or freecall 1 800 657 079.

Description of the Incident

(Other)

(i) In what year did the incident occur? 19 _____

(ii) How many <u>police were involved</u> ?	One	<input type="checkbox"/> 1	Four	<input type="checkbox"/> 4
	Two	<input type="checkbox"/> 2	Five	<input type="checkbox"/> 5
	Three	<input type="checkbox"/> 3	More than 5	<input type="checkbox"/> 6

(iii) In what area of policing did the incident occur?

Management	<input type="checkbox"/> 1	Detectives/Plainclothes	<input type="checkbox"/> 4
General Duties	<input type="checkbox"/> 2	Traffic	<input type="checkbox"/> 5
Operations Support	<input type="checkbox"/> 3		

(iv) What type of police corruption was involved?

(Tick more than one box if applicable)

Protecting a criminal against prosecution	<input type="checkbox"/> 1
Ignoring or covering up corruption of other police	<input type="checkbox"/> 2
Doing favours for money or other benefits	<input type="checkbox"/> 3
Accepting money, alcohol or other gratuities	<input type="checkbox"/> 4
Selling or misusing information	<input type="checkbox"/> 5
Loading up or verballing suspects	<input type="checkbox"/> 6
Drugs (growing, stealing or dealing)	<input type="checkbox"/> 7
Misappropriating funds or embezzlement	<input type="checkbox"/> 8
Using threats and/or excessive force	<input type="checkbox"/> 9
Destroying or tampering with evidence	<input type="checkbox"/> 10
Falsifying or minimising evidence	<input type="checkbox"/> 11
Misusing resources or time	<input type="checkbox"/> 12
Organising or supervising crime	<input type="checkbox"/> 13
Stealing cash or valuables from citizens	<input type="checkbox"/> 14
Other (Please state) _____	<input type="checkbox"/> 15

(v) Did you respond in any way to the incident? Yes ☐1 No ☐2

(vi) Please give details of the incident: _____

(vii) If you did respond, describe your actions and their results: _____

(viii) If you did not respond, explain your reasons for not responding: _____

PART B: BACKGROUND INFORMATION

This section of the survey is designed to gain personal background information. While you may be concerned about providing this information you are assured that the Royal Commission will make no attempt to identify you. Rather, it is intended to help find whether particular 'groups' of resigned officers have similar or different experiences, views or perceptions.

22) What was your rank when you resigned?

Probationary Constable

☐1

Constable/Constable 1C/Senior Constable

☐2

Sergeant/Senior Sergeant

☐3

23) How old were you when you resigned?

Under 20

☐1

21-25

☐2

26-30

☐3

31-35

☐4

36-40

☐5

41-50

☐6

Over 50

☐7

24) Are you male or female?

Male

☐1

Female

☐2

25) How long were you in the NSW Police Service?

Less than 6 months

☐1

6 months to less than 1 year

☐2

1 year to less than 1½ years

☐3

1½ years to less than 2 years

☐4

2 years to less than 3 years

☐5

3 years to less than 4 years

☐6

4 years to less than 5 years

☐7

5 years

☐8

26) Why did you resign from the NSW Police Service?
(You may tick up to four reasons)

Ill health **not** associated with job ☐1

Stress, dissatisfaction, frustration with the job ☐2

Injury associated with the job ☐3

Dissatisfaction with police management ☐4

Lack of promotion opportunities ☐5

Offered/decided to find better job elsewhere ☐6

Wanted superannuation benefits ☐7

Corruption on the part of other police ☐8

Corruption or alleged corruption on your part ☐9

Police culture - cronyism, cliques, pressure to cover up for others ☐10

Discrimination (racism, sexual harassment) ☐11

Dissatisfaction with response to any complaint you made ☐12

Personal reasons not associated with the job ☐13

Other (Please specify) ☐14

Any comments? _____

27) In which year did you resign? Year: 19 _____

28) What was your location at the time of your resignation?

5th Region ☐1

North Region ☐2

North West Region ☐3

South Region ☐4

South West Region ☐5

Other (Please state) _____

29) What was your marital status when you resigned?

- Married ☐1
Never married ☐2
Separated/divorced ☐3
De facto/living together ☐4
Widowed ☐5

30a) Where were you born?

- Australia ☐1
Overseas ☐2

b) Are you of Aboriginal or Torres Strait Islander descent?

- Yes ☐1
No ☐2
Don't know ☐3

c) Do you identify with a non-English speaking ethnic group?

- Yes ☐1
No ☐2

d) If Yes which ethnic group? _____

31a) What was your **highest** level of education when you joined the NSW Police Service?

- Primary School ☐1
Some High School ☐2
School Certificate (or equivalent) ☐3
Year 12 (HSC or equivalent) ☐4
Trade/apprenticeship ☐5
Diploma/Certificate ☐6
Bachelors Degree ☐7
Masters/Doctoral Degree ☐8

b) Were you studying when you resigned?

- Yes ☐1
No ☐2

c) If Yes for which qualification were you Studying?

- Trade ☐1
Diploma/Certificate ☐2
Bachelors Degree ☐3
Masters/Doctoral Degree ☐4
Other ☐5

d) Did you complete any studies whilst employed by the NSW Police Service?

- Yes ☐1
No ☐2

e) If Yes what qualifications?

- Trade ☐1
Diploma/Certificate ☐2
Bachelors Degree ☐3
Masters/Doctoral Degree ☐4
Other ☐5

32a) Which best describes your work within the NSW Police Service at the time of your resignation?
(You may tick more than one box)

- | | |
|--|-----------------------------|
| Command role/management of an area | <input type="checkbox"/> 1 |
| Administration (finance, corporate services) | <input type="checkbox"/> 2 |
| Human Resources (personnel, employee assistance) | <input type="checkbox"/> 3 |
| Police training/education & development/recruitment | <input type="checkbox"/> 4 |
| Policy advice & development/research | <input type="checkbox"/> 5 |
| Audit & Review | <input type="checkbox"/> 6 |
| General Duties | <input type="checkbox"/> 7 |
| Beat Police/mobile patrols | <input type="checkbox"/> 8 |
| Water Police/Transit Police/Mounted Police/Air Wing | <input type="checkbox"/> 9 |
| Highway Patrol/traffic | <input type="checkbox"/> 10 |
| Community Liaison (Aboriginal, domestic violence, gay & lesbian etc) | <input type="checkbox"/> 11 |
| Criminal investigations generally | <input type="checkbox"/> 12 |
| Internal investigations | <input type="checkbox"/> 13 |
| Surveillance/undercover work/Special Branch | <input type="checkbox"/> 14 |
| Drug Enforcement Agency/Fraud Enforcement Agency | <input type="checkbox"/> 15 |
| Secondment to other agency (NSWCC, ICAC, Police Association,etc) | <input type="checkbox"/> 16 |
| Intelligence | <input type="checkbox"/> 17 |
| Prosecuting/legal services | <input type="checkbox"/> 18 |
| Technical support/technical services/communications | <input type="checkbox"/> 19 |
| Police Citizens Youth Clubs | <input type="checkbox"/> 20 |
| Child Protection | <input type="checkbox"/> 21 |
| Licensing | <input type="checkbox"/> 22 |
| Scientific/Forensic Services | <input type="checkbox"/> 23 |
| Other (Please state) _____ | <input type="checkbox"/> 24 |

b) Was this the first area of policing in which you worked?

- | | |
|-----|----------------------------|
| Yes | <input type="checkbox"/> 1 |
| No | <input type="checkbox"/> 2 |

33) How long did you work in this area?

- | | |
|--------------------|----------------------------|
| Less than one year | <input type="checkbox"/> 1 |
| 1 to 5 years | <input type="checkbox"/> 2 |

34) In which location did you carry out most of your work?

- | | |
|--|----------------------------|
| Country | <input type="checkbox"/> 1 |
| Suburbs | <input type="checkbox"/> 2 |
| Inner City (Sydney, Wollongong or Newcastle) | <input type="checkbox"/> 3 |

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY

Please place this questionnaire in the reply paid security envelope. We have provided a security seal which you will find in the return envelope. Please affix this seal to the back flap of the envelope and post to the Royal Commission by Friday 15 September 1995.

If you would like to provide additional information, you are most welcome to contact:

Mr Denis Lenihan or Research Staff from the Royal Commission on:

(02) 321 6700 OR FREECALL 1 800 657 079

As previously stated we are not interested in identifying you, however if you wish to include your name and a contact number please complete the section below:

NAME: _____

PREFERRED CONTACT NUMBER: _____

THE LEGAL REPRESENTATION OFFICE BROCHURE

4. How do I go about getting help?

You must have the Royal Commissioner's permission to have individual legal representation before the Royal Commission. If you need advice on whether you need to be represented before the Commission you can obtain this from the Legal Representation Office.

If you want to be represented by your own legal practitioner, you must get permission from the Royal Commissioner. Your legal representative will know how to seek this permission.

If you want help from the Office of the Solicitor, NSW Police Service you should contact the office at

**Office of the Solicitor,
NSW Police Service**

Address:
Level 13, Avery Building,
14-24 College Street, Sydney 2000

Telephone: (02) 339-5777
Fax: (02) 339-5789

If you want help from the Legal Representation Office you must apply to that Office for assistance. If you want legal representation you must apply as soon as possible and you must provide information about:

- . the reasons why you need representation; and
- . how long you think you will need representation.

You should contact the office at

The Legal Representation Office

Address:
Level 6, ADC House, 99 Elizabeth Street,
Sydney 2000

Telephone: (02) 231-0811
Fax: (02) 231-0812

If you want an independent legal representative paid for by the Government you must apply to the Attorney General as soon as possible and you must provide information about:

- . the reasons why you need representation;
- . how long you think you will need representation; and
- . the reasons why the Legal Representation Office cannot act for you.

You should apply to the Attorney General at:

The Attorney General's Department

Address:
8-12 Chifley Square, Sydney 2000

Telephone: (02) 228-7582
Fax: (02) 228-8563

Royal Commission into the Operations of the NSW Police Service

If the Royal Commissioner has called you to give evidence, or is likely to call you to give evidence, you should read this form.

WITNESSES BEFORE THE COMMISSION

If you are summoned to give evidence before the Commission you may need legal advice or legal representation before appearing.

Most witnesses will not need legal representation before the Commission but may like legal advice about the evidence they are going to give or the summons they receive.

If you are considered by the Royal Commissioner to be "substantially and directly interested in the subject matter of the inquiry" or if your conduct in relation to a matter being examined by the Commission may be challenged to your detriment, then you may be authorised by the Royal Commissioner to be individually represented by a legal representative at the inquiry.

Individual representation must be expressly authorised by the Royal Commissioner.

THE LEGAL REPRESENTATION OFFICE

The Government has established the Legal Representation Office to provide advice and/or legal assistance to persons called to give evidence before the Royal Commission.

The Legal Representation Office is able to provide advice to any person called to give evidence or who thinks they may be called to give evidence before the Royal Commission.

If the Royal Commissioner authorises a person to be represented by a legal practitioner before the inquiry then the Legal Representation Office can provide that legal representation.

GETTING LEGAL ADVICE AND LEGAL REPRESENTATION

1. Can I get FREE legal assistance if I am NOT in the Police Service?

If you are a member of the public or a public official (ie. not a police officer) then you may be able to get free legal advice and representation from the Legal Representation Office.

If you think that your interests conflict with those of another witness, then you may be able to apply to the Attorney General to meet the cost of legal advice and/or legal assistance from an independent legal practitioner.

The legal costs will be paid at rates approved by the Attorney General and may only be payable from the date the application is received.

2. Can I get FREE legal assistance if I AM a Police Officer?

- A) If you are a police officer who is:
- giving evidence about ordinary matters; and
 - your interests are not in conflict with the NSW Police Service's interests; and
 - the Royal Commissioner has not authorised you to be individually legally represented before the inquiry.

then you may be able to get free legal advice and representation from the Office of the Solicitor, NSW Police Service.

- B) If you are a police officer and:
- you consider that someone may allege that you have acted wrongly, or
 - your interests may conflict with those of the Police Service

then the Office of the Solicitor, NSW Police Service may not be able to help you. Instead, you may be able to get free legal advice and representation through the Legal Representation Office.

- C) If you are a police officer and you believe that:
- your interests may conflict with those of the Police Service; or
 - your interest may conflict with those of other witnesses; and
 - you consider that the Legal Representation Office may not be able to act for you

then you may be able to apply to the Attorney General to meet the cost of legal advice and assistance from an independent legal practitioner.

The legal costs will be paid at rates approved by the Attorney General and may only be payable from the date the application is received.

3. Can I use my own lawyer?

You may use your own lawyer to advise and represent you before the Royal Commission. If you want to do this, you must:

- be authorised by the Royal Commissioner to be legally represented; and
- pay your own lawyer out of your own pocket.

PREVIOUS ROYAL COMMISSIONS AND INQUIRIES INTO THE POLICE SERVICE

The following is a selection of significant reports which have touched on the management of, and integrity or corruption in, the NSW Police Service. It is by no means exhaustive.

COMMONWEALTH ROYAL COMMISSIONS

- Royal Commission of Inquiry into Drug Trafficking (Stewart, 1983)
- Royal Commission of Inquiry into Alleged Telephone Interceptions (Stewart, 1986)
- Royal Commission into Aboriginal Deaths in Custody (Muirhead/Johnston, 1987-91)

NEW SOUTH WALES SELECT COMMITTEES, INQUIRIES AND ROYAL COMMISSIONS

- Commissioners Appointed to Inquire into the State of Crime in the Braidwood District (Campbell, 1867) - This focused on the 'intimacy and familiarity' between police and bushrangers.
- Royal Commission on Alleged Chinese Gambling and Immorality and Charges of Bribery Against Members of The Police Force (Manning, 1892)
- Royal Commission on the Administration of the Law by Police regarding Disorderly Houses in Newcastle (Edmunds, 1912)
- Inquiry under the *Police Inquiry Act, 1918* (Street, 1918) - Whether fictitious evidence was concocted by or with the knowledge of the police during a criminal case.
- Royal Commission of Inquiry into the Matter of the Trial and Conviction and Sentences Imposed on Charles Reeve and Others (Ewing, 1920)
- Royal Commission of Inquiry into Allegations Against the Police in Connection with the Suppression of Illicit Betting, [and] into certain matters arising from the [first] Report of the Royal Commission ..., [and] into certain cases heard before the Royal Commission ... based upon fresh evidence (Markell, 1936-38)
- Royal Commission of Inquiry into the Reasons For and Circumstances Surrounding the Transfer of Sergeant Second-Class Alfred John Keogh from Peak Hill to Bathurst (Kirby, 1947)
- Royal Commission of Inquiry into Certain Matters Relating to David Edward Studdert (Dovey, 1954)
- Royal Commission on Liquor Laws In New South Wales (Maxwell, 1954)
- Royal Commission into Organised Crime in Clubs in New South Wales (Moffitt, 1974)
- Report on the Inquiry into the Legalising of Gambling Casinos in New South Wales (Lusher, 1977)
- Royal Commission into Drug Trafficking (Woodward, 1979)
- Commission of Inquiry into New South Wales Police Administration (Lusher, 1981)
- Report of the New South Wales Committee of Inquiry into the Legal Provision of Heroin and Other Possible Methods of Diminishing Crime Associated with the Supply and Use of Heroin (1981)
- Royal Commission of Inquiry into Certain Committal Proceedings against KE Humphreys (Street, 1983)
- Report of the Inquiry held under s. 475 of the *Crimes Act 1900* into the convictions of Timothy Edward Anderson, Paul Shawn Alister and Ross Anthony Dunn on 1/8/79 (Wood, 1985)
- Report of the Committee of Inquiry into Gaming in New South Wales (Lloyd-Jones, 1985)
- Special Commission of Inquiry into the Police Investigations of the Death of Donald Bruce Mackay (Nagle, 1986)
- Select Committee of the Legislative Assembly Upon Prostitution (Rogan, Chairperson, 1986)
- Royal Commission of Inquiry into the Arrest, Charging and Withdrawal of Charges Against Harold James Blackburn and Associated Matters Therewith (Lee, 1990)
- NSW Parliament, Report of the Select Committee on Police Promotion System (1991)
- Report of the Police Tribunal of NSW to the Minister for Police and Emergency Services pursuant to an Inquiry under Section 45 of the *Police Regulation (Allegations of Misconduct) Act 1978* into Certain Matters Relating to Discipline in the Police Force (Staunton, 1991)

**INDEPENDENT COMMISSION AGAINST CORRUPTION (ICAC)
AND NSW OMBUDSMAN SPECIAL REPORTS TO PARLIAMENT
IN RELATION TO THE NSW POLICE SERVICE**

INDEPENDENT COMMISSION AGAINST CORRUPTION (ICAC) REPORTS

- Investigation Relating to the Raid on Frank Hakim's Office. (1989)
- Investigation into Sutherland Licensing Police. (1991)
- Investigation into Harassing Telephone calls made to Edgar Azzopardi. (1990)
- Investigation into Police and Truck Repairers. (1991)
- Investigation into the Unauthorised Release of Government Information - Volume 1, 2 and 3. (1992)
- Secondary Employment of NSW Police Officers. (1992)
- Investigation into the Use of Informers (1993) - Volume 1 and 2.
- A High Risk Area - The Management of Criminal Investigations - A Discussion Paper. (1993)
- Investigation into the Relationship between Police and Criminals (1994) - First Report.
- Investigation into Matters Relating to Police and Confidential Information (1994) - Second Report.
- Interim Report on Investigation into Alleged Police Protection of Paedophiles. (1994)
- Report on the Charter of Aircraft by the Police Air Wing. (1996)

NSW OMBUDSMAN REPORTS

- Report on the effectiveness of the Office of the Ombudsman in respect of complaints against police. (1982)
- Report on the limitations re: handling complaints against police - Tow Truck Racket. (1982)
- Report on the limitations re: handling complaints against police - Blank Search Warrants. (1982)
- Report concerning complaint against police by CAMP Lobby Ltd. (1983)
- Report on complaint against police by Mr James Matheson. (1983)
- Report on complaint against police by Neil Andrews, Solicitor, Aboriginal Legal Service. (1983)
- Report on complaint against police by the Aboriginal Legal Service obo May, Donn, Boyd & Bailey. (1983)
- Report on complaint against police by Mr E. L. Nam. (1983)
- Report concerning Administrative Procedures in the Traffic Branch of the NSW Police Department. (1984)
- Report concerning complaints against police - Ainsworth and Vibert. (1984)
- Report concerning injuries sustained by Mr Bogdan Ostaszewski. (1985)
- Report re: Miss W. S. Machin MP obo Mr P. Steward about delay in investigating complaint that police assaulted blind people. (1986)
- Report under section 31 & 32. Complaints by Miles and McKinnon. (1986)
- Report on need to end restriction on source from which Ombudsman can recruit investigators of alleged misconduct. (1986)
- Report on delay in investigation of a complaint by Paul Mortimer. (1986)
- Report concerning Bogdan Ostaszewski and the response of the Police Department to the report of the Ombudsman. (1987)
- Report concerning allegations appearing in various recent media reports and statements by the Minister for Police that the police complaint system is being abused. (1987)
- Report concerning incorrect imprisonment for a fine already paid and inadequate initial investigation by police. (1987)
- Report on the First Three Years of the New Police Complaints System. (1987)
- Report concerning the failure of the Commissioner of Police to respond to a report made by the Ombudsman following the investigation of a complaint by Mr E. Azzopardi about the conduct of police. (1987)

- Failure to comply with recommendations contained in a final report under s. 28 of the *Police Regulation (Allegations of Misconduct) Act 1978* . (Marashlian) (1987)
- Report on the affairs of the Parramatta Police Citizens Boys Club. (Azzopardi) (1987)
- Failure to implement Ombudsman's recommendations re: arrest and police 'verbal'. (Matthews) (1987)
- Failure of Police Department to implement Ombudsman's recommendations arising from his reinvestigation of 'Club 80' complaint. (1987)
- Report concerning proceedings conducted in the Police Tribunal arising from investigations conducted by the Ombudsman. (Parker) (1987)
- Failure to comply with recommendations contained in a final report under s. 28 of the *Police Regulation (Allegations of Misconduct) Act 1978* . (Power) (1987)
- Failure of Commissioner of Police to implement recommendations made by the Ombudsman in a report on the investigation of a complaint by Dr A. Refshauge MP, about police conduct during the Redfern Riots of 2 & 3 November, 1983. (1987)
- Decision to consent to discontinuation of investigation of complaint concerning the conduct of the Assistant Commissioner (Review), Mr R. C. Shepherd. (1987)
- Special report to Parliament on proposals to amend the *Police Regulation (Allegations of Misconduct) Act 1978*. (1988)
- Report re: complaints of police misconduct determined between 1 July 1987 and 31 May 1988 that were the subject of investigation under Part IV of the *Police Regulation (Allegations of Misconduct) Act 1978* . (1988)
- Failure to obtain legal advice regarding departmental charges (anonymous and Love). (1988)
- Concerning a decision made on the basis of inadequate legal advice provided to the Commissioner of Police. (Hunt)
- Inadequate training and procedures of the Special Weapons Operations Unit. (Blackshaw) (1989)
- Failure to obtain evidence adequate for the successful prosecution of a police officer charged with assault occasioning actual bodily harm. (1990)
- Failure of the Commissioner of Police to take satisfactory actions in relation to previous recommendations of the Ombudsman concerning a review of the Special Weapons and Operations Squad procedures and instructions. (1990)
- Section 31 Report: Public interest in Releasing the Ombudsman's Report on Operation Sue. (Redfern Raid) (1991)
- Report on the role of the Ombudsman in the management of complaints against police. (1991)
- Report concerning information sought in Questions on Notice by Mr J. Hatton, MP. (1991) (Tabled 11/12/91)
- Complaints by Mrs Carolyn Rigg about the conduct of the NSW Police Service. (1992)
- Inquiry into the circumstances surrounding the injuries suffered by Angus Rigg in police custody and into the subsequent police investigations. (1993)
- Ombudsman's report on allegations of police bias against Asian students. (1993)
- Urgent amendment to the *Police Service Act 1990* . (1993)
- Urgent amendments to Section 121 of the *Police Service Act 1990* . (1994)
- Improper access and use of confidential Information by Police. (1994)
- Police Conciliation - towards progress. (1994)
- Police Internal Investigations - poor quality police investigations into complaints of police misconduct. (1995)
- Race Relations and Our Police. (1995)
- Raymond Denning - withdrawal from the Witness Protection Scheme. (1995)
- NSW Police Complaints System. (1995)
- Confidential Information and Police. (1995)
- Police Conciliation: Update. (1996)
- The Piat Report. (1996)
- Police and Insurance Investigators. (1996)

- Inquiry into Juvenile Detention Centres. (1996)
- The Weston Report - concerning the unreasonable arrest of Mr Rodney Saunders. (1996)

In addition, there have been several external inquiries under the Crimes Act, into specific convictions, in the course of which police methods, and investigations, have come under scrutiny.

NSW POLICE SERVICE CHRONOLOGY

The purpose of this chronology is to place this Commission's work into a broad context by providing a very general overview of some of the major organisational developments, allegations or incidents of corruption, and recent policy changes relating to the Service.

It does not purport to be a comprehensive history of the NSW Police Service. It is necessarily selective and heavily reliant upon secondary sources. While the Commission has taken care in selecting sources, it recognises that with any exercise of this type, the interpretation of events is subjective, opinions differ, and the quality of past research and secondary sources varies.

DATE	EVENT	SOURCE
1788-1861		
1788	Marines of the First Fleet take on responsibility for public security within the Colony, including custody of all prisoners. Two and a half weeks after arrival of the First Fleet, Governor Phillip appoints a freeman, John Smith, as a constable.	B. Swanton, <i>The Police of Sydney, 1788-1862</i> , AIC, 1984, p. 1.
1789	Governor Phillip establishes a 'Row Boat Guard' whose primary duty is to preserve law and order in Sydney Cove.	L. Williams, 'NSW Water Police: Our First Police', (Australian Police), 49(3), Sept 1995, p. 155.
1789	Governor Phillip appoints a night watch patrol formed from the ranks of the best behaved convicts. This patrol becomes known as the 'constabulary'.	'Law and Order in Early Sydney', <i>NSW Police News</i> , Jan 1988, p. 13; Captain Watkin Tench, <i>Sydney's First Four Years</i> , Angus & Robertson, Sydney, 1961, pp. 156-58.
1796	Elected freemen constables supplement the night watch and convict constables.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 378.
1810	Constables appointed in rural areas by local justices become known as Bench Police, or 'benchers'.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 379.
1811	Governor Lachlan Macquarie introduces a system of semi-civilian constables under the direction of a superintendent. The first appointee is John D'Arcy Wentworth.	'Law and Order in Early Sydney', <i>NSW Police News</i> , Jan 1988, p. 13.
1826	The Military Mounted Police is created for rural districts, stemming from clashes between Aboriginals and settlers in the Bathurst district in 1824.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 379.
1827	First reference to a detective in the Colony when Constable Israel Chapman is appointed Police Runner (detective) attached to the George Street Police Office.	<i>Australian Dictionary of Biography Vol. 1 1788-1850 A-H</i> , Melbourne University Press, 1966, p. 217.
1833	<i>Sydney Police Act 1833</i> is passed, an Act for regulating the Police in the Town and Port of Sydney and for removing and preventing Nuisances and Obstructions therein. Its enactment effectively places Sydney's Police Force (84 strong) on a statutory basis. Police organisation and personnel are formally subjected to control of magistrates. The Force's staff comprises many convict and emancipist officers, but from 1834 is bolstered by the first of several groups of police recruited from the United Kingdom.	<i>Sydney Police Act 1833</i> , No. 7; B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 380.
1835	<i>Vagrancy Act 1835</i> introduces first consorting laws.	<i>Vagrancy Act 1835</i> , No. 6.
1838	<i>Police Act 1838</i> is passed, that is, an Act for regulating the Police in the Towns of Parramatta, Windsor, Maitland, Bathurst, and other towns respectively and for removing and preventing nuisances and obstructions and for the better alignment of streets therein.	<i>Police Act 1838</i> , No. 2.
1839	A small Border Police Force, comprising military non-commissioned officers and military prisoners, is created under the <i>Crown Lands Unauthorised Occupation Act 1839</i> to maintain peaceful relations between settlers and Aboriginals (disbanded in 1846 following sustained criticism).	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 380.
1840	The <i>Seaman and Water Police Act 1840</i> establishes a Water Police Force. It retains its distinct charter until its merger in 1862 with the Sydney Police.	<i>Seamen and Water Police Act 1840</i> , No. 17.

DATE	EVENT	SOURCE
1840	Police Magistrate Henry Croasdaile Wilson retires following complaints of impropriety. Sydney's police strength grows to 128 employees.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 380; <i>Australian Dictionary of Biography Vol. 2 1788-1850 I-Z</i> , Melbourne University Press, 1967, p. 699.
1842	Sydney is incorporated and the new Council assumes control of the Sydney Police. (This arrangement lapsed after a couple of years.)	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 380.
1850	The <i>Colonial Police Act 1850</i> , an Act for the regulation of the Police Force in New South Wales, is passed following rioting in Sydney on New Year's Eve. It places the police of the entire Colony under the control of an Inspector-General of Police. Further it prohibits any member of the Police Force from belonging to any political or secret society other than the Society of Freemasons. For the first time the police are no longer under the direct supervision or control of a judicial officer. Mounted Road Patrols are given the task of patrolling the major roadways of the Colony.	<i>Colonial Police Act 1850</i> , No. 38; B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 381.
1851	A Chief Gold Commissioner is appointed with authority to form a body of mounted police (the Gold Police) to maintain order on the goldfields (continued until 1859).	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 382.
1862-1959		
1862	The <i>Police Regulation Act 1862</i> is passed. It is from this Act, and the Force it regulates, that the present NSW Police Service dates. In accordance with this Act, the rural constabulary, mounted patrols, Sydney metropolitan and the Water Police are all amalgamated into the one centralised force under the general superintendence of an Inspector-General of Police in Sydney	<i>Police Regulation Act 1862</i> , No. 16; R. Blazey, 'Policing the ocean and water-ways since 1789', <i>NSW Police News</i> , Oct 1981, p. 15.
1862	Captain John McLerie appointed the first Inspector-General. Holds office until 1874.	NSW Police Force, <i>Centenary Brochure NSW Police Force 1862-1962</i> , Govt Printer, Sydney, p. 22.
30/7/67	Report of the Commissioners appointed to inquire into the State of Crime in the Braidwood District published. After examining the conduct of magistrates and police in relation to bushranging, the Inquiry identifies several instances of misconduct and inefficiency on the part of certain members of the police.	<i>Report of the Commissioners, State of Crime in the Braidwood District</i> , 30/7/1867, RCPS Exhibit 2790A/9.
1874	Edmund Walcott Fosbery appointed Inspector-General. Holds office until 1904.	<i>Australian Dictionary of Biography Vol. 4 1851-90 D-J</i> , Melbourne University Press, 1972, p. 204.
1879	The Criminal Investigation Branch (CIB) is formed.	NSW Police Service, <i>CIB Centenary 1879-1979</i> , p. 18.
1892	Report of the Royal Commission on Alleged Chinese Gambling and Immorality and Charges of Bribery Against Members of the Police Force, appointed 1891. Finds allegations against police not substantiated.	Report of the Royal Commission on Alleged Chinese Gambling and Immorality and Charges of Bribery Against Members of the Police Force, <i>Commission Report</i> , (Manning, Abigail, McKillop, Tart, Hawthorne), 22/1/1892, Sydney.
1899	The <i>Police Regulation Act 1862</i> is repealed and replaced by the <i>Police Regulation Act 1899</i> which, with amendments, regulates the Force until 1990.	<i>Police Regulation Act 1899</i> , No. 20.
1901	<i>Police Offences Act 1901</i> is enacted to consolidate the statutes relating to Police Offences.	<i>Police Offences Act 1901</i> , No. 5.
1904	Thomas Garvin appointed Inspector-General. Holds office until 1910.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 383.
1908	<i>Police Offences (Amendment) Act 1908</i> makes brothel keeping a summary offence and introduces the offences of soliciting, male living off a prostitute's earnings, and being a landlord or proprietor where prostitution is being conducted on the premises.	J. Allen, 'Policing since 1880: Some questions of sex' in <i>Policing in Australia: Historical Perspectives</i> , (M. Finnane ed.), NSW University Press, 1987, p. 188; <i>Police Offences (Amendment) Act 1908</i> , No. 12.

DATE	EVENT	SOURCE
1911	Ernest Charles Day appointed Inspector-General. Holds office until 1915.	<i>Australian Dictionary of Biography Vol. 8 1891-1939 Cl-Gib</i> , Melbourne University Press, 1981, p. 246.
1915	James Mitchell appointed Inspector-General. Holds office until 1930.	B. Swanton & G. Hannigan (eds) <i>Police Source Book 2</i> , AIC, 1985, p. 383.
1915	The first female officers, Lillian Mary Armfield and Maude Marion Rhodes, are appointed; they are classified as 'probationary special constables'.	M. Tynan, <i>80 years of women in policing NSW</i> , NSW Police Service, 1995, p. 5.
1916	Members of the political group the Industrial Workers of the World arrested on various charges relating to arson and sedition. Following the trial an appeal, an inquiry under the Police Act and a Royal Commission reviewed the evidence against the accused and actions of police.	Inquiry Under the <i>Police Inquiry Act 1918</i> : Report of Mr Justice Street, the Commissioner appointed by the Act, Govt Printer, Sydney, 1918; Royal Commission of Inquiry into the Matter of the Trial and Conviction and Sentences Imposed on Charles Reeve and Others, <i>Commission Report</i> , (Hon. N. K. Ewing, Commissioner), 11/8/20, Sydney.
1918	Inquiry under the Police Act examines convictions of Industrial Workers of the World.	Inquiry Under the Police Inquiry Act, 1918: Report of Mr Justice Street, the Commissioner appointed by the Act, Govt Printer, Sydney, 1918.
1920	Royal Commission examines convictions of Industrial Workers of the World.	Royal Commission of Inquiry into the Matter of the Trial and Conviction and Sentences Imposed on Charles Reeve and Others, <i>Commission Report</i> , (Hon N. K. Ewing, Commissioner), 11/8/20, Sydney.
1920	Police Association of NSW is formed.	P. J. Tuncheon NSW Police Association, 'The Formation of the New South Wales Police Association', RCPS Exhibit 5999/48, p. 1.
1920s	Moves towards a formal rank structure for the Force introduced.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 2.
1921	Commissioned Police Officers' Association is formed.	B. Swanton & G. Hannigan (eds) <i>Police Source Book 2</i> , AIC, 1985, p. 385.
14/2/21	Police Association of NSW formally registers as a trade union.	S. Brien, <i>Serving the Force: 75 Years of the Police Association of New South Wales 1921-96</i> , Focus Publishing, Sydney, 1996, p. 19.
1923	A Police Appeal Board is established, giving police the right to appeal against decisions of the Inspector-General in promotion or disciplinary matters.	<i>Police Regulation (Appeals) Act 1923</i> , s. 6(1).
July 1926	NSW Police Force establishes a special Drug Bureau in anticipation of new legislation governing illegal drugs.	A. W. McCoy, <i>Drug Traffic Narcotics and Organized Crime in Australia</i> , Harper & Row, Sydney, 1980, p. 107.
1927	The <i>Pistol License Act 1927</i> barred people from carrying concealed firearms without a police licence. This Act makes the straight razor a popular alternative weapon. The underworld groups using them become known as Razor Gangs.	A. W. McCoy, <i>Drug Traffic Narcotics and Organized Crime in Australia</i> , Harper & Row, Sydney, 1980, p. 123; <i>Pistol License Act 1927</i> , No. 10.

DATE	EVENT	SOURCE
1927	The <i>Police Offences Amendment (Drugs) Act</i> is passed giving police greatly improved ability to combat drug traffickers by making the possession of illicit drugs an offence. Police still lack manpower and legal backing to apprehend major distributors. As smaller operators and chemists are forced out of the business, the lucrative cocaine trade concentrates in the hands of the underworld. Battles for supremacy in this and other areas such as prostitution and the sly grog trade erupt between four major criminal groups. These are referred to as the Razor Gang Wars.	A. W. McCoy, <i>Drug Traffic Narcotics and Organized Crime in Australia</i> , Harper & Row, Sydney, 1980, pp. 120-37; <i>Police Offences Amendment (Drugs) Act 1927</i> , No. 7.
1929	Consorting Squad is formed by Superintendent William John MacKay.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 385.
1929	Razor Gang Wars cause considerable public concern and the NSW <i>Vagrancy (Amendment) Act 1929</i> is enacted. The consorting clause together with others under the Act give police the power to imprison any citizen who has associates who they deem to be criminal. Police arrest a number of major criminals from the Sydney milieu.	A. W. McCoy, <i>Drug Traffic Narcotics and Organized Crime in Australia</i> , Harper & Row, Sydney, 1980, pp. 137-42.
1930	Qualifying examinations are introduced for the ranks of Superintendent, Inspector, Sergeant and Constable First Class.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 2.
1930s	Following long and bitter negotiation with the NSW Police Association, Commissioner Mackay introduces a promotion system based on strict seniority: <ul style="list-style-type: none"> • promotion is through oral and written examinations; • a set time frame is imposed to slow down movement through ranks; • a graded pass criteria is also set which is 60% and 70% for higher ranks. A significant factor under this system is the slow rate at which members can rise through the ranks and the small number of vacancies. Superintendents are usually promoted after they turn 55, and most commissioned officers serve only one year or more before retiring aged 60.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 3.
1930-35	Walter H. Childs appointed first Commissioner of Police. Holds office until 1935.	NSW Police Force, <i>Centenary Brochure 1862-1962</i> , Govt Printer, Sydney, 1962, p. 24.
1933	An Advisory Police Board is established to investigate and review salaries. This was criticised at the 1934 conference for failing to achieve members' aims.	S. Brien, <i>Serving the Force: 75 Years of the Police Association of New South Wales 1921-96</i> , Focus Publishing, Sydney, 1996, pp. 52 & 58.
1935	William John MacKay is appointed Commissioner of Police. CIB is enhanced with an increase in detective numbers and division of responsibilities with the creation of a number of specialist criminal investigation squads.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 387.
13/3/35	<i>Police Regulation (Amendment) Act 1935</i> assented to. The amendment changes the official title from Inspector-General of Police to Commissioner of Police.	<i>Police Regulation (Amendment) Act 1935</i> .
1/12/36	Justice Horace Francis Markell's <i>Report of the Royal Commission of Inquiry into Allegations against the Police in connection with the Suppression of Illicit Betting</i> published. Markell finds the situation regarding police activities serious and in urgent need of investigation. He finds 'several members of the police (including two senior officers) guilty of charges made under the Commission' and says he has to 'comment adversely on the conduct of others'.	<i>Report of the Royal Commission of Inquiry into Allegations against the Police in connection with the Suppression of Illicit Betting</i> , (H. F. Markell, Commissioner), 1/12/36.
15/9/37	A further report is presented to Parliament by Justice Markell on matters arising from his 1936 report into police and the suppression of illicit betting. Markell is asked to enlarge upon his inquiry into those he adversely mentioned in his 1936 Report. Essentially, he recommends that no further departmental charges be laid.	<i>Report of the Royal Commission of Inquiry into Certain Matters arising from the Report of the Royal Commission on Police and Illicit Betting-1936</i> , (H. F. Markell, Commissioner) 15/9/37.

DATE	EVENT	SOURCE
8/12/38	Further report by Justice Markell. He reviews material in relation to several cases previously considered by his inquiry. His findings include the setting aside of two former findings and confirmation of others.	<i>Royal Commission of Inquiry into Certain Cases heard before the Royal Commission of Inquiry into Allegations against the Police in connection with the Suppression of Illicit Betting, 1936 based upon Fresh Evidence</i> , (H. F. Markell, Commissioner) 16/12/38.
1941	Prosecuting Branch is formed by Commissioner Mackay and attached to the CIB.	<i>Report of the Commission to Inquire into NSW Police Administration</i> , (E. A. Lusher, Commissioner), Sydney, 1981, p. 238.
1942	After a period of disagreement between Commissioner MacKay and General Secretary Charles Cosgrove over the publication of comment on the outcome of a libel case in the Association newsletter, Commissioner MacKay paraded 17 members of the executive, and transferred them to country areas. The transfers were then rescinded by the Premier Sir William McKell.	S. Brien, <i>Serving the Force: 75 Years of the Police Association of New South Wales 1921-96</i> , Focus Publishing, Sydney, 1996, p. 80.
17/4/46	Police Association of NSW is registered as an industrial union of employees gaining access, albeit limited, to the arbitration system (to have disputes adjudicated in the courts).	P. J. Tunchon NSW Police Association, 'The Formation of the New South Wales Police Association', RCPS Exhibit 5999/48, p. 3.
1948	James F. Scott is appointed Commissioner of Police. Holds office until 1952.	NSW Police Department, <i>Report of the NSW Police Department 1985-86</i> , p. 8.
1952	Colin D. Delaney is appointed Commissioner of Police. Holds office until 1962.	NSW Police Department, <i>Report of the NSW Police Department 1985-86</i> , p. 8.
1953	Recruit training is relocated to the old Redfern Depot in Bourke Street and renamed the NSW Police Training Centre. Training is via day classes.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 388.
1954	Report of the Royal Commission on Liquor Laws in NSW is presented. Commissioner, Justice Alan Victor Maxwell: <ul style="list-style-type: none"> Notes the suspicion that 'wholesale unchecked breaches of the liquor law could be in part explained by police connivance' had not been removed. Agrees with Counsel for the Police Department that it is not possible on the evidence to find that there 'is widespread corruption amongst members of the Vice Squad'. Is critical of policing in this area, including senior officers. Notes an apparent lack of leadership, enthusiasm and ingenuity. Makes reference to several senior police officers' accretion of assets although can not make specific findings in relation to them as there is no evidence that such assets are the result of the administration of, or failure to administer, the Liquor Act. Questions Police Department's policy on acceptance of testimonials upon retiring. 	<i>Report of the Royal Commission on Liquor Laws in NSW</i> , (A. V. Maxwell, Commissioner), 1954, pp. 90-99.
5/10/54	Report of the Royal Commission into allegations of police brutality to David Edward Studley-Ruxton released. The Commissioner rejects Ruxton's story that he was bashed by police. The Commissioner is unable to find how the injuries to face and arms were received, however, he entertains 'more than a slight suspicion' that these may have been caused by police.	<i>Report of the Royal Commission of Inquiry into certain matters relating to David Edward Studley-Ruxton</i> , (Dovey, Commissioner), 1954.
1960-79		
1961	Married women allowed to continue employment in the Police Force, but until 1973 they are required to ask permission to remain in employment.	J. Sutton 'Women in the job' in <i>Policing Australia: old issues new perspectives</i> , eds P. Moir & H. Eijkman, 1992, p. 69.
1962	Norman Allan is appointed Commissioner of Police. Holds office until 1972	NSW Police Department, <i>Report of the NSW Police Department 1985-86</i> , p. 8.
1964	<i>Police Regulation (Assistant Commissioners) Amendment Act 1964</i> abolishes the office of Deputy Commissioner and adds a number of Assistant Commissioner positions.	<i>Police Regulation (Assistant Commissioners) Amendment Act 1964</i> , No. 63.
1965	Police Prosecution Section is established as a separate unit distinct from CIB.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC 1985, p. 390.

DATE	EVENT	SOURCE
18/3/65	Policewomen cease to be known as special constables; are sworn in as officers.	M. Tynan, <i>80 years of women in policing NSW</i> , NSW Police Service, 1995, p. 28.
13/5/65	Liberal Government elected; Robert Askin Premier.	
9/11/65	William Stanevics hospitalised with serious injuries sustained during detention at Sydney Central Police Station.	NSW Parliamentary Debates, 16/11/65, p. 1964.
1966	Armed Hold Up Squad is initiated 'to combat the upsurge in armed robberies where firearms were used'. All are members of Emergency Squad, later known as Special Weapons and Operations Squad. Members are drawn from 21 Division and divisional detectives offices throughout metropolitan region.	J. Breton, 'The Armed Hold-Up Squad', <i>Police News</i> , vol. 76, no. 9, Sept 1996, p. 35.
1968	Ng Biu Kuen, a Chinese restaurant owner, reports presence of senior police in Dixon Street casino. He is allegedly assaulted by police and later charged with possession of opium. He alleges this was a payback.	NSW Parliament, <i>Hansard</i> , 18/2/69, p. 3688; <i>In the matter of the Appeal of Biu Kuen Ng</i> , NSW Dist. Ct.
6/3/68	Geoffrey Rixon is assaulted by police, later brings a successful civil action against two police officers.	<i>Rixon v Hayes</i> [1970] 1 NSW 390.
18/2/69	Premier Askin refers to the report prepared by the Police Commissioner, Norman Allan, into the allegations made by Mr Ng Biu Kuen. He notes that the Commissioner finds no grounds to justify appointing a Royal Commission or holding any further inquiry into the allegations. He says he plans to seek the views of the Attorney General and Crown law authorities.	NSW Parliament, <i>Hansard</i> , 18/2/69, p. 3688.
1969-72	The Examinations and Disciplinary Branch is made responsible for complaint and disciplinary matters. It also takes responsibility for the marking of police examinations, the promotion of non-commissioned officers and duties associated with the Crown Employees Appeals Board.	J. Jarratt, Statement to RCPS, 6/12/94, RCPS Exhibit 31/2.
1971	Detective Sergeant (Third Class) Phillip Arantz reveals falsifications in crime statistics, and is dismissed after being temporarily placed in a psychiatric institution.	P. Swanton & G. Hannigan (eds) <i>Police Source Book 2</i> , AIC, 1985, p. 391.
1971	Women accepted into the detectives' training course.	J. Sutton, 'Women in the job', in <i>Policing Australia: old issues new perspectives</i> , eds P. Moir & H. Eijkman, 1992, p. 69.
15/6/71	Shirley Brifman appears on ABC television and makes a statutory declaration to the effect that: <ul style="list-style-type: none"> she had worked as a prostitute in Sydney between 1965 and 1969 with the knowledge of police; as a brothel keeper, she had made weekly payments to a member of the NSW Police Vice Squad; and she had lied to protect herself at the National Hotel Royal Commission. 	<i>Brisbane Courier Mail</i> , 16/6/71, p. 1.
8/12/71	A judicial inquiry into the Ng, Stanevics and Rixon cases is resisted as is the attempt by the Leader of the Opposition to establish a Select Committee to inquire into all aspects of police administration.	NSW Parliament, <i>Hansard</i> , 8/12/71, p. 4091.
Dec 1971	Detective Sergeant Jack McNeill, then in charge of Consorting Squad, receives information re Bally America's connections with organised crime. This leads to the setting up of a special police inquiry. Its reports are sent to Government with Commonwealth Police reports and lead to questions and allegations in the Legislative Assembly, and later to the establishment of the Moffitt Royal Commission.	<i>Royal Commission into Allegations of Organised Crime in Clubs in NSW</i> , (A. Moffitt, Commissioner), Aug 1974, p. 5.
1972	Frederick J. Hanson is appointed Commissioner of Police. Holds office until 1976.	NSW Police Department, <i>Report of the NSW Police Department 1985-86</i> , p. 8.
1972	Crime Information and Intelligence System (CIIS) is developed to measure all reported crime.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 21.
1972	Examinations and Disciplinary Branch is re-named Police Internal Affairs Branch. It continues to perform activities associated with police examinations and promotions until May 1978 when Police Training and Development Branch is established.	J. Jarratt, Submission to RCPS, 25/10/94, RCPS Exhibit 31/1, p. 4.
1972	Inspector Beth Hanley becomes the first female commissioned officer.	M. Tynan, <i>80 years of women in policing NSW</i> , NSW Police Service, 1995, p. 29.
20/8/73	Royal Commission into Allegations of Organised Crime in Clubs in NSW commences. Justice Athol Moffitt is Commissioner.	<i>Royal Commission into Allegations of Organised Crime in Clubs in NSW</i> , (A. Moffitt, Commissioner), Aug 1974, p. 1.

DATE	EVENT	SOURCE
30/11/73	Sergeant Pat Pritzer appears on the Nine Network's A Current Affair program stating that he can name at least one Sydney club where police were being paid.	SMH, 1/12/73, p. 1.
15/8/74	Moffitt Report released.	Royal Commission into Allegations of Organised Crime in Clubs in NSW, (A. Moffitt, Commissioner), Aug 1974, p. 141.
20/9/74	Crime Intelligence Unit created in response to Moffitt recommendation that NSW Police establish effective intelligence gathering system to identify areas of organised crime.	NSW Police Department, Annual Report 1975, p. 18.
18/10/74	Ombudsman Act 1974 assented to, and, with the exception of Part III, commences.	Ombudsman Act 1974, p. 39.
1975	The Government refers the question of whether police employees should have greater access to the Industrial Tribunal to the President of the Industrial Commission. The police administration strongly opposes the move, however, the President recommends the granting of greater access to the Industrial Tribunal on industrial matters.	B. Swanton & G. Hannigan (eds), Police Source Book 2, AIC, 1985, p. 391.
1975	New system for promotion to commissioned rank is established consisting of a panel interview of eligible police who are then placed on a 'graded list'.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 18.
2/4/75	Kenneth Smithers appointed first NSW Ombudsman.	NSW Ombudsman, Report for period 2 April 1975 to 30 June 1976, pp. 1 & 18.
14/5/76	Labor Party returned to Government (after 11 years) under Neville Wran.	
August 1976	Police raid Tunttable Falls near Lismore and arrest 42 people on drug charges. Premier Wran requests a report from Commissioner Hanson to explain why he had not been consulted about the raid.	SMH, 17/8/76, p. 1; NSW Parliamentary Debates, 1/9/76, pp. 414-15.
13/10/76	Industrial Arbitration (Amendment) Act, 1976 passed. It extends the powers of industrial tribunals to enable them to deal with industrial matters, such as, hours of work and conditions of employment, affecting members of the police force, other than senior officers.	NSW Parliament, Hansard, 28/9/76, p. 1017.
Nov 1976	Mervyn T. Wood appointed Commissioner of Police. Holds office until 1979.	Royal Commission of Inquiry into Alleged Telephone Intercepts, (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 114.
2/12/76	Police Regulation (Appeals) Act, 1976 passed. Provides police with a new promotion appeal system.	Police Regulation (Appeals) Act 1976.
1977	Internal undercover operation to investigate allegations that police had been involved in organised crime and its protection. Police Commissioner Wood orders raid on Criminal Intelligence Unit (CIU) offices to recover tapes and transcripts of telephone taps carried out under the operation.	R. Kilburn, RCT, 12/11/96, p. 34155.
Jan 1977	A trigger for educational reform in NSW Police Service is provided by way of a letter, written by Premier Wran in January 1977, asking the Police Commissioner to arrange 'a wide ranging independent examination into the organisation and methods and overall philosophy of training of police'.	D. Bradley & P. Cioccarelli, 'Chasing Vollmer's fancy: current developments in police education' in Australian Policing: Contemporary Issues, eds D. Chappell & P. Wilson, Butterworths, Sydney, 1989, p. 9.
15/7/77	Mr Donald Mackay, noted anti-drug crusader, disappears at Griffith in western NSW.	J. F. Nagle, Report of the Special Commission of Inquiry into the Police Investigation of the Death of Donald Bruce Mackay, (J. F. Nagle, Commissioner) Sydney, 1987, p. 325.
19/7/77	Report by Justice Edwin Augustus Lusher, of the Inquiry into the Legalising of Gambling Casinos in NSW, released. It recommended that casinos be introduced to and legalised, in NSW.	Report on the Inquiry into the Legalising of Gambling Casinos in New South Wales, (E. A. Lusher, Commissioner), July 1977.
5/8/77	Justice Philip Morgan Woodward appointed Commissioner of the NSW Royal Commission into Drug Trafficking.	Report of the Royal Commission into Drug Trafficking, (P. M. Woodward, Commissioner), Oct 1979.

DATE	EVENT	SOURCE
Aug-Nov 1977	Graded list for progression to commissioned ranks is changed to a points system by amendment to <i>Police Regulation Act</i> . This recognises length of service, examination results and interview. A priority list for future vacancies is published and an appeal mechanism instituted.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 21; NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 6.
5/12/77	At 2:30 am, 21 Division raids the Forbes Club at East Sydney, beginning the process of closing down the illegal casinos.	<i>Daily Telegraph</i> , 5/12/77, p. 1.
1978	Women are integrated into seniority list.	M. Tynan, <i>80 years of women in policing NSW</i> , NSW Police Service, 1995, p. 8.
1978	Nineteen general duties police officers dismissed at Parramatta for involvement in an organised tow truck racket.	NSW Ombudsman, <i>Investigation of alleged police involvement in tow truck rackets</i> , Sept 1982, p. 9.
20/2/78	John Avery's report, <i>New South Wales Police Department Review of Police Training with comments and recommendations by Deputy Commissioner J. T. Lees</i> , presented to Commissioner.	J. K. Avery, <i>New South Wales Police Department Review of Police Training with comments and recommendations by Deputy Commissioner J. T. Lees</i> , 20/2/78.
March 1978	Privacy Committee examines Special Branch and criminal records in NSW, and criticises record keeping practices.	Privacy Committee, <i>NSW Police Special Branch</i> , No. 45, March 1978.
March 1978	National Times publishes a photograph of Dr Nick Paltos and Chief Stipendary Magistrate Murray Farquhar together at the races at Randwick.	<i>Royal Commission of Inquiry into Certain Committal Proceedings against K. E. Humphreys</i> , (L. Street, Commissioner), July 1983, p. 142.
May 1978	Police Training and Development Branch established. This new Branch assumes responsibility for duties associated with examinations. At the same time the Police Personnel Branch takes over responsibility for promotions.	J. Jarratt, Submission to RCPS, 25/10/94, RCPS Exhibit 31/1, p. 4.
23/8/78	Establishment of Parliamentary Select Committee into Organised Crime, headed by Dr Derek Freeman. Select Committee lasts only about three weeks because State election called.	NSW Parliament, <i>Hansard</i> , 23/8/78, p. 494.
11/9/78	<i>Police Regulation (Allegations of Misconduct) Act</i> enacted (PRAM Act). Assented to on 11/09/78. Commences operation on 19/02/79. This establishes the Internal Affairs Branch and complaints become notifiable to the Ombudsman. The Police Tribunal is established to hear matters relating to disciplinary charges for misconduct.	<i>Police Regulation (Allegations of Misconduct) Act 1978</i> , No. 84.
1979	Above-mentioned priority list system for promotion to commissioned rank, introduced in 1975, is extended to Sergeant level with amendments to <i>Police Regulation Act</i> and <i>Police Regulation (Appeals) Act</i> as from 1/4/80.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568.
1979	Report of the Solicitor-General Concerning the Prosecution of Roy Cessna and Timothy Milner and the allegations that Magistrate Murray Farquhar, solicitor Morgan Ryan, and Police Commissioner Mervyn Wood had conspired to pervert the course of justice in relation to the sentencing of Cessna and Milner.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC 1985, p. 495.
1979	Restricted entry for women recruits abolished. Women issued with firearms.	J. Sutton 'Women in the job' in <i>Policing Australia: old issues new perspectives</i> , eds P. Moir & H. Eijkman, 1992, p. 69.
1979	<i>Police Summary Offences Act</i> repealed. (A new <i>Summary Offences Act</i> is enacted in 1988.)	<i>Summary Offences (Repeal) Act 1979</i> , No. 62; <i>Summary Offences Act 1988</i> , No. 25.
2/7/79	Detective Superintendent Merv Beck takes charge of the 21 Special Squad. Members of Beck's group, known as 'Beck's Raiders', carry out raids on gaming houses that had been operating with impunity.	M. Beck, RCT, 13/11/96 p. 34253-67; L. J. Burgess, RCT, 11/8/95, p. 11305.
1979-82	Tony Lauer elected President of the Police Association.	S. Brien, <i>Serving the Force: 75 years of the Police Association of New South Wales 1921-96</i> , Focus Publishing, Sydney, 1996, p. 150.

DATE	EVENT	SOURCE
20/2/79	New system of dealing with complaints against police, established by PRAM Act, becomes operative.	K. O'Connor, 'Complaints Against NSW Police: New System', <i>ACLD</i> , March 1979, p. DT 49.
5/6/79	Police Commissioner Wood resigns amid allegations of widespread police corruption.	NSW Police Department, <i>Annual Report 1979</i> , p. 7; <i>SMH</i> , 6/6/79, p. 1.
9/6/79	Mr Jim Lees appointed Acting Commissioner. (Appointment confirmed on 17/10/79.)	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), April 1986, p. 115.
2/7/79	Crown Employees' Board dismisses appeals of 18 former policemen who each admitted their involvement in a tow truck racket in the Parramatta area.	<i>SMH</i> , 3/7/79.
16/7/79	The Commonwealth-New South Wales Joint Task Force on Drug Trafficking (JTF) commences operations. Uses unlawful telephone intercepts installed by NSW Police Service Technical Services Unit, after seeking approval from the officer in charge of the BCI.	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 216.
Oct 1979	Final Report of Woodward Royal Commission released. Finds that Donald Mackay had been murdered by a Griffith based drug organisation. Describes local businessman Robert Trimbole as the practical, if not the titular, head of the organisation, and finds that Detectives Ellis, Borthwick and Robbins had close ties with marijuana activities.	<i>Report of the Royal Commission into Drug Trafficking</i> , (P. M. Woodward, Commissioner), Oct 1979.
14/11/79	Commission to Inquire into NSW Police Administration commences under Justice Edwin Augustus Lusher.	<i>Report of Commission to Inquire into NSW Police Administration</i> , (E. A. Lusher, Commissioner), Sydney, April 1981.
1980-95		
1980	The <i>State Emergency Services and Civil Defence Act 1972</i> and <i>Police Regulation Act 1899</i> are amended, giving control of the SES and Civil Defence in NSW to the Commissioner of Police.	<i>State Emergency Services and Civil Defence (Amendment) Act 1980</i> , No. 22, s. 5A.
May 1980	The offices of Premier and Police Minister are separated.	NSW Government Gazette, 1980.
June 1980	Commissioner Lees establishes Personnel Assessment Review Committee due to large number of complaints from all ranks of police about deficiencies in the Merit Rating System of Performance Appraisal.	NSW Police Service, 'The Work Performance Appraisal System, Part I-On-The-Job-Training Programme', RCPS Exhibit 5999/82.
Feb 1981	<i>Report of the New South Wales Committee of Inquiry into the Legal Provision of Heroin and Other Possible Methods of Diminishing Crime Associated with the Supply and Use of Heroin</i> is delivered.	<i>Report of the New South Wales Committee of Inquiry into the Legal Provision of Heroin and Other Possible Methods of Diminishing Crime Associated with the Supply and Use of Heroin</i> , Govt Printer, NSW, Feb 1981.
29/4/81	Report of Justice Lusher of the Commission to Inquire into NSW Police Administration is presented. Makes more than 200 recommendations including many requiring fundamental changes in administration and training.	<i>Report of Commission to Inquire into NSW Police Administration</i> , (E. A. Lusher, Commissioner), Sydney, April 1981.
25/6/81	Royal Commission of Inquiry into Drug Trafficking (also known as 'Mr Asia' Royal Commission) commences. Justice Donald Gerard Stewart, Commissioner.	
27/6/81	Warren Lanfranchi, alleged drug dealer, shot dead by Detective Sergeant Roger Rogerson. There was a finding by the Coroner that Rogerson had shot Lanfranchi 'whilst endeavouring to effect an arrest', the jury having declined to find that the shot was fired in self defence.	Coronial Inquiry documents, Coroner's report, RCPS Exhibit 2905C.
3/7/81	Crime Intelligence Unit renamed Bureau of Crime Intelligence (BCI).	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 85.
30/12/81	Mr Cec Abbott appointed Commissioner. Holds office until 1984.	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 116.

DATE	EVENT	SOURCE
1982	Massive publicity campaign by Police Association to pressure the Government to employ more police.	B. Swanton & G. Hannigan (eds), <i>Police Source Book 2</i> , AIC, 1985, p. 393.
1982	Painting 'Stupid as a Painter' is seized by Vice Police at the Sydney Biennale Art exhibition, as an obscene publication. The Police Minister directs its return, provoking strong rank and file objections and serious questions as to the authority of the Minister, or Commissioner of Police, to direct an officer in the execution of his duty. The Police Association commences an action in the Supreme Court seeking a declaration that 'the Commissioner had no power to give directions or advice to a police officer in respect of Government policy'. The case is not pursued.	D. Brown, D. Farrier, & D. Wiesbrot, <i>Brown, Farrier, Neal and Wiesbrot's Criminal Laws</i> , (2nd ed.), vol. 1, Federation Press, Sydney, 1996, p. 135.
19/4/82	Report of the Police Tribunal to the Minister for Police pursuant to an Inquiry under s. 45 of the <i>Police Regulation (Allegations of Misconduct) Act 1978</i> into certain matters relating to discipline in the Police Force and Mr W A. R. Allen released. Tribunal recommends police rules be amended to expressly prohibit officers from accepting any gifts offered, with no exception.	<i>Report of the Police Tribunal of NSW to the Minister of Police pursuant to an Inquiry under s. 45</i> , April 1982, RCPS Exhibit 5999/97.
May 1982	Office of the Minister for Police and Emergency Services (OMPES) operates from May 1982 to March 1988.	Ministry for Police and Emergency Services, <i>Annual Report 1992-93</i> , p. 3.
Aug 1982	Ombudsman's inquiry into complaints re dealings between police and tow truck operators.	NSW Ombudsman, <i>Report re alleged police involvement in tow truck rackets</i> , 1982, p. 3.
1/12/82	Observation Squad of 25 CIB detectives detached from the CIB and amalgamated with the surveillance arm of the BCI.	<i>Royal Commission of Inquiry into Alleged Telephone Intercepts</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 93.
1983	<i>Law Reform (Vicarious Liability) Act 1983</i> establishes Crown liability in respect of the tortious actions of police in the performance or purported performance of their duties.	<i>Law Reform (Vicarious Liability) Act 1983</i> , No. 38.
1/1/83	The <i>Police Board Act 1983</i> enacted.	
25/2/83	Royal Commission of Inquiry into Drug Trafficking (RCIDT) Final report presented.	<i>Royal Commission of Inquiry into Drug Trafficking</i> , (D. G. Stewart, Commissioner), Feb 1983.
3/6/83	Ministerial Working Party to examine the regulation of tow trucks concludes its examination and reports to the Minister. It finds that improper practices were occurring in the tow truck industry, involving police.	NSW Ombudsman, <i>Annual Report for year ended 30/06/84</i> , p. 114.
Nov 1983	Report of the Inter-Departmental Committee on PCBC, its relationship to the Police Department and the role of police in the PCBC movement is delivered to the Government.	<i>Report on the Implementation Progress of Recs made by the IDC on Police-Citizens Boys Clubs</i> , p. 1.
Nov 1983	Government introduces a series of bills aimed at eliminating corruption and improving investigation of complaints against police. <ul style="list-style-type: none"> • Police Regulation (Allegations of Misconduct) Amendment Bill • Police Regulation (Further Amendment) Bill • Ombudsman (Police Regulation) Amendment Bill. 	NSW Ombudsman, <i>Annual report for year ended 30/06/84</i> , p. 93.
10/11/83	Ombudsman's Report on Police Citizens Boys' Clubs released. This investigates Mr Edgar Azzopardi's complaint that the Police Department failed to investigate allegations of breaches of the <i>Lotteries and Art Unions Act</i> and Regulations. It finds that the Charities Branch acted wrongly in failing to investigate complaints.	NSW Ombudsman, <i>Report of the Ombudsman under section 26 of the Ombudsman Act 1974, concerning the Affairs of the Parramatta Police Citizens Boys' Club</i> , 10/11/83.
31/12/83	Amendments to <i>Police Regulation (Allegations of Misconduct) Act</i> assented to. Principal changes include: <ul style="list-style-type: none"> • strengthening of Ombudsman's role in relation to complaints against police; • Ombudsman may carry out his/her own investigation if not satisfied by the Internal Affairs investigation of the complaint. 	NSW Ombudsman, <i>Annual report for year ended 30/06/84</i> , pp. 93-95; NSW Parliament, <i>Hansard</i> , 23/2/84, p. 4566; <i>Police Regulation (Allegations of Misconduct) Amendment Act 1984</i> , No. 191.
1984	The IPSU, which had been part of the Internal Affairs Branch is given responsibility to carry out proactive anti-corruption functions imposed by the PRAM Act and to investigate the allegations of serious corruption that arose out of the Australian Federal Police telephone intercepts that became known as the 'Hakim' tapes.	J. Jarratt, Submission to RCPS, 25/10/94, RCPS Exhibit 31/1, p. 6.

DATE	EVENT	SOURCE
1984	Community-based policing is introduced and adopted as the principal operating strategy of the Service.	NSW Police Service, <i>Annual Report 1992-93</i> , p. 15; <i>NSW Police Service 1984 to 1988: An Overview</i> , 5/12/94, RCPS Exhibit 11, p. 3.
1984	Police Academy is established at Goulburn and redevelopment begins of police training and education to upgrade professional standards.	K. Moroney, Statement to RCPS, 26/8/94, RCPS Exhibit 26, p. 4; A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 23.
16/1/84	Police Board becomes operational. The Board comprises the Commissioner of Police as a full-time member, and two part-time members, one of whom is the Chair. The Board is to oversee police promotions, training and appointments.	Police Board, <i>Annual Report 1986-87</i> , p. 1.
2/2/84	On 2, 3 and 4 February the Melbourne Age publishes extracts of transcripts of tape recorded conversations.	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 6.
1/3/84	The inquest into the death of Donald Bruce Mackay begins.	<i>Report of the Special Commission of Inquiry into the Police Investigation of the Death of Donald Bruce Mackay</i> , (J. F. Nagle, Commissioner), 1986, pp. 31-32 & 51.
6/6/84	Detective Sergeant Michael Drury, an undercover police officer, is shot at his Chatswood home, allegedly for refusing to take a bribe offered by Melbourne drug dealer, Alan David Williams.	W. J. Smith, RCT(U), 15/3/96, p. 296.
28/6/84	Final Report of Special Task Force headed by Executive Chief Supt Milton (J. M.) Pry on further investigations re Age Tapes (Cessna/Milner proceedings).	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 255.
7/8/84	John Avery appointed Commissioner. Holds office until 21 March 1991.	J. Avery, RCT, 5/12/94 pp. 25 & 35.
29/9/84	On ABC-TV's Four Corners, Stephen Bazley, former member of Mr Asia syndicate, alleges that seven NSW police officers were involved in heroin trafficking, protecting drug dealers, using standover tactics and redistributing drugs for their own profit. It is said that these allegations had been investigated by AFP and that a 254-page report was supplied to the NSW Police Service in June 1983.	Hon E. P. Pickering, NSW Parliament, <i>Hansard</i> , 9/10/84, p. 1584; 'An Informers Tale', Four Corners, ABC, 29/9/84.
1/10/84	<i>Police Regulation (Promotions) Amendment Act</i> , 1984 extends positional (merit-based) promotion to all commissioned ranks as from this date. <ul style="list-style-type: none"> • Positions are advertised; • selection committees nominate appointees on merit; and • appeals may be made against decisions to GREAT. 	<i>NSW Police Service 1984 to 1988: An Overview</i> , RCPS Exhibit 11, p. 22; NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 8.
March 1985	Neighbourhood Watch is established in NSW.	NSW Police Department, <i>Annual Report 1984-85</i> , p. 36.
29/3/85	Commonwealth Letters Patent to Justice Donald Stewart for Royal Commission into Alleged Telephone Interceptions (The Age Tapes Royal Commission).	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 3.
3/4/85	NSW Letters Patent to Justice Donald Stewart for Royal Commission into Alleged Telephone Interceptions (The Age Tapes Royal Commission).	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 3.
11/4/85	NSW Ombudsman report to Parliament highlights problems arising out of exclusion of civilian investigators and the Assistant Ombudsman from re-investigating police conduct.	NSW Ombudsman, <i>Annual Report 1985</i> , p. 106.
24/4/85	NSW Police establish the Murder Task force (MTF) to investigate small gangland killings.	NSW Police Service, <i>Report of Drug/Murder Task Force</i> , 28/10/96, RCPS Exhibit 2787C.

DATE	EVENT	SOURCE
May 1985	Report by Justice James Wood on Ananda Marga Inquiry - Tim Anderson, Paul Alister and Ross Dunn are pardoned as a result on 15 May 1985.	<i>Report of the Inquiry held under s. 475 of the Crimes Act 1900 into the convictions of Timothy Edward Anderson, Paul Shawn Alister and Ross Anthony Dunn on 1/8/79, (J. Wood), May 1985, RCPS Exhibit 2790A/10; T. Anderson, Free Alister, Dunn and Anderson, Wild & Woolley, Sydney, 1985.</i>
Aug 1985	NSW Police Service Operation Raindrop commences, to examine a prison informant's allegations of corrupt dealings between himself and a number of police.	ICAC, <i>Report on Investigation into the Use of Informers</i> , vol. 2, Jan 1993, pp. 357ff.
21/8/85	Report of the Committee on Gaming is presented.	<i>Report of the Committee of Inquiry into Gaming in New South Wales</i> , (Lloyd-Jones, Chairman), Aug 1985.
27/8/85	Task Force is established to review the first year of operation of merit-based promotion.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. 10.
2/10/85	Interim Police Education and Training Advisory Council (IPETAC), created by the Police Board, convenes for the first time.	B. Mansfield & I. Burnard, <i>A Brief History of Police Education in New South Wales</i> , 1996, RCPS Exhibit 2462/13.
1986	In <i>Williams v. R</i> , the High Court restated the common law position that 'it is unlawful for a police officer having the custody of an arrested person to delay taking him before a justice in order to investigate that person's complicity in a criminal offence'.	<i>Williams v R</i> [1986] 161 CLR 468.
20/1/86	State Drug Crime Commission established to investigate drug crime. (Later renamed the NSW Crime Commission.)	<i>State Drug Crime Commission Act 1985</i> , p. 45.
17/2/86	Police Board of NSW adopts arrangements to establish a Police Education and Advisory Council (PEAC) to serve under the Police Board. Phase 1 - initiated 17 February 1986 includes creation of Interim Police Education and Training Advisory Council (IPETAC). Phase 2 - to commence early 1987 - convening of full Education and Advisory Council.	B. Mansfield & I. Burnard, <i>A Brief History of Police Education in New South Wales</i> , 1996, RCPS Exhibit 2462/13, p. 9.
March 1986	Publication of 'Genesis: The Education, Training and Progression Program of the New South Wales Police Force' - the report of the Police Service Training and Review committee.	D. Bradley & P. Cioccarelli 'Chasing Vollmer's fancy: current developments in police education' in <i>Australian Policing: Contemporary Issues</i> , eds D. Chappell & P. Wilson, Butterworths, Sydney, 1989, p. 11.
April 1986	Report of the task force to examine the selection of recruits, established by the Commissioner in July 1985. It recommends removal of the minimum height requirement and substitution of an upgrade in minimum education standards and a test for physical suitability.	Police Board, <i>Annual Report 1985-86</i> , pp. 21-22.
April 1986	Select Committee of the Legislative Assembly upon Prostitution, headed by Patrick Allan Rogan reports. Recommends that brothels be decriminalised, controls be placed on ownership of brothels, and street soliciting be prohibited in certain areas	NSW Parliament, <i>Committee of the Legislative Assembly upon Prostitution</i> , April 1986.
30/4/86	Report of Royal Commission of Inquiry into Alleged Telephone Interceptions (The Age Tapes Royal Commission) presented.	<i>Royal Commission of Inquiry into Alleged Telephone Interceptions</i> , (D. G. Stewart, Commissioner), vol. 1, April 1986, p. 3.
30/4/86	NSW Letters Patent to John Flood Nagle, QC, under <i>Special Commissions of Inquiry Act 1983</i> , requiring him to inquire into the police investigation of the death of Donald Mackay.	<i>Report of the Special Commission of Inquiry into the Police Investigation of the Death of Donald Bruce Mackay</i> , (J. F. Nagle, Commissioner), 1986.
6/6/86	Central Licensing Branch is established.	NSW Police Department, <i>Annual Report 1986-87</i> , p. 37.

DATE	EVENT	SOURCE
July 1986	Second report of IPETAC adopted by the Police Board, four months after the 'Genesis' report and during a period of intensive curriculum development at the Police Academy.	D. Bradley & P. Cioccarelli 'Chasing Vollmer's fancy: current developments in police education' in <i>Australian Policing: Contemporary Issues</i> , eds D. Chappell & P. Wilson, Butterworths, Sydney, 1989, p. 11.
14/11/86	Report of Special Commission of Inquiry into the Police Investigation of the Death of Donald Bruce Mackay presented. Makes strong adverse findings against Executive Chief Superintendent Parrington (including failure to make due inquiries, withholding evidence from inquest) sufficient to warrant prosecution for attempting to pervert the course of justice. Finds that Constable Eric Harold Campbell neglected to make proper inquiry. Criticises internal communication, police filing system (289).	<i>Report of the Special Commission of Inquiry into the Police Investigation of the Death of Donald Bruce Mackay</i> , (J. F. Nagle, Commissioner), 1986. pp. 309-14.
Dec 1986	Amendment to <i>Police Board Act 1983</i> provides that integrity is to be considered by the Board as a component of merit in respect of promotion matters. Also to be considered by Government and Related Employees Appeal Tribunal (GREAT).	Police Board of NSW, <i>Annual Report 1986-87</i> , p. 55; <i>Statute Law (Miscellaneous Provisions) (No. 2) 1986</i> ; Date of assent 23/12/86, NSW Government Gazette, no. 20, 30/1/87, p. 483.
1987	A Statement of Values is introduced to provide an ethical basis for policing.	NSW Police Department, <i>Annual Report 1986-87</i> , Commissioner's foreword.
1987	Regionalisation of NSW Police Service, devolvement of functional control of crime, reduction of command levels from 14 to six, movement away from specialist functions to geographic functions introduced.	NSW Police Department, <i>Annual Report 1986-87</i> , Commissioner's foreword.
1987	IPSU becomes Internal Police Security Branch under the command of a chief superintendent.	J. Jarratt, Statement to RCPS, RCPS Exhibit 31/1, p. 6.
Jan 1987	NSW Police Operation Casper commences to investigate allegations of police associations with illegal casinos. It is succeeded by Operation Casper 2, and then by Operation Asset (in 1989).	NSW Parliament, <i>Hansard</i> , 11/5/94, p. 2288.
1/4/87	Police Board introduces performance appraisal system	Police Board of NSW, <i>Annual Report 1986-87</i> , p. 39.
19/6/87	The integration of the Police Department (policy and administrative support) and the Police Force (operations) comes into effect. The Secretary of the Department becomes responsible to the Commissioner and the Board, and retains responsibility for the management of the public servants.	Police Board, <i>Annual Report 1986-87</i> , p. 17; <i>NSW Police Service 1984-88: An Overview</i> , RCPS Exhibit 11, 5/12/94, p. 15.
13/7/87	Office of the Director of Public Prosecutions (ODPP) is established in NSW	DPP, <i>Annual Report 1987-88</i> , p. 7.
Aug 1987	Task Force Omega (I) is established to investigate the attempted murder of Detective Sergeant Michael Drury.	'We weren't set up just to get him, police insist', <i>SMH</i> , 23/11/89, p. 7.
Aug 1987	'Rationalisation' of sergeants ranks. Second and third class ranks combined to become Sergeants, and Sergeants first class become Senior Sergeants.	<i>NSW Police Service 1984 to 1988: An Overview</i> , RCPS Exhibit 11, 5/12/94, p. 22.
4/8/87	Ombudsman Special Report to Parliament - The first three years of the NSW Police Complaints System.	Ombudsman of NSW, <i>Special Report to Parliament: The First Three Years of the NSW Police Complaints System</i> , Aug 1987.
Nov 1987	State Intelligence Group is created.	ICAC, <i>Report on Investigation into Matters Relating to Police and Confidential Information</i> , June 1994, p. 5.
1988	NSW Police IPSU initiated Task Force Flintstone, to investigate the role of civilians and police allegedly involved in the conversion of stolen motor vehicles and their subsequent disposal in NSW, Victoria and Queensland.	J. P. Sweeny, RCT, 14/2/96, pp. 20115-6.
1988	Police Community Consultative Committees established at patrol level as a community-based policing strategy.	NSW Police Service, 'Customer Councils: Guidelines on the role and scope of Region and Patrol Customer Councils', March 1995, RCPS Exhibit 5999/28.
1988	Patrol commanders course introduced at Goulburn Police Academy.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 27.

DATE	EVENT	SOURCE
1/1/88	Merit promotion introduced for the rank of Senior Sergeant by the Police Board.	<i>NSW Police Service 1984 to 1988: An Overview</i> , RCPS Exhibit 11, 5/12/94, p. 22.
March 1988	Office of the Minister for Police and Emergency Services disbanded.	Ministry for Police and Emergency Services <i>Annual Report 1992-93</i> , p. 3.
25/3/88	Minister for Police, Ted Pickering, requests Police Board review of promotion system to identify those aspects causing concern to police.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 20.
1/4/88	Superannuation entitlements for members who joined the Police Service prior to 1 April 1988 are governed by the <i>Police Regulation (Superannuation) Act 1906</i> .	NSW Police Service, <i>The Police Superannuation Scheme</i> , May 1989, RCPS Exhibit 77.
May 1988	Police Academy Academic Board established.	NSW Police Service, <i>Annual Report 1987-88</i> , p. 62; K. Moroney Statement to RCPS, 8/12/94, RCPS Exhibit 26, p. 10.
July 1988	The name of the NSW Police Department is changed to NSW Police Service - incorporates Police Department and Police Force.	NSW Police Service, <i>Annual Report, 1988-89</i> , p. 5.
July 1988	Mr Pickering establishes an Integration Negotiating Committee and Civilianisation subcommittee to examine proposals for civilianisation of nominated positions.	Police Board of NSW, <i>Annual Report 1986-87</i> , p. 58.
1/7/88	Commonwealth-New South Wales Joint Task Force on Drug Trafficking disbanded.	R. Harvey, RCT, 20/3/96, p. 22244.
24/7/88	New <i>Summary Offences Act 1988</i> introduced.	<i>Summary Offences Act 1988</i> , No. 25.
31/7/88	Police Recruit Education Program (PREP) is established.	NSW Police, <i>Annual Report 1987/88</i> , p. 61.
9/12/88	First Aboriginal Police Liaison Unit established.	SMH, 10/12/88, p. 4.
1989	Exams cease to be used for evaluating applicants for promotion.	NSW Police Service, Interim Report, Pilot Scheme for Section Assessments, 1/5/96, RCPS Exhibit 5569, p. 14.
1989	Drug Enforcement Agency (DEA) is established.	NSW Police Service, <i>Annual Report 1988-89</i> , p. 5.
11/1/89	Operation Casper ends, Casper 2 commences.	NSW Parliament, <i>Hansard</i> , 11/5/94, p. 2288.
March 1989	Detective Sergeant Larry Churchill and other officers of Kings Cross Patrol arrested and charged with supply of illicit drugs.	J. McCloskey, RCT, 26/4/95, p. 5814.
13/3/89	The Independent Commission Against Corruption (ICAC) is established.	ICAC, <i>Annual Report to 30 June 1989</i> , p. 1.
1/4/89	Merit-based promotion for sergeants introduced.	Police Board of NSW, <i>Annual Report 1988-89</i> , p. 42.
27/4/89	David Gundy shot during an operation by the Special Weapons and Operations Squad.	NSW Ombudsman, <i>Annual Report 1989</i> , p. 274.
1/5/89	NSW Ombudsman Special Report to Parliament <i>Inadequate training and procedures of the Special Weapons Operations Unit</i> presented.	NSW Ombudsman, <i>Inadequate training and procedures of the Special Weapons Operations Unit</i> , May 1989.
18/5/89	Operation Casper 2 ends (later renamed 'Asset' by the NSW Crime Commission).	NSW Parliament, <i>Hansard</i> , 11/5/94, p. 2288.
20/9/89	Internal Affairs Training Unit developed to enhance complaint investigation skills of police, train officers in conciliation and mediation techniques, and induct officers into the Internal Affairs Branch. (Unit is transferred from Professional Responsibility to Education and Training Command in April 1994.)	G. Schuberg, RCT, 2/2/95, p. 1396.
17/10/89	Royal Commission into Blackburn Affair announced.	Government Gazette, 20/10/89, p. 8579.
20/11/89	A Special Act of Parliament allows Detective Sergeant Phillip Arantz to retire from the Police Service without rank or pension.	<i>Police Regulation (Reinstatement) Act 1989</i> .
Dec 1989	ICAC report on Hakim matter is released. It relates to an investigation and hearing arising out of a raid by police officers on Frank Hakim's premises, following which it was alleged that evidence was fabricated to the detriment of Hakim by senior police.	ICAC, <i>Report on the Investigation on the Raid on Frank Hakim's Office</i> , Dec 1989.
1990	An Executive Development Program is introduced to improve management performance. Police Service Senior Executive Service (PSSSES) Performance Management Scheme is developed in line with contractual arrangements with Police Board.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 23; NSW Police Service, <i>Annual Report 1989-90</i> , p. 77.

DATE	EVENT	SOURCE
1990	Corporate Plan is introduced to focus the Police Service on a common corporate agenda.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 23.
19/1/90	First graduation of Police Recruit Education Program (PREP) trainees.	Police Board of NSW, <i>Annual Report 1989-90</i> , p. 62.
5/2/90	Former Detective Sergeant Roger Rogerson found guilty of conspiracy to pervert the course of justice.	Judgment in <i>R v Roger Caleb Rogerson</i> , District Court, 86/11/1440.
8/2/90	Operation Sue: raid by the Tactical Response Group in Redfern.	NSW Ombudsman, 'Operation Sue', May 1991.
4/4/90	Ombudsman Special Report to Parliament <i>Failure of the Commissioner of Police to take satisfactory action in relation to previous recommendations of the Ombudsman concerning a review of the Special Weapons and Operations Squad procedures and instructions</i> . The Report observed that recommended changes had not been made to SWOS procedures and the critical aspects of arrest, detention and interrogation had not been addressed.	
May 1990	Beat policing program launch at Kings Cross.	M. Lazarus, Documents re beat policing project in Kings Cross Patrol, RCPS Exhibit 5999/27.
25/5/90	At 1990 Biennial Conference of the Police Association, Minister Pickering announces the establishment of Select Committee into the Police Promotion System. Committee travels overseas, visits police stations, takes evidence and reports in February 1991. Mr Pickering directs that the performance appraisal system, introduced by the Police Board in 1987, be abandoned.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 21.
June 1990	Report of the Royal Commission of Inquiry into the Arrest, Charging and Withdrawal of Charges Against Harold James Blackburn and Matters Associated therewith is released by Justice Jack Lee.	<i>Report of the Royal Commission of Inquiry into the Arrest, Charging and Withdrawal of Charges Against Harold James Blackburn and Matters Associated Therewith</i> , (J. A. Lee, Commissioner), June 1990.
17/6/90	Darren Brennan shot by police during raid.	<i>Report of the Police Tribunal of NSW into Certain Matters Relating to Discipline in the Police Force ('Brennan TRG Inquiry')</i> , (J. H. Staunton, President), RCPS Exhibit 2748, p. 4.
25/6/90	Minister Pickering, pursuant to S45 of the <i>Police Regulation (Allegations of Misconduct) Act 1978</i> , requests Judge James H. Staunton, President of the Police Tribunal of NSW, to inquire into and report upon certain matters relating to discipline in the police force, arising out of the Brennan shooting.	<i>Report of the Police Tribunal of NSW into Certain Matters Relating to Discipline in the Police Force ('Brennan TRG Inquiry')</i> , (J. H. Staunton, President), RCPS Exhibit 2748, p. 4.
1/7/90	<i>Police Service Act 1990</i> comes into effect, repeals the <i>Police Board Act 1983</i> . Brings both police and public servants under same employer. The Police Board is given responsibilities as employer of officers in the Police Service Senior Executive Service (PSSES). Board's functions now include: <ul style="list-style-type: none"> • promoting improvement of Police Service; • making recommendations on policy; • ensuring development of modern personnel practices; • initiating research. 	NSW Police Service, <i>Annual Report 1989-90</i> , p. 30; NSW Govt Gazette, no. 82, 29/6/90, p. 5406.
25/10/90	Evaluation of PREP by Centre for Applied Research in Education (CARE) based at University of East Anglia, UK. Identifies serious problems and weaknesses, but concludes that if certain major changes were made it could be the best in the world. Recommends introduction of training and demonstration patrols.	<i>Police Board of NSW: An Evaluation</i> , RCPS Exhibit 5368/6, p. 26.
Dec 1990	ICAC report into harassing telephone calls made to Mr Edgar Azzopardi released.	ICAC, <i>Report on Investigation into Harassing Telephone calls made to Edgar Azzopardi</i> , Dec 1990.
1991	At the request of Minister Pickering, the Police Board invites the Office of Public Management to review the Police Service's corporate management structure and services.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 28.
Jan 1991	Electronic Recording of Interviews with Suspected Persons (ERISP) introduced to NSW Police Service.	NSW Police Service, <i>Annual Report 1990-91</i> , p. 6.

DATE	EVENT	SOURCE
Feb 1991	The ICAC Report on Investigation into Sutherland Licensing Police released. Findings include that: <ul style="list-style-type: none"> • payments were being made by the licensee of a hotel to a licensing officer, who later resigned; • free meals and gifts of liquor were made available to licensing officers and that such conduct was widespread; • consideration be given to the prosecution of one of the officers for having received bribes. 	ICAC, <i>Report on Investigation into Sutherland Licensing Police</i> , Feb 1991.
1/2/91	Report of the Legislative Council Select Committee on Police Promotions released following a seven-month inquiry instigated by Minister Pickering in response to widespread dissatisfaction with the existing system of promotion. While the principle of merit was being observed, the human element of subjective analysis was failing. It makes 54 Recommendations but only nine are given qualified support by the Police Board.	NSW Parliament, <i>Report of the Select Committee on Police Promotion System</i> , Feb 1991, RCPS Exhibit 5568, p. ii.
March 1991	Government announces appointment of an Inspector General, Don Wilson, to be assisted by two police officers. He is appointed as a civilian member of the Police Board, his duties defined primarily by the Board and legal powers delegated by the Board.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, pp. 13-15.
21/3/91	Anthony Raymond Lauer appointed Commissioner. Holds office until 16 February 1996.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 16.
17/4/91	Staunton Report on Brennan shooting is released. As a result four police face charges for neglect of duty.	<i>SMH</i> , 18/4/91, p. 1.
May 1991	The ICAC <i>Report on Investigation into Police and Truck Repairers</i> released. The report finds that police received payments from truck repair companies to act as 'spotters'.	ICAC, <i>Report on Investigation into Police and Truck Repairers</i> , May 1991.
15/7/91	Angus Rigg arrested and held in police cells overnight. Attempts suicide and is left severely brain damaged.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 31.
18/7/91	NSW Ombudsman Special Report to Parliament <i>Report on the role of the Ombudsman in the management of complaints against police</i> presented.	NSW Ombudsman, <i>Report on the role of the Ombudsman in the management of complaints against police</i> , July 1991.
29/7/91	Inspector General, Don K. Wilson (former Senior Manager with RCMP) commences duties with the Police Board. Formally appointed on 13 December 1991 when <i>Police Service (Inspector General) Act 1991</i> commences. Duties of Inspector General are to: <ul style="list-style-type: none"> • assist the Board improve performance of Police Service; • monitor and review structure; • consider Police Board recommendations; • assess senior management capabilities, monitor performance of PSSES; • make a priority list of recommendations; • provide annual review of Inspector General's activities to the Police Board; • undertake special assignments as directed by the Police Board; and • adopt consultative approach. 	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 14; <i>Police Service Inspector General Act 1991</i> , s. 3.
1992	Eight Customer Councils, formerly Community Consultative Committees, are established to strengthen links between police and communities in NSW. Each Region has one city and one country-based Council.	NSW Police Service, <i>Annual Report 1993-94</i> , p. 31.
Jan 1992	Internal Police Security Branch (IPSB) renamed Professional Integrity Branch (PIB).	J. Jarratt, Statement to RCPS, 25/10/94, RCPS Exhibit 31, p. 7.
4/3/92	ABC-TV documentary 'Cop it Sweet' screened. This was an ABC documentary which showed Redfern Police working the beat.	<i>Telegraph Mirror</i> , 5/3/92.
April 1992	Police Board of NSW approves creation of the Office of the Solicitor for the Police Service. Board substantially adopted a report by Office of Public Management on Legal Services. Former Legal Services Branch disestablished and non-legal functions devolved. Service Solicitor appointed, solicitors recruited from private practice and 'in house'. General Counsel retained.	F. Hutchison, Statement to RCPS, RCPS Exhibit 1369/4, p. 1.
April 1992	Police Board establishes the Police Service Research Advisory Council.	<i>Police Board of NSW, 1996 Annual Report</i> .

DATE	EVENT	SOURCE
22/6/92	Constable Andrew John Bourke shot at French's Forest Police Station. NB: This was linked to a later investigation into a series of concerns relating to this station and the management of an internal inquiry.	SMH, 25/2/93, pp. 1 & 4.
1/7/92	Changes to promotion system for commissioned officers (Inspector and Chief Inspector positions) include: <ul style="list-style-type: none"> • promotion to rank rather than position; • advertisements to appear twice a year; • supervisory, management and leadership skills to be taken into account; • three member panels with permanent status (a fourth may be enlisted but none from region of vacancy); Convenor to be Commander, Establishment Control Branch; • no officer to act in position for more than four weeks without permission; • appeals to be heard promptly by GREAT; and • Internal Affairs report direct to Commissioner. 	'Police promotion system: change for the Better Affecting Chief Inspectors/Inspectors/Senior Sergeants/Sergeants, NSW Police Service', May 1992, RCPS Exhibit 5563; 'Merit Based Promotion', <i>Police Service Weekly</i> , 5/7/93.
Aug 1992	Registered Informant Management Plan is introduced.	NSW Police Service, <i>Registered Informant Management Plan</i> , Aug 1992, RCPS Exhibit 5457.
Aug 1992	Training Patrols and Demonstration Patrols introduced.	<i>Police Service Weekly</i> , 24/8/92, p. 4.
Aug 1992	The ICAC Corruption Prevention Project: <i>Secondary Employment of NSW Police Officers</i> . is released. Recommends that secondary employment can be undertaken on the approval of Police Service management if there is no conflict of interest with police duties/ responsibilities and no compromise of Police Service integrity. No officer may own or be director of a security company, private investigation company or licensed premises.	ICAC, <i>Secondary Employment of NSW Police Officers</i> , Aug 1992.
16/9/92	The Angus Rigg matter, and subsequent 14-month delay in investigation, are brought to public notice in television current affairs program.	'A Current Affair', Channel 9, 16/9/92.
23/9/92	Mr Pickering resigns as Minister for Police. Mr Terry Griffiths appointed Minister for Police. Ministry for Police established. Position of Inspector General transferred to the Ministry	Ministry for Police and Emergency Services, <i>Annual Report 1992-93</i> , p. 3.
14/10/92	Joint Select Committee upon Police Administration established to inquire into issues arising from Angus Rigg incident.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 34.
Dec 1992	Commissioner establishes task force to identify the scale, nature and trends of corruption in the NSW Police Service. It undertakes a review of all serious complaints against Police between 1987 and 1991. This involves analysis of 6,855 files. The task force concludes that whilst general complaints had risen consistently between 1987 and 1991, the number of complaints alleging corruption have fallen since 1989.	NSW Police Service, Internal Affairs Branch, <i>Complaints against NSW Police: A discussion of the scale, nature and trends of allegations against New South Wales Police 1987-91</i> , p. 5.
1993	<i>Police Service Act 1990</i> amended. Internal Affairs reports were previously prepared in accordance with s. 35A(2) of <i>Police Regulation (Allegations of Misconduct) Act 1978 (PRAM Act)</i> and included particulars of all complaints and employment history. Amendments mean s. 94A requires Internal Affairs promotional reports to include only those complaints sustained by the Ombudsman or not yet finalised.	<i>NSW Police Board: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, pp. 39-40.
1993	Police Commissioner becomes non-voting member of Police Board, and Director-General of Ministry for Police is included as non-voting member.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. vi.
1993	Position of Deputy Commissioner established to provide the Commissioner with a full-time deputy whose principal role is to take the administrative burden from the Commissioner to allow him to concentrate on strategic direction of the Service.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 8.
1993	Following report of a Working Party, the Audit and Review Committee (ARC) is established. Chaired by Commissioner of Police, it includes various SEG members, heads of Comprehensive Audit, Operational Readiness Audit and Professional Responsibility, and representatives from Auditor-General's Office.	B. McLennan, Morgan & Banks, <i>Report to NSW on Future Role of Audit & Review</i> , Sept 1996, RCPS Exhibit 2818, p. 13.
1993	Charles Sturt University begins two-year Associate Diploma in Policing which recognises PREP as credit.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 55.
Jan 1993	The ICAC <i>Report on Investigation into the Use of Informers</i> is released.	ICAC, <i>Report on Investigation into the Use of Informers</i> , Jan 1993.

DATE	EVENT	SOURCE
1/1/93	Changes to promotion system for non-commissioned (Sergeant/Senior Sergeant positions) officers: <ul style="list-style-type: none"> • promotion to position rather than rank; • advertisements to appear twice a year; • supervisory and leadership skills to be taken into account; • three member panels no members from Region of vacancy (a fourth may be enlisted) Convenor to be Region Staff Officer, Personnel; • four Regional Selection Committees with a fifth in non-region; • appeals to be heard promptly by GREAT; • Internal Affairs report direct to Commissioner; and • encouraged to apply for multiple positions. 	Also 'Police Promotion System: Change for the Better Affecting Chief Inspectors/ Inspectors/ Senior Sergeants/ Sergeants', NSW Police Service, May 1992, RCPS Exhibit 5563; 'Merit Based Promotion', <i>Police Service Weekly</i> 5/7/93.
25/1/93	NSW Ombudsman Special Report to Parliament <i>Inquiry into the circumstances surrounding the injuries suffered by Angus Rigg in police custody and into the subsequent police investigations</i> presented.	NSW Ombudsman, <i>Inquiry into the circumstances surrounding the injuries suffered by Angus Rigg in police custody and into the subsequent police investigations</i> , Jan 1993.
24/2/93	Media report a 'cover up' in relation to the French's Forest station episode.	SMH, 25/2/93, p. 1.
4/3/93	French's Forest matter referred to the NSW Crime Commission for investigation.	NSW Crime Commission, <i>Annual Report, 1992-93</i> , p. 9.
30/3/93	Interim Report of NSW Crime Commission on French's Forest matter is submitted to its management committee.	NSW Crime Commission, <i>Annual Report, 1992-93</i> , p. 9.
April 1993	NSW Police Computerised Information System (CIS) is introduced.	NSW Police Service, <i>Annual Report 1992-93</i> , p. 49.
May 1993	The ICAC 'Police Informants' discussion paper is released.	ICAC, <i>A discussion paper on the nature and the management of the relationship between police and their informants</i> , May 1993.
June 1993	Introduction of the 12-month Graduate Certificate in Management, developed jointly by Police Academy and Wollongong University.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 66.
25/6/93	<i>The Police Service Act 1990</i> is amended by the <i>Police Service (Complaints, Discipline and Appeals) Amendment Act 1993</i> . <i>PRAM Act</i> is repealed.	<i>Police Service, (Complaints, Discipline and Appeals) Amendment Act 1993</i> , No. 38; NSW Government Gazette No. 65, 25/6/93, p. 3074.
July 1993	Structure and role of Police Board changed. Now seven members. Its role is to: <ul style="list-style-type: none"> • exercise its functions regarding employment of members of the Police Service SES; • supervise and promote the career development and training of all service members; and • undertake reviews of service procedures designed to safeguard the integrity of the Service. • Commissioner no longer obliged to implement Board's decisions. 	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, pp. 6-7; <i>Police Service (Management) Amendment Act 1993</i> No. 39 (now repealed by <i>Police Legislation Further Amendment Act 1996</i>).
12/7/93	<i>Police Service (Management) Amendment Act 1993</i> commences. This Amendment facilitates the removal of the Commissioner by the Governor on the recommendation of the Minister with the consent of the Police Board. Prior to this Act it was necessary to obtain a resolution by both Houses of Parliament.	NSW Government Gazette, no. 78, 9/7/93, p. 3771.
Sept 1993	Police Service Internal Informers Policy is established.	NSW Police Service, <i>Internal Informers Policy</i> , Sept 1993, RCPS Exhibits 5638 /25 & 2464 /25.
Oct 1993	The ICAC Discussion Paper: <i>The Management of Criminal Investigations</i> is released.	ICAC, <i>A High Risk Area: The Management of Criminal Investigations</i> , A Discussion Paper, Oct 1993.
Nov 1993	Corruption Prevention Plan for the Police Service released. The Plan aims to 'make corruption untenable in the Police Service by improving professional conduct, improving management practices and systems, changing police culture, and empowering members to act against corruption'.	A. Lauer, Statement to RCPS, 7/11/94, RCPS Exhibit 12, p. 25; NSW Police Service, <i>Corruption Prevention Plan</i> , RCPS Exhibit 2464/9.

DATE	EVENT	SOURCE
Dec 1993	Gaming Squad disbanded following evidence of corrupt conduct in ICAC hearings.	ICAC, <i>Implementation of Recommendations from the ICAC investigation into the Relationship between Police and Criminals</i> , Feb 1997, p. 1.
1994	Steering Committee established by the Board to examine problems with Police promotions system. This Committee is assisted by a working party led by Executive Director of Human Resources. Outcomes are: <ul style="list-style-type: none"> workforce reform agenda, the Career Advancement Planning System (CAPS); 1995 interim changes to the promotion system. 	NSW Police Service, 'Career Advancement Planning System', 5/6/95, RCPS Exhibit 2463/9, p. 1.
Feb 1994	The ICAC 'Milloo' first report released (<i>Investigation into the Relationship between Police and Criminals</i>).	ICAC, <i>Investigation into the Relationship between Police and Criminals</i> , First Report, Feb 1994.
March 1994	Introduction of Informants Management Plan, jointly produced by the NSW Police Service and the ICAC. <ul style="list-style-type: none"> Establishes integrated best practice system for management of relationship between officers and informants. Tiered management structure for control, accountability and evaluation of relationship and information provided. 	NSW Police Service, <i>Informants Management Plan</i> , March 1994, RCPS Exhibit 5449/2.
April 1994	The ICAC 'Milloo' second report is released.	ICAC, <i>Investigation into the Relationship between Police and Criminals</i> , Second Report, April 1994.
April 1994	Special Agencies is established within State Command. Incorporates DEA and FEA. As part of this restructure the Gaming and Vice Squads are disbanded and their responsibilities are returned to patrols.	NSW Police Service, <i>Annual Report 1993-94</i> , p. 18.
14/4/94	NSW Ombudsman Report, Improper Access and Use of Confidential Information by Police is released.	NSW Ombudsman, <i>Improper Access and Use of Confidential Information by Police</i> , April 1994.
May 1994	Police Board establishes a committee to review effectiveness of performance management system and to recommend refinements or modifications which would assist the Board to make assessments of officers' performance.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 46.
1/5/94	Changes to merit-based promotional appeal process introduced: <ul style="list-style-type: none"> unsuccessful applicants able to obtain information regarding nominated person to enable an informed decision re appeal; Nominees and appellants (contestants) to comment initially on grounds of appeal; tribunal to ask questions re merit; contestants to tender written submission supporting claims; final remarks invited at conclusion; police service to provide prompt, specific information to unsuccessful applicants; selection committees to advise unsuccessful applicants in writing in detail where requisite merit not established; seminars to be held concerning Appeals Process. 	'Changes to the Merit-Based Promotional Appeal Process', <i>Police Service Weekly</i> , vol. 6, no. 14, 14/4/94, RCPS Exhibit 27, Appendix E - Promotions Policy.
17/5/94	Internal Affairs restructured. The restructure primarily involves changes to the functions and composition of the investigative teams in the Special Investigative Group and enhancement to the Administrative Support Unit. The essence of the change in investigative teams is from investigative pairs (detective inspector and detective constable) to multi-skilled teams of investigators who can operate in a various combinations, under the direction of a team leader at detective inspector rank.	J. Jarratt, Statement to RCPS, 25/10/94, p. 6.
June 1994	The ICAC <i>Report on Investigation into Matters relating to Police and Confidential Information</i> is released	ICAC, <i>Report on Investigation into Matters relating to Police and Confidential Information</i> , June 1994.
July 1994	Discussion paper by NSW Ombudsman: <i>Race Relations and Our Police</i> is released.	NSW Ombudsman, <i>Race Relations and our Police</i> , July 1994.
July 1994	The Police Board approves the formation of The Police Academy Review Committee (PARC).	Police Board of NSW, <i>Annual Report 1994-95</i> , p. 32.

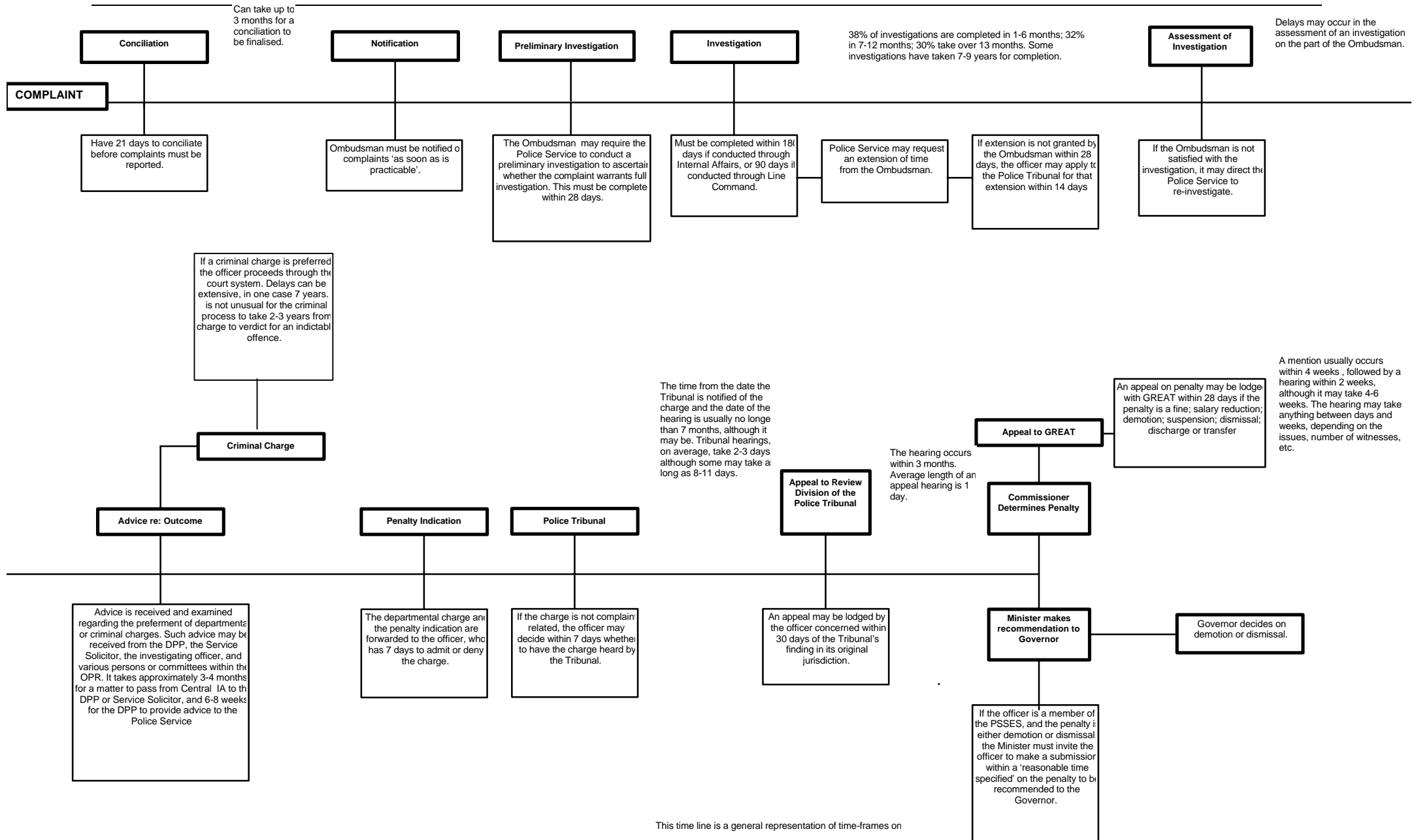
DATE	EVENT	SOURCE
Sept 1994	The ICAC, <i>Interim Report on Investigation into Alleged Police Protection of Paedophiles</i> is released.	ICAC, <i>Interim Report on Investigation into Alleged Police Protection of Paedophiles</i> , Sept 1994.
30/9/94	Report of the Police Academy Review Committee to the Police Board on the Academy is released.	Police Board of NSW, <i>Annual Report 94-95</i> , p. 32; <i>Report of the Police Academy Review Committee to the NSW Police Board</i> , 30/9/94, RCPS Exhibit 5542.
Nov 1994	NSW Police Service 1994-97 Corporate Plan approved by the State Executive Group.	NSW Police Service, <i>Annual Report 1993-94</i> , p. 33.
19/12/94	Special Report to Parliament by NSW Ombudsman <i>Police Conciliation: towards progress</i> is presented.	NSW Ombudsman, <i>Police Conciliation: towards progress</i> , Dec 1994.
1995	Executive Development Program at the Graduate School of Management, Macquarie University, is introduced. Graduates of this program receive a Graduate Diploma of Policing.	Macquarie University, Graduate School of Management, 'Graduate Diploma in Police Management'.
1995	First Bachelor of Policing intake at Charles Sturt University. Pre-requisites are PREP and the Associate Diploma in Policing.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 55.
Jan 1995	The Bennett Review of NSW Police Service Internal Informers Policy published.	C. J. Smith, Statement to RCPS, 24/9/96, RCPS Exhibit 5785.
1/1/95	<i>Police Service (Recruitment) Amendment Act</i> commences. Enables some lateral entry to Service with the restriction that the position can be classified as both a 'police' and 'administrative officer' position.	<i>Police Service (Recruitment) Amendment Act, 1995</i> ; NSW Govt Gazette, no. 174, 23/12/94, p. 7566.
24/1/95	Report by NSW Ombudsman: <i>Police Internal Investigations: poor quality police investigations into complaints of police misconduct</i> is released. Recommends that the Police Service reviews the management of investigation of complaints against police officers and that the review address organisation structure, performance monitoring, staffing, training, methodology.	NSW Ombudsman, <i>Police Internal Investigations: Poor quality police investigations into complaints of police misconduct</i> , Jan 1995.
25/1/95	Report by NSW Ombudsman: <i>Race Relations and Our Police</i> released.	NSW Ombudsman, <i>Race Relations and Our Police</i> , Jan 1995.
March 1995	The command structure of the Office of Professional Responsibility changed. The Internal Investigations Branch now conducts investigations, both proactive and reactive, and the Internal Services Branch provides the administrative service encompassing the customer assistance unit and the corruption prevention unit.	G. Schuberg, RCT, 2/2/95, p. 1411.
March 1995	Police Service establishes an Internal Witness Support Unit to develop and implement an Internal Witness Support Program. This program replaces the Internal Informers Policy. The term 'internal informer' is replaced by the term 'internal witness' and responsibility for implementation is transferred from Professional Responsibility Command to the Human Resources Command.	L. Scott, RCT, 12/04/95, pp. 5539-40; C. Smith, Statement to RCPS, 24/9/96, RCPS Exhibit 5785, p. 3.
March 1995	Police and Emergency Services portfolios are separated.	Ministry for Police, <i>Annual Report 1994-95</i> , p. 4.
19/4/95	Final Report of the Police Academy Review Committee (PARC) is tabled at Police Board meeting. The Board gives in principle approval to its 30 recommendations.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 52.
1/7/95	New PSES Performance Management system introduced.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 46; NSW Police Board, 1996 <i>Annual Report</i> , p. 26.
Aug 1995	Police Education Advisory Council (PEAC) is dissolved and replaced by Ministerial Advisory Committee on the Police Academy.	<i>Police Board of NSW: An Evaluation</i> , 15/5/96, RCPS Exhibit 5368/6, p. 56.
Oct 1995	The Minister for Police establishes the Ministerial Advisory Committee on the Police Academy (MACPA) to provide advice on matters which he would consider jointly with the Board.	Police Board of NSW, 1996 <i>Annual Report</i> , p. 39.
22/11/95	<i>Disorderly Houses Amendment Act 1995</i> assented to - introduced by Carr Government to decriminalise brothels.	

DATE	EVENT	SOURCE
Dec 1995	Report of the Steering Committee to review problems with police promotions system.	NSW Police Service, <i>Career Advancement Planning System, Report of the Steering Committee to Review Police Promotions</i> , Dec 1994, amended 5.1.95, RCPS Exhibit 5564 Annexure D, p. 6, and Annexure E, p. 3.
13/12/95	NSW Ombudsman report: <i>NSW Police Complaints System</i> . Special report under s. 31 of <i>Ombudsman Act</i> is presented.	NSW Ombudsman, <i>NSW Police Complaints System</i> , Dec 1995.
20/12/95	NSW Ombudsman report: <i>Confidential information and Police</i> presented.	NSW Ombudsman, <i>Confidential Information and Police</i> , Dec 1995.
1996		
1996	Remedial Performance Program implemented early in 1996 (for staff who consistently and demonstrably fail to meet their performance targets). The Workforce Agenda Team reports that this has not been implemented as successfully as it might have been as many eligible police have not joined the Performance Management Scheme which is compulsory if participating in the Remedial Performance Program.	NSW Police Service, Workforce Agenda Team report 'Submission to RC on Employment and Promotion', July 1996, RCPS Exhibit 5999/20, p. 66; NSW Police Service, 1994 Enterprise Agreement for Non-Commissioned Officers - Information on Performance Management Scheme, RCPS Exhibit 2958.
15/1/96	Commissioner Lauer resigns.	<i>The Australian</i> , 16/1/96.
Feb 1996	First meeting of the CAPS Steering Committee takes place. Title of project changed to Workforce 2000 Project. It is to include: <ul style="list-style-type: none"> • core business of policing (scope of policing); • profession of policing and practitioner status; and • integrated raft of human resource policies and practices for the Police Service. 	NSW Police Service, Workforce Agenda Team report 'Workforce 2000 Project Outline,' July 1996, RCPS Exhibit 2466/2, pp. 3-5.
16/3/96- Sept 1996	Selection Assessment Centre (SAC) pilot program for patrol commander positions.	NSW Police Service, <i>Interim Report of the Pilot Scheme for Selection Assessments</i> , RCPS Exhibit 5569, 1/5/96.
1/5/96	NSW Ombudsman report: <i>Police Conciliation: An Update</i> . Special report under s. 31 of <i>Ombudsman Act</i> is released.	NSW Ombudsman, <i>Police Conciliation: An Update</i> , May 1996.
11/6/96	Announcement of the selection of Mr Peter Ryan as the new Commissioner.	
26/8/96	Ombudsman Special Report pursuant to s. 31 of <i>Ombudsman Act: Police and Insurance Investigators</i> is presented.	NSW Ombudsman, <i>Police and Insurance Investigators</i> , Aug 1996.
Sept 1996	Selection Assessment Centre procedures adopted to amend patrol commander positions	NSW Police Service, Workforce Agenda Team report 'Submission to RC on Employment and Promotion,' July 1996, RCPS Exhibit 5999/20, p. 42.
10/9/96	Commencement of Service wide discussions on future directions. Discussion document 'Creating a New Police Service' is released; 60 facilitators to be trained and used.	Implementation Status Report, No. 5, RCPS Exhibit 5999/19, p. 4.
16/9/96	Internal Witness Support Policy introduced.	NSW Police Service, Internal Witness Support Policy, 16/9/96, RCPS Exhibit 5785.

DATE	EVENT	SOURCE
17/9/96	<p>SCORPIO Report to Minister PauWhelan tabled in Parliament. Deals with rational redistribution of police officers, reviews personnel allocation and deployment. Recommended:</p> <ul style="list-style-type: none"> the primary responsibility of all police is fast response to calls from the public; functional differences in patrols should be abandoned; certain functions to be based at Category A patrols to ensure greater coordination; creation of more authorised constable positions and probationary constable positions; minimum shift strengths; and rostering should be intelligence driven and based on minimum shift staffing levels. 	<p>Notes and Proceedings of NSW Legislative Assembly, 17/9/96;</p> <p>Police Board of NSW Sub-Committee on Response Policing in Operations (SCORPIO) Phase 1 Report, Sept 1996, RCPS Exhibit 2764.</p>
29/10/96	The ICAC Report on the Charter of Aircraft by Police Air Wing is released.	ICAC, <i>The Charter of Aircraft by the Police Air Wing</i> , Oct 1996.
Nov 1996	NSW Police Service Review of Resource Management: Scoping Study Report by the Council on the Cost of Government is released.	NSW Council on the Cost of Government, <i>NSW Police Service Review of Resource Management: Scoping Study Report</i> , Nov 1996, RCPS Exhibit 2819.
Nov 1996	Commissioner Ryan releases the blueprint for reform.	P. Ryan, <i>Reform of the New South Wales Police Service</i> , Nov 1996.
4/2/97	Police Service Code of Conduct and Ethics released.	SMH, 4/2/97, p. 1.
Feb 1997	<p>Restructure of Service ranks announced by Commissioner Ryan involving a change to:</p> <ul style="list-style-type: none"> a flatter structure; 11 regions; and strengthening of patrols. 	<i>What's the Go</i> , Feb 1997, Edition 8.

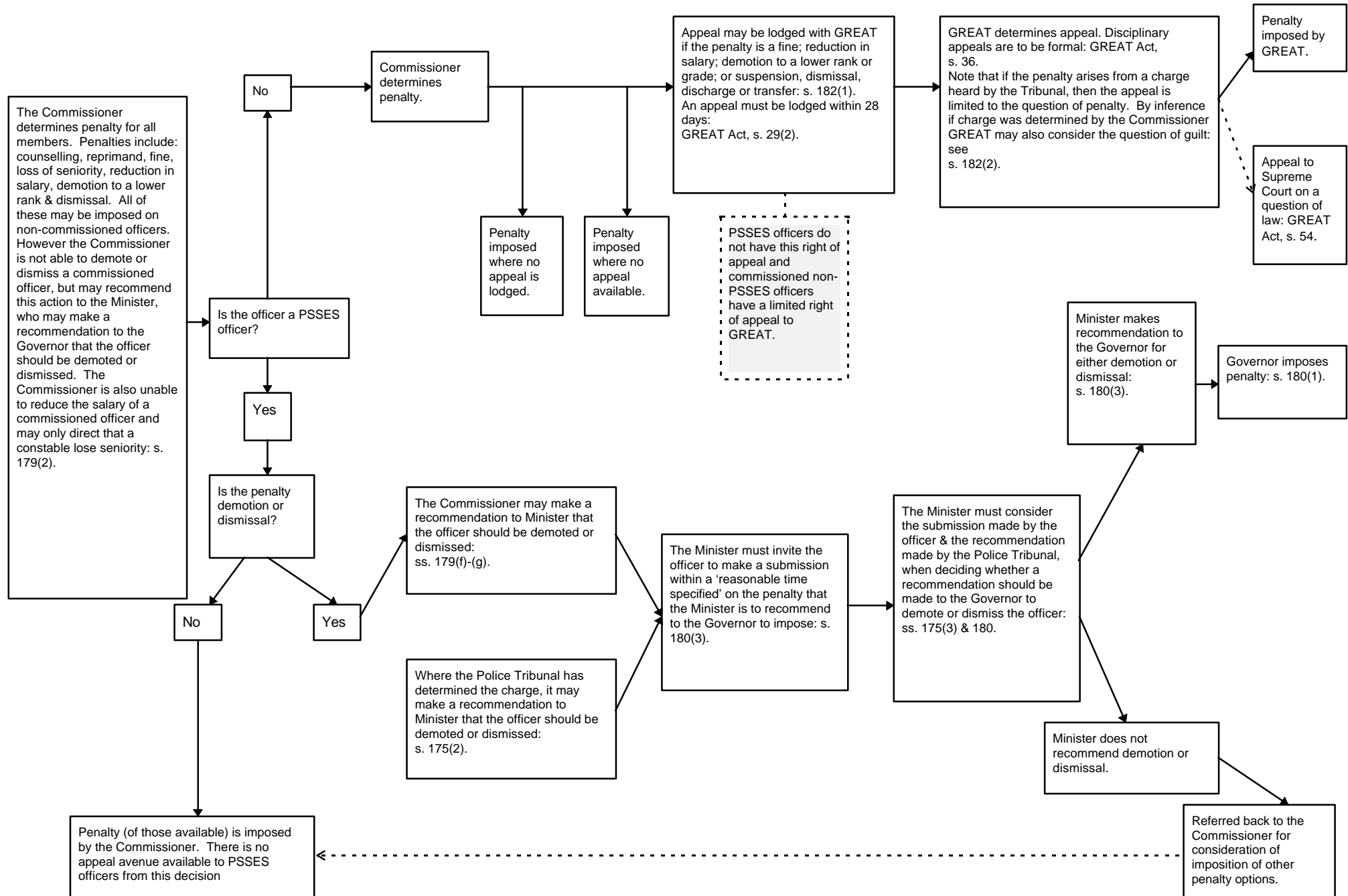
COMPLAINTS AND DISCIPLINARY SYSTEM TIME LINE

APPENDIX 26



IMPOSITION OF PENALTY

All references to sections are to the *Police Service Act 1990* unless otherwise indicated.



COMMISSIONER'S CONFIDENCE PROTOCOL

Source: NSW Police Service, Commissioner's Confidence Protocol as at 10/1/97. RCPS Exhibit 6005.

COMMISSIONER'S CONFIDENCE

FORWARD

The Police Legislation Further Amendment Act, 1996 confers upon the Commissioner of Police the power to remove a police officer if the Commissioner does not have confidence in that officer's suitability to continue as a police officer, having regard to the officer's competence, integrity, performance or conduct.

Dedicated and committed officers have nothing to fear in relation to any alleged abuse of power under the Commissioner's Confidence provisions.

Each case will be assessed on an individual basis and due process will be observed on each and every occasion. Consideration will be given to policies regarding performance management, drug and alcohol testing, the 'Code of Conduct' and complaints and discipline.

Commissioner's Confidence will not be applied retrospectively where judicial processes have been finalised in relation to:-

- i) individuals who join the Service with a criminal conviction
- ii) individuals who were convicted of an offence prior to 16 December, 1996

The Commissioner must be convinced of the reasonableness of a case before proceeding to apply Commissioner's Confidence provisions.

*EXAMPLES OF
CONDITIONS UNDER WHICH THE COMMISSIONER'S CONFIDENCE
IN AN OFFICER
COULD BE CALLED INTO QUESTION INCLUDE*

Performance/Competence

- ◆ Failure to satisfy requirements of Performance Management Scheme and remedial processes
- ◆ Consistent failure to meet minimum competency standards

Integrity

- ◆ Commission of a criminal offence
- ◆ Conviction for a criminal offence
- ◆ Failure to meet appropriate standards of integrity (eg breach of Code of Conduct, EEO legislation etc.)
- ◆ Personal assets/interests called into question and not satisfactorily explained
- ◆ Secondary employment in conflict with Police Service policies (where there is a breach of the guidelines and a demonstrated conflict of interest)
- ◆ A serious complaint that is sustained
- ◆ Complaints history
- ◆ Demonstrated pattern of unethical behaviour

Conduct/Behaviour

- ◆ Demonstrated unresolved pattern of unprofessional behaviour
- ◆ Established incidents of Alcohol and/or illegal substance abuse

NOTE: Each case will be assessed on an individual basis. It should be noted that no particular standard of proof is required for the Commissioner of Police to lose confidence in an officer.

CASE INITIATORS

The following personnel/authorities may initiate action to bring into question the Commissioner's Confidence in an officer. If a Police Service initiator is found to have acted vexatiously, the commissioner may consider 'loss of confidence' action in that person.

Initiators

- ◆ Commander, Professional Responsibility
- ◆ Executive Director, Human Resources
- ◆ Local and Specialist Commanders/Managers
- ◆ Police Integrity Commission (PIC)
- ◆ Independent Commission Against Corruption (ICAC)
- ◆ NSW Ombudsman
- ◆ NSW Crime Commission
- ◆ A Royal Commissioner

SOME INFORMATION SOURCES

Agencies/Commands

- ◆ Professional Responsibility
- ◆ Human Resources
- ◆ Local and specialist Commanders/Managers
- ◆ Service Solicitor
- ◆ Police Integrity Commission (PIC)
- ◆ Independent Commission Against Corruption (ICAC)
- ◆ NSW Ombudsman

Factors/Elements

- ◆ Integrity Tests
- ◆ Job Applications
- ◆ Life Style
- ◆ Drug/alcohol testing
- ◆ Complaints history
- ◆ Court reports
- ◆ Intelligence

CASE DEVELOPMENT

Case material is to be designed to draw a comprehensive picture of the individual and should include where applicable:-

- ◆ Complete analysis of complaint history including all matters and penalty review decisions;
- ◆ Information which may be obtainable from the Ombudsman, NCA, ICAC, Royal Commission, Police Integrity Commission, NSW Crime Commission etc;
- ◆ Complete results of all integrity tests undertaken involving the Officer;
- ◆ All personnel records;
- ◆ Promotion applications, decisions and recommendations;
- ◆ All education and Training records;
- ◆ Secondary Employment details;
- ◆ Operational Readiness and Comprehensive Audit information;
- ◆ All Line Commanders' reports on performance;
- ◆ Information concerning registered informants;
- ◆ Service Solicitor information.

Note: It may be necessary, under certain conditions, to seek legal advice prior to advising the Commissioner.

COMMISSIONER'S CONFIDENCE PROCEDURES

1. The Initiating Officer collates pertinent material, develops a submission outlining conditions and refers papers to the Executive Director Human Resources and Commander Professional Responsibility.
2. The Executive Director Human Resources and Commander Professional Responsibility jointly consult to advise the Commissioner whether there is sufficient information to proceed.
3. The Commissioner forms a view.
4. If there is insufficient information to proceed the matter is referred for other appropriate action, if any.
5. If Commissioner's Confidence issues are identified - the individual is notified and invited to provide a written submission in response to the "show cause" notice within 21 days. The officer will be provided with copies of material upon which the Commissioner has based his opinion. The officer may then make a written submission including any material the officer wishes to be considered.
6. Where the officer makes a written submission, the commissioner's Advisory Panel will be convened to assess all material and advise the Commissioner accordingly.
7. In addition to making a written submission, the officer may elect to appear before the Panel to speak to his/her submission only.
8. The panel may take any steps it wishes to inform itself.
9. Should the officer choose to appear before the panel, he/she may be assisted by a support person of his/her choice but not a legal practitioner. The proceedings of the Panel may be recorded.
10. The Commissioner considers all aspects including the written submission.
11. a. If Commissioner's Confidence issues are not established the matter is then referred for other appropriate action, if any.
12. If Commissioner's Confidence issues are established, removal of the officer is initiated with advice as to reasons for determination.

COMMISSIONER'S ADVISORY PANEL

The Commissioner's Advisory Panel will comprise:-

- ◆ A Deputy Commissioner - Chairperson
- ◆ Two independent members (agreed to by the Service and the Associations)

EVALUATION

A comprehensive evaluation of Commissioner's Confidence procedures will be carried out at determined intervals by an independent body.

INTERNAL WITNESS SUPPORT POLICY



2445302

NEW SOUTH WALES POLICE SERVICE

INTERNAL WITNESS SUPPORT UNIT



INTERNAL WITNESS SUPPORT POLICY

16 SEPTEMBER 1996



2445303

New South Wales Police Service - Internal Witness Support Policy

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New South Wales Police Service - Internal Witness Support Policy

1. INTRODUCTION

One of the ways in which a healthy and ethical organisation can be identified is the degree by which its members feel confident to report corrupt and unethical behaviour. Their confidence indicates they have faith in the supporting mechanisms of the organisation, a culture exists which encourages these disclosures and that their managers are committed to eradicating misconduct and corruption.

The Environmental Context

Organisational culture is subject to a number of definitions. Schein¹ describes it as:

"The pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration"

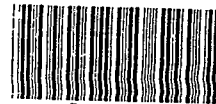
One feature which dominates police culture is the principle of mateship which advocates intense loyalty to ones peers above any other competing loyalty.

This strong loyalty has both positive and negative applications. The first ICAC Commissioner, Ian Temby QC, quoted G E Fitzgerald QC² who described the negative aspect of the culture as including,

"... contempt for the criminal justice system, disdain for the law and rejection of its application to police, disregard for the truth, and abuse of authority"

It is the negative characteristics of the culture of mateship exhibited in the 'blue wall of silence' which is most relevant to the Internal Witness Support Policy and the broader aspects of corruption prevention. Essentially this implies police present a cohesive and unified front to adversity and not to report the misconduct of others. Fitzgerald³ also commented on this behaviour stating:

"Under the code it is impermissible to criticise other police. Such criticism is viewed as particularly reprehensible if it is made to outsiders. Any criticism which does occur is kept under the control of those who have authority and influence within the Force. Any dissidents are able to be dealt with for a breach of the code, with the approval of other police"



Corruption Prevention and the Role of the Internal Witness

The use of authority and discretion is inherent in the office of Constable. Due to the difficult and sometimes dangerous situations encountered in policing this authority and discretion demands frequent ethical and moral judgements by Constables. Added to this is the fact that police operate in an environment which consistently exposes them to, "...both the temptation and the opportunity to engage in criminal acts"⁴.

One of the approaches to corruption prevention proposes corruption can be prevented by:

- An elimination of problems within systems and structures which provide corrupt opportunities, eg laws which are difficult to police
- An improvement in professionalism, with a corresponding betterment in the integrity of individuals
- Deterrence through discipline and punitive measures.

These are in the hands of the Police Service but their efficacy relies on the contribution of the Service as a whole.

Complaints from the public can provide vital information but are often focused on misconduct rather than corruption because misconduct is more common and is easier to observe. Corruption, by its very nature, is a covert activity, driven by illegal motives and often involving civilians who have good reasons to refrain from reporting these matters.

The best source of information concerning illegal and unethical behaviour comes from within the organisation. Sir Gordon Borries⁵ QC commented that:

"The first people to realise something may be going seriously wrong in an organisation are usually those who work there. Yet employees often don't voice such concerns. Sometimes they think that because it is only a suspicion, they shouldn't bother anyone about it. Or they may think speaking up would be disloyal to their colleagues, their manager or their organisation. Often, they fear they will lose their job or be victimised."

It is within this context the blue wall of silence works to protect illegal activity. Fitzgerald⁶ commented:

New South Wales Police Service - Internal Witness Support Policy

"A practical effect of the code is to reduce, if not almost to eliminate, concern at possible apprehension and punishment as a deterrent to police misconduct. The code exaggerates the need for, and the benefits derived from, mutual loyalty and support".

The role of the Internal Witness Support Policy is to ameliorate this position by building the confidence of members in the Program and encouraging them to report corruption and misconduct. It is a challenge for the NSW Police Service in its firm intention to further develop and maintain a highly ethical organisation.

2. THE AIM OF THE INTERNAL WITNESS SUPPORT POLICY

The Internal Witness Support Policy is to be supported by all members of the NSW Police Service, and sets out the procedures and guidelines regarding the provision of support and protection to Internal Witnesses within the Police Service.

The aim of this Policy is to:

- Contribute to the creation of a professional organisational climate where employees feel confident to report misconduct and corruption
- Heighten awareness within the organisation that individual members have responsibilities regarding Internal Witnesses
- Ensure employees reporting these issues are supported and protected from victimisation, and
- Address the fundamental problems of a culture actively working against the reporting of illegalities and the perception of non support from managers and the organisation.

The goals of the Internal Witness Support Policy are to:

- Provide support and positive reinforcement to Police Service personnel who identify and report the misconduct of colleagues
- Ensure all Police Service personnel are aware of, and have access to, the support processes available to Internal Witnesses



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New South Wales Police Service - Internal Witness Support Policy

- Ensure all Police Service personnel are aware of their responsibilities with regard to Internal Witnesses
- Ensure all commanders are aware of their responsibilities with regard to Internal Witnesses
- Improve the understanding of the need for all Police Service personnel to be aware of the conduct of their colleagues and to take positive action
- To create and maintain an acceptable ethical environment where all members of the Police Service can confidently report corrupt conduct, maladministration, serious and substantial waste or misconduct by their colleagues.

3. REQUIREMENT OF MEMBERS OF THE POLICE SERVICE TO REPORT MISCONDUCT

The following is an outline of relevant legislation or guidelines:

The Police Service Regulation 1990 (Part 3, Div 4 Clause 30)

Requires all police officers to report to a senior officer all actual misconduct or corruption by a police officer, or conduct sincerely believed to be of this kind.

Crimes Act 1900 Section 316 Conceal a Serious Offence

Creates an offence where a person knows or believes an offence has been committed and that person can assist in the apprehension of the offender and fails, without reasonable excuse, to bring that information to the attention of police or other appropriate authority.

Police Integrity Commission Act 1996 (Part 4 Clause 69)

Places a duty on the Commissioner of Police to report to the Police Integrity Commission all category 1 complaints in accordance with Part 8A of the Police Service Act, 1990.

The Independent Commission Against Corruption Act 1988 (Section 10 (1)) makes provision

For any person to make a complaint to the Commission about a matter which concerns or might concern corrupt conduct.

**The Independent Commission Against Corruption Act 1988 (Section 11)**

Places a duty on the Commissioner of Police to report to the Commission any matter suspected, on reasonable grounds, to be corrupt conduct.

The Public Sector Management Act (General) Regulation 1988 (Clause 31)

Requires senior officers of Branches and Sections to report charges and convictions for serious offences against public servants as well as a requirement for public servants to also report charges and convictions of serious offences to appropriate department heads.

The Public Sector Code of Conduct (contained in the Public Sector Personnel Handbook - Section 1.6.6)

Requires all public servants to report to a senior officer any unethical behaviour or wrongdoing by any other public servant.

4. LEGISLATIVE PROTECTIONS FOR PERSONS REPORTING MISCONDUCT

The following is an outline of relevant legislation:

The Police Service Regulation 1990 (Div 4 Clause 32)

Provides for the protection of police officers who report the alleged misconduct of another police officer. Briefly, the Clause states a police officer may not treat another police officer detrimentally in retaliation for that officer's reporting of alleged misconduct.

The Police Integrity Commission Act 1996 (Part 3, Div 8, Clause 51)

A person who assists the Commission, if it appears to the Commissioner that, because a person is assisting the Commission, the safety of the person or any other person may be prejudiced or the person or any other person may be subject to intimidation or harassment, the Commissioner may make such arrangements as are necessary: to protect the safety of any such person, or to protect any such person from intimidation or harassment.

The Protected Disclosures Act 1994 (Part 3 Section 20)

Provides protection for public officials who voluntarily disclose corrupt conduct, maladministration and serious and substantial waste in the public sector.



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Protects from reprisal, public officials who make a voluntary disclosure of corrupt conduct, maladministration or serious and substantial waste of public money

The Witness Protection Act 1995

Provides for provision of protection and new identity of witnesses in prescribed circumstances.

Protections include: prohibition on disclosure of place on Program, identity or location.

5. AVENUES FOR REPORTING INFORMATION

Police officers are required to report misconduct or corruption and may do so through line command or to any superior officer. Administrative staff may use the same channels for reporting. A Free Call Corruption Hotline installed in the Customer Assistance Unit facilitates contact by any member of the Police Service who wishes to give information without necessarily revealing their identity.

The Ombudsman and the Independent Commission Against Corruption (ICAC) also accept reports. These reports become complaints under the provisions of the Police Service Act. The Ombudsman notifies the Police Service of all complaints received and can direct the Service to conduct an investigation. ICAC is not required by law to notify the Service of complaints and might conduct its own investigation.

6. REGISTERED INTERNAL WITNESSES AND PERSONS OF INTEREST

An Internal Witness is any person employed or engaged by the NSW Police Service who provides information, (which may include that emanating from questioning or during the course of an investigation) within legislative or organisational guidelines alleging corrupt conduct, maladministration, serious and substantial waste or other misconduct by another member of the Police Service, and who has been registered as an Internal Witness.

A Person of Interest is any person employed or engaged by the NSW Police Service who provides information, (which might include that emanating from questioning or during the course of an investigation) within legislation and organisational guidelines, alleging corrupt conduct, maladministration, serious and substantial waste or other misconduct by another member of the Police Service and has not met the registration criteria of an Internal Witness but is maintained on record at the Internal Witness Support Unit as a Person of Interest.



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7. CONFIDENTIALITY

The ability to maintain the anonymity of Internal Witnesses or Persons of Interest is fundamental to the success of the Internal Witness Support Program and their successful management. Confidentiality and the assurance of protection from potential victimisation or harassment will increase confidence in the Program and reduce stress for the participants. However, the Internal Witness must be informed that because of the internal reporting systems and the provision of support services, eg appointment of Mentor and Support Officer, services of Employees Assistance Branch, limits confidentiality. The anonymity of an Internal Witness cannot be maintained where matters proceed to any court or tribunal.

8. REFERRALS TO INTERNAL WITNESS SUPPORT UNIT

The Commander, Internal Affairs Branch will have the primary task of notifying the Commander, Internal Witness Support Unit of all internal police complaints for assessment.

Other commanders and managers who are aware a member of the Police Service has provided information relevant to corruption or misconduct must be aware of the benefits to the member of early intervention to preserve confidentiality and reduce possible victimisation and will confer with the Commander, Internal Witness Support Unit.

Members of the Service who conduct departmental investigations and identify any additional member of the Police Service during the course of that investigation who falls within the definition of an Internal Witness will notify the Commander, Internal Witness Support Unit for assessment purposes.

9. THE INTERNAL WITNESS REVIEW COMMITTEE

The Internal Witness Review Committee provides a forum for the consideration of difficult or sensitive issues which arise in particular cases. The Review Committee comprises:

- Executive Director, Human Resources
- Commander, Internal Witness Support Unit
- Case Officer, Support Officer or Mentor



New South Wales Police Service - Internal Witness Support Policy

- A member of the Employee Assistance Branch, when appropriate
- A member of the internal investigation team, when appropriate
- Other relevant personnel, when appropriate.

The Committee may make recommendations for the resolution of special problems experienced by an Internal Witness and will determine the appropriate course of action. Issues for consideration include placement on the Witness Protection Program under the provisions of the Witness Protection Act 1995.

10. APPOINTMENT OF A SUPPORT OFFICER

A Peer Support Officer or other member of the Police Service will be appointed according to the preference of the Internal Witness either from within their command or, where appropriate, from outside their command. It is the responsibility of the Support Officer to provide support to the Internal Witness and act as an intermediary through which the Internal Witness may make application for support or protection. The Support Officer will report on a regular basis to the Case Officer, Internal Witness Support Unit.

In circumstances where the Internal Witness prefers the Support Officer role to be performed by the Internal Witness Support Unit, the Case Officer from the Unit will carry out that role.

11. NOMINATION OF A MENTOR

A Mentor is a selected senior police or administrative officer of the Police Service who is responsible for providing support and positive reinforcement to a Support Officer or an Internal Witness and pursuing issues on behalf of the Internal Witness.

The Commander, Internal Witness Support Unit will ensure a Mentor is either nominated by, or made available to, the Internal Witness from senior Police Service personnel. Again, the preference of the Internal Witness is taken into consideration in this appointment.

12. PRIORITY OF INVESTIGATIONS

The Internal Witness Support Unit will liaise with Professional Responsibility Command to ensure, in appropriate matters, priority is given to the investigation of Internal Witness complaints.



13. RECOGNITION SYSTEMS

Proposals for the recognition of the contribution made by an Internal Witness will be submitted to the Internal Witness Review Committee which may make any recommendations for recognition through the Executive Director, Human Resources for consideration by the Commissioner.

Support personnel and senior line command who make a positive contribution in their roles may also be recognised.

14. RESPONSIBILITY OF ALL MEMBERS OF THE POLICE SERVICE

It is the responsibility of every member of the Police Service to refrain from any activity which might be perceived as victimisation or harassment, or which might be considered detrimental to an Internal Witness. Any such activity must be reported to a senior officer.

15. RESPONSIBILITY OF COMMANDERS

It is the responsibility of all commanders who are aware of an Internal Witness within their command to:

- Provide the Internal Witness with acknowledgment, support and positive reinforcement as to the propriety of his/her actions as an Internal Witness
- Provide the Internal Witness with support and protection from victimisation or harassment
- Take positive action, when it has been identified that an Internal Witness has been the subject of victimisation or harassment, to ensure appropriate management action is implemented in the circumstances
- Prevent or eliminate any actions against Internal Witnesses by other persons which might be detrimental or contrary to the Police Service Act, 1990, the Protected Disclosures Act 1994, the Witness Protection Act 1995 (where applicable) and Commissioners Instructions
- Maintain an environment where members of the Police Service are confident in coming forward as an Internal Witness reporting corrupt conduct, maladministration, serious and substantial waste or misconduct, they will



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receive support and protection from their superiors and other members of the Police Service

- Respond promptly, genuinely and with sensitivity to the needs of Internal Witnesses.

16. EVALUATION OF PROGRAM

An external evaluation system, established in consultation with the Internal Witness Advisory Council, for the annual review of the Internal Witness Support Program will be carried out and the results reported to the Executive Director, Human Resources.

17. INTERNAL WITNESS ADVISORY COUNCIL

The Internal Witness Advisory Council has been established to provide advice in the development and maintenance of the Internal Witness Support Policy and Program. The Council comprises:

- Senior Officers of the Police Service
- Representative from the Office of NSW Ombudsman
- Representative from ICAC
- Representative from the St James Ethics Centre

18. CONTACTING THE INTERNAL WITNESS SUPPORT UNIT

The Internal Witness Support Unit can be contacted on:

- | | |
|------------------|--|
| • Commander | 56567/(02) 92656567 |
| • General Office | 56590/(02) 92656590
56585/(02) 92656585 |
| Facsimile | 56562/(02) 92656562 |



19. CUSTOMER ASSISTANCE UNIT POLICE CORRUPTION HOTLINE

Free Call Line to Report Information - 1800 060205

8am - 10pm Mondays to Fridays

8am - 6pm Weekends and Public Holidays

New South Wales Police Service - Internal Witness Support Policy

REFERENCES

1. Schein, Edgar, E. 1986 Organisational Culture and Leadership, Jossey-Bass, San Francisco.
2. ICAC Report, April, 1994, p27
3. ICAC Report, April, 1994, pbb
4. ICAC Report, April, 1994, p24
5. Borries, G. (1994) *Speaking Up by Sector - The Police Whistleblower*, Australian National Research Committee PCCS 15/6/95
6. ICAC Report, April, 1994, pbb

SOME POLICE SERVICE STATISTICS AS AT 30 JUNE 1996

Source: New South Wales Police Service Annual Report 1995-96

EMPLOYEE STATISTICS 1992-93 TO 1995-96				
	1995-96	1994-95	1993-94	1992-93
Police Officers *	13,070	13,103	12,718	12,936
Administrative, Ministerial and Other Employees	3,498	3,269	3,245	3,067
Total	16,568	16,372	15,963	16,003

* Includes a small number of officers seconded to other public sector agencies.

AGE OF STAFF AS AT 30 JUNE 1996					
Age (in years)	Police Officers		Other Staff *		Total
under 25	1,953	14.9%	461	13.2%	2,414
26-30	3,214	24.6%	471	13.5%	3,685
31-35	2,710	20.7%	485	13.9%	3,195
36-40	1,798	13.8%	492	14.1%	2,290
41-45	1,408	10.8%	612	17.5%	2,020
46-50	1,167	8.9%	505	14.4%	1,672
over 50	820	6.3%	472	13.5%	1,292
Total	13,070	100.0%	3,498	100.0%	16,568

* Includes administrative and ministerial officers and transit police.

Source: New South Wales Police Service Annual Report 1995-96

YEARS OF SERVICE OF STAFF AS AT 30 JUNE 1996					
Years of Service	Police Officers		Other Staff *		Total
under 5	2,128	16.3%	1,392	39.8%	3,520
5-10	4,895	37.5%	1,371	39.2%	6,266
11-15	1,981	15.2%	301	8.6%	2,282
16-20	1,270	9.7%	174	5.0%	1,444
21-25	1,312	10.0%	150	4.3%	1,462
over 26	1,484	11.4%	110	3.1%	1,594
Total	13,070	100.0%	3,498	100.0%	16,568

* Includes administrative and ministerial officers and transit police.

WOMEN'S EMPLOYMENT (POLICE OFFICERS) 1995-96 AND 1994-95						
Rank	Total		Women		Percentage	
	95-96	94-95	95-96	94-95	95-96	94-95
Executive Officer *	8	12	1	1	12.5%	8.3%

Senior Officer **	463	493	6	6	1.3%	1.2%
Senior Sergeant & Sergeant	2,723	2,630	86	59	3.2%	2.2%
Senior Constable & Constable	8,990	9,025	1,471	1,397	16.4%	15.5%
Probationary Constable	886	943	278	255	31.4%	27.0%
Total	13,070	13,103	1,842	1,718	14.1%	13.1%

* Includes officers at the rank of Commissioner, Deputy Commissioner, Senior Assistant Commissioner and Assistant Commissioner.

** Includes officers at the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector.

DETAILS OF THE EXTERNAL AUDIT OF THE REFORM PROCESS

KEY REFORM AREA: 1. EFFECTIVE LEADERSHIP AND MANAGEMENT

Reform Context: Leaders in the Service must be capable of making strategic decisions, solving problems, managing people well and understanding the needs of Government and the community. It is important to gauge whether leaders and managers are working with their teams on problems and reforms, sharing information and exercising their delegated authority rather than being constrained to meet or anticipate the demands of superiors.

Core Change: Effective leadership and management are both key to the reform process and the ability of the Service to achieve significant progress within three years. Changes in values, behaviour, skills and personal styles will all play an important part in transformation of the Service from the individual, through teams to the whole organisation and its leadership.

Year 1: Threshold Activities of the Service to Audit

- Development by the Service leadership team (supported by external facilitation) of the key principles for successful leadership within a reformed NSW Police Service.
- Identification of the key of behaviours that underpin effective leadership and management within the Service.
- Validate by comparison with other relevant organisations, using external expertise to assist.
- Development and documentation of a strategy to secure buy-in for these principles
- Design of strategies aimed at entrenching excellence in leadership and management throughout the Service.

Ongoing Activities to Audit

- Integration of new leadership principles into such systems and processes as recruitment, promotion, career progression and performance management.
- Evidence of change of behaviour in leaders and managers to accord with the reform process and the new leadership principles.
- Testing and refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Develop a strategy to test the proposed approach; • Verify leadership and management plans, check key aspects and implementation steps; • Report progress. 	<ul style="list-style-type: none"> • Test levels of delegation; • Review selected pilot sites for team solutions and problem solving techniques; • Test the model for internal assessing the effectiveness of change; • Report progress. 	<ul style="list-style-type: none"> • Continuous testing; • Test links to behaviour changes; • Develop internal benchmarking for individual sites to test changes in leadership and management behaviour; • External benchmarking to assess level of improvement to a best practice model; • Continuous reporting.

KEY REFORM AREA: 2. CHANGING CULTURE AND VALUES

Reform Context: Signals should begin to emerge revealing changing culture and values. The Service should begin to operate in an open way to serve the citizens of the State with honesty. Progress should also be visible in terms of greater acceptance of diverse ideas and cultures and in replacing an internal culture of fear and control. In this latter respect it is critical that the Service succeed, firstly in the introduction of a new approach under which any disciplinary matters are dealt with in a quick, fair and straightforward managerial way, and secondly, through success in its pilot scheme designed to deal with the vast majority of the complaints of both citizens and staff in a similarly straightforward managerial way.

Core Change: The culture of the NSW Police Service is sufficiently entrenched to resist even modest change. The culture can be mapped and it can and must be changed. This requires focused effort, effective strategies and resolve.

Year 1: Threshold Activities of the Service to Audit

- Identification by the Service leadership team of what sort of culture and values a reformed Police Service should strive for, taking account of the expressed views of the Royal Commission and the community.
- Validate by comparison with other relevant organisations using external expertise to assist.
- Refine this picture through a consultative process.
- Obtain ownership of the need for cultural change throughout the organisation.

Ongoing Activities to Audit

Embedding culture changes in processes and systems such as:

- ideas, innovations, new approaches and procedures;
- leadership and management development;
- performance management;
- promotion, career progression and recruitment;
- testing and refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Verify the plan for culture change; • Agree key areas for testing culture change; • Assess progress in critical areas such as revised complaints handling and disciplinary procedures; • Determine priorities and three year test plan; • Report progress. 	<ul style="list-style-type: none"> • Test the implementation strategy; • Detailed testing at selected pilot sites; • Test the introduction of systems/tools to map and track culture change; • Report progress. 	<ul style="list-style-type: none"> • Continuous testing; • Develop visual reporting framework to show results of testing and progress in achieving culture change; • Develop best practice model within pilot sites and distribute results within the Service; • Test links between culture change and reform agenda priorities; • Report progress.

KEY REFORM AREA: 3. AN HONEST SERVICE WHICH REPELS CORRUPTION

Reform Context: It is only when ethical leadership and ethical management become hallmarks of an open and ethical organisation that corruption will be effectively and customarily expelled and repelled. If information is sanitised, staff are kept in the dark, mistakes are not acknowledged and rectified and the Service emphasises police numbers rather than police outcomes, then progress in key reforms will not be occurring at an acceptable pace. Increasingly, decisions and actions should visibly be characterised by fairness, mutual respect and care for the rights of citizens and staff, side by side with the changes expected and sought in individual behaviour.

Core Change: This lies at the heart of reform and is closely linked to many other key areas in the reform process. The extent to which this network of interconnected reforms can be reported and progress can be demonstrated will greatly influence the results obtained in this Reform Area.

Year 1: Threshold Activities of the Service to Audit

- Using the values identified for the reformed organisation the Service needs to be able to demonstrate that it has shifted its focus from a culture of blame and punishment for mistakes to one of acknowledging mistakes and fixing problems. The 'discipline' system should have changed in both process and practice to reflect this shift.
- Public accountability also needs to be strengthened as part of the reform agenda, so the Service will need to decide how to engage in effective dialogue with the community, processes of public reporting and the development of a contemporary Police Charter. For example, the Service needs to be much clearer in its dialogue with the community as to what it can achieve with the resources provided, its priorities and how the police - community partnership can be advanced in many areas.
- Introduction of a stakeholder consultative process to develop appropriate measures for public reporting; this rules out describing how the drugs problem has been 'fixed', for example.

Ongoing Activities to Audit

- Verification and validation by audit process of stakeholder consultation and public reporting process.

Assurance Strategy and Development of Audit Process

The overall assurance process over the three years needs to be considered in the light of the proposed development of a Police Charter, the priorities set in the reform agenda, the approach adopted by the Police Integrity Commission and the internal audit and internal affairs functions in the Service. Clearly, however, in year 1 the above activities can be tested in terms of approach and implementation strategies. Such testing should include assessment models developed by the Service to gauge behavioural modification at both the individual and organisation level. The Service should continue testing and refinement of the overall approach over three successive years.

KEY REFORM AREA: 4. EFFECTIVE PLANNING

Reform Context: Effective planning has frequently been absent from the Service. Corporate and major strategic plans should be well understood throughout the Service; they should be able to be made operational at the local level and be able to be illustrated through case studies and examples. Throughout the organisation business plans should be developed to deal with all aspects of the business of policing. The plans should be applied, well understood and monitored and revised as necessary.

Core Change: Introduction of widespread use of business planning processes and tools are critical in managing the organisation in the future. Such plans and processes need to sit within and be a consequence of high level strategic planning. This must reflect and 'guide the way we do things here' in the NSW Police Service.

Year 1: Threshold Activities of the Service to Audit

- Development of a documented planning framework for the NSW Police Service (eg key elements, reporting formats, base information needs and assessment of availability, implications for information systems development).
- Development of an agreed and practical planning process that links high level strategies to at least key operational and local area command levels.
- Development of a 'roll-out' plan for the introduction of the planning process.
- Training designed and integrated with the planning process, and completion of a pilot to provide training for key managers.

Ongoing Activities to Audit

- 'Roll out' of planning process completed in year 2 across organisation and down to all necessary management levels.
- Planning process improved and integrated with Key Performance Indicators (KPI).
- Integration of performance management, KPI and business planning processes.
- Demonstrable use of performance against plan in both individual, unit, regional performance assessment and professional development programs.
- Testing and refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Verify development of the planning process; • Verify 'roll out' plan and training; • Report on the development process. 	<ul style="list-style-type: none"> • Test implementation against planning quality criteria; • Test outcomes against expectations; • Verify KPIs and measurement; • Introduction of best practice concepts; • Report progress internal/public. 	<ul style="list-style-type: none"> • Continuous testing on three year cycle; • Test linkage of the planning process to culture and behaviour changes; • Full bench marking and best practice reviews internal/external; • Continuous reporting.

KEY REFORM AREA: 5. FOCUS ON PERFORMANCE MANAGEMENT AND QUALITY

Reform Context: The Service needs to focus on its performance and the quality of its services. Excellence in policing will only be achieved if the Service, its management and staff are committed to achieving both high quality and high performance. Targets need to be set, and the Service should benchmark key management, operational and service areas against the outside world. Since the organisation must perform differently to achieve such targets, new management approaches and skills need to be developed and staff need coaching and training, so they can appreciate the new management, work and reporting requirements and can participate actively in securing progressive improvements.

Core Change: At a high level, this reform is aimed at introducing a mindset of 'value for money' and quality. It also entails the introduction of these concepts and devolution of responsibility throughout the organisation. Thus, Key Result Areas and Key Performance Indicators would be agreed and devolved. Senior managers would seek real and hard information to manage their own and staff performance against such measures.

Year 1: Threshold Activities of the Service to Audit

- Development of a performance management process that supports the setting and agreeing of measures.
- Development of examples of acceptable measures at different levels of the Service; explaining performance, quality and value for money.
- Documentation of an agreed process of performance management that has credence in the organisation, rendering obsolete the autocratic, disciplinary process.
- Development of an implementation and training plan and a pilot process.
- Assessment or real information needed to support the performance management process.
- Feedback to systems development where gaps emerge.

Ongoing Activities to Audit

- Rollout of training in performance management.
- Rollout of performance management process and its progressive refinement.
- Refinement and further development of KRAs and KPIs.
- Testing and Refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
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<ul style="list-style-type: none"> • Define critical elements of performance, quality and value for money expectations; • Verify implementation process; • Test key aspects of the plan; • Report progress. 	<ul style="list-style-type: none"> • Test implementation against performance criteria; • Test pilot region for critical aspects of the measurement system; • Establish benchmarks and report on progress against set measures; • Reporting public/internal. 	<ul style="list-style-type: none"> • Continuous testing for three year cycle; • Test links to changes in behaviour and performance; • Training support; • Continuous reporting.
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KEY REFORM AREA: 6. FOCUS ON STAFF AND TEAMWORK

Reform Context: Transformation of the Police Service involves major redesign of work and the workplace, the creation of new jobs and careers. It also calls for a shift in emphasis towards the staff as the key to successful reforms and to transformation of the Service as a whole. That in turn means that the individual in the Service must be valued, respected and encouraged to develop in the job and acquire new skills.

Core Change: The need to respect and value the individual can be assessed and built into the critical HR systems such as performance management, career progression, promotion and recruitment. It is important to modify existing and introduce new work practices to support effective team work but to be flexible, given that teams will develop differing approaches and techniques to deal with various situations.

Year 1: Threshold Activities of the Service to Audit

- Identification and assessment of the areas where team processes and practices could contribute to efficiency and effectiveness of operations and an improved work environment.
- Use of the values and leadership principles in the development of a team based approach to areas identified as having potential to realise effectiveness and efficiency gains.
- Development and pilot introduction of a training program for team leadership.

Ongoing Activities to Audit

- Encouraging the development of innovation, new ideas and new ways of doing things.
- Delivery of improvements in consultation, data sharing and the work environment
- Delivery of improvements in productivity and reduction in operating costs.
- Evidence of team based practices in gaining these improvements.
- Testing and Refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Verify work practices plan; • Verify implementation strategies and critical dependencies; • Test implementation process; • Report progress. 	<ul style="list-style-type: none"> • Test pilot sites for introduction of training processes and practices; • Test gains in performance, productivity, improved work environment; • Report 'new leads' stories throughout the Service (internal/external); • Report progress. 	<ul style="list-style-type: none"> • Continuous testing over all sites; • Develop benchmarking and best practice testing and internally report results throughout the service; • Continuous reporting.

KEY REFORM AREA 7. BUILDING NEW HUMAN RESOURCE (HR) SYSTEMS

Reform Context: The Service has put very considerable effort into formulating its Workforce 2000 agenda which, *inter alia*, calls for the building of a new HR systems. Whilst it is critical to review progress in recruitment, patterns of promotion, the emergence of new team environments and the exercise of delegations, it is arguably even more important to review whether the basic systems are in place which will allow merit based promotion, effective performance management and competitive recruitment to become effectively entrenched within the Service.

Core Change: Promotion, career progression, recruitment and performance management systems and processes need to be changed to reflect the reform process. Associated work should continue on revised position descriptions, work environment change and change-oriented redundancy provisions.

Year 1: Threshold Activities of the Service to Audit

- The progression/promotion system needs demonstrably to be based on objective assessment against known selection criteria as well as opinion (this could build on the assessment centre process).
- Open processes should begin to be used to secure the best candidate for key and specialised jobs; external appointments should begin.
- The performance management system needs to be linked to skills assessment and career planning processes.
- Positions and jobs need progressively to be assessed in terms of the skills, knowledge, attitudes and competencies required in their execution.
- Develop and deliver a training program in performance management.
- All position descriptions should be rewritten to reflect the new skills, knowledge, attitudes, values, starting with the senior positions.

Ongoing Activities to Audit

- Managers should use the performance management system and understand performance reviews.
- Managers and staff should have access to necessary training programs.
- Promotions and appointments should be seen to be occurring through a fair and objective process.

- Testing and refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Verify HR development plan and critical aspects; link to reform agenda; • Verify implementation and development planning; • Report progress. 	<ul style="list-style-type: none"> • Detailed review of HR system to ensure all changes implemented; • Test Service attitude to changes; • Detailed systems testing; • Report progress. 	<ul style="list-style-type: none"> • Continuous testing; • Verify links to reform agenda; • Verify links to behaviour changes; • Test key performance criteria, benchmarking; • Continuous reporting.

KEY REFORM AREA: 8. BREAKING DOWN OUTMODED SYSTEMS

Reform Context: Many of the existing systems relate more to command and control and the needs of the past bureaucracy than to the Service in its planning for the future or to the staff in the better discharge of their roles. It is important to assess whether systems are increasingly helping staff, whether they are becoming simpler in their operation and are being redesigned as needed, and whether new approaches have been pilot tested in an effort to achieve improved performance. Unnecessary or outmoded rules, guidelines and paperwork should progressively disappear.

Core Change: Two non-Human Resource systems will be critical in underpinning the reform process, namely the delivery of information to the 'coalface', including the COPS system, and the financial system(s) needed to support a devolved structure. Both sets of existing systems need significant change and refinement to meet new requirements and priorities

Year 1: Threshold Activities of the Service to Audit

- Analysis of the COPS and other critical information systems against the information needs of a more devolved system where local priorities and increased delegation and responsibility will put pressure on traditional systems.
- Identification of functionality that should be delivered by any key system to meet reform needs.
- Development of a strategic plan to deliver system redevelopments and replacements and to build new systems.

Ongoing Activities to Audit

- Further refinement of needs analysis.
- Detailed specification of system changes with costings and delivery times.
- Testing and refinement of overall approach internally.

YEAR 1 AUDIT PROCESS DEVELOPMENT	YEAR 2 AUDIT PROCESS TESTING OUTCOMES	YEAR 3 AUDIT PROCESS CONTINUOUS TESTING/ BEHAVIOUR CHANGE
<ul style="list-style-type: none"> • Verify the strategy and begin to implement the key items of reform; • Test systems and refine; • Report progress. 	<ul style="list-style-type: none"> • Detailed review of critical systems to ensure that they meet the reform objectives; • Assess existing systems against planned changes, test implementation and effectiveness; • Detailed review of pilot site to test implementation plan; • Report progress. 	<ul style="list-style-type: none"> • Continuous testing for three year cycle; • Review of key information systems to verify level of support for reforms; • Test the analysis of information required for continuous improvement; • Verify links to reform agenda; • Continuous reporting.

KEY REFORM AREA 9. THE PATROL AS THE SERVICE HUB

Reform Context: The Service has determined that Patrol will be the focus of service delivery within the Police Service. That requires effort to create stable staffing configurations, to develop new jobs, to change relationships within teams so that acceptable integration of staff with many differing talents can occur, as well as assuring acceptable levels of service wide staff rotation. Equally there are important questions relating to whether existing sites, systems, equipment, technologies and procedures will meet future needs. This changed focus will require constant attention if the past tendency to centralise and bureaucratised is to be overcome.

Core Change: Introduction of the Patrol as the service delivery hub involves changing a range of systems and structures to support it.

Year 1: Threshold Activities of the Service to Audit

Planning for pilot testing the following:

- developing profiles of problems and issues to be faced, side by side with community views and concerns;
- stable staffing, assessment of usual span of capabilities and clarity of roles and responsibilities;
- financial management systems and procedures to support the Patrol in this new role;
- information needs for effective management of a service hub;
- facilities and support functions need for these units in the future.

Ongoing Activities to Audit

- Progressive alignment of structures, systems and processes to support this restructure of service delivery.
- Assessment of the roles and responsibilities within the hub against support for the reform process.
- Testing and refinement of overall approach internally.

KEY REFORM AREA 10. IMPLEMENTATION OF EFFECTIVE STRUCTURAL CHANGE

Reform Context: Over the years the Service has tried to 'fix' many of its problems by making changes in structure. While every transformation or major reform process leads to significant and substantial changes in structures, a number of steps should precede structural change. Thus, the objectives and the purpose in discharge of any role should be reviewed and clearly articulated, the best ways of implementing or carrying out the service or function examined, and new approaches tested prior to taking decisions to create or entrench structures, particularly those involving significant movement of staff. These steps should be discerned as having occurred prior to any significant proposed structural change.

Core Change: In carrying through sustainable change in organisations one of the key processes that is frequently overlooked is the alignment and co-ordination of systems, processes, projects and structure. A project office that supports the change process is an invaluable tool in the development of this alignment. It can assist in ensuring that scarce resources are directed to change projects that have the most impact. Such an office can offer assistance to project teams or individuals trying to implement or deliver reforms.

Year 1: Threshold Activities of the Service to Audit

- Careful examination of all proposed structural changes to ensure that effective alignment and co-ordination of goals, reviews, systems and processes has preceded structural change.
- Definition of the role of a project office, or redefinition of the function of an existing unit as appropriate, to support the reform process, particularly its oversight and co-ordination.
- Specification of a business plan for internal resourcing and operation of the office, linked to the Service Reform Agenda.

Ongoing Activities to Audit

- Internal or infrastructure support for the reform process.
- Integration/alignment of different reform projects.
- A focus on transformation of the Service, not simply isolated projects.

Assurance Strategy

To be developed in conjunction with the overall Reform Agenda and Assurance Plan.

