



# WA Police Operating Model Survey Research Report

**April 2017**

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## Officer Demographics

The WA Police Union (WAPU) WA Police Operating Model Survey ('the Survey') received **2,579 responses** at its close at 1600 hours, 18 April 2017. This is the largest ever Member response to a WAPU Survey. The previous record was 1,314 for the 2014 Industrial Agreement.

### Are you (gender)?

Answer Choice	Respondents Percent	WA Police Officers Percent
Male	82.4%	76.5%
Female	17.6%	23.5%

There was a disproportionately higher number (**82.4 per cent**) of male responses compared to the composition of WA Police at 31 March 2017.

### Do you work (arrangement)?

Answer Choice	Respondents Percent	WA Police Officers Percent
Full-time	97.6%	95.8%
Part-time	3.3%	4.2%

Overall results closely reflected the full-time/part-time composition of WA Police Officers. More than **79.8 per cent** of part-time respondents were female, slightly less than WA Police at 83.8 per cent.

### What is your rank?

What is your rank?	Response Percent	Response Count
Commissioned Officer (all ranks)	2.8%	72
Senior Sergeant	5.7%	147
Sergeant	23.8%	615
Senior Constable	37.0%	955
First Class Constable	14.9%	385
Constable	13.5%	348
Aboriginal Police Liaison Officer	0.0%	0
Police Auxiliary Officer	1.9%	50
Cadet	0.3%	7
<b>Answered question</b>		<b>2,579</b>

Members ranked Sergeant and Senior Constable comprised **60.8 per cent** of respondents. These two ranks comprise over half (54.4 per cent) of all WA Police.

Only **seven** responses were received from Cadets and **none** from Aboriginal Police Liaison Officers.

### How many years have you been employed by WA Police?

How many years have you been employed by WA Police?	Response Percent	Response Count
Less than 5	20.1%	519
More than 5 and less than 10	21.1%	543
More than 10 and less than 15	16.3%	420
More than 15 and less than 20	7.7%	198
More than 20 and less than 25	11.3%	292
More than 25 and less than 30	11.1%	285
More than 30	12.5%	322
<b>Answered question</b>		<b>2,579</b>

In terms of experience, respondents were relatively evenly spread. The majority though, **57.5 per cent**, had less than 15 years' experience.

#### Are you currently (status)?

Answer Choice	Response Percent	Response Count
Operational	95.0%	2,451
Non Operational	5.0%	128

The percentage of operational respondents were in line with the latest Productivity Commission estimates of 94.1 per cent of WA Police Officers having operational status.

#### Where is your current workplace located?

Answer Choice	Survey Respondents %	WA Police Officers %
Metropolitan	78.5	78.9
Regional	21.5	21.1

Respondent location closely resembled that of WA Police.

## District and Primary Duty

In which Police District is your Station / Section currently located (Metropolitan)?

In which Police District is your Station / Section currently located?	Response Percent	Response Count
Central Metropolitan	48.7%	976
North West Metropolitan	19.4%	389
South Metropolitan	17.4%	348
South East Metropolitan	14.6%	292
<b>Answered question</b>		<b>2,005</b>

Just under half (**48.7 per cent**) of Metropolitan respondents were stationed in Central Metropolitan District. It reflects how a number of WA Police units with State-wide responsibilities are based in the Central Metropolitan District.

In which Police District is your Station / Section currently located (Regional)?

In which Police District is your Station / Section currently located?	Response Percent	Response Count
Goldfields-Esperance	14.2%	78
Great Southern	14.0%	77
Kimberley	14.0%	77
Mid West-Gascoyne	15.3%	84
Pilbara	14.2%	78
South West	14.4%	79
Wheatbelt	13.8%	76
<b>Answered question</b>		<b>549</b>

Regional respondents were evenly spread with only 1.5 percentage points between the highest (Mid West-Gascoyne) and lowest (Wheatbelt) districts.

## Metropolitan Operating Model

Which best describes your involvement with the existing Metropolitan Operating Model?

Which best describes your involvement with the existing Metropolitan Operating Model?	Response Percent	Response Count
I am currently working in the Metropolitan Operating Model	53.9%	1,138
I previously worked in the Metropolitan Operating Model	19.8%	417
I have never worked in the Metropolitan Operating Model	26.3%	555
<b>Answered question</b>		<b>2,110</b>

Of all respondents, **73.7 per cent** are currently working or have previously worked in the Metropolitan Operating Model (MOM). That result increased to **83 per cent** for just Metropolitan respondents. Some **40 per cent** of Regional respondents had experience working under the MOM.

Should WA Police retain District Control Centres?

Should WA Police retain District Control Centres?	Response Percent	Response Count
Yes	37.0%	780
No	41.5%	876
Not sure	21.5%	454
Why (optional)?		1,198
<b>Answered question</b>		<b>2,110</b>

A slightly higher number of respondents were opposed to the retention of District Control Centres (DCC). Support for DCC by rank was highest among Commissioned Officers (**54.1 per cent**) and Senior Sergeants (**46.9 per cent**). Opposition was highest among First Class Constables (**40.2 per cent**) and Sergeants (**38.2 per cent**).

More than **1,198 respondents** provided reasons both for and against. Those in favour of retention generally believed DCC provided resource and staff allocation efficiencies:

*"For the purpose of effective resource management and task resolution by frontline support."*

*"Provides ongoing support and assistance for frontline officers."*

*"Argument for retaining DCC would be to have local knowledge of the district and the available resources."*

*"Centralised control of local resources enables them to be directed to address the priority areas of the D.O."*

*"Having worked in a DCC for over 2 years, my experience is that they play an important role in demand management by triaging calls made to the 131444 number which are then converted to CAD tasks."*

*"DCC is an improvement on the previous IMU sections and provides a necessary and important role to supporting frontline officers and management of resources. DCC is a central contact point for all District staff."*

*"The DCC provides critical supervision, oversight and management of district resources and incidents."*

*"Having now worked at a regional station without a DCC, you really notice the difference in terms of the jobs that come through (vetting) also being able to have a senior go to person to contact straight away to ask questions and get advice from makes your job less stressful if you have never dealt with a particular situation before."*

*"The DCC are often a good source of support, particularly the Det Sgt in certain situations. They are also a good source of info in relation to looking up IR's etc. whilst on the road."*

*"The DCC / IMU process is functional and provides each district with a support base after hours with local district knowledge."*

*"Keeps control of local district resources, is a point of contact for staff outside of supervisors who may only work day shift Monday to Friday."*



Others supported retaining DCC but believed changes were needed:

*“Concept is sound however you don’t have high performers in this role. Usually people that are not sought after in other roles.”*

*“Good idea, however it should only be manned by substantive Sergeants as people acting up do not have the necessary knowledge or skills to perform the role.”*

*“Not in the current format. An on road Detective Supervisor can and does deal with Crime related tasks. I believe the DCC does play an integral role, the scope and charter need to be tweaked.”*

*“I believe each district should have a controlling body to co-ordinate resources & monitor jobs but in a less constricted & micro managed environment.”*

*“In principle, it’s a reasonable idea however the performance of some of the operators at DCC has been poor in terms of their knowledge levels, communication skills and general attitude.”*

*“Yes, however they need to be staffed with the correct type of officers and downsized. They currently exert too much control over an LPT’s resources and limit their ability to manage their own resources towards their community’s priorities.”*

Those opposed to retaining DCC had a variety of reasons. The main one was DCC not providing the support required by frontline officers:

*“District Control Centres only operate from a console and have no hands on when supervisors and staff are dealing with a job. They are often scrutinised by supervisors for their lack of experience and the fact that they may be junior in rank to those out in the field. They may have not been operational for some time and not in touch with the current policing on the frontline.”*

*“They don’t make any difference to the job I do, I don’t see any demand reduction often wondering why jobs say for a vehicle to attend when DCC can deal with it over the phone.”*

*“In my experience DCC have a minimal effect on most jobs that come through to us, a name check may be performed but when an update reflecting the search is put onto CAD it shows insufficient detail which requires officers to search for the information themselves anyway.”*

*“DCC is inefficient and condescending towards response staff. Their primary focus is to avoid overtime incursions and not support frontline staff.”*

*“I am not often sure what the DCC do? I have often gone to jobs where there has been no or little input from the DCC where they can be of assistance i.e. there is an abandoned car on the side of the road, but yet I still have to attend the job, call my office for a contact number for the owner, and complete the task myself. There are many able bodied police*

*officers sitting in the DCC behind a desk that could be on the road assisting with numbers on the ground."*

Another was resource and service duplication:

*"A lot of resources tied up for little result. Place officers back onto the streets and into Stations. POC, DCCs and SCC? It's like our government system, too many tiers for little result."*

*"Extra layer of control which has negative impact on morale and ability of LPT Supervisors. Intended benefits do not seem to be realised."*

*"Too much double management, I've too often been given one set of advice or guidelines from my supervising Sgt, only to be told another thing from a DCC Sgt. It becomes frustrating very fast. I spent two years in response units, and it too quickly became "us vs them" when dealing with DCC, it doesn't feel like we're on the same team at all."*

*"Minimal return for the number of staff involved. With better organisation / structure this role could be done by VKI and the local District Engagement and Support teams."*

*"Too many chiefs. Maintain a central control centre at POC."*

*"Because we have VKI and having DCC just creates confusion and stress. Officers at DCC can be put to better use either on the road if operational or front counter duties if not and free up operational officers."*

*"It's a waste of 5 to 6 police officers. Let the shift Sgt's vet CAD jobs and organize their resources. Put the extra staff on the road. Look at having 2 Sgt's per team. 1 to sort out office things/CAD/resources etc. The other to be on road supervisor. They can alternate shifts. This way you can put more staff on the road and still have DCC like service."*

Others opposed stated their preference for the previous Incident Management Unit (IMU):

*"This role can be undertaken by Police Operations Centre and the Police Assistance Centre. This role was previously undertaken by Incident Management Units but was abolished because of the double up between IMU's and POC."*

*I believe the previous district Incident Management Unit (IMU), were more efficient. They provided a level of assistance that was exceptional, without the intrusive management."*

*Downsize to a local Incident Management Unit as previously conducted, maintains local knowledge / control of unit/ resource use."*

## Should WA Police retain Local Policing Teams?

Should WA Police retain Local Policing Teams?	Response Percent	Response Count
Yes	31.9%	674
No	51.2%	1,080
Not sure	16.9%	356
Why (optional)?		1,202
<b>Answered question</b>		<b>2,110</b>

A majority of respondents, **51.2 per cent**, were opposed to the retention of Local Policing Teams (LPT). The result was reversed among respondents currently assigned to LPT, with **55.3 per cent** voting 'Yes' compared to **32.2 per cent** who voted 'No'.

More than **1,202 respondents** provided reasons both for and against. There were relatively few comments for retaining LPT in their current form:

*"As the model has been refined there appears to have been a gradual improvement in our subdistrict."*

*"Local knowledge of problematic individuals and families is critical, along with forming relationships with key community members and partners."*

*"Yes this has made it easier on previous what we called inquiry teams as more staff to investigate incidents. I believe the Local Policing Teams should consist of 1Det Sgt / 3 Senior Constables and 3 Constables and 1 Probationary Constable. They should cover 3 areas. I don't believe there should be a Sgt as well because this undermines his authority having a Det Sgt overseeing the whole lot."*

*"As much as us LPT get bagged out, the work that is done is important stuff."*

*"They help create a community atmosphere with the public and Police. It is an essential Policing tool. LPT needs to learn to work more/communicate with Response more and vice versa."*

Most comments supporting LPT were qualified, believing they needed better resourcing or a clearer focus:

*"The existing LPT format itself is not crucial. But a model that focuses effort on community engagement and relationship building is crucial."*

*"I do believe there is a need for local policing teams but the current model does not reflect this. There is no time to interact with the public or make any reasonable connection."*

*"The term LPT is confusing to the public as often they believe that these are the officers responding to their issues rather than investigating local crime issues. LPTs should be retained as a 'Local Inquiry Team' focused solely on investigating local crime issues."*

*"LPT could become Inquiry Teams in each District managed by Detectives. The result would be a higher standard of investigation and the development of junior officers."*

*"Yes IF they are allowed to carry out the role which was promised to them: community policing and completing investigations and not constantly tasking."*

*"Yes, but the current model needs to change. The current model enforces an "us against them attitude" between LPT and Response Teams. There is very little team work or camaraderie anymore."*

Opposing comments generally believed LPT are not working and/or WA Police should return to previous models:

*"Total waste of the current policing resources. The efficiency of LPT are hindered by being overrun with tasks that could/should be dealt with in other areas."*

*"These teams fail to achieve half of what was achieved in the previous structure and response and detectives pick up the slack."*

*"LPTs are just big Inquiry Teams. The idea of them engaging with the community doesn't work and therefore they're a wasted resource."*

*"LPTs do NOT do their role and they are simply sitting in an office due to lack of staff or tasking. Call it what it is, tasking. Return to inquiry teams selected for their efforts and work ethic and use the staffing to return tasking to local stations."*

*"Return to a model where all police officers act like police officers, responding to and investigating offences."*

*"Revert back to inquiry teams, 'community engagement' is a joke having coffee with a cop or playing sport with kids is not engaging with our PPO and their networks. The LPTs are*

*not engaging with the people that could be potential sources of relevant information on criminal activity.”*

*“Response and LPT should be once again amalgamated to allow for: - greater flexibility in resource allocations during peak times - increased ability to assign resources to inquiries - provide ALL staff with a range of roles and duties to allow for better development of skills.”*

*“No. Officers should work in stations together as response and inquiries, officers would better get to know their district and be able to be more efficient in targeting hotspots. Small Inquiry teams in each station worked better.”*

*“In my experience I have seen large LPT staff numbers sitting in offices whilst their colleagues are getting smashed on the road or calling for assistance. A divide between officers working the same areas exists between Response and LPT.”*

### Should WA Police retain Response Teams?

Should WA Police retain Response Teams?	Response Percent	Response Count
Yes	40.9%	863
No	45.9%	968
Not sure	13.2%	279
Why (optional)?		1,099
<b>Answered question</b>		<b>2,110</b>

A slightly higher number of respondents were opposed to retaining Response Teams. Slightly over two-thirds, **66.9 per cent**, of Response Team respondents voted ‘Yes’ to retain the teams.

More than **1,099 respondents** provided reasons both for and against. Comments in favour of Response Teams followed a similar pattern to LPT. Some gave unqualified support for the retention of Response Teams:

*“A necessary part of policing.”*

*“Basic role of a police officer and not having a busy inquiry workload assists in being better able to 'respond'”*

*“Police Response Teams are the only consistent visible presence to the public.”*

*“Separation between Response and LPT ensures that cars are available to respond to jobs in a timely manner (generally).”*

*“I am currently at Response and I thoroughly enjoy it. To me, this is what I feel policing should be about. Attending jobs as they come in.”*

*“Improved response times / Better local knowledge of hotspots.”*

Most comments in favour believed Response Teams either needed to be restructured or better resourced:

*“Current model does not give the Response Teams any time or space to refuel and gain any strength or confidence in being able to function without added stress of response times. Response just go from job to job without any breaks and time to do paperwork. The rostered shifts are gruelling leaving no time for family.”*

*“I enjoy working Response however, we need more police officers on each team.”*

*“The Response Teams need to remain in place but not in the current format. They need to be more like the model we had previously and operate in smaller districts to assist them in reducing response times by not having to travel as far between jobs. They also need to have their numbers boosted by the members currently working in the LPT.”*

*“Response Teams would be very effective if resourced properly. Response Teams should be based out of each police station but coordinated across a sector (i.e. CM East).”*

*“The theory is sound. However until Response are adequately resourced so that LPT can be left alone to address the issues and allow for demand reduction in the longer term.”*

*“Yes but numbers should be increased which would allow investigations to be completed earlier limiting the amount of work forwarded for investigation.”*

*“They need to be resourced and used correctly. Having ownership of 24-hour police stations using 2 officers on a 10-hour nightshift dealing with an average of one complaint per night is waste of resource which is not cost effective. If this was audited, the cost would be enormous against the output and productivity. To suggest it is a good chance for officers to catch up with paperwork is a statement made for convenience only.”*

A strong theme within opposing comments was the model of Response Teams de-skilled police officers as a whole:

*“De-skilling officers in relation to developing investigation skills.”*

*“Response Police are good at responding, LPT are good at investigation. A great divide develops and it does not encourage an all-round skill set for new officers and existing officers.”*

*“Because Response officers without prior experience on Investigation Teams are dealing with incidents with limited knowledge to achieve/reduce demand on LPT. Further it appears very junior officers are filling the majority of these roles giving them limited opportunity for directional development.”*

*“Response Teams are understaffed, overworked and often fatigued. They are constantly going from job to job, and feel pressure by DCC etc. to finish jobs quickly to move on to the next, sometimes missing important details of involved parties or not taking statements etc. as they think LPT can do it another time. Also, Response officers may be de-skilled and miss opportunities due to not conducting warrants or investigations etc. as part of their day to day duties.”*

*“They effectively deal with attendance at tasks, however are predominantly junior staff who then do not gain any experience in minor investigations, this is again reflected in the quality of crime files that come through for further investigation.”*

*“My view of Response Teams is that we are ‘dumbing down’ our frontline staff.”*

*“Response to incidents is only a small facet of policing. By ‘specialising’ officers into this role specifically, it has taken away their ability to think laterally and use foresight to assist with future investigations.”*

*“Yes as Response policing is a specialised skill, however they should be aligned with an LPT shift as a sister team, with LPT working evenings when Response is on nights. It would make the passing of investigations more fluid and efficient in dealing with.”*

The other major theme of opposing comments was the whole concept of Response Teams being flawed in itself:

*“Both LPT and Response Teams should be brought back together like the old system and attend to their local areas.”*

*“The reform model FAILED in the UK. Why bring it here? The distances are too far. Tasking must be returned to local stations with local knowledge and faster response times.”*

*“Absolutely not. We need to go back to smaller stations and if you want call it having Response Teams (tasking/general duties) and LPT (inquiry team) operating out of every station.”*

*“Response officers are overworked, have limited opportunity for developing their skills due to the high volume of jobs. They barely have breaks for their meal period. Whilst LPTs don't have time limits to complete their work, Response officers always have a number of jobs on the screen stacked up awaiting their attendance. Much more stressful position.”*

*“The current model enforces an ‘us against them attitude’ between LPT and Response Teams. There is very little team work or camaraderie anymore. As a Response supervisor I have limited opportunity to develop my staff professionally.”*

*“Reintegrate LPT and Response. Forget about hubbing. Transit times interfere with tasking time. Our districts are too large to accommodate large districts with only a Response section tasking.”*

#### Should WA Police retain the State Control Centre?

Should WA Police retain the State Control Centre?	Response Percent	Response Count
Yes	30.8%	650
No	33.7%	711
Not sure	35.5%	749
Why (optional)?		870
<b>Answered question</b>		<b>2,110</b>

Respondents were roughly split into thirds about retaining the State Control Centre (SCC). This was reflected in the **870 responses** who chose to give their reason why.

Those in favour believed the SCC helped co-ordinate WA Police activities as well as being a means to contact senior officers when required:

*“Similar reasons as retaining the DCC - to have the availability for senior police to be contacted at all times for relevant reasons.”*

*“We are a very large state and there needs to be sufficient structure to maintain different levels of policing 24/7.”*

*“I see their role as coordinating resources for state policing via DCC and the proper chain of command.”*



*"The State Control Centre focus is that of the entire state and can deploy resources where needed as opposed to the DCC who are patch protective and only care about clearing CAD Tasks."*

*"I think it's a good idea to have access to Snr Staff if / when you want to be able to reach them and critical decisions need to be made."*

*"An overarching strategic focal point is essential so the executive have a working knowledge of the current issues and incidents. The ability to have a Commissioned Officer approve - sign off on critical decisions is essential."*

*"To retain overall 'oversight' of situations as they unfold across the state, as in Emergency Management."*

Those opposed believed the SCC represented duplication or was of little use at a district level.

*"SCC should be placed back at POC. Communications is the HUB for operational activities. Why have them located in an isolated area, requiring additional staff to create a support team, when this can be achieved in one location with dual function staff? This will free up operational staff to do operational work."*

*"Little value added at District Level."*

*"Why- that's a really good question- they are just another Sarah Lee level of layer upon layer of checking. Use the human resources elsewhere, they are more a hindrance than a help."*

*"Another unit of Senior Personnel that could be better used in other areas. There is enough leadership and supervision working around the clock, without the need of very senior officers sitting in an office monitoring everything that is going on in the state and having minimal impact or involvement in the majority of incidents that occur."*

*"The SCC just represents another layer of oversight. There seems to be a lot of people performing oversight and not enough people actually doing the work."*

*"Absolutely not. What a complete waste of resources. You have checkers, checking checkers, checking checkers who is on the road doing the work?????"*

*"I understand the desire for the executive to have a SCC for oversight and management, however I fail to understand their role outside of 'monitoring jobs'."*

*"I have no idea what the State Control Centre does. When I first started in 2007, there was VKI and your local IMU. Since CHOGM and SDRM, there has been an explosion of different oversight/control sections. Who does what, roles/responsibilities etc. need to be clearly defined."*

*"The old IMU systems worked better. If extra information on a task was required we could phone them. SCC is another link in the chain that we do not need."*

*"The SCC provides me as a frontline officer with no visible tangible support. I have no actual idea what their role is, what they do or how they benefit the agency as a whole. It appears to me at the least they justify their existence by looking up CAD tasks and put superfluous updates on them such as 'SCC noted'. That's great, but why? Am I not trusted to inform the correct stakeholders at a job? All information flows through the POC. If extra monitoring is required then this is the place for it to happen."*

Undecided or unsure respondents indicated they had no or little involvement with the SCC.

What is working well with the existing Metropolitan Operating Model and should not be changed?

The question received **2,110 responses**.

Some respondents generally praised the MOM or at least the theory behind it:

*"The existing MOM has helped WA Police to adhere to attend to only core policing functions and distributed staff more evenly through the metropolitan area."*

*"Response Teams work well however, more police on each team would assist better. With annual leave and sick leave sometimes we are only able to put two vehicles out on the road to cover more than 30 suburbs. No wonder the GOS times are blown out."*

*"I agree with the model itself. DCC can be downsized or removed and let POC and LPT control the resources."*

*"The concept is fine. The staffing levels don't seem to accommodate it."*

*"The concept of centralised response resources has merit, provided response is sensibly located [in the geographic middle of the area of operations] and sensibly staffed."*

*"LPT and Response can work. Numbers need to be bolstered and management need to listen to officers on the ground who work the area and know what the issues are. Response shifts need to be flexible depending on station."*

*"I'm not too sure - but unfortunately the Commissioner is trying to deal with increased use of police resources with a limited budget."*

*"In theory the model appears to work, and in some areas above frontline policing it has shown this, but the issue lies with the demand it places on frontline officers and lack of personnel to support said demand. In order for the model to work at its best we really need more operational officers to share the load (and cover the districts)."*

*“Vast majority of the model has been implemented and is working well. Response usually get first response jobs completed with the oversight and assistance of the DCC. Investigations passed along to Detectives generally of acceptable standard and in a timely manner.”*

*“The structure is a good concept but it needs to be resourced appropriately and staff being provided clear training and expectations of their roles. Like anything personalities can play a big part in the success/failure.”*

Others thought the MOM had resulted in more focused policing:

*“Local knowledge and ownership are two big improvements.”*

*“LPT (when they get time to do it) can interact more with the communities they police. Response not getting tied down to lengthy incidents or inquiries.”*

*“Officers attending jobs are left to get on with the job at hand and not harassed to get to the next job, allowing time to give the public the service they deserve.”*

*“Intelligence being brought to police attention by local residents, businesses & schools.”*

*“Officers who have a sole purpose of responding to live jobs, without the strain of having to investigate previously visited jobs.”*

*“Targeting is now Evidence Based instead of ad-hoc areas by knee jerk reactions.”*

*“Pre-model I have worked in GD and post-model Crime, Suburban Detectives, Intelligence and RWA - now at an LPT - I have seen a dramatic improvement in our ability to address local issues. The LPT is an excellent concept and should be retained.”*

*“Dedicated Response Teams going from job to job without having to carry casefiles or come off the road for front counter.”*

*“Victim Support Units work well and provide invaluable support during investigations. Co-locating with Family Child Protection Services provides ability to directly communicate and support victims and families during Investigation and prosecution process.”*

*“The Mental Health Co-Response is brilliant and should be extended to cover more of the week.”*

Another response was how the MOM helped organise resources and staffing:

*"Staffing levels on majority of the shifts feels adequate and provides a good response and necessary backup in most instances."*

*"The reintroduction of the bike patrols in the Perth CBD, reintroduction of TIG/DCTs/Detective Proactive teams and the reintroduction of inquiry teams at the LPTs."*

*"DCC because of demand and resource management."*

*"Having smaller teams gives us a better span of control and we are able to better know our partners so we can use more efficiently everyone's strengths."*

*"Rosters are generally good although higher staffing levels on Sundays would be good."*

*"I think having the correct staff in DCC is assisting the Response vehicles on the road with vetting/inquiries/management of resources etc."*

*"The DCC command structure appears to help with the workload and resource management."*

*"In our Response unit we have a lot of officers rostered on Thursday to Sunday, so always back up available and jobs don't stack up too often."*

*"With the new CAD system we know where the vehicles are. Use it to dispatch tasks do not give the officers a chance to stay silent. Put VKI in charge."*

However, the three most common responses (or variation of) to this question were:

*"Unsure."*

*"Nothing."*

*"Not much"*

### What issues or concerns do you have with the existing Metropolitan Operating Model?

The question received **2,110 responses** across a wide number of issues. Concerns and issues included workload, health and safety, district sizes, management, staffing, resources and performance. A significant majority of respondents listed numerous issues and concerns. For the purposes of this report, a single sample of **50 responses** is provided below:

*"Officers stretched by trying to fulfil too many roles. Areas being too large for LPT to successfully work and huge areas to respond between."*

*"I am attached to a crash inquiry office. My area of attendance is ridiculous. From Burswood as far south past Pinjarra. Our office is staffed by 6 Constables and 1 Sergeant."*

*"The seemingly endless flow of personnel from one office to another. The subsequent lack of employment stability within WAPOL under this model."*

*"Staff numbers for LPT have been whittled away. Originally there was 1 Supervisor with 6 staff and now we have teams with 1 Supervisor and 4 staff. It's hard to see things getting better without being resourced properly."*

*"The rostering is terrible and exploitative. It's causing problems in members' family lives and it doesn't need to be that way."*

*"Staff levels. Disengaged supervisors and staff (as a result of being overworked and over committed). It is difficult to maintain a commitment when you are under continuous pressure and scrutiny only to watch superiors in endless meetings, talk fests and self-aggrandisement."*

*"Response is under resourced in terms of staff and equipment whilst LPTs have varying levels of resources. The major issues with the centralised model is that the infrastructure does not support large amounts of staff operating from one area and is highly inefficient."*

*"Heavily micro-managed. Poor use of resources. Geographical issues (size) ignored. Regular knee-jerk reaction to events causing temporary reallocation of resources without consideration of impact to areas affected."*

*"DO have taken intrusive supervision to an unreasonable level. I have actually stopped applying for S/Sgt, as I don't want to be treated like I see the OIC currently being treated."*

*"Lack of service delivery and substandard response times to most jobs. Staff run off their feet."*

*"The rosters are not flexible and don't allow for family commitments. Many specialist areas were sacrificed and their roles and functions were put back on to officers in LPT. Specifically, volume crime teams and domestic violence teams, two areas which are the constants in policing, were disbanded and much specialist training and experience was lost."*

*"It de-skills response staff, lack of local knowledge because of 'hubbing', poor response times due to hubbing, lack of ownership of an area. The local OIC is responsible for his/her area/crime figures etc. but response staff who attend those jobs do not have the same ownership. Too much night/arvo shift for Detectives interferes with ongoing investigations."*

*"The districts are massive, the Response Teams have to cover so much area and lose local knowledge just going from job to job, and there is no pride in your patch anymore. The MOM de-skills Response officers who rarely ever do any inquiry follow up work and LPT lose that on road making split second decision experience (especially junior officers) as they are tied up with petty stealing files, process serving VRO etc."*

*"Fatigue on Response Teams - Probationers that have only worked LPT do not know how to deal with basic policing such as a DV or sudden death. Officers on Response are doing the bare minimum when attending a scene as they know the file for it will be given to LPT."*

*"There needs to be greater flexibility with part timers and the hours worked. I believe a lot of staff who are part time would come to work with school friendly hours and do the jobs such as front counter if allowed to do so. Instead of tying up an officer who can and wants to work 10 hours provide it to part times who can do 5 hours days over 3 days a week instead of set 10 hours per day etc."*

*"The changes in the size of each district, distances are greater. Not enough units to cover those areas in the response model. Junior officers are learning less which will translate when they come of higher rank. Fatigue, morale. Coppers used to know their crooks in their patch."*

*"The biggest issue is that the MOM needs more staff for it to operate the way it is intended. Too often we are told that MOM is designed to do more with less however it is clear it is overloading frontline staff who are increasingly fatigued which is a risk to the Agency."*

*"There has been a great divide created between Response/LPT/Crime/TEG - as bad as or worse than the previous Traffic/GD/Dets. No-one takes responsibility for attendance unless there is an issue identified and resources are sent back to do the job properly. Too much opportunity to do the minimum."*

*"Files are up. Response officers are more fatigued. LPT officers are more fatigued. Detectives aren't dealing with what they should be dealing with. Officers are down skilling in general. Nothing about the current model works better than the old model. Maybe it's cheaper, but morale is down, skills are down, police respect from the public is down."*

*"There is a large issue with distances that Response Teams have to travel in order to attend jobs. This causes a large amount of fatigue, morale issues and general bad work as it is well known with Response Teams as they have to go from job to job, they sometimes are not taking statements and a lot of follow up work is required by LPT which ties them up further."*

*A lot of resources have been sent to the DCC which are not performing the roles they should. These officers can do these tasks and other roles at a local police station."*

*"'Evidence based policing' has no substance or meaning, it's just a corporate buzz word like 'synergy'. Nothing has changed regarding how frontline officers conduct their day to day duties."*

*"Shift patterns are not healthy for officers."*

*"The ever changing goal posts of people's responsibilities."*

*"Response times and the size of Response catchment areas."*

*"There is too much radio chatter as the districts cover such a large area. It is often hard to get a word in on the radio and it puts officer safety at risk."*

*"They promised us hubs with all the officers from the outer stations being retained at the hub for tasking. What we got was the same amount of cars responding to jobs as before the reform but having to cover the entire district as nobody is tasking from the smaller stations."*

*"Statistics driven. Too much emphasis on community engagement (only small unit required)."*

*"Officers are monitored too closely and do not have the opportunity to explore all facets of policing."*

*"It appears to create division as departments claim certain jobs are not within their remit, this eventually leads to many tasks being pushed towards Response Teams thus overstretching and reducing effective team working."*

*"Public confidence has been eroded down to the point expectations of a decent response has diminished."*

*"Model has merit but you require another 2000 police to make it viable."*

*"It is failing miserably. It is not resourced properly and flawed on so many levels."*

*"Feedback from colleagues majority opinion is current model is not effective in its current capacity."*

*"Primarily negative feedback from staff at the frontline actually working it. Relates to workload, poor work/life balance and limited resources for staff to feel that they are making a positive difference."*

*"Officer fatigue is a large factor and the amount of work is not proportionate to the amount of officers."*

*"Hubbing has resulted in less resources/personnel being required to cover larger (too large) geographical areas, which provides ineffective response."*

*"Understaffed and too much traffic focus. We need to accept that trivial traffic enforcement is a detriment to community confidence in police and a waste of budget that could be better spent tackling/preventing violent crimes."*

*"I have never seen such an unhappy workforce in my 25 years."*

*"The current operating model is clearly not working. It appears to have created more work rather than reducing the demand."*

*"Lack of human resources; GOS; Frontline policing stress and workload having a negative physical and mental impact on police officers; Service delivery to the public; Lack of time / resources to invest in investigations; Insufficient officer experience within Response Teams due to perceived and actual high-stress / high-workload."*

*"Theory of who is responsible for a particular task is defined in policy but not followed in practice. More energy is placed into determining who should do what than getting on with something."*

*"It has not led to any improvements in delivery of service for the majority of the community (old ladies getting broken into still don't get police attendance) and seen an increase in crime figures."*

*"The crooks are winning. We are unable to attend jobs in a timely manner. No group has the ability to conduct a proper investigation as we are all so pressed for time."*

*"High expectations for staff to perform variable tasks not relating to offences or crime prevention that could be carried out by non op staff or other staff to free up operational staff."*

*"Manipulation of statistics to portray outcomes and benefits of the model are better than what the reality is."*

*"Rosters, fatigue, no family time, always under pressure, no crib, no chance to rest, no chance to develop skills."*

*"Too much emphasis on a blame culture aimed at frontline officers. There is no minimum standard set and therefore each district sets its own standards which to be fair are not achievable and totally unrealistic."*



*“The model appears to be too disjointed with numerous levels of command that can be confusing and often bypasses local supervision and community expectations.”*

*“The current model is failing officers, the government and the public through slower response times, less skilled officers, fatigue and insufficient service per job.”*

#### Which statement best describes your preference moving forward?

Which statement best describes your preference moving forward?	Response Percent	Response Count
WA Police should retain the existing Metropolitan Operating Model with no changes	1.2%	26
WA Police should retain the existing Metropolitan Operating Model and make only minor changes	16.0%	337
WA Police should retain the existing Metropolitan Operating Model and make major changes	23.6%	497
WA Police should revert to the previous Metropolitan Operating Model	41.5%	876
WA Police should introduce an entirely new Metropolitan Operating Model	17.7%	374
<b>Answered question</b>		<b>2,110</b>

Some **65.1 per cent** of respondents believed WA Police should make major changes to the existing Model or should revert back to the previous one. Less than a fifth (**17.7 per cent**) of respondents also supported the introduction of a completely new model.

Respondents from every rank generally identified with the last three statements. The highest were Sergeants at **83.8 per cent** and Commissioned Officers the lowest at **45.8 per cent**.

The rank most supportive of reverting to the previous model were First Class Constables with **48 per cent** choosing it as their preference. Approximately **71.3 per cent** of all respondents who supported this statement were ranked Senior Constable or lower (increasing to **95.7 per cent** if Sergeants are included).

Only **one** Commissioned Officer respondent supported the existing model with no changes. About **27.7 per cent** supported a Model with minor changes.

In terms of an Operating Model, what suggestions do you have that would improve the way we police in Western Australia?

The question received **2,110 responses** containing a wide variety of suggestions. However, most suggestions could be placed into two broad groups.

The first group were strategic-level suggestions about the concepts and principles an Operating Model should be based on:

*"No specific suggestion, however I would suggest looking at models around the world to see what is effective. I believe the areas in the UK the MOM was modelled on are no longer using it."*

*"At the end of the day it doesn't matter what model you have, if you don't have the staff and required resources then any model is going to struggle."*

*"I believe we should incorporate the two models old and new, I think the money spent on the new model would be a complete waste if not used at all."*

*"Look at models that actually work overseas and are relevant to our community. Don't adopt models that are already defunct in the areas they were launched. Be more independent of political influence."*

*"Get three functions, Response, Investigations, Community. Work out what FTE are required for each. 80-90% of the time officers in each role should be doing that function and then assist each other for the remaining 10-20% as required. Improve the command and control aspect, in particular for Response."*

*"How about a model that enhances the idea of WA Police, rather than 'Perth Police', 'Armadale Police', 'Cottesloe Police', or 'Joondalup Police'. It's what's on our shirt. We are an organisation that stretches across the state, and need to work together."*

*"The model requires more officers within the Response role. Often there are shortfalls in number which requires other departments to cover taking them off their primary role."*

*"To start with the police service cannot be run like a business because it is not one it provides a service to the public but does not produce any profit what little revenue it produces is consumed by the government to cover up their inept ability to govern. Provide us with the staff numbers and equipment we need to do the job that we are required to do."*

*"Keep it simple. Policing is hard the world round. Go back to basics and have teams (inquiry, community liaison, youth, domestic) in each station that people can strive to be a part of."*

*"Return to previous model. More local police stations/smaller coverage areas responsible for patrols, files and inquiries."*

The second group were focused on operational matters and nominated specific improvements:

*“Operate in smaller patches with more cars on the road for each shift. Allow members to stay in positions beyond 4 years by removing maximum tenure and allow members to become familiar with their patches and the people living and offending within the area each member works.”*

*“Response officers should be able to take greater responsibility for the jobs they attend by taking on the investigation. As such they are more likely to do a thorough job. Perhaps LPTs could be made smaller and their duties reduced in order to bulk up the Response side.”*

*“Remove DCC. Unnecessary red tape for little value.”*

*“Bring back the smaller districts. Police have no local knowledge, no 'ownership' and the distances are ridiculous.”*

*“Bring back MIG or similar to take pressure off detectives.”*

*“3 x 8 hour shifts, focus of DCC, back to intelligence driven policing, District Burglary Team re-established. OIC of police stations have all their resources back so they can tackle local and district objectives (if there are any).”*

*“More staff. Better mentoring of junior staff. Assistance with DV and Mental Health by other Government Agencies.”*

*“Equipment such as body armour. Easier access to AR15 in case of major incident and a better roster.”*

*“Improved IT systems, particularly IMS would improve productivity and reduce the need for as many additional staff.”*

*“Value local and specialist knowledge. Review current tenure policies, with a view to extension/dispensation. MORE TROOPS.”*

### Does the size of the existing Metropolitan Districts cause you any issues or concerns?

Does the size of the existing Metropolitan Districts cause you any issues or concerns?	Response Percent	Response Count
Yes	73.1%	1,529
No	26.9%	562
Why (optional)?		1,368
<b>Answered question</b>		<b>2,110</b>

Nearly three-quarters of all respondents expressed concerns about the size of Metropolitan Districts. The 'Yes' vote was slightly higher in three of the Metropolitan Districts – Central (**80.1 per cent**), North West (**76.3 per cent**) and South (**75.4 per cent**). South East Metropolitan recorded a noticeably lower 'Yes' vote of **65.6 per cent**.

Optional comments received **1,368 responses** – the largest number for all optional questions. The predominant concerns expressed were the distances having to be travelled and the volume of radio traffic. These concerns were closely linked to response times:

*“Districts are too large and radio traffic easily clogs up if there is more than one critical incident at a time.”*

*“Sending Response vehicles from one end of the district to another is not a wise use of resources as much time is wasted (usually under priority driving conditions) getting from one job to another.”*

*“Vast areas to be covered when attending jobs, resulting in lack of readily available back up support for officers and extended waiting times for victims.”*

*“How is a Response vehicle from Response West (Perth Police Station) meant to attend jobs in Mosman Park within the required timeframes? How is a Response vehicle from Response East (Midland) meant to attend jobs in Bullsbrook, Ellenbrook or the far side of Gidgegannup within the required timeframes?”*

*“The CBD should not be operating on the same channel as Mundaring it just creates confusion and is obviously ridiculous. The large districts do assist with sharing of resources from quiet areas.”*

*“Distance of travel. Large volumes of radio communications traffic, very difficult for dispatchers.”*

*“The area is huge and doesn't make any sense. The radio is often chocked from numerous P2 tasks running at once. The size of the previous districts made sense.”*

*"Too much irrelevant chatter on the radio. I don't care what is happening 60 kilometres away."*

*"Police are constantly using P2 driving in order to attempt to keep attendance times within operating parameters.....this places officers and the public at greater risk."*

*"Travel distances and attendance times. The districts are massive. Some units are being sent from the hills to the city for one task. Travel times take up precious patrol and tasking. Smaller areas of Operation are easier to manage."*

*"Radio traffic alone says they are too big. Never mind travel and resources."*

*"The districts are huge. Responding vehicles at times have to drive large distances under priority when no/minimal vehicles are available. I feel that the outer suburbs of these districts receive less police presence and less police patrols from Response Teams because they are far away from response hubs."*

*"The first reason is due to the workload of VKI for those areas who task twice the amount of units under the reform model. Communications become chaotic in peak times and collapse under incidents such as pursuits. This escalates the risk to all police officers in their duties. Further the distances travelled by Response Teams and detectives is ridiculous. Vans are travelling long distances at P2 in order to meet grades of service. The creation of super districts does not work for our metro area."*

*"Even the hierarchy have seen that the districts are too large, which is why they increased the response times required to meet the grades of service. Even with this change, a lot of the time it is not possible to get from one task to another in the required time."*

*"I hear stories of vehicles in Two Rocks being tasked to Kalamunda. The areas should be minimized. Revert CMD back to Midland, Perth, and Wembley/Cottesloe."*

*"I do not trust that whilst I am at work, my wife who is at home with my young child, will be able to call '000' and get a police response in a sufficient time and response."*

*"Due to a lack of confidence in VKI allowing upgrades to P2 or even when appropriate P1 means patrols often miss valuable opportunities at jobs due to travelling times."*

*"Back up is too far away. Takes too long to get to a job."*

*"The area is too large. No one can get a grip on the local knowledge. Detectives on crime car are forced to travel sometimes over an hour in just driving time to attend a job."*

*"Creating a hub means that the extremities will have longer response times. Stations should be staffed so that busier areas have more officers and quieter areas have less officers so that there is a correct allocation of resources and minimal response times."*

*"Radio channels are incredibly busy. Response cars are facing up to 45 minute drives from one job to another."*

Some other concerns were perceived loss of local knowledge:

*"Local knowledge no longer exists and that is detrimental to effective investigation of offences. Officers no longer know who the crooks are as they cover too large an area."*

*"Slow response time and lack of local knowledge."*

*"I feel our response and local knowledge has been watered down."*

*"Lack of local police knowledge and reduced customer service."*

*"Too large for Response to cover for GOS and development of local knowledge."*

*"Not locally focussed. Too much of an area to be covered with not enough smaller stations to provide sufficient coverage."*

Other respondents commented the size of districts create management difficulties:

*"The size of the areas covered by a limited amount of personnel, is both impractical and dangerous."*

*"Simply they are too large for management to keep abreast of issues and to effectively manage them."*

*"Don't believe this can be looked at in isolation. A big district with a HUGE Response Team may cause no issue but if the Response Team has to respond from the far end of the district then the size may be unmanageable."*

*"Distance is the tyranny of providing effective policing and management - Personal contact and involvement is more effective than email."*

*"This model of policing is designed for a small highly populated area i.e. London 26 million people. Perth is a small city spread over a large area. We are growing along the coast instead of in a circle. Therefore districts are far too big for the amount of people living in the area."*

While others stated problems in terms of resource allocation (especially vehicles):

*"Far too large. Makes it difficult for resource management over such an extremely large geographical area."*

*"Sending cars priority from Joondalup to Two Rocks is a joke especially when they pass staff sitting in Clarkson or Yanchep taking a statement in their LPT role. I have seen this. 45 mins for a P2 is a joke. Local stations need to cover their area."*

*"It is ridiculous to have vehicles travelling from one end of a district to the other, when other vehicles are undoubtedly closer. Response times are embarrassing due to this factor."*

*"If Response cars are all tied up in a recidivist suburb, what happens when something happens a little further away? Response time is severely affected."*

*"Staffing levels are unable to meet demands."*

*"At the end of the day the work will be where the work will be and will evolve as demographics and development change. The critical thing is resourcing based as close as possible to where they are needed. Long response times are a major issue."*

*"Vehicles are often travelling large distances per job, and often uncoordinated. Vehicles are often being given priority status to attend jobs that do not require, to meet attendance guidelines. Misuse of priority driving puts members at risk."*

### How many Metropolitan Districts should there be?

How many Metropolitan Districts should there be?	Response Percent	Response Count
4	14.4%	302
5	7.5%	157
6	20.0%	419
7	9.2%	193
8	24.7%	516
Other	24.1%	504
Why (optional)?		1,027
<b>Answered question</b>		<b>2,110</b>

**Eight** Metropolitan Districts received the highest number of responses at **24.7 per cent**. That result increased slightly to **25.2 per cent** if the responses of only Metropolitan respondents were counted.

A breakdown of preferred Metropolitan District numbers by rank (most preferred highlighted in yellow) is provided below followed by comments for each number of districts:

#### Preferred number of Metropolitan Districts

Rank	4	5	6	7	8	Other
Commissioned Officer (all ranks)	12.8%	8.5%	25.5%	8.5%	38.3%	6.4%
Senior Sergeant	29.2%	5.8%	17.5%	5.0%	20.8%	23.3%
Sergeant	15.1%	9.1%	22.6%	11.1%	23.0%	19.1%
Senior Constable	12.9%	6.4%	19.8%	9.6%	25.0%	26.2%
First Class Constable	10.2%	6.5%	19.9%	10.9%	23.9%	28.6%
Constable	16.2%	9.0%	17.3%	5.3%	27.8%	24.4%
Aboriginal Police Liaison Officer	N/R	N/R	N/R	N/R	N/R	N/R
Police Auxiliary Officer	21.1%	10.5%	0.0%	0.0%	26.3%	42.1%
Cadet	0.0%	25.0%	25.0%	0.0%	0.0%	50.0%

#### Four

Those who preferred four districts were the respondents least likely to have problems with the size of Metropolitan Districts – **72.2 per cent** voting 'No'.

*“Keep the same amount of districts currently. Just give more resources, simple.”*

*“The division of the metropolitan area into four districts and the distribution of resources is ideal for maintaining good police service for the public.”*

*“A minimal number of districts to increase continuity, reduce duplication and improve ability to share information and target cross border criminals.”*

*“The number of the districts is fine, it's the central location of all Response units that causes a significant delay in attending jobs. If one team from Response was stationed in each sub district it would drastically improve response times.”*

*“For simplicity and to reduce cost, we should retain the four districts but split each district into two local area commands with command teams that are managing and driving the operational business with the District Command (current DO) responsible for the strategic, financial and administrative management of the district.”*



## Five

The theme of comments for five districts believed an additional district would make the existing MOM work better. The Perth CBD and Peel region were most mentioned as requiring a separate district.

*"Just to reduce the boundaries slightly, without having to waste resources on extra DMT, DCC and the staff required to staff these."*

*"Perth CBD should be a separate district with a separate radio channel."*

*"Peel needs to be its own district due to its size and complexity."*

*"South Metro district is a ridiculous size. The distance between Mandurah and Rockingham Police Stations is greater than Armadale to Perth!!! There needs to be a Peel District."*

*"Smaller areas would seem to be easier to manage crime and resource wise. Before the reform was implemented the division of the metro area into each district sufficed. Districts size and coverage area should be reviewed annually based on population growth, crime trends and operational need."*

## Six

These respondents wanted to return to pre-2010 number of districts or nominated six as the minimum number required. Just over **63 per cent** of these respondents had been employed at least 10 years.

*"Old model - North, East, South, South East, West and Peel. Bigger Districts lose focus on outcomes."*

*"6 as a minimum, increased response times, improved officer safety, increased knowledge of local offenders. Increased knowledge of local issues/ crime trends."*

*"To break them up a little would not change the effectiveness of the district and as long as there was not a major burden to the budget I believe a couple extra districts would reduce response times and raise public approval of WA Police as a whole."*

*"There should be enough to make geographical sense but as few as practicable to reduce the amount of administrative work needed to run those districts."*

*"Smaller districts means quicker response times and officers can get to know their area better on work more efficiently."*

## Seven

The majority of respondents – **52.8 per cent** – who preferred the pre-MOM numbers of districts had been employed less than 15 years. Most comments believed the pre-MOM number was working well.

*“There was nothing wrong with the previous metropolitan boundaries, the areas are too large now.”*

*“Peel, South Metro, South East Metro, East Metro, Central Metro, West Metro, North Metro. Boundaries will need to be redrawn to reflect actual demographics of Perth's growing suburbs, similar theory used to determine size of political seats.”*

*“Smaller districts with smaller teams make people feel and act more accountable. No nameless faces in the hallway at work. Smaller districts and teams create better camaraderie and everyone works harder for each other. Response times also improve with less distance to cover.”*

*“Smaller districts, quicker response, less voice radio traffic congestion.”*

*“Revert to the previous Operating Model where stations are responsible for their own area. Go back to how it used to be. Why try and fix something that wasn't broken.”*

## Eight

**67.8 per cent** of respondents who chose eight were ranked Senior Constable and above. Consequently, a key theme of the comments was eight districts would allow better management outcomes. But arguments also included that eight districts would improve local knowledge and develop closer relationships with local communities.

*“Our suburbs are ever increasing and so our districts should increase with them. Our members and the public are at risk when the districts are larger.”*

*“More districts allows for easier control and supervision with a SCC overlooking the state to direct resources where needed if a large scaled job takes resources away.”*

*“Smaller districts with more officers at their local police stations in patrol cars getting to know their hotspot areas and to be able to respond to serious matters quicker.”*

*“The more districts allows for more locally focused policing. It gives the community an opportunity to speak to the same police and get to know them.”*

*“Having smaller areas reduces the amount of talk time on each channel and limits the broadcast information to relevant information to your area. Smaller districts reduces the travel time to incidents and the risks associates with extended priority driving. Smaller districts reinforces the sense of ownership of your local area and increase local area knowledge.”*

## Other

A number chose 'Other' because they didn't know or were unsure what the number of Metropolitan Districts should be. Just under **100 responses** suggested WA Police revert to the pre-MOM number of seven districts. However, varying models were also suggested:

*"Northern corridor (Burns Beach to Yanchep), North Coastal Corridor (M2 to Coast), South Coastal Corridor, North Inner, South Inner, Hills to Armadale, Ellenbrook, North Coastal and South Coastal, North Inner and South Inner could further be divided by main roads such as Hepburn Ave, Reid Hwy, Leach Hwy and so on. Of course, City Metro."*

*"2 – One North and One South with police stations taking on their own workload as previously stated. There are too many "Executive" type positions filled that probably could be cut down to alleviate filling positions for the sake of filling them."*

*"Suggest 9 districts - which would result in more manageable areas of responsibility and lead to better policing coverage of these locations. With the added bonus of local police having improved knowledge of the issues impacting on their areas and also the persons most likely to be involved in criminal behaviour."*

*"As many as possible - as many as their used to be plus an extra one south and extra one North."*

However, other respondents suggested the number of districts is largely irrelevant. More important was the staffing and resourcing levels allocated.

*"It's irrelevant how many districts there are. It's the amount of individual stations and adequate staffing levels. The less the districts the less the superior officers manifesting there individual agendas."*

*"It's not so much the size of a district. It is not having enough smaller stations in them to cover the area properly."*

*"Not sure, duplication of services is always a concern, however, district offices need to be in touch with units/stations within. Priorities and resourcing are reduced with the larger areas."*

*"Don't care, just resource properly."*

*"Don't require more districts. Office admin require more staff to do the job at frontline level."*

*"There should be as many metro districts as the business has the capacity and requirement to provide to ensure the public's needs are met."*

## Service to the Community

A **positive rating** refers to the combined 'Excellent', 'Very Good' and 'Good' results. A **negative rating** refers to the combined 'Fair' and 'Poor' results.

How would you rate the standard of service WA Police currently provides to the community, within the Metropolitan Region?

How would you rate the standard of service WA Police currently provides to the community, within the Metropolitan Region?	Response Percent	Response Count
Excellent	1.0%	21
Very Good	7.4%	153
Good	27.1%	563
Fair	38.5%	799
Poor	26.0%	540
<b>Answered question</b>		<b>2,076</b>

Respondents gave the standard of service in the Metropolitan Region a negative rating of **64.5 per cent**. Interestingly, South East Metropolitan District respondents recorded a significantly lower negative rating than respondents from the other three metropolitan districts:

Region	Negative rating Percent
South Metropolitan	70.4%
Central Metropolitan	67.4%
North West Metropolitan	64.5%
South East Metropolitan	47.1%

The comments gave no real indication of the reason for the SEM disparity. Most SEM respondents gave negative comments about the level of service.

Has the standard of service within the Metropolitan Region changed in the past three years?

Has the standard of service within the Metropolitan Region changed in the past three years?	Response Percent	Response Count
Yes	82.8%	1,719
No	17.2%	357
If 'Yes', why (optional)?		1,307
<b>Answered question</b>		<b>2,076</b>

The optional responses to this question stated that service had either improved, declined or unsure.

Relatively few responses believed service had improved as a whole:

*"Better attendance times by way of Response Teams. Better understanding and resolving of local policing issues by Local Policing Teams."*

*"MOM has greatly improved the way WAPOL delivers its services, compared to the previous operating structure. There are now much better reporting systems on crime and other KPI and the Daily District TAC meetings allows for OIC to raise and address local issues with the assistance of other units within the district."*

*"Improved community confidence. And when looked at holistically, reduction in crime rates."*

The comments of who believed service had improved though were usually qualified:

*"Attendance has improved for those matters police make it to, but quality of service from the incident to completion has decreased."*

*"LPT contact has increased community engagement and awareness, however we need to get away from this current view that anything is social media worthy."*

*"It depends where you work I feel in traffic it's all about punching numbers. Response Teams it's about mainly attending domestics, pro-active team making a difference because you're targeting people who deal in drugs and stolen property. Local Policing Teams clearing files as quickly as you can."*

*"I think the standard of service is fair given the situation. However it has decreased since the implementation of this model. Response times have increased along with workload."*

*"In some instances the service has improved. In others service has declined, when the response units are not available, i.e. South Metro Central area never had enough Response units."*

The majority of the **1,307 responses** were negative though. Most negative responses chiefly commented on the MOM:

*"No local knowledge, too many inexperienced young people becoming detectives, unsuitable people graduating from the police academy."*

*"I am tired of apologising to civilian friends for embarrassingly poor service. The 'demand reduction' concept is a euphemism for writing off jobs that should be investigated."*

*"I know of one case where the complainant was asked to conduct a door knock to establish if there were any witnesses to the alleged offence. No fault of the officers under current model."*

*"Decreased rapidly, it's any wonder we need to open police stations for longer, it's because no one sees police any more. Scrapping of Central ROG was also a stupid idea."*

*"Loss of local knowledge due to hubbing."*

*"There is very little focus on genuine victims and the grades of service for these victims is appalling (speaking from having been one of these victims myself)."*

*"I have heard from friends in and out of the job poor levels of service, poor investigations, deskilling of officers, poor response times and job to job mentality."*

*"The districts are too big, response times are slower causing many outstanding jobs to be stacked. It feels very stressful listening to VKI trying to find vehicles to attend jobs. Police patrols cars should be all out on the road in their local areas around their police stations. Police stations should be open and accessible with front desk and lock up staff available."*

*"Response times have been adjusted to suit WAPOL goals, Priority 2, 9 min to 12 min, Priority 3, 25 min to 60 min. Standard of inquiries, most are filed without a proper look."*

*"I can only comment on what has been told to me, but coppers have had the decision making process taken from them and there is little chance for development, especially for probationers, given they are told what to do, rather than make a decision themselves. They then move to regional areas and have no idea how to use a decision making process."*

Others linked the decline in service to other factors including resourcing and number of officers:

*“The population has increased but the number of police officers has not increased in proportion.”*

*“The only measure I have is the physical number of police I see or have contact with when in the metro area on holidays. Unfortunately I can count the number of marked police vehicles seen on one hand, and that's over a 4 week period taken twice a year. There simply isn't a visible presence.”*

*“Demand increasing but Response Team numbers remaining the same.”*

*“Increase in Volume crime. First time I've been a victim of Attempted Burglary and numerous thefts and damage from Vehicle. Linked to increased Drug use? Largest Meth problem in Australia.”*

*“Although the community engagement part is great, response times have increased and investigating people's complaint is taking longer due to lack of resources.”*

Those who were unsure generally had less than three years' experience or hadn't worked in the Metropolitan area.

How would you rate the standard of service WA Police currently provides to the community, within Regional WA?

How would you rate the standard of service WA Police currently provides to the community, within Regional WA?	Response Percent	Response Count
Excellent	2.3%	47
Very Good	21.2%	440
Good	50.1%	1,041
Fair	21.0%	435
Poor	5.4%	113
<b>Answered question</b>		<b>2,076</b>

In contrast to the Metropolitan Region, service in Regional WA received a positive rating of **73.6 per cent**. The question received a positive rating from all Regional WA respondents with the exception of Mid West-Gascoyne:

Region	Positive rating Percent
Goldfields-Esperance	60.0%
Great Southern	92.5%
Kimberley	64.0%
Mid West-Gascoyne	32.8%
Pilbara	67.7%
South West	75.8%
Wheatbelt	77.4%

There were 32 optional responses from the Mid West-Gascoyne District. A consistent theme was lack of resources or inadequate officer numbers to cover the district.

Has the standard of service in Regional WA changed in the past three years?

Has the standard of service within Regional WA changed in the past three years?	Response Percent	Response Count
Yes	32.0%	665
No	68.0%	1,411
If 'Yes', why (optional)?		826
<b>Answered question</b>		<b>2,076</b>

Further underlining the contrast with the Metropolitan Region, more than two-thirds of respondents believed service in Regional WA was unchanged over the last three years.

Of the optional comments, only **401 responses** came from 'Yes' respondents. In comparison to the overall result, only **53.2 per cent** of these respondents gave service in Regional WA a positive rating. These respondents largely commented on staff and resourcing in their districts:



*"Kununurra Police Station is grossly understaffed, 70% of the work of Broome with 30% less staff."*

*"Regional WA continues to increase its need of resources however no additional staffing has been allocated to many of the stations that require it. I work in a town of which 65% of people are Aboriginal. It is not uncommon for 2 officers to attend 200 people fighting in the street."*

*"Only because of staffing issues. Regional areas have grown significantly but resourcing hasn't - except the regions that received Model resourcing."*

*"It has gone downhill. We are attending to tasks that are sometimes over 24 hours old. We are frequently apologising to members of the community who have asked for police attendance for the late attendance which is caused by the number of jobs and the lack of available staff."*

*"Some major regional areas have experienced population growth which brings with it more pressure on all services. Policing along with other government agencies have been pushed to deliver services and results without additional resourcing. All Police Statistical models will show an increase in regional crime and lower sanction rates. Therefore the measure of success in policing Regional WA has changed for the worse over the past three years."*

Others perceived differences due to changes in the local situation:

*"Bosses so afraid to have people in the lock up, children especially that they are either not being arrested or released, putting the community and frontline officers at increased risk."*

*"Smaller stations have had staff drawn away to deal with crime at larger towns reducing the local policing input and strategies that give those communities safety confidence."*

*"We are all too often the only government agency that steps up to the plate when dealing with local issues - it is not a police issue only."*

*"The lack of ownership of files. With the current model files are passed on person to person and as such no single person has ownership, accountability or pride in the way a file is managed and progressed."*

*"We have moved so far away from proactive policing that we are losing touch with the community. It is all about achieving quantifiable targets and not about a service to the community."*

However, a few respondents commented that service had improved:

*"More positions have been created in major regional centres."*

*"Yes the standard of service is far higher in Regional WA as you have more time to give the community the service they expect."*

*"The introduction of attraction/retention allowance caused officers to move to towns because they wanted to be there (for the money or not). Management initiated transfers result in poor work attitudes and one bad apple does ruin the batch."*

Most comments to 'No' responses indicated they were unsure or had no experience in Regional WA. Remaining 'No' comments believed the MOM irrelevant to regional policing:

*"Discussions with officers I know in the country is that despite the existence of the model, its influence is minimal due to its largely impractical structure for the region."*

*"Regional WA probably hasn't suffered as badly as the metro however increase in tasking without an increase in police numbers can't continue."*

*"Unknown. Have always thought standard to regional was better than metro. Unknown if standard has risen."*

*"Country stations have not been as effected by the metro model. Due to location the country stations still have good control of local areas."*

*"Been allowed to police according to local conditions. Each district is unique and a standard one size fits all approach won't work."*

Others stated the service provided to Regional WA the best that can be expected under the circumstances:

*"As a police force, something I feel we do well is actually cover the amount of land we do, it's a massive undertaking that's taken for granted, good job to all involved."*

*"The standard of service has not changed but the number of reported incidents has increased."*

*"The main difficulty, with everything relating to standards of service, is the lack of police officers. With crime levels increasing more officers are required, it's simple, regardless of what spin the government and the hierarchy put on it."*

Like their 'Yes' counterparts, several 'No' respondents believed service hadn't changed because of workload, staff, and lack of resources:

*"Certain parts in Regional WA do not have the appropriate amount of equipment, resources or staff to properly conduct their duties at their stations."*

*"In certain areas they were short staffed, additional vacancies...Have they been filled? I can't really comment otherwise."*

*"I don't believe there is anywhere near enough coppers in the regional spots. Also the opening times of the stations does not appear to meet the needs of the town itself."*

*"The main difficulty, with everything relating to standards of service, is the lack of police officers. With crime levels increasing more officers are required, it's simple, regardless of what spin the government and the hierarchy put on it."*

## Rostering and Shift Work

If you were given a choice, what duration of shift would you prefer to work?

If you were given a choice, what duration of shift would you prefer to work?	Response Percent	Response Count
8 hour	16.5%	343
10 hour	67.9%	1,408
12 hour	15.6%	324
Why (optional)?		826
<b>Answered question</b>		<b>2,075</b>

The desire for a 10-hour shift was consistent across both Metropolitan (**67.1 per cent**) and Regional respondents (**70.7 per cent**). There was also little difference between Male and Female respondents at **67.3 per cent** and **70.9 per cent** respectively.

The strength of support varied across rank though. Responses indicated a correlation between higher ranks and support for an 8-hour shift (excluding PAOs):

### Preferred roster Percent

Rank	8 hour	10 hour	12 hour
Commissioned Officer (all ranks)	36.2%	55.3%	8.5%
Senior Sergeant	30.2%	55.5%	14.3%
Sergeant	19.8%	66.1%	14.1%
Senior Constable	16.9%	65.3%	17.8%
First Class Constable	9.4%	76.0%	14.6%
Constable	7.2%	76.6%	16.2%
Aboriginal Police Liaison Officer	n/r	n/r	n/r
Police Auxiliary Officer	31.6%	63.2%	5.2%
Cadet	0.0%	100.0%	0.0%

From the optional comments, fatigue and safety issues were the most common reasons for Commissioned Officers and Senior Sergeants choosing an 8-hour shift:

*"OSH reasons, including fatigue and burn-out. 10 and 12 hrs are too long and the rostering implications are obvious - whilst the extra time off is great, realistically, the social roster creates resourcing problems and also a trend of binge behaviours by younger generational officers, such as alcohol and drug taking given they have the time off. Bring back 8 hrs in my view."*

*"Any time after 8 hours becomes a tiresome task and productivity drops."*

*"10 and 12 hour shifts are for the convenience of the worker and doesn't provide effective and efficient service, which should be the priority."*

*"10 and 12 hour shifts are no good for detectives and GD officers. Anything more than 2 days off can cause you lose to traction in an investigation and I believe that you would get more bang for your buck having officers work a 5 day week."*

Fatigue, exhaustion and family time were consistent themes across all ranks who chose 8 hours:

*"Better for family life. Ten hours is ridiculous if it takes you an hour to get to work."*

*"I am exhausted after 10 hours at work then travel time home. I would prefer 10 hours if working close to home."*

*"There is more time in the day for a work / life balance, considering issues such as family and friends, exercise, general day to day tasks (shopping, household duties etc.)."*

*"Less fatigue. Travel time needs to be taken into consideration. Any shift greater than 8 hours can impact greatly on health this has been proven with shift workers time and time again."*

*"In the country with no 44hr 8 hrs is great. With a 44hr week 10hrs would also suit. 12hrs is very fatiguing."*

*"As a supervisor - I believe 8hrs are more appropriate as they provide greater officer availability to meet community demands. I realise 10hr shifts generally will be the preferred option."*

More than half the comments were in support of the 10-hour shift:

*"This allows more efficient use of each work day and at the same time if overtime is incurred members haven't already been working a 12 hour shift and then need to work another 2 - 4 hours. Three rest days a week gives members more opportunity to refresh before returning to work."*

*"12 hours is too fatiguing, further to a 12 hour shift many officers have commutes of around 1 hour. 10 hours is balanced, and common across the agency. 8 hours requires officers to work more days per week."*

*"Four day week - work life balance improved and increased productivity."*

*"10 hours. This is because this length of shift allows for a more permanent rotation of shift pattern. Improving morale and also lessening the amount of police being burnt out."*

*"That extra day off means everything to me. I am a grandmother and the first day is housework and appointments, the second and third day is my time with my grandchildren and husband."*

*"In Regional WA, it would work well for coverage purposes, permanent teams working ten hour rosters, 2days, 2arvos, 2 nights' days off repeat. Time to recover and healthy team rivalries creates a better working environment. Local knowledge always bound to improve."*

Time management and work/life balance were used in support of a 12-hour shift:

*"Once at work I'd rather work 12 hours and have extra days off to recover from night shifts, more family time etc."*

*"More shifts equate to more commute time which means greater fatigue, less time for family, more risk to the agency."*

*"12hr shifts would create a more productive home life - especially if the roster worked on 4on 4off."*

*"Once I'm at work I'm at work - I'd rather work longer hours and have more days off. 12 hour shifts would reduce overtime and would give the officers more days off."*

*"More down time. It would give us more time to be proactive and initiate our own work and get results within a larger timeframe without the issue of having to get overtime approved."*

*"More time to get your head around the shift and look forward to time off with family. You only need to look at the ambos and firies to see that they have used the same model for years with no complaints. Staff will not worry about working public holidays when they can*

*see their roster for the next ten years. Having rosters changing every week is insane and creates the abuse of carers and sick days.”*

If you were considering transferring to another Station / Section, would the type of Roster being worked influence your decision to move?

If you were considering transferring to another Station / Section would the type of Roster being worked influence your decision to move?	Response Percent	Response Count
Yes	92.2%	1913
No	7.8%	162
If 'Yes', why (optional)?		677
<b>Answered question</b>		<b>2,075</b>

Respondents overwhelmingly voted 'Yes' both across Gender and Rank. In fact, this question received the **highest** 'Yes' vote of the whole survey.

Many respondents commented that good rosters were critical to their job satisfaction:

*“Rostering has always been an issue with policing and continues to be. I would choose to work at a station which has a better or more flexible roster than one which does not.”*

*“It is important to be happy about all aspects of the job you do in order to have a more positive outlook on the job you do.”*

*“With the Police Roster icon now being available as a desktop icon, it played a big part in influencing my recent decision on where to work in the state. Some stations appear to have their staff working rosters that I don't agree with, and that caused me not to apply for a number of positions.”*

*“Wish-list roster, being able to be flexible swapping shifts with other officers instead of always tapping into annual leave.”*

*“The roster would be a massive influence. It feels like most rosters are designed to burn staff out.”*

*“It's probably the first thing most people look at when transferring.”*

*“An attractive shift pattern is the key to retaining officers on the front line.”*

*"Refuse to seek transfer to any location that is working a three panel roster or any location where the 44hr is worked and the shifts are all of 8hr duration meaning only 3 days W/L per fortnight."*

*"Shift penalties provide much needed extra income."*

Others described how rosters impact on their family and lifestyle:

*"Not enough days off in between sets off shifts has a bad effect on my recovery, especially after nights or evening shifts and without sufficient days off you don't re-charge your batteries enough."*

*"I don't live to work, I want a roster I can work my life and sleeping around."*

*"Family time is what is important to most police. Most police accept we will miss out on family events and other important dates however, the current shift patterns are no pattern at all. I feel police morale suffers in this area and it's also an issue for fatigue."*

*"Wish-list type rosters are the most family friendly and give WAPOL the best opportunity to respond to public need."*

*"The roster influences the time I have outside work with friends and family, this outweighs job satisfaction and enjoyment so far as choosing a new work location."*

*"To suit family life with commitments of children and personal recreational and enjoyment reasons. Policing is hard enough and you need time away from work to relax and enjoy qualities of life."*

Respondents who chose 'No' did so for various reasons:

*"I've just been made non-operational."*

*"I'm in the job to do 40 hours work for 40 hours pay and be thankful for having a job."*

*"We have to supply police officers to cover 24/7 policing to the public, so it just goes with the job. I would look to a roster being set in advance, so as to allow for the effective planning of annual leave periods, as opposed to some of the ad hoc rosters deployed in some regional WA areas."*

*"Happy to work any roster according to the operational needs of that org unit."*

*"I don't have children or family responsibilities to consider."*



## Optional Comments

The question received **1,012 responses** despite it being optional.

Most comments related to the MOM in general terms:

*“Thank you for providing me with an opportunity to have my say. As a senior officer in this agency with 31 years’ experience, I am never consulted on these matters, with the corporate executive choosing to seek advice from a select few only, however those who are sought out have very little experience in terms of a proven track record of delivering at rank, and with little operational experience themselves.”*

*“Listen to the frontline people, and experienced people, not people coming from other countries to police here, listen to officers who have been policing here on the frontline for 10 years or more.”*

*“The model isn’t broken so don’t try and make radical changes to appease a few. I believe it is working better than in years gone by where at station level there were always ongoing issues with staffing levels and available resources.”*

*“Can we please just go back to the way it was? The 20/20 reform or MOM hasn't worked and they need to admit defeat and change it back, morale and troop retention would definitely go back up.”*

*“The current Model was pushed extremely hard by the Executive. Whatever changes are to be made the welfare of the frontline staff should be at the very forefront in the decision making process.”*

*“Commissioned officers are becoming more like civilian managers and disconnecting with operational staff. Obsession with statistics and volume over quality is increasing workloads and decreasing morale. Unnecessary changes being made on a constant basis by non-operational staff (often for promotion reasons) that are negatively impacting operational officers and making this job far more complicated and frustrating than it needs to be.”*

*“I believe the current model could work but requires the right amount of resources.”*

*“Since the new model has been introduced I have noticed morale plummeting across all parts of policing- general duties, traffic, crime etc. Staff are tired, the bosses aren't listening and don't care, and people are at the end of their tether. The police are not able to provide the service the public deserves, and we are being thrown under the bus by the executive at every turn. I have never been less proud to represent WA Police, and I can say the same for many of my colleagues.”*

*“The MOM is failing terribly - the only people who don’t think so are the hierarchy.”*

*"The current model is not suited to policing the size of our state. We have a unique policing area, nowhere in the world has the same size of area to cover or the limited number of people in certain parts of our state. So in my opinion looking at how they police in other countries that have far superior population and a smaller land mass will never work. We need to adapt to our own needs."*

*"Working leaner is unsustainable, a tipping point will come where budget constraints will jeopardise the safety of the citizens of Western Australia."*

*"The current Metro Operating Model has killed my enthusiasm to come to work every day. Prior to the implementation I enjoyed approximately 5 years of police service where I looked forward to coming to work each shift. Due to this model, I no longer hold that passion and I'm no longer proud to be a police officer."*

*"The Executive Management generally should be ashamed. Their actions appear to be almost entirely self-serving, often with no apparent thought to the impact it may have on other WAPOL members or the community as a whole."*

*"We need to put officers first, but need to give a good service to the public. We don't do that at the minute and the senior management are kidding themselves if they think we do. The senior management have absolutely no idea what the police officers think and believe about the way the service is run at present and how we are doing our job. It's embarrassing. Senior management should stop deluding themselves that we just need to 'tweak' things, it's in CRISIS!!!"*

*"Thanks to our Police Minister Michelle Roberts for bringing an urgent change to the current WA Police Operating Model..."*

*"Reform hasn't worked, it has put more stress on everyone, and it is the first time in 20 years I started looking for alternative employment."*

Other MOM comments focused on specific aspects:

*"Also consider the PAC and the impact of having civilians who are unable to make decisions at the source of a call as to whether to put a CAD job on or not. They are clogging the system from communications, to the DCCs to the staff on the road with time-consuming rubbish that is directly affecting resources and GOS. Solution: place more police in the PAC to 'cull' jobs at the source."*

*"A good roster would encourage officers to return to work, instead of being fatigued. 4 afternoons then ONE day off followed by 4 mornings, it makes people hate their jobs."*

*"PAO should be deployed to all regional police stations."*

*"It's not hard so let's not over complicate it. Change the titles of Response and LPT as they are tarnished and need a major overhaul."*

*"Response Team allowance."*

*"District Crime needs to be refocused on investigating serious offences and have a local ownership. GD needs to return to business as it was before the reform with sufficient numbers to provide enough office, counter and on road staff."*

*"Significant changes need to be made, go back to the Patrol/Inquiry officer, open up small stations, close ROG and use the FTE back in the districts, bring back Major Incident Group."*

*"DO not change the LPT roster. Allow more freedom for Team Sergeants to alter it for work purposes/operations."*

*"Yes need to provide proper training for Aboriginal police Officers doing the transition from APLO to Constable."*

*"Abolish the annual leave liability roster. Stop promoting commissioned officers for failed ideas."*

*"The main issue as a Detective, is the amount of hours spent compiling Committal, Not guilty briefs etc. Some of these briefs are submitted late due to high workload and having little spare time to complete them. Also many of these matters do not progress to trial due to a late PG, or in certain cases (usually DV matters), the victim is no longer willing to give evidence in court and the matter is withdrawn."*

*"The current model is struggling across all areas. Having worked in DCC, Response and LPT the DCC would be the only area I would retain. Response and LPT need to amalgamate again under one Senior Sgt. 'Too many Chiefs and not enough Indians' is a phrase I would use to describe the current situation."*

Some respondents took the opportunity to raise resourcing, workload and safety concerns/suggestions:

*"The morale within WAPOL seems to be at an all-time low. Frontline officers are doing a harder job than ever. There is expectation to continue to perform whilst continually being OVER scrutinised. Management very rarely provide positive reinforcement, and it is visibly affecting staffs motivation to work."*

*"We in the regional area seem to be the poor relation. We suffer from lack of back up, we have to deal with coronial matters and we do not have access to the mental health teams that seem to be set up for the metro area. Surely it's time to balance things up a bit."*

*"Give us more police officers. The fatigue/stress level that we are being forced into is getting to breaking point and when we get too much sick leave due to our immune system being*

*weak and our bodies getting any bug that is around we get put into management plans. Help us, so we can help the general public."*

*"The current allocation of PPE (Notably Ballistic Vests) is a major safety concern and needs to be immediately addressed. If I am called to a firearms incident (NIL LOCAL VESTS AVAILABLE) I don't have the same level of protection as my colleagues from a nearby station who have an allocation of vests. Each station has an AR15 but ballistic vests are randomly placed."*

*"Frontline police inclusive of investigators are under resourced. It doesn't matter what operating model you have. If it isn't resourced well, it won't work."*

*"It doesn't matter how you try to bend and shape it, we just simply need more officers to give the community a good standard of service."*

*"The way in which calls are graded in terms of priority is appalling. This really needs to be reviewed urgently. Knowing what I know I would hate for my family or friends to be a victim of crime here in WA."*

*"WA police rostering is poor and does not sufficiently use fatigue management. Other emergency services appear to look after their staff a lot better."*

*"WA Police needs to invest in technology to assist frontline staff to be mobile police stations. This will make us more efficient and effective. Further, morale and motivation could be greatly increased by introducing awards and recognition for good work that will be available on SIMR in work history when applying for future positions."*

*"The 'tenure' Policy is destroying the specialist areas in WA Police, particularly the Tactical Response Group (TRG). Due to tenure, experts in their chosen fields are being moved on to do something completely unrelated to their chosen career path simply because 'they've had their tenure'."*

*"Traffic policing is under resourced. Given that road fatalities and serious injury are a highly publicised issue, WA Police does not commit enough resources in both the metropolitan and regional areas of WA. It has been proven time and time again that police on the roads are more of a deterrent than 100 speed cameras. The Traffic Enforcement Strategy is sound however requires significant increase to resource it effectively. Dedicated traffic units need to be put back into regional areas where significant numbers of the motoring public travel."*

*"The two biggest issues for WAPOL need to be officer numbers and tackling Methamphetamine use."*

*"Create more part-time positions that are suitable and flexible to working mothers. It's tough enough and WAPOL are NOT family friendly."*

*"Please bring in some form of stab vest sooner rather than later. Somebody will get seriously injured before too long."*

*"Tenure is also an issue when deciding your next placement. Why apply for a position where you know you can stay only 3 to 4 years. Eastern State counter parts are bewildered with this concept. The financial and productivity loss to this agency from tenure would send any large private organisation into receivership."*

WAPU's role in seeking Member feedback was also acknowledged:

*"Thank you for putting together this survey so we can have some valuable input to an improved WA Police Force."*

*"I have strong hopes the Labor government and the Union can work together to take policing back to a time before this reform for the sake of the staff of WAPOL and the public we serve. We both deserve more than this."*

*"It is encouraging to see a survey like this going out, but I hope that officers on the ground are listened to this time around. There were plenty of warnings from officers that the last reform wasn't going to work well, and they seem to have been ignored - improvements were only made when crime figures went way up, and that situation could have been avoided if more notice had been taken of the feedback that officers were giving to begin with."*

*"Good work by the Union for doing this survey. Shame our bosses never bothered to ask the actual workers when they bought into the 'Reform' in the first place....."*

*"The Union need to take a more balanced approach to supporting any changes to the MOM. A lot of what I am hearing from the Union about problems in the field are not correct, I strongly suspect information is coming from disgruntled officers who just dislike change."*

*"Thanks for being there for me!!!!"*

*"Please keep up the good work in our Police Union, we certainly appreciate it!"*

*"Good luck WAPU / WAPOL / Minister for Police, big, big job in front of you."*

## Conclusion

The importance of an effective WA Police Operating Model is not lost on our Members, given it has the most profound impact on the day-to-day working lives of police officers. It is therefore no surprise to WAPU that the response to this Survey has broken all records pertaining to Member participation.

Feedback from Members has been honest, forthright and given in anticipation that their concerns will finally be heard by the Minister for Police and Commissioner of Police and acted upon to make significant meaningful changes that will improve policing in our State, well into the future.

Development of a new Operating Model must now be a high priority for the Minister and WA Police, with the active involvement of WAPU crucial to ensure the views of our Members are well considered.

Given Members' overwhelming sentiment about the geographic size of the current districts and all of the resultant issues, the number of districts in the Metropolitan Region must increase substantially.

Creating eight districts was the most preferred option for our Members, which WAPU endorses. In effect, the seven previous districts should be reinstated, with South East Metropolitan being halved to create the eighth. Naming of the districts should be locality based to ensure the major centres in each one is readily identifiable for the community and WA Police (i.e. Armadale, Cannington, Fremantle, Joondalup, Mandurah, Midland, Mirrabooka and Perth). It is imperative that each of these districts has their own dedicated radio channel, which will ensure better service delivery and improve safety for our Members.

Responses to the Survey clearly articulate our Members' frustration with the layers of bureaucracy and the adverse impact it is having on frontline police officers, who now have many masters when attending jobs. State Control Centre (SCC) is one business unit where work undertaken is often replicated by others, so this function should be incorporated into Communications.

The Local Policing Team (LPT) and Response Team (RT) concept has caused significant division within the uniform ranks and this will need to be seriously considered when reviewing the roles and responsibilities for these areas moving forward. At the very least, the LPT title should be abolished and all personnel assigned to their respective police station, which will again make them readily identifiable and associable with their respective sub-district.

Even after an influx of additional staff and the redirecting of LPTs to assist, RTs are still under pressure, going from job to job. If the Response Team format is to remain, significant resources need to be made available so that our Members in this area can respond to jobs in a timely manner and then have the opportunity to complete a job to the required level. There was significant comment made about Response officers being deskilled which is a major

concern. This must be addressed to ensure we have contemporary police officers on the frontline with a broad range of skills.

Detectives often get overlooked when consideration is given to the Operating Model, yet, the current arrangement often impacts on their ability to undertake core business. Responses seeking establishment of a dedicated regional unit (like Major Incident Group) to attend critical incidents in lieu of District Crime Cars, will enable local Detectives to investigate crime without regularly being committed to this task which has an adverse impact on their own investigation.

Much has been said about demand reduction and if this focus is to remain, it is essential that police officers are actively involved at the earliest possible opportunity to assess whether a job should even be created by civilian call-takers at the Police Assistance Centre (PAC). As it currently stands, jobs are created and go through a number of vetting processes before they even get to a District Control Centre (DCC) for determination. It may in fact be a better use of resources to have a sufficient number of experienced police officers providing supervisory oversight in the first instance, so long as they are fully supported by WA Police management to make the necessary decisions. This should be explored in concert with a review of the roles, responsibilities and composition of the DCC, if it is to be retained.

If there was ever any doubt about the importance of rosters to our Members, there isn't anymore. The Survey makes it abundantly clear, with the largest response to any question posed, that workplace rosters are considered on almost all occasions before a Member considers transferring. It is therefore essential that good rosters promoting a work-life balance where Members have had active involvement in its creation will be highly sought after. There is no doubt that this approach will invigorate those who work in these areas.

In addition, 10-hour shifts are the preferred option for our Members in most locations across the State. WA Police should therefore be doing whatever it can to retain existing 10-hour shift rosters and endeavouring to implement more at other workplaces, wherever possible.

No Operating Model will work effectively without being properly resourced. It is therefore incumbent on the State Government to properly resource WA Police to ensure that the community of Western Australia is provided with the highest level of service and that police officers are provided with the safest possible working environment. The Survey makes it clear that this is not occurring within the Metropolitan Region, with police officers venting their frustration, disappointment and embarrassment at not being able to provide the level of service they know they should to the community. This is yet again another wakeup call to the State Government, who need to commit to at least 500 additional police officers over the next four years.

Making appropriate changes and getting the next Operating Model right will restore the faith for all WA Police stakeholders and significantly improve morale for all police officers.

A key message for WA Police is to trust your people to do their job, allow supervisors to supervise and have police with the requisite knowledge and experience making the decisions that will impact frontline police officers.

WAPU is willing to continue working collaboratively with the Minister and WA Police to ensure positive changes are made to the Operating Model that will result in the best possible outcome for WA Police and the community of Western Australia.