



**NSW POLICE**

**ABORIGINAL  
STRATEGIC  
DIRECTION**

**2003 - 2006**



## COVER DESIGN

### The Artist:

The artwork used in the cover design of the Aboriginal Strategic Direction was painted by Gary Luke a descendant of the Bundjalung people of northern NSW. The artwork was first used on the NSW Police Aboriginal Policy Statement and Strategic Plan 1997 - 2000.

### The Painting: - The Spirit of the People.

While changing the design slightly, NSW Police has maintained the theme of the artwork from the previous Aboriginal Policy Statement and Strategic Plan to demonstrate the continuing efforts in this area.

The original design represented the Aboriginal people involved with Police activity. The circles linked by the many lines indicate the sharing of ideas and knowledge. The spirit of the ancestors is present and seen overseeing the relationship between Police and Aboriginal people.

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# Commissioner's Foreword



The Aboriginal Strategic Direction (2003 – 2006) represents the third document of this type developed by NSW Police to manage Aboriginal affairs. NSW Police recognises the important role Aboriginal people have in identifying community concerns and developing solutions in keeping with the principle of self-determination. This principle is the theme of the Aboriginal Strategic Direction.

While anecdotally it is said that Aboriginal people have been the victims of poor government policy in the past, government agencies now aim to work with communities seeking their advice and input for improving outcomes. NSW Police considers that the solutions for many of the problems confronting Aboriginal people are best identified by the community and resolved through a working partnership.

Aboriginal people have the right to live in environment of mutual respect, free from crime and the fear of crime and to seek a collaborative approach to the resolution of community concerns. This can only be achieved through strong community leadership, ongoing commitment of all parties, the development of practical solutions and an intolerance of crime. The objectives and strategies contained within reflect issues raised by the community and have the potential to improve outcomes for Aboriginal people in critical areas.

NSW Police commitment to Aboriginal Reconciliation is reinforced and I see the Aboriginal Strategic Direction as a way that we can fulfil our obligations under this principle. I encourage all officers to consider and identify how we can work towards Aboriginal Reconciliation through the development of Corporate and Local initiatives.

I commend the Aboriginal Strategic Direction to all NSW Police personnel and seek their cooperation and that of the Aboriginal community in ensuring positive outcomes are achieved.

A handwritten signature in black ink that reads "K. B. Moroney." The signature is written in a cursive style with a prominent underline.

Ken Moroney  
Commissioner



# Statement of Aboriginal Reconciliation

NSW Police acknowledges Aboriginal people as the original owners of the land we call Australia and particularly the lands now known as New South Wales. We also acknowledge that the Aboriginal people of NSW are not one generic group but that they make up many different groups with their own unique languages and customs.

Aboriginal people have a rich and diverse culture that has survived for thousands of years in a harsh environment. Aboriginal people learned from the land, lived off the land and waters and maintained the natural environment. Aboriginal people moved about the land within their tribal boundaries to follow the food chain, tend to their sacred sites and perform ceremonies.

Aboriginal society was structured with laws established that ensured order and justice among their people. The effects of colonisation devastated Aboriginal people through their being forcibly removed from their traditional lands and their families; prohibited from maintaining their culture and traditions; and the desecration of their many sacred sites. A resurgence in Aboriginal languages, cultural beliefs and customs is now being seen in Aboriginal communities and a greater acceptance and understanding of culture is being experienced by non-Aboriginal Australians.

As servants of the State and in line with government policy of the day the NSW Police in its earlier form had a role in the removal of Aboriginal children and the segregation of Aboriginal people from their families and land. NSW Police regrets this unfortunate part of our history and recognises the trauma inflicted on Aboriginal people as a result of past government policy and our actions as Police.

While not forgetting the past NSW Police wishes to move forward. We recognise that the unique role of NSW Police, provides us the opportunity to promote positive outcomes for Aboriginal people and we will work towards achieving the following in the spirit of reconciliation:

- We will acknowledge Aboriginal history, culture and tradition at every opportunity and where ever possible in our workplace.
- In the application of our duty we will be mindful of the cultural differences among Aboriginal peoples and between Aboriginal people and the wider community.
- We will strive to ensure an environment free of racial discrimination and harassment for our Aboriginal employees and the Aboriginal community we serve.
- We will work with Aboriginal communities and other justice agencies to investigate the implementation of culturally appropriate policing strategies for Aboriginal communities and seek the cooperation of Aboriginal people in their promotion.
- We will seek to provide employment, education and training to Aboriginal people at every opportunity while at the same time educating our officers on Aboriginal history, culture and society.
- We will seek to ensure that the issues surrounding “men’s business” and “women’s business” receive respect and the appropriate response.
- We will promote Police involvement in NAIDOC Week and encourage all Police facilities to fly the Aboriginal flag during times of Aboriginal significance e.g. National Sorry Day, Survival Day, Reconciliation Week etc.



# SECTION ONE

## Unfinished Business

### 1. Aboriginal Reconciliation

In May 1998 the Commissioner of Police delivered an apology to members of the stolen generations and to all Aboriginal and Torres Strait Islander people for the role Police played in enforcing unjust laws on Aboriginal people.

In 1999 all Chief Executive Officers of the NSW Public Service adopted the Statement of Commitment to Aboriginal Reconciliation.

NSW Police further commits to Aboriginal Reconciliation by:

- adopting the Aboriginal Reconciliation Vision Statement.
- adopting the Australian Declaration towards Reconciliation.

Officers/employees of NSW Police are encouraged to discuss and identify opportunities to implement or advance Aboriginal Reconciliation in partnership with local Aboriginal people.

### 2. Paying Respect

NSW Police will pay respect to traditional owners by inviting the following ceremonies.

- Welcome to Country

A Ceremony whereby the traditional Aboriginal owners (usually the Elders) welcome people to their land. It happens mainly at big events and formal functions involving people from other parts of the country or other countries.

- Acknowledging Country

A means by which the wider community can show respect for Aboriginal protocol and their relationship with the land/waters. A chair or speaker begins the meeting by acknowledging that the meeting is taking place in the country of the traditional owners. Acknowledging Country may also occur when Traditional Elders are not available to provide an official "Welcome to Country".

### **3. Royal Commission into Aboriginal Deaths in Custody (RCIADIC)**

NSW Police has been implementing the eighty recommendations that apply to the organisation since the release of the RCIADIC document. The majority of the recommendations have been implemented through the Police Service Handbook or through other processes.

An Audit will be implemented and will consider particular recommendations in a broad context. Each recommendation will be treated as an objective and will identify the strategies required to attain that objective. This will ensure that NSW Police has actually met the requirements of each recommendation.

#### 4. Unfinished Business Action Plan

Issue	Action	Accountability	Performance Indicator	Timeframe
Aboriginal Reconciliation.	<ul style="list-style-type: none"> <li>NSW Police identifies and implements strategies to advance Aboriginal Reconciliation in partnership with Aboriginal people.</li> </ul>	<ul style="list-style-type: none"> <li>All business units</li> <li>Local Area Commands (LACs)</li> <li>Police College</li> </ul>	<ul style="list-style-type: none"> <li>Number and types of initiatives developed and implemented.</li> <li>Partnerships developed.</li> <li>Annual review of outcomes provided to the Aboriginal Coordination Team.</li> </ul>	12 months from sign-off of the Aboriginal Strategic Direction.
Paying Respect.	<ul style="list-style-type: none"> <li>Welcome to Country</li> <li>Acknowledging Country ceremonies.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate responsibility</li> <li>All LACs</li> <li>Police College</li> <li>All other Police facilities</li> <li>ACT</li> <li>Aboriginal Community Liaison Officers (ACLOs)</li> <li>Aboriginal lecturer at Police College</li> </ul>	<ul style="list-style-type: none"> <li>Conducted at the first parade for new students to the Police College and at all Attestation Parades.</li> <li>Adopted throughout NSW Police.</li> </ul>	Within 3 months from sign-off of the Aboriginal Strategic Direction.
Royal Commission into Aboriginal Deaths in Custody (RCIADIC).	<ul style="list-style-type: none"> <li>Audit on the implementation of the RCIADIC recommendations across NSW Police.</li> </ul>	<ul style="list-style-type: none"> <li>ACT</li> <li>Audit Group</li> </ul>	<ul style="list-style-type: none"> <li>Audit conducted.</li> <li>Report provided to the Commissioner including an Action Plan to address any outstanding matters.</li> <li>Report provided to relevant external agencies.</li> </ul>	2005





# SECTION TWO

## New Business

### 1. Review of the Aboriginal Policy Statement and Strategic Plan 1997 - 2000

NSW Police and the Ombudsman's Office contracted the University of Sydney to undertake an Independent Evaluation of the implementation of the Aboriginal Policy Statement and Strategic Plan (APSSP) 1997-2000.

Some of the recommendations are reflected in this document and others have been implemented through administrative procedures. Training and education issues have been or are being implemented. Recommendations can be found at Section 7, Table 2.

### 2. Focusing Our Resources

The Aboriginal Policy Statement and Strategic Plan (1997 – 2000) was implemented across NSW focussing on areas of high Aboriginal population. The implementation of this Aboriginal Strategic Direction will focus on 20 LACs that have the highest recorded level of criminal behaviour in relation to Aboriginal issues. NSW Police will identify these areas by way of an environmental scan using data from COPS. A listing of these LACs can be found in Section 6, Point 1.

NSW Police will continue to work with Aboriginal people and maintain the good work started in those LACs where the previous APSSP was established. The Aboriginal Coordination Team will also maintain ongoing support to these LACs.

In addition to the Six Objectives, a range of other initiatives will be implemented to support the Aboriginal Strategic Direction. These initiatives are described in Section 7, Table 2.

### 3. Aboriginal Measures in Performance Agreements

The management of Aboriginal issues is to be included as a measure in the Performance Agreements of all Region and Local Area Commanders. Commanders will be accountable for improving Aboriginal/Police relationships and the development of proactive strategies within the Region or LAC.

Other areas of NSW Police (such as Police College and LACs not identified in the top 20) will also be required to assess their level of interaction and develop Aboriginal Action Plans.

Rationale for Aboriginal measures in performance agreements:

- Ensures Aboriginal initiatives have a continuing focus;
- Ensures that all officers understand local strategies that address Aboriginal disadvantage and are aware of their level of responsibility;

- Ensures that any initiative or strategy developed in partnership with Aboriginal people or other service providers is maintained;
- Assists the LAC to focus its reporting on Aboriginal achievements for the Operations and Crime Review (OCR) and other reporting requirements.

#### **4. Partnership Approach**

NSW Police will strive to develop partnerships with the Aboriginal community, government, and non-government service providers. This approach will recognise the important role other agencies or Aboriginal controlled services can provide in bringing about successful outcomes for Aboriginal people and minimise any negative contact with Police.

#### **5. Self-Determination and Cultural Appropriateness**

Self-determination and Cultural Appropriateness in deciding what is best or the best way to provide a service to Aboriginal people has been promoted for some time. However this can mean different things to different Aboriginal people as individuals or as a community. NSW Police will work with Aboriginal people to explore what Self-Determination and Cultural Appropriateness means for them with regard to how leadership on law and justice issues can be achieved locally. The forum to achieve this will be through NSW Police's Aboriginal Advisory Committees (Section 4, Point 4) and other means of community consultation.

#### **6. Innovation in Seeking Solutions**

NSW Police will encourage its officers to work with Aboriginal communities to seek innovative solutions that result in positive outcomes for Aboriginal people and NSW Police. Officers will be encouraged to explore issues such as effective and positive alternatives to arrest, incarceration, child protection and family violence, with other officers, the Aboriginal community, service providers and other justice agencies.

New ways of addressing Aboriginal disadvantage are being implemented or considered in many forums across the State. NSW Police will participate in discussions that identify communities where alternative law and justice initiatives for Aboriginal people may be introduced.



## **7. Old Ways, New Thinking**

NSW Police recognises the significance of Aboriginal Elders as custodians of knowledge and teachers of lore and customs to Aboriginal people. It is important that we acknowledge the position of Aboriginal Elders in the community by seeking their input on matters effecting the community wherever possible.

This respect of Elders must be balanced with the knowledge that a significantly younger population represents the Aboriginal people of NSW. Of the 119,865 Aboriginal people in NSW 69,196 or 57% is younger than 25 years of age. It is important for Police to give young people a voice by including them in our consultative forums or simply through informal discussion.

## **8. Promoting the Aboriginal Strategic Direction**

The Aboriginal Strategic Direction will be provided to key Aboriginal organisations and government agencies. It will also be made available on the NSW Police Internet site for external users and our Intranet site for employees of NSW Police. An Aboriginal Knowledge Map has been developed for the NSW Police Intranet site which will provide information regarding research, analysis and best practice in Aboriginal issues, so that NSW Police employees are able to promote awareness throughout NSW Government agencies and the Aboriginal community.



# SECTION THREE

## Our Objectives

### 1. Objectives for this Aboriginal Strategic Direction

The Objectives describe the six themes that NSW Police will pursue during the implementation of the Aboriginal Strategic Direction.

The six Objectives are:

- Strengthen communication and understanding between Police and Aboriginal people.
- Improve community safety by reducing crime and violence within the Aboriginal community.
- Reduce Aboriginal people's contact with the criminal justice system.
- Increase Aboriginal cultural awareness throughout NSW Police.
- Divert Aboriginal youth from crime and anti-social behaviour.
- Target Aboriginal family violence and sexual abuse.



**Objective One:  
Strengthen communication and understanding between Police and Aboriginal people.**

**Rationale:** Insufficient or poor communication inhibits the success of Aboriginal/Police relations. The opportunity through consultation and mediation to discuss law and justice issues with Police will provide Aboriginal people with an understanding of how NSW Police operate and the rationale and regulations that govern its' actions.

<b>Strategies</b>	<b>Action</b>	<b>Accountability</b>	<b>Performance Indicator</b>	<b>Timeframe</b>
Regular meetings between Police and Aboriginal people.	<ul style="list-style-type: none"> <li>Establish a Local Area Command Aboriginal Consultative Committee (LACACC) that identifies and discusses issues.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> </ul>	<ul style="list-style-type: none"> <li>Timetable established for regular meetings.</li> <li>Local Area Command Aboriginal Action Plan developed.</li> </ul>	<p>Within 2 months of rollout of ASD. Within 6 months.</p>
Increase participation of local Aboriginal representatives in Police forums and training days, and exchange views/information.	<ul style="list-style-type: none"> <li>Develop a timetable showing when LAC training days and forums are scheduled and provide to LACACC or relevant community members.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>Education and Development Officer (EDO)</li> <li>Aboriginal Community Liaison Officer (ACLO) where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Timetable developed.</li> <li>Aboriginal people providing advice and/or assisting in the provision of Aboriginal Cultural Awareness.</li> <li>Number of forums held.</li> </ul>	<p>Within 3 months of the rollout of the ASD.</p>
Develop two way communication mechanisms where views and information between Aboriginal representatives and Police can be exchanged.	<ul style="list-style-type: none"> <li>Establish regular community forums where a range of issues confronting Police and the community can be discussed.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Police provide forums for Aboriginal people to discuss Police/Aboriginal relations.</li> <li>Number of forums held.</li> <li>Issues identified and strategies developed.</li> </ul>	<p>Community forums held every 4 months.</p>
Delegate responsibilities.	<ul style="list-style-type: none"> <li>Ensure appropriate command, operational and advisory responsibilities are given to Duty Officers to address Aboriginal issues.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> </ul>	<ul style="list-style-type: none"> <li>Structure established to identify levels of responsibility in the management of Aboriginal issues within the LAC.</li> </ul>	<p>Establish immediately then review every 6 months.</p>

Strategies	Action	Accountability	Performance Indicator	Timeframe
Compile and promote community profile.	<ul style="list-style-type: none"> <li>LACs to develop profiles listing all Aboriginal groups or bodies located within area.</li> <li>Use profile as a referral guide.</li> </ul>	<ul style="list-style-type: none"> <li>Crime Management Unit (CMU)</li> <li>LACs</li> </ul>	<ul style="list-style-type: none"> <li>Copies of community profile circulated within the LAC.</li> </ul>	Establish immediately then review every 6 months.
Encourage Aboriginal people to raise issues with the Local Area Commander.	<ul style="list-style-type: none"> <li>Commander promotes his / her availability to discuss issues.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> </ul>	<ul style="list-style-type: none"> <li>Commanders meet community through visiting Aboriginal organisations and other "meet and greet" opportunities e.g. regular walks around the community</li> <li>Number of people who meet with the Commander to resolve grievances.</li> <li>Record of community meetings noted in Commanders diary.</li> </ul>	Linked to LACACC and community forums .
Participate in community organised events that support /promote Aboriginal culture.	<ul style="list-style-type: none"> <li>Develop a calendar outlining significant days for the Aboriginal community.</li> <li>Promote throughout the LAC.</li> </ul>	<ul style="list-style-type: none"> <li>ACLO (where available)</li> </ul>	<ul style="list-style-type: none"> <li>Calendar developed and reviewed quarterly for new or upcoming events.</li> <li>Number of events attended by Police.</li> </ul>	Police and ACLO rostered to attend events as they occur.



**Objective Two:**

**Improve community safety by reducing crime and violence within the Aboriginal community.**

**Rationale:** Aboriginal people are more likely to be the victims of crime and violence from within their own community. It is important that victims are aware of victim support services and other means that exist to break the cycle of crime and violence.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Provide support to Aboriginal victims and witnesses when interviewed by Police.	Establish Aboriginal Support Groups within the LAC.	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>ACLCO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal Support Group established.</li> <li>Number of members.</li> <li>Number trained with a roster developed for call-outs.</li> <li>Number of call outs attended.</li> <li>Quarterly review of results.</li> </ul>	Within 6 months then review quarterly.
Use multi-agency support services for Aboriginal victims.	<ul style="list-style-type: none"> <li>Identify support services available to Aboriginal people and promote these to Police.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> </ul>	<ul style="list-style-type: none"> <li>Register of service providers developed and promoted within the LAC.</li> <li>Register reviewed annually.</li> </ul>	Within 3 months.
Encourage Aboriginal participation in the Volunteers In Policing (VIP) scheme.	<ul style="list-style-type: none"> <li>Promote the VIPs among the Aboriginal community and seek nominations from Aboriginal community.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>ACLCO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Aboriginal people trained and available to assist NSW Police as VIPs.</li> <li>VIPs promoted throughout the LAC.</li> </ul>	Within 6 months then review annually.
Exchange information on crime and violence issues through the LACACC and community forums.	<ul style="list-style-type: none"> <li>Provide data and discuss with the community the types of crime occurring and seek support to develop strategies or actions that provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>CMU</li> <li>ACLCO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Local forums held.</li> <li>Attendance promoted.</li> <li>Strategies developed and linked to Aboriginal Action Plan for the LAC.</li> </ul>	Linked to LACACC and community forums timetable.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Conduct community safety audits.	<ul style="list-style-type: none"> <li>Identify areas where regular /particular crime is occurring.</li> </ul>	<ul style="list-style-type: none"> <li>Community Safety Officer (CSO)</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Community safety audits conducted and findings discussed with the Aboriginal community and local government.</li> <li>Strategies developed and linked to Aboriginal Action Plan.</li> </ul>	Within 6 months then review annually.
Liaise with local government to improve urban design.	<ul style="list-style-type: none"> <li>Identify recommendations from community safety audit.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>ACLO (where applicable)</li> <li>CSO</li> </ul>	<ul style="list-style-type: none"> <li>Community plans developed to address issues.</li> <li>Problem areas improved through safer design.</li> <li>Strategies developed and linked to Aboriginal Action Plan.</li> </ul>	Within 12 months then review annually.



**Objective Three:  
Reduce Aboriginal people's contact with the criminal justice system.**

**Rationale:** Once imprisoned, the likelihood of Aboriginal people re-entering the criminal justice system increases significantly. NSW Police will work with Aboriginal people, other justice agencies and the various Aboriginal legal services, to ensure that opportunities for diversion are fully explored and implemented.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Training Police to identify and implement alternatives to arrest (e.g. use of Common Law breach of the peace, use of move on powers, Young Offenders Act, responsible serving of alcohol).	<ul style="list-style-type: none"> <li>Assess knowledge level of Police.</li> <li>Ensure supervisory involvement in decision making.</li> <li>Promote positive alternatives used throughout the LAC.</li> </ul>	<ul style="list-style-type: none"> <li>EDO for training.</li> <li>Supervisor for day to day guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Training provided</li> <li>Number of alternative solutions identified and used.</li> </ul>	<p>Within 3 months EDO develop training calendar. Review annually</p>
Address recurring issues that bring Aboriginal people under Police notice (including the perception of over-policing of Aboriginal communities).	<ul style="list-style-type: none"> <li>Identify recurring issues.</li> <li>Adopt and ensure a multi-agency response.</li> <li>Through the LACACC and community forums, discuss over-policing.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>CMU</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Strategies promoted throughout the LAC.</li> <li>Over-policing issues discussed.</li> <li>Contact reduced through proactive planning.</li> </ul>	<p>Built into Business Plan for LAC within 6 months.</p>
Seek external funding to establish crime prevention initiatives in partnership with the Aboriginal community.	<ul style="list-style-type: none"> <li>Identify available funding sources.</li> <li>Prioritise Crime Prevention Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>CSO</li> <li>ACLO (where applicable)</li> <li>LACACC</li> </ul>	<ul style="list-style-type: none"> <li>Issues identified, funding obtained and strategies developed and implemented.</li> </ul>	<p>Within 12 months then review annually.</p>
Encourage the appropriate use of discretionary Police power.	<ul style="list-style-type: none"> <li>Assess knowledge level of Police.</li> <li>Ensure supervisory involvement in decision making.</li> <li>Encourage the consideration of discretionary powers as an alternative to arrest.</li> </ul>	<ul style="list-style-type: none"> <li>EDO for training in use of discretionary power.</li> <li>Supervisor for consultation and day to day guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Training provided to Police.</li> <li>Number of attendees at training days where issues discussed.</li> </ul>	<p>Within 3 months EDO develop training calendar.</p>

Strategies	Action	Accountability	Performance Indicator	Timeframe
Identify alternatives to arrest (e.g. the use of cautions).	<ul style="list-style-type: none"> <li>Consult with Coalition of Aboriginal Legal Services (COALS) and individual Western / Aboriginal Legal Services (WALS) to explore alternatives to arrest.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Spokesperson for Aboriginal Affairs with COALS.</li> <li>Local Area Commander at ALS/WALS level.</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings with COALS/ ALS/WALS.</li> <li>Alternative options identified and supported by Police and COALS/ALS/WALS.</li> </ul>	Within 12 months then through meetings every 3 months.
Inform local communities on Police powers and protocols regarding arrest.	<ul style="list-style-type: none"> <li>Establish community education /awareness forums regarding Police powers.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>EDO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Number of sessions held.</li> <li>Number of attendees.</li> </ul>	Linked to LACACC and community forums timetable.
Assist the Aboriginal community to develop diversion programs and promote and encourage their use.	<ul style="list-style-type: none"> <li>Strategies identified and developed within LAC Aboriginal Action Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>LACACC</li> <li>CMU</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Issues identified, strategies developed and implemented, linked to Aboriginal Action Plan.</li> </ul>	Built into LAC Business Plan and Aboriginal Action Plans within 12 months.

**Objective Four:**  
**Increase Aboriginal cultural awareness throughout NSW Police.**

**Rationale:** The Aboriginal Strategic Direction recommends the development of partnerships or closer working relationships with the Aboriginal community and service providers. This process will be strengthened through the provision of Aboriginal cultural awareness training to Police so that they gain better understanding of Aboriginal culture and history. Cultural awareness will also be required for administrative officers who work in communities with significant Aboriginal populations. Aboriginal Cultural Awareness will provide an understanding of the impact of policing policy on Aboriginal people.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Develop a competency-based training model for Aboriginal Cultural Awareness.	<ul style="list-style-type: none"> <li>Police College to develop and implement across all ranks within NSW Police.</li> </ul>	<ul style="list-style-type: none"> <li>Police College</li> <li>EDO</li> <li>ACLO</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal Cultural Awareness training package developed and implemented. Competency based at levels of supervisory accountability.</li> <li>Aboriginal community participation in the facilitation of training.</li> </ul>	Developed within 12 months. Training to occur every 3 months.
Develop an Induction Program.	<ul style="list-style-type: none"> <li>Police College to develop the program for Police transferred to communities containing a significant Aboriginal population.</li> </ul>	<ul style="list-style-type: none"> <li>Police College</li> <li>ACLO and EDO to implement with Aboriginal</li> <li>LACACC for consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Register of Aboriginal community organisations available to place inductees.</li> </ul>	Program within 12 months. New Police inducted before they work in the community.
Criteria amendment.	<ul style="list-style-type: none"> <li>The criteria for officers transferred to Aboriginal communities to include demonstrated understanding of Aboriginal awareness.</li> </ul>	<ul style="list-style-type: none"> <li>Operational Policy and Programs.</li> </ul>	<ul style="list-style-type: none"> <li>Criteria for transferring officers developed at corporate level.</li> <li>Criteria assessed and linked to rank of Police officer.</li> <li>Mandatory for Officers transferred to LACs with a significant Aboriginal population.</li> </ul>	Criteria developed within 12 months.
Focus on Aboriginal studies.	<ul style="list-style-type: none"> <li>Integrate Aboriginal cultural awareness and history of Aboriginal/Police relations into all appropriate Police College courses.</li> </ul>	<ul style="list-style-type: none"> <li>Police College</li> </ul>	<ul style="list-style-type: none"> <li>Reflected in training and education programs for Police and students.</li> </ul>	Within 12 months and reviewed biennially by Police College.



Strategies	Action	Accountability	Performance Indicator	Timeframe
Student placements.	<ul style="list-style-type: none"> <li>Police College to establish guidelines and identify Aboriginal organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Police College</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines developed.</li> <li>Placement agencies for Diploma of Policing Practice identified and utilised.</li> </ul>	Within 12 months and reviewed annually by Police College.
Invite local Aboriginal leaders /representatives to participate in the delivery of cultural awareness training to Police.	<ul style="list-style-type: none"> <li>Identify appropriate elders or community representatives.</li> <li>Encourage participation through LACACC.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commanders</li> <li>EDO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Register of Aboriginal presenters established and promoted throughout the LAC.</li> <li>Number of Aboriginal people participating.</li> <li>Training calendar developed, all Police attend training.</li> </ul>	Within 12 months and to training schedule.
Conduct "Welcome to Country" and "Acknowledging Country" ceremonies where appropriate.	<ul style="list-style-type: none"> <li>Identify relevant ceremonies or parades.</li> <li>Identify Aboriginal elders to perform ceremony.</li> <li>Invite LACACC and/or other elders to participate.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate responsibility</li> <li>All LACs</li> <li>Police College</li> <li>All other Police facilities</li> <li>For advice – Aboriginal Coordination Team (ACT), Aboriginal Community Liaison Officers (ACLO's) and Aboriginal lecturer at Police College.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted at the very first parade for new students to the Police College, at all Attestation Parades and at any other relevant opportunity.</li> <li>Practice adopted throughout NSW Police</li> <li>Positive promotion by Police and supported by the Aboriginal community.</li> </ul>	Implemented within 3 months from sign-off of the Aboriginal Strategic Direction.

**Objective Five:  
Divert Aboriginal youth from crime and anti-social behaviour.**

**Rationale:** This objective addresses the long-term view of reducing the level of contact Aboriginal people have with the criminal justice system. Increase in the diversion rate among Aboriginal young people will lead to fewer Aboriginal people becoming recidivist offenders.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Police Community Youth Club (PCYC) programs.	<ul style="list-style-type: none"> <li>• PCYC to identify cultural appropriateness of activities /programs. Re-align or implement works through programs to meet needs of Aboriginal youth.</li> </ul>	<ul style="list-style-type: none"> <li>• PCYC</li> </ul>	<ul style="list-style-type: none"> <li>• Increased attendance by Aboriginal young people as assessed against 2002 attendance figures from PCYC.</li> <li>• Assess attendance annually from 2003 – 2006 for increase in Aboriginal participation.</li> </ul>	Within 12 months and review annually by PCYC
Host local Aboriginal youth “Yarn Ups” in partnership with Aboriginal Elders.	<ul style="list-style-type: none"> <li>• Negotiate and liaise with the Aboriginal community and service providers to establish forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Liaison Officer (YLO)</li> <li>• ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Timetable for youth Yarn Ups established.</li> <li>• Number of Yarn Ups held, issues identified and outcomes addressed.</li> <li>• YLO conduct survey to determine improved relationships with Police.</li> </ul>	Timetable developed within 6 months.
Encourage the set up of Safe Houses where Police can take young people for short periods of time.	<ul style="list-style-type: none"> <li>• Identify where need exists.</li> <li>• Meet with Aboriginal community and service providers to seek funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Area Commander and CMU for consultation.</li> <li>• Community and service providers to develop funding proposals.</li> <li>• ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Record of established Safe Houses</li> <li>• Promote the use of Safe Houses as an alternative to arrest within the LAC.</li> <li>• Number of referrals to Safe Houses by Police.</li> </ul>	Consultation to commence within 4 months. Seek funding within 12 months.
Young Offenders Act (provision of warnings, cautions and Youth Justice Conferencing where appropriate).	<ul style="list-style-type: none"> <li>• Promote awareness of the Act to Aboriginal groups, particularly young people.</li> <li>• Promote the use of the Young Offenders Legal Referral and the Cautioning Aboriginal Young People protocol to Police and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• YLO</li> <li>• EDO</li> <li>• ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule in training for Police.</li> <li>• Community awareness campaigns delivered.</li> <li>• Diversion rates increased as assessed against COPS data from environmental scan.</li> </ul>	All Police trained within 12 months. Linked to LACACC and community forums timetable.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Parenting programs.	<ul style="list-style-type: none"> <li>Identify available services.</li> <li>Identify issues through LACACC.</li> <li>Identify people who may benefit from support referral.</li> <li>Assist in delivery of programs where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>EDO</li> <li>YLO</li> <li>Domestic Violence Liaison Officer (DVLO)</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Register of service providers established.</li> <li>Number of referrals by Police.</li> <li>Number of occasions where Police have been requested to present information.</li> </ul>	Within 12 months. Ongoing support assessed through LACACC.
Substance abuse awareness programs.	<ul style="list-style-type: none"> <li>Identify services that are available.</li> <li>Identify issues through LACACC.</li> <li>Identify Aboriginal young people who may benefit from referral, through LACACC.</li> <li>Assist in delivery of programs where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>EDO</li> <li>YLO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Register of service providers established.</li> <li>Number of referrals by Police.</li> <li>Number of occasions where Police have been requested to present information.</li> <li>Fewer young people coming under Police notice assessed against previous 2002 figures.</li> </ul>	Within 12 months. Ongoing support assessed through LACACC.
Employment and training.	<ul style="list-style-type: none"> <li>Strategies included within the Aboriginal Employment Strategy.</li> <li>Identify opportunities such as traineeships, work placements etc.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resource Directorate to develop/implement Aboriginal Employment Strategy.</li> <li>Local Human Resource Managers to implement.</li> </ul>	<ul style="list-style-type: none"> <li>Employment options identified/promoted through internal/external media.</li> <li>Number of Aboriginal people employed across variety of occupations.</li> <li>Annual review by Human Resources.</li> </ul>	Within 12 months.
Aboriginal Night Patrols.	<ul style="list-style-type: none"> <li>Identify areas of need through LACACC. Identify funding sources.</li> <li>Clarify roles/responsibilities of community and Police.</li> <li>Establish in consultation with the Aboriginal community.</li> </ul>	<ul style="list-style-type: none"> <li>Local Area Commander</li> <li>CMU</li> </ul>	<ul style="list-style-type: none"> <li>Commander to raise and discuss through LACACC and wider community.</li> <li>Police and LACACC to determine where required.</li> <li>Community to submit proposal to establish Night Patrol.</li> <li>Police to monitor success through local data.</li> </ul>	Discussed with community and LACACC within 6 months.
Recreational facilities /activities.	<ul style="list-style-type: none"> <li>Identify areas of need.</li> <li>Identify partnership opportunities with PCYC, Local Government, Department of Sport and Recreation or other options.</li> </ul>	<ul style="list-style-type: none"> <li>LAC to liaise with Local Government/ local business houses.</li> <li>YLO</li> <li>PCYC to provide outreach opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Recreational facilities/activities provided in consultation with service providers.</li> <li>Number of Aboriginal youths attending PCYC.</li> <li>Police to monitor reduction in youth crime.</li> </ul>	Within 12 months. Police to assess ongoing support annually.



**Objective Six:**

**Target Aboriginal family violence and sexual abuse.**

**Rationale:** Every (Aboriginal) person should expect the basic right for their home environment to be free from violence and abuse. Safe home environments can lead to improvements in other areas, such as health, education and welfare.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Aboriginal family violence and sexual abuse programs.	<ul style="list-style-type: none"> <li>Identify available services/issues through LACACC.</li> <li>Identify Aboriginal people who may benefit from referral.</li> <li>Assist/support in delivery of programs.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>DVLO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Register of service providers established.</li> <li>Information provided to Police and community on types of support services available.</li> <li>Number of referrals by Police.</li> <li>Number of occasions where Police have been requested to present information.</li> </ul>	Within 12 months. Police to assess ongoing support annually.
Establish/expand programs that address family violence and sexual abuse.	<ul style="list-style-type: none"> <li>Identify available services/issues through LACACC.</li> <li>Identify Aboriginal people who may benefit from referral programs.</li> <li>Assist in delivery of programs.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>DVLO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Cross agency coordination in the development/provision of programs.</li> <li>Service providers established.</li> <li>Information provided to Police/community on types of support services available.</li> <li>Number of referrals by Police.</li> <li>Number of occasions where Police have been requested to present information.</li> </ul>	Within 12 months. Police to assess ongoing support annually.
Communicate issues associated with family violence and sexual abuse.	<ul style="list-style-type: none"> <li>Hold open days, forums and information sessions at appropriate venues.</li> <li>Seek participation/assistance from service providers and Aboriginal community members/organisations.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>DVLO</li> <li>EDO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Number of forums etc. coordinated or delivered to community.</li> <li>Issues raised and addressed.</li> <li>Community support and participation.</li> <li>Cross agency support for initiative.</li> <li>Conduct community surveys to for those unable to attend forums.</li> </ul>	Within 12 months. Police to assess ongoing support annually.
Support other service providers to deliver programs designed to address the issues of drug and alcohol abuse and respect and abuse of power.	<ul style="list-style-type: none"> <li>Identify services that are available. Identify issues through LACACC. Assist in delivery of programs where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>DVLO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Number of programs where police participate.</li> <li>Issues raised and addressed that require a police response.</li> <li>Community support and participation in these programs.</li> </ul>	Within 12 months. Police to assess ongoing support annually.
Strengthen victim support programs.	<ul style="list-style-type: none"> <li>Identify existing programs</li> <li>Consult with the community to establish gaps in service delivery.</li> <li>Promote services of respective programs.</li> </ul>	<ul style="list-style-type: none"> <li>CMU</li> <li>DVLO</li> <li>ACLO (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Referral options available.</li> <li>Increased and integrated support/protection of Aboriginal victims.</li> <li>Victim support programs established and Aboriginal participation monitored.</li> </ul>	Within 12 months. Police to assess ongoing support annually.

Strategies	Action	Accountability	Performance Indicator	Timeframe
Provide awareness on Aboriginal family violence matters.	<ul style="list-style-type: none"> <li>Education, training and awareness provided to Police and ACLOs.</li> </ul>	<ul style="list-style-type: none"> <li>Police college</li> <li>DVLO</li> <li>EDO</li> </ul>	<ul style="list-style-type: none"> <li>Timetable established to deliver programs.</li> <li>Police and ACLOs attendance.</li> </ul>	Timetable developed within 6 months.
Child protection programs.	<ul style="list-style-type: none"> <li>Identify programs available.</li> <li>Offer support or assistance where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Child Protection Crime Team.</li> <li>LACs to support Joint Investigation Teams as requested.</li> <li>LAC to assist in delivery as requested.</li> </ul>	<ul style="list-style-type: none"> <li>Number of times support/assistance is given.</li> <li>Police participation in programs.</li> <li>Issues raised that require police response.</li> <li>Community support and participation in these programs.</li> <li>Cross agency support.</li> </ul>	Within 6 months.
Support community development in child protection initiatives.	<ul style="list-style-type: none"> <li>Develop NSW Police support for "Weave the Net" Community Development program.</li> </ul>	<ul style="list-style-type: none"> <li>Youth and Child Protection Team</li> </ul>	<ul style="list-style-type: none"> <li>Community development model with mentoring provided in identified communities.</li> </ul>	Within 3 months (2 year program).

# SECTION FOUR

## Our Support

### 1. Development of Aboriginal Action Plans

The Objectives and Strategies contained within this document provide a basis upon which Regional Aboriginal Action Plans and Local Area Command Aboriginal Action Plans can be developed. Regional and Local Area Commands will be required to take the lead in their development, however wide consultation with the Aboriginal community and other stakeholders must take place so that real working partnerships can be established. The development of Action Plans will ultimately provide the Aboriginal community with a role in their management and ongoing monitoring and evaluation.

Apart from the Six Objectives identified, Aboriginal Action Plans may include other local objectives such as:

- negotiating with Aboriginal people about how their community is policed;
- understanding what offences are given priority;
- improving the response to calls from Aboriginal people;
- evaluating how police patrol the community;
- sharing local decision making;
- improving interactions and minimising tensions between police and Aboriginal people;
- monitoring offensive language/behaviour charges

Consultation can be sought through Regional Aboriginal Advisory Committees or Local Area Command Aboriginal Advisory Committees. Consultation can also take place through other forums e.g. regional Aboriginal Justice Advisory Councils, Local Government networks and Aboriginal organisations. The Corporate Spokesperson for Aboriginal Issues and the Aboriginal Coordination Team is also available to provide advice where required.

### 2. Aboriginal Risk Assessment Matrix for LACs

NSW Police is developing a Risk Assessment tool that LACs can use in the management of Aboriginal issues. This will be an internal working matrix that will be used with the Aboriginal Strategic Direction across NSW Police.

### 3. Ownership

#### **Police Ownership**

For the Aboriginal Strategic Direction and Aboriginal Action Plans to be successful, LAC personnel must take ownership. No officer can revoke his/her responsibility for its implementation. Accordingly, when officers are transferred to a LAC that has an Aboriginal Action Plan they will be held personally accountable for its implementation within their level of responsibility or delegation. This will ensure ongoing commitment to Aboriginal Action Plans.

#### **Aboriginal Community Ownership**

The Aboriginal community should ideally co-own any Aboriginal Action Plan developed. This can be achieved through extensive consultation.

### 4. The Three-Tier Aboriginal Advisory Structure

NSW Police has established the following committees to strengthen relations with Aboriginal communities in NSW:

1. Local Area Command Aboriginal Consultative Committee (LACACC);
2. Regional Aboriginal Advisory Committee (RAAC); and
3. Police Aboriginal Strategic Advisory Council (PASAC).

The committees aim to:

- Break down the barriers between Police and Aboriginal people
- Provide a forum for Aboriginal people and Police to participate in decision making;
- Identify strategies in the development of joint action plans; and
- Address Aboriginal issues at a local and regional level as well as those that have a statewide implication.

#### **Local Area Command Aboriginal Consultative Committee (LACACC)**

The LACACC is the first tier of the advisory bodies and meets bi-monthly. LACACC's are established in areas with high Aboriginal populations. The Local Area Commander chairs these committees and Aboriginal membership is voluntary. Not all LACs will need a LACACC. The ACLO assists in the establishment of the LACACC, ensuring that representation from the Aboriginal community includes women and youths. The Aboriginal Coordination Team oversees their establishment as well as monitoring and providing ongoing support.

The role of the LACACC is to:

- Be a voice for local Aboriginal communities within the LAC;
- Develop programs for youths, men and women;
- Monitor the implementation of the Aboriginal Strategic Direction; and
- Provide feedback to the Commissioner of Police through the RAAC.



### LACACC Terms of Reference

- Provide advice to the Local Area Commander about local Aboriginal issues
- Establish and maintain channels of communication
- Identify and resolve local issues
- Monitor the implementation of local Aboriginal Action Plans
- Contribute to the development of local programs focussing on crime prevention
- Contribute to local cultural awareness training for Police and the community
- Refer matters that cannot be resolved locally or have broader implications to the Regional Aboriginal Advisory Committee

### **Regional Aboriginal Advisory Committee (RAAC)**

The RAAC is the middle rung of NSW Police's Aboriginal advisory structure and will be established in each Police Region. The RAAC meets on a bi-monthly basis and is chaired by the Region Commander. The RAAC looks at issues that cannot be resolved at a LACACC level or have implications across a number of LACs. Representation should include an Aboriginal Community Liaison Officer (on a rotational basis), a member of the Aboriginal Justice Advisory Committee (AJAC) and members of the Aboriginal community, including women and youths. ACLOs assist in the establishment of the RAAC. The Aboriginal Coordination Team oversees their establishment as well as monitoring and providing ongoing support.

The role of the RAAC is to:

- Be a voice for local Aboriginal communities and Local Area Commands within the Region;
- Oversee the development of programs for youths, men and women;
- Monitor the implementation of the Aboriginal Strategic Directions; and
- Provide feedback to the Commissioner of Police through the PASAC.

### RAAC Terms of Reference

- Maintain links with the LACAAC.
- Resolve issues identified at a local level, which could not be resolved at the LACACC.
- Maintain links through both Aboriginal community representatives and Region AJAC representative.
- Monitor the implementation of the Aboriginal Action Plans.
- Liaise with the Corporate Spokesperson for Aboriginal Issues.
- Refer matters with statewide implications to the Corporate Spokesperson for Aboriginal Issues.

## **Police Aboriginal Strategic Advisory Council (PASAC)**

The PASAC meets twice a year and is chaired by the Commissioner. The Aboriginal Coordination Team provides Executive Support for PASAC. Membership of PASAC includes the NSW Police Corporate Spokesperson for Aboriginal Issues, representatives from the Aboriginal Justice Advisory Council, the Department of Aboriginal Affairs, the Ombudsman's Office, the NSW Aboriginal Lands Council and the Aboriginal and Torres Strait Islander Commission. The community is represented through the NSW Police Regional Aboriginal Advisory Committees.

The role of the PASAC is to:

- Oversee the implementation of the Aboriginal Strategic Direction;
- Monitor the performance of the LACACC and the RAAC;
- Monitor corporate Polices on Aboriginal justice issues;
- Identify solutions to Aboriginal issues that have statewide implications.

### **PASAC Terms of Reference**

- To provide advice to NSW Police on the delivery of fair, just and equitable services to all Aboriginal people
- To identify, advise and deal with issues that contribute to the involvement of Aboriginal people as victims of crime or offenders
- To monitor achievements in meeting the objectives of the Aboriginal Strategic Direction
- To promote policies and strategies which contribute to improving the relationship between Aboriginal people and Police
- Maintain links with the Aboriginal Justice Advisory Council and refer matters with broad justice implications to that Council

## **5. Aboriginal Support Groups**

Aboriginal Support Groups have been established in NSW Police since 1995. Their primary function is to provide quality support to Aboriginal victims of crime and offenders. Members of Aboriginal Support Groups are volunteers who can be called on by Police on a twenty-four hour basis.

A Terms of Reference, Guidelines for the establishment of Aboriginal Supports Groups and a model of best practice have been prepared by the Aboriginal Coordination Team. NSW Police will continue to establish and maintain Aboriginal Support Groups across NSW.

# SECTION FIVE

## Our People

### 1. The Right People for the Job

#### Police

It is important that officers understand the communities in which they work. In Aboriginal communities, proactive initiatives can improve contact.

Getting to know the community and developing partnerships are essential for effective policing. Accordingly, Police posted to LACs with significant Aboriginal populations should be assessed for their suitability. This assessment will include:

- Their attendance at Aboriginal Cultural Awareness training;
- Their views on how they envisage improving relationships and developing partnerships with Aboriginal people;
- Representatives of the Local Area Command Aboriginal Consultative Committee participating on selection panels; and
- All new officers posted to the Command to spend two weeks working from within an Aboriginal community organisation or appropriate service provider prior to their operational placement.

#### Aboriginal Community Liaison Officers

ACLOs are employed to liaise, develop and maintain open communication with the Aboriginal community. With time, the ACLO role could expand to identify and assist in the development of Aboriginal Action Plans and other crime prevention initiatives within their community.

While ACLOs are not Police Officers, they are field-based and require ongoing training and development that enables them to provide appropriate advice and assistance to the community. NSW Police will continue to employ ACLOs in areas of need and will seek to ensure that female ACLOs are available to cater for women (“women’s business”).

ACLO forums are established across NSW Police to allow ACLOs to discuss many aspects of their work and to seek resolution of workplace issues. This also includes identifying trends across LACs and “Best Practice” methods of managing Aboriginal issues locally. NSW Police will continue to hold the annual ACLO State Conference with ACLOs and their Commanders or Crime Managers and ensure that a quality service is provided to Police and to the Aboriginal community.

## **Aboriginal Recruitment**

Employing people of various backgrounds, skills, different points of view and life experiences assists in changing the culture of an organisation. NSW Police has an organisational presence in most towns across the State and is uniquely placed to offer employment in areas where other government agencies cannot.

NSW Police is committed to attracting Aboriginal people to employment. NSW Police will seek innovation in Aboriginal employment not only for full-time positions, but in the use of Community Development Employment Projects, scholarships, traineeships, cadetships and temporary and part-time employment opportunities. Much of this will be achieved through the Aboriginal Employment Strategy administered through Human Resource Services.

## **Education, Training and Development**

The education, training and development of Aboriginal employees is crucial both for ongoing job satisfaction and for career progression. This means that Police need to be informed of the many social issues confronting the Aboriginal community and their impact on the community. This understanding can be achieved through Aboriginal cultural awareness training, but it should not be limited to training.

While all officers should be aware of Aboriginal issues, such awareness is particularly relevant for those officers who are, or will be posted to communities with significant Aboriginal populations.

NSW Police currently addresses the education of Police through the Constable Education Program and through continuing training. As policies and legislation change or are introduced, further education, training and development is necessary. Much of this training will be delivered locally.



# SECTION SIX

## Our Links

### 1. Local Area Commands targeted for implementation of the Aboriginal Strategic Direction

The rollout of the ASD will focus on the following LACs:

- |                      |                             |                         |
|----------------------|-----------------------------|-------------------------|
| 1. Orana LAC         | 2. Richmond LAC             | 3. Mid North Coast LAC  |
| 4. Darling River LAC | 5. Barwon LAC               | 6. New England LAC      |
| 7. Barrier LAC       | 8. Castlereagh LAC          | 9. Coffs/Clarence LAC   |
| 10. Oxley LAC        | 11. Canobolas LAC           | 12. Far South Coast LAC |
| 13. Griffith LAC     | 14. Redfern LAC             | 15. Lake Illawarra LAC  |
| 16. Lachlan LAC      | 17. Wagga Wagga LAC         | 18. Penrith LAC         |
| 19. Shoalhaven LAC   | 20. Manning Great Lakes LAC |                         |

In addition to these 20 LACs, Newcastle and Mt. Druitt LACs will also be included in the rollout due to their significant population of Aboriginal people. The Aboriginal Coordination Team will also identify and assist other LACs that would benefit from implementing these Objectives and Strategies.

### 2. Links to other corporate documents

#### Commissioner Performance Agreement

Under the Objective “Communication – Positive Relationships” a priority for the Commissioners Performance Agreement identifies the need to:

- provide leadership to build morale and community confidence;
- maintain effective working relationships with community groups including those of a culturally diverse background;
- require demonstration of receptiveness of local Police to community concerns; and
- use of local surveys to determine community priorities and concerns.

This Objective will ensure that there is corporate support for the ASD in meeting its stated goals and will assist the Commissioner in fulfilling the requirements of his Performance Agreement.

## NSW Police Corporate Plan

The following extracts from the current Corporate Plan indicate how ASD themes are linked to the overall corporate focus for the Police and community.

### **Mission**

To have Police and the community working together to establish a safer environment by reducing violence, crime and fear.

### **We Value**

Customer focus and teamwork.

- Objectives - Reduce crime and violence to maximise the community's sense of safety and security. Deliver effective, appropriate quality policing services.
- Overall Strategy – Community policing with the Local Area Command as the centre of service delivery.
- Overall Success Measure – A high level of community confidence in police and satisfaction with policing services.
- Guiding Principles - have local police, supported by specialist units, work in close partnership with their communities; reduce fear; identify and analyse customer needs and tailor services and programs to provide quality policing service; give consideration and practical assistance to vulnerable members of the community; develop strong working partnerships with other agencies to provide effective crime prevention and community safety strategies.
- Public Satisfaction and Police responsiveness - To meet the needs of the public in an open, ethical, professional and appropriate way. Responsiveness to calls for service; proportion of resources at front line; external customer satisfaction with service quality and availability; Police visibility; confidence in Police.

### 3. Supporting Resources

NSW Police has established the following to assist in its management of Aboriginal issues.

- The position of Corporate Spokesperson for Aboriginal Issues (Assistant Commissioner);
- Aboriginal Coordination Team (policy unit of NSW Police);
- Aboriginal Community Liaison Officers (link between community and Police);
- Aboriginal issues in the Diploma of Policing Practice (administered through the Police College);
- Young Offenders Legal Referral;
- Cautioning Aboriginal Young People protocol;
- Aboriginal Knowledge Map (Intranet site);
- Aboriginal Risk Assessment Matrix (for LACs);
- Recommendations from the ACLO State Conference;
- ACLO Induction Package;
- Aboriginal Employment Strategy;
- Youth Policy Statement 2002 - 2005;
- Domestic Violence, Policy and Standard Operating Procedures;
- Investigation and Management of Adult Sexual Assault, Policy and Standard Operating Procedures;
- Community Development Enterprise Project (CDEP) partnerships.

### 4. Monitoring, Performance and Review

The means to measure NSW Police against the objectives and strategies in this document will be:

- Operations and Crime Review;
- LAC Aboriginal Action Plans
- Command Management Framework
- Regional Aboriginal Action Plans
- Crime Prevention Strategies
- Community Safety Audits
- Links to the Corporate Plan
- COPS events and other data, trends or statistics
- Performance Agreements of Senior Police and Corporate Management

# SECTION SEVEN

**Table 1. Summary of Key Issues**

<b>Issue</b>	<b>Action</b>	<b>Outcome</b>
Identify Local Area Commands to implement the Aboriginal Strategic Direction	Through analysis of COPS and Enterprise Data Warehouse identify priority LACs (based on Aboriginal people proceeding to court, types of offences and level of contact).	Assess factors that bring Aboriginal people under notice. Resources focussed to areas of greater need.
Aboriginal Measures in Performance Agreements	Management of Aboriginal issues is included in the Performance Agreements of Region and Local Area Commanders and other senior officers that impact/influence decisions on policing Aboriginal communities or the provision of resources to Police.	Commanders and senior officers will be held accountable to improve Aboriginal /Police relationships. Commanders will ensure that all officers within the LAC are aware of their responsibility.
Local Area Command Aboriginal Action Plans	LACs will develop Aboriginal Action Plans based on the ASD and an analysis of Aboriginal issues in the LAC.	The management of Aboriginal issues is addressed in a pro-active manner with strategies linked to key issues.
Local Area Command Ownership	Action plans strategies or programs developed by the LAC will be promoted as a whole-of-command initiative.	Ensure continuing implementation regardless of whether there are any changes of Commander, management or other positions within the LAC.
Aboriginal Community Ownership	Action plans strategies or programs developed by the LAC should be done so in consultation with the Aboriginal community to ensure community ownership and support.	Police and Aboriginal community working in partnership toward agreed goals.
Resource implications for priority LACs	NSW Police to assess resource implications for priority LACs and how additional resources can be provided.	Increased level of success by providing appropriate resources to meet targets in Action Plans.
Funding Options	LACs investigate options for external funding to support (where necessary) the strategies identified in LAC Action Plans.	Submissions for external funding to support Action Plans are developed and lodged by the LAC in partnership with the Aboriginal community.
Community Support Options	LACs investigate what resources are available within the community to support (where necessary) the strategies identified in LAC Action Plans.	Police and Aboriginal community to make best use of available resources through coordination and consultation with service providers.



Issue	Action	Outcome
Flexible Implementation	NSW Police to use the ASD as a guide in the management of Aboriginal issues. The ASD should also be flexible to adapt to local needs.	Focus on key issues in the LAC, not waste resources trying to implement ASD strategies that may not be relevant to particular Commands
Dedicated "O" Positions (Aboriginal Community Liaison Officer, Domestic Violence Liaison Officer, Youth Liaison Officer, Community Safety Officer etc)	Establish dedicated "O" positions to provide a continuing and responsive service to Aboriginal people and to meet the operational requirements of the LAC.	Trained specialists available within the LAC to manage a range of issues impacting on Aboriginal people.
Police and Community Youth Clubs (PCYC)	Police and Aboriginal communities in partnership with PCYC, assess programs and activities provided against the expectation or needs of Aboriginal people.	Greater use of PCYC by Aboriginal people.
Corporate Responsibility	All corporate areas to identify how they can assist or support the implementation of the ASD. Corporate policies, programs and plans are reviewed to ensure that they do not directly or indirectly have a negative impact in the attainment of the objectives and outcomes described in this document.	All corporate areas will assess how they can assist in meeting the objectives or how they may improve practices to support the implementation of the ASD. All policies, practices or procedures are reviewed to ensure that they are not in conflict with the ASD.
Spokesperson for Aboriginal Issues Responsibility	Promote awareness of a range of Aboriginal issues and their implication (or otherwise) for Aboriginal people and Police. Provide advice and support corporate policy direction. Provide support to PASAC, RAAC and LACACCs.	Ensure strategic focus on Aboriginal issues
Aboriginal Coordination Team Responsibility	Provide policy advice to NSW Police. Monitor and report on a range of Aboriginal related issues. Monitor and evaluate LAC Aboriginal Action Plans and promote their success within NSW Police. Support ACLO's and Police in day to day operations. Monitor and provide support to PASAC, RAAC and LACACCs.	Ensure strategic focus on Aboriginal issues

**Table 2. Other initiatives that will be implemented to support the Aboriginal Strategic Direction.**

The initiatives described in the following tables are from the Independent Evaluation (refer to Section 2:1) and will be implemented across NSW Police. These initiatives will assist in achieving the Objectives and Strategies described earlier in this document. NSW Police will report on their success through the Corporate Spokesperson for Aboriginal Issues, the Aboriginal Coordination Team and to the Police Aboriginal Strategic Advisory Council, which is Chaired by the Commissioner.

<b>Complaints Against Police</b>	
NSW Police will:	In consultation with the Ombudsman's Office, utilise current data as baseline data for monitoring and future assessment of complaints against Police made by Aboriginal people and compared with non-Aboriginal people.

<b>Use Of Offensive Language, Offensive Conduct, Resist Officer Or Assault Officer Charges.</b>	
NSW Police will:	Improve the examination and monitoring of the use of offensive language and conduct charges.
	Monitor performance indicators on the proportion of Aboriginal adults/ juveniles arrested and charged with offensive language, conduct, resist or hinder officer, assault officer and /or intimidate officer.
	Improve the recording, monitoring and analysis of data information on the Computerised Operational Policing System (COPS) regarding performance indicators on offensive language, offensive conduct, resist or hinder officer; assault officer and/or intimidation of Police charges against Aboriginal and non Aboriginal persons.
	Support an independent assessment of the impact of the legislative provisions on offensive language and conduct in the maintenance of public order and safety. Develop appropriate indicators and methodology to assess the circumstances surrounding these arrests.
	Include in training at the Police College and LACs a review of a range of offensive language or conduct matters. Training is to be based on examples of Positive Practice Case Studies and Poor Practice Case Studies.

<b>Operations and Crime Review (OCR)</b>	
NSW Police will:	Ensure that the corporate direction and policing strategies deriving from the OCR process do not contradict and undermine the implementation of the NSW Police Aboriginal Strategic Direction.
	Ensure that the indicators at LAC local business management plans and at OCRs include those set out in the Aboriginal Strategic Direction.
	Ensure the corporate goal of crime reduction includes the broader concept of crime prevention.
	Ensure that it develops and adopts problem solving and community policing approaches with bottom up, participative decisions with local Aboriginal groups.
	Renew its commitment to the implementation of Recommendation 188 of the Royal Commission into Aboriginal Deaths in Custody regarding self-determination.
	Develop baseline information (before or at the start of implementation) for comparison with future progress and performance.
	Report on outcomes according to Aboriginal Strategic Direction's indicators or output measures.

<b>Police Custody and Cell Detentions</b>	
NSW Police will:	Aim to reduce the number of Aboriginal people in Police custody, reduce the risk of deaths in custody; and minimise the entry of Aboriginal people into the criminal justice system.
	Readily provide demographic information so that the divisions into adults and juveniles are made automatically accessible.
	Ensure that the recording of Police cell detention is redesigned, amended and enhanced.
	Ensure that LACs improve notification and monitoring procedures whenever an Aboriginal person is arrested or placed in Police custody.
	Report on the number of notifications to appropriate agencies when an Aboriginal person had been taken into custody and the number of Aboriginal people actively involved in Lay Visitor Schemes within the LACs.
	Through relevant LACs, Aboriginal Consultative Committees and local Aboriginal interagency meetings identify any lack of local support services to Aboriginal people that may hinder the implementation of these initiatives.

<b>Aboriginal / Police Liaison</b>	
NSW Police will:	Ensure presence of Aboriginal representatives from different agencies and/or different local Aboriginal communities in the selection and appointment of ACLOs.
	Target female applicants and/or apply special exemptions from the NSW Anti Discrimination Board for specified female designated ACLO positions.
	Identify appropriate mix of skills, capacities, experience in the selection criteria process, in order to develop community education or adult training, disseminate information, understand issues of domestic violence, victims needs and support in domestic violence and the AVO process.
	Continue to provide training and development for ACLOs.
	Identify areas of conflict of duty in the role of ACLOs when dealing between Aboriginal victims and Aboriginal offenders (Through consultation with ACLOs, LACs and representatives of Aboriginal organisations). Establish protocols to address the role of ACLOs where conflict arises.
	Support ACLOs to develop strategies to improve the reporting of offences to Police when Aboriginal people have been victimised.
	Improve the flow of information to ACLOs concerning new legislation in order to improve communication and understanding between NSW Police and Aboriginal communities.
	Improve consultation, involvement, participation of ACLOs in LAC planning, and management including policing operational strategies.
	Utilise ACLOs role in all activities, training, information dissemination etc..
	Develop and provide a local Police induction for new Police posted to communities with a significant Aboriginal population.
	Support Police youth and domestic violence liaison officers to be based at Aboriginal community organisations at scheduled times.
	Support the involvement of junior operational Police to attend interagency meetings and informally visit Aboriginal community services.
	Ensure the effective operation of the Aboriginal Coordination Team by the provision of appropriate staff.
	Ensure that Police Colleges' Aboriginal Education Unit is appropriately resourced and staffed.
Where possible, hold meetings with the Aboriginal community at an Aboriginal venue.	

<b>Domestic Violence and Other Offences</b>	
NSW Police will:	Assist in the development of strategies by local Aboriginal groups for addressing domestic violence. Provide information to victims about the apprehended violence order (AVO) process and support the victims appearing in court.
	Support the domestic violence liaison officer (DVLO) to establish working relationships with local Aboriginal women's services, refuges or community groups. Work rosters there to assist with information, applications, AVO's, statements etc.



	Provide Police and ACLOs with continuing training on domestic violence issues and awareness at the Police College and local training days. Include delivery of training by other professionals or community workers including Aboriginal women.
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<b>Legal Treatment Process</b>	
NSW Police will	Examine and monitor performance indicators on the use of different legal treatment processes (such as, arrested and charged, field court attendance notice (FCAN), court attendance notice (CAN); summonsed; cautioned; conferenced), by tasking specific staff with the responsibility to provide yearly reports.
	Task specific staff with the responsibility to access, monitor and provide analysis reports as described above and provide this information to the Corporate Spokesperson for Aboriginal Issues.
	Analyse the ratio of Aboriginal females compared to non Aboriginal females arrested, charged, FCAN, CAN, cautioned, youth conferenced, infringement notices issued.
	Ensure performance indicators on arrests are monitored for the following outcomes: a reduction in the proportion of Aboriginal to the total number of arrests; a reduction in the number of Aboriginals in the age group of 10 to 14 year olds who are charged; and a reduction in the proportion of Aboriginal juveniles arrested for any minor offences which could have been cautioned or conferenced.
	Monitor the increase in the use of cautions for all Aboriginal juveniles and an increase in the older age group of 15 to 17 year old Aboriginal juveniles in proportion to the younger age group of 10 to 14 years olds.
	Monitor the increase in the conferencing percentage of the older age group of 15 to 17 year old Aboriginal juveniles in proportion to the younger age group of 10 to 14 year olds and an increase the use of youth conference referrals by Police.
	Enhance the COPS system to enable easy access, retrieval of data information on the age groups of adults and juveniles; the gender breakdown by Aboriginality and non-Aboriginality and provide appropriate training to ensure correct entry of data.
	Ensure the use of capsicum spray is monitored and recorded and that the Ombudsman review the relevant Standard Operating Procedures to minimise inappropriate, unprofessional, dangerous or unsafe practices.
	Through the Regional Aboriginal Advisory Committees (RAAC), LAC Aboriginal Consultative Committees (LACACC) and Police Aboriginal Strategic Advisory Council (PASAC) assist in developing strategies to implement and maintain Night Patrols run by local Aboriginal communities.

**Use of Crimes Legislation Amendment (Police and Public Safety) Act**

NSW Police will:

Task staff to provide regular monitoring reports on the use of the Crimes Legislation Amendment (Police and Public Safety) Act by Aboriginality and report on any level of over-representation of Aboriginal people.

Monitor the use of the Crimes Legislation Amendment (Police and Public Safety) Act, through the development of a range of performance indicators.

Seek to deliver information sessions to the Aboriginal community in conjunction with the NSW Ombudsman regarding the relevant provisions of the Crimes Legislation Amendment (Police and Public Safety) Act.