

REPORT OF PROCEEDINGS BEFORE

GENERAL PURPOSE STANDING COMMITTEE No. 3

INQUIRY INTO POLICE RESOURCES IN CABRAMATTA

At Sydney on Monday 14 May 2001

The Committee met at 10.00 a.m.

PRESENT

The Hon. Helen Sham-Ho (Chair)

The Hon. R. H. Colless

The Hon. R. D. Dyer

The Hon. J. Hatzistergos

The Hon. G. S. Pearce

Ms Lee Rhiannon

The Hon. I. W. West

CHAIR: I declare this meeting open. This is the tenth public hearing held during the inquiry into police resources in Cabramatta. In addition to these formal hearings, the Committee has also held a number of informal consultations in Cabramatta and has visited a number of community facilities in Cabramatta. Today's hearing is an extension of the very full hearing held last Friday with Assistant Commissioner Small, Commander Hansen and Crime Manager Wallace. The purpose of today's hearing is to enable the Police Service to respond to the evidence that has been taken by the Committee to date. In order to enable the service to provide a considered response, the service has been provided with access to all of the submissions made public by the Committee, to the transcripts of previous public hearings and consultations. Furthermore, last month a set of 23 questions on notice was forwarded to the service. On Friday, Assistant Commissioner Small tendered a document setting out written answers to most of those questions. This document will no doubt form the focus of today's hearing.

Before the hearing commences I would like to note that there remain a number of sources of information and further evidence which the Committee will need to consider and presumably seek a response from the service before reporting to Parliament. Firstly, last Friday evening I had a telephone conversation with Chief Constable David Westwood, of the Humberside police. As a result of that conversation, which follows correspondence between us, arrangements will be made for a discussion by video conference between Committee members and Mr Westwood and Mr Dan Crompton of Her Majesty's Inspector of Constabulary, who I understand are two of the leading authorities in the United Kingdom in the area of police relations with ethnic communities.

Just as the New South Wales Police Service has been undergoing significant cultural change in the area of ethical policing, the various police services in the United Kingdom have been going through a process of profound cultural change in the area of relations with ethnic communities and community consultation generally. I believe the recent developments in the United Kingdom may be of direct relevance to the policing challenges faced in Cabramatta.

Secondly, last week the Committee received two submissions which will be considered in the Committee's deliberative meeting this afternoon. The Committee will need to decide whether those submissions should be made public and whether to take oral evidence from the submission's authors. Clearly, if either of those things are to occur, the Police Service will need to be provided with an opportunity to respond to the submissions or evidence. That will be decided later. I welcome Mr Jarratt and Mr Ian Temby. Some formal questions need to be asked before we commence the hearing. Mr Temby will not be sworn.

JEFFREY THOMAS JARRATT, Police Officer, 14-24 College Street, Sydney, sworn and examined:

CHAIR: In what capacity do you appear before the Committee?

Mr JARRATT: As Deputy Commissioner of Police.

CHAIR: Did you receive a summons issued under my hand in accordance with the provisions of the Parliamentary Evidence Act 1901?

Mr JARRATT: Yes, I did.

CHAIR: Are you conversant with the terms of reference of this inquiry?

Mr JARRATT: Yes, I am.

CHAIR: If you should consider at any stage during your evidence that in the public interest certain evidence or documents you may wish to present should be heard or seen only by the Committee, the Committee would be willing to accede to your request and resolve into confidential session. However, I warn you that Parliament may override that decision at any time and make your evidence public, as has been done before. Would you like to make an opening statement before the Committee members ask questions?

Mr JARRATT: If it is acceptable to the Committee I have a lengthy response to the questions which your Committee referred to the Service. If agreeable I will read onto the record much of that and some other material that I would like to present. It is a matter for your determination as to whether I begin with that or whether you wish to put questions to me initially.

CHAIR: We will start with your statement.

The Hon. R. H. COLLESS: Perhaps Mr Jarratt could give an indication of how much time that will take because we ran into problems last Friday with Mr Small's submission, which took longer than expected.

CHAIR: That is a good idea. How long do you expect it will take, Mr Jarratt?

Mr JARRATT: There are 14 or 15 pages to read onto the record. In time, it will take 25 minutes or half an hour.

CHAIR: Will start with your statement and hold questions until later, because we can read the questions and answers.

Mr JARRATT: Obviously I will make this material available to the Committee in written form. I will not address every one of the 23 questions because, as you have already identified, Assistant Commissioner Small did address some of them, but I will add some information to what he has provided. First, in relation to question two that details be provided of the City Watch program announced by the Premier on 22 March, and would operate in a similar way to the Business Watch program, and will police officers with language skills and well-established links to the community be active participants in the program?

My response is that the Community Relations Commission has carriage of this initiative. Police officers in Cabramatta have been involved in such programs designed to bring together local businesses and other community stakeholders to exchange information and develop solutions to local crime. Cabramatta has several consultative committees which include youth and police, Cabramatta Police and Community Training Project [PACT], Fairfield Migrant Interagency, Cabramatta Customer Council, Premier's Department, Cabramatta Project Management Reference Group, and the Fairfield Drug Action Team. A number of police officers including the local area commander and the region commander have invested considerable time and energy in servicing the needs of existing networks and consultative committees in Cabramatta.

These commitments need to be balanced with potential involvement in the City Watch program as well as the high demands placed on police resources by the community to patrol the local area. With this in mind the service will participate in ways that do not duplicate the outcomes of its current involvement and with local consultative initiatives in Cabramatta. Question three related to officers from non-English speaking backgrounds. It asked what strategies the Police Service currently pursues to recruit officers and civilians from non-English-speaking backgrounds and other bilingual speakers.

Over the past 20 years the service has done just about everything that most government agencies in this State have done in this area. This has included New South Wales Police Service representatives attending relevant career days and expos in schools and universities, advertising and liaising with our ethnic community liaison officers to assist with identifying opportunities for new recruitment. However, we realised quite some time ago that we need to do a lot more to ensure that the cultural and linguistic backgrounds of our employees are representative of our wider society. Hence, we have taken primary and secondary research to map the range and complexity of factors that impact on the ability of the Police Service to recruit people from non-English-speaking backgrounds [NESB] and then to retain them.

These documents represent work still in progress. I would like to give some factors to illustrate that within the wider community there is not sufficient understanding of the issues that impact on the ability of the Police Service to recruit and retain NESB officers. I have a number of attachments to include with the submission. Perhaps the most critical factor is the assumption by many people in society that a person of non-English-speaking background is somehow automatically able to provide culturally competent and sensitive customer service. For example, an NESB police officer may feel that police need to be tougher in dealing with crime, particularly in areas with a large number of residents of the same cultural background as that officer and may, in fact, support strategies that both the Police Service and some community stakeholders would reject as inappropriate.

We cannot make this assumption and, hence, our current recruitment and retention strategies are being developed with a rationale that we need police officers who are culturally competent and representative of the racial and linguistic diversity of our community. Specifically, our research has identified the following factors which I bring to the attention of the Committee. Some of the attitudes to policing as a career option among young people and parents and guardians of culturally diverse backgrounds are based on policing experiences from other parts of the world where police may be viewed as a para-military arm of government, or dictatorships.

Some negative attitudes are shaped by the negative media portrayal of policing in New South Wales which can result in heightened belief in some sections of our community that corruption and racism are rife in the Police Service, that the service is not committed to meeting the needs of the client groups of culturally and linguistically diverse backgrounds, and that the policing profession is not a desirable career option. Although my intention is not to overemphasise the media's role, it is important to recognise that negative publicity has a range of implications, such as the impact of the effectiveness of recruitment marketing, job satisfaction levels of new and experienced police of non-English speaking backgrounds and those of English speaking backgrounds since culturally appropriate service provision is the goal of all officers.

The impact on public trust and confidence in police, the impact on the retention of police, particularly those from non-English-speaking backgrounds. Additional pressure on the Police Service and its resources to meet recruitment targets and enhance retention rates. Ladies and gentlemen of the Committee, you may be interested in a quote from the service's senior programs officer for ethnic affairs on her experiences as a civilian employee of non-English-speaking backgrounds. She said:

One of the greatest difficulties that I have experienced in my work with the Police Service is prejudice, ridicule and lack of support, not from the people within the Service but from people in the wider community, including academics, journalists and people who claim to work for enhanced social justice and yet are dismissive about the fact that I work for an organisation that to me represents the cutting edge of social justice. People of NESB who choose to work for the NSW Police Service have to have a greater dose of confidence, competence and communication skills to be able to cope with the challenges from the wider community and no support network can adequately prepare somebody for that level of challenge

The Hon. I. W. WEST: Who was that quote from?

Mr JARRATT: The senior programs officer for ethnic affairs. We have heard suggestions from external stakeholders that we should consider placing non-English-speaking background police officers in local area commands that have a large number of residents of the same racial, language, cultural backgrounds. There is considerable research on this subject and the conclusion is—and I quote from John Casey's work:

... it [is] highly undesirable to designate minority officers to their own communities unless they express a specific preference to serve there.

Leishman, Loveday, Savage and Casey have all concluded from their research on the placement of police officers of non-English-speaking backgrounds in areas where there is a significant number of residents of the same cultural background, that they are likely to experience difficulties in their relationships with their own communities; that they are placed in greater risk of being harassed and held accountable by members of their own communities for action that is not the responsibility of that police officer; there is the potential of pressure, rejection, harm and lack of respect from their own communities; they are an easy target for some sections of that community.

I would like to draw your attention to the recently endorsed national recruitment and retention strategic framework for Culturally Competent Police Organisations by the National Police Ethnic Advisory Bureau [NPEAB]. The New South Wales Police Service has played a key role in the development of the framework, and for your information Assistant Commissioner Bruce Johnston of the Macquarie region, the corporate spokesperson for ethnic affairs in the New South Wales police, is the Chair of that advisory panel.

The New South Wales Police Service commenced work on a multicultural employment strategy in 1996. While the strategy was being developed in consultation with a range of community and police stakeholders there were an increasing number of discussions being co-ordinated by the [NBEAB] at a national level involving all Australian police jurisdictions. At its second workshop in September 2000 the NPEAB hosted a week of sessions, including presentations by Professor Mary Kalantzis of the Royal Melbourne Institute of Technology University in Melbourne—Mary is seen as the guru on productive diversity—to develop a national framework for police on recruitment and retention from non-English-speaking backgrounds. At the March 2001 police commissioners meeting this framework was endorsed unanimously. I would like to table the national document, which represents very sophisticated thinking on the issue of recruitment into policing from non-English-speaking communities.

The ethnic affairs team, in collaboration with relevant sections of the Police Service, is now adapting the 1997 multicultural employment strategy as an implementation plan for the national framework. Again this, too, will be done in consultation with the Community Relations Commission, councillors on the Police and Ethnic Communities Advisory Council and other police and community stakeholders. In terms of the service utilising the skills of officers and employees in languages other than English, the New South Wales multicultural employment strategy will address this issue. It is important to recognise that Australia's history over the last 200 years or so has been largely based on a monolingual perspective. Unlike countries like Malaysia, Singapore and India bilingualism and multilingualism has not been a defining characteristic of the dominant groups in our society. The New South Wales Police Service recognises the immense social and economic value of linguistic diversity and its role in effective customer service.

In addition, I would like to mention that a language services review has been in progress in the Police Service as part of our ethnic affairs priority statement or our EAPS plan, as we call it. This will cover specific issues related to the payment of a community language liaison scheme, accountability in terms of police use of interpreters and quality of interpreters services provided to a number of organisations. Most importantly, the review will focus on ways in which we can utilise the language skills of our employees. It is important to emphasise that given the delicate nature of policing work, bilingual and multilingual skills have to be used with considerable care. Each officer needs to be able to clearly identify the line of demarcation between language assistance for customer service, public relations purposes and those matters which may proceed within the criminal justice system and which require the services of professional and accredited interpreters.

In relation to question 4 with regard to ethnic liaison officers and how many are currently employed at Parramatta, how many are full-time positions, how recently have their job descriptions been reviewed, to whom do they directly report, are their working hours able to be made more flexible so as to attend evening and weekend community events, to what extent do they conduct training of

other staff, has their role been promoted in local and ethnic media: the ethnic community liaison [ECLO] program was reviewed recently. Firstly, the ethnic community liaison program began in 1987 as a pilot program in Fairfield area. The program underwent an extensive and comprehensive review as part of the 1997-98 EAPS process of the New South Wales Police Service in recognition of its critical significance as a means of enhancing communication between police and non-English-speaking background communities. The recommendations from the review were endorsed by the commissioner in October 2000 and are currently being actioned.

The consultation process that formed the review was lengthy and thorough, occurring over an 18-month period. It included focus groups, surveys and consultations with key agencies such as the Ethnic Affairs Commission, the Ombudsman's Office and the Ethnic Affairs Community Council, community groups, community representatives, current ECLOs, regional commanders, local area commanders, rank and file police officers and other police jurisdictions on models for programs. As to the roles and responsibilities of ECLOs, the responsibility of ECLOs to meet both community and policing needs more effectively was a major finding of the review. The revised statement of duties for ECLOs and selection criteria for new ECLOs thus emphasise the necessary role and tasks that police and community representatives identified as critical to enhance service delivery. I have a copy of the new statement of duties, which I will make available to be committee.

Another critical issue raised by the review overwhelmingly by the community representatives was the inappropriate and narrow use of ECLOs as interpreters, that is, disproportionate importance given to the language abilities of ECLOs. The review confirmed that view held by the Police Service that cross-cultural competencies in our employees needed to be emphasised over linguistic abilities alone. ECLOs are required to work with a wide range of cultural and linguistic groups, thus their ability to recognise diversity, adapt their communications to respond to the language styles, needs and expectations of others, use culture as a productive resource both in the workplace and out in the community determines their cultural competence. This is vastly different to ECLOs using their second language to interpret primarily for community members from their own cultural and linguistic backgrounds. The former is reflected in our revised selection criteria and advertising for the ECLO positions. There is also attached an advertisement criteria for ECLOs from April 2001.

As to current ECLOs at Cabramatta and reporting structures, there are three-full-time ECLOs currently employed at Cabramatta. All ECLOs now operate under the guidelines of the revised duty statements. ECLOs are part of the crime management unit within the command and report to the crime co-ordinator for operational matters and day-to-day supervision. Professional development training and support for them is provided by the ECLO program co-ordinator based in police headquarters. As to flexible working hours, their working hours are in accordance with public service guidelines and under the flexible working hours agreement the standard band width is 7.00 a.m. to 7.00 p.m. Any variation to the standard band width must be in the form of a signed written agreement between the staff member and the manager. There is, thus, the flexibility for ECLOs to attend community events outside of their core working hours provided that the required accountability procedures are followed in terms of approval from their supervisors.

ECLOs currently attend community functions and events as necessary by negotiating their hours with their supervisors. With regard to the ECLO role in training of other staff, the revised role of the ECLO includes assistance in and contributing to the training and development of local area command personnel on issues relating to cultural diversity as well as advice to beat and general duties police on cultural diversity issues affecting their work. This is conducted both on an informal and formal needs basis. The ECLOs play a valuable role in supporting the training needs of police on cultural diversity issues. It must, however, be emphasised that ECLOs are not qualified trainers. Further, the New South Wales Police Service recognises the potential risks inherent in the delivery of cultural diversity training by staff who are not highly skilled facilitators in the area. There is a wealth of research on this and contemporary cultural diversity training discourse indicates the following:

If intercultural or race relations training is not skilfully designed and facilitated, it may backfire and actually perpetuate, reinforce or increase the level of stereotyping, prejudice, discrimination and racism that occurs within an organisation.

That is a quote from Monica Armour in Race Relations and Policing Taskforce, Canada. Promotion of the ECLO role: This is an ongoing activity and ECLOs are regularly profiled in local and community media. Promotion of the ECLO role is built into the core duties of these positions. Currently, the

ECLOs are working on a major promotion strategy for the program involving the production of a poster, flyer and newsletter. The flyer will explain the role of ECLOs and it is envisaged that multilingual information on the role of the ECLO will form part of this campaign. Two of the three ECLOs from Cabramatta are on the promotion working party for the ECLO program. Local and ethnic media will form part of the distribution network for this promotional material. As to cross-cultural training, firstly, I would like to present an overview of where the service is at in terms of police training on cultural diversity.

We have a comprehensive focus on cultural diversity issues in our recruitment training program in the Diploma of Policing Practice. In terms of workplace training we ensure that cultural diversity issues are addressed within every relevant training program, and mandatory training models. According to the National Police Ethnic Advisory Board guidelines of the hours of cross-cultural training for police in the New South Wales Police Service exceeded the recommended number of hours of tuition some time ago. The Police and Community Training Program [PACT] has provided the service with a significant opportunity to refine its position on cultural diversity training for police. I would like to table the latest PACT program newsletter, again an attachment here.

Our position on cultural diversity training is that the term "cultural diversity" is used to refer to diversity in all forms: value, ethnicity, language, religion, class, status, wealth, gender, disabilities, sexual orientation and so on. We recognise that there are models of best and worst practice in terms of cultural diversity training. Some of the best examples are where the starting point of cultural diversity training is the workplace, or the work itself; that is, there is little value in offering cultural diversity training in a way that is removed from the everyday reality of the trainee's work. Training programs that seek to present ethno-specific information only on cultural mores, norms and values in a stereotype manner can, in fact, be counterproductive.

In the United Kingdom Lord Scarman's report from the Brixton riots called for integrated police training with community participation. Similarly, in Toronto the race relations policy of the Metropolitan Toronto Police Service specifies that training is not a panacea for problems in local police community interactions. Our knowledge on cultural diversity training has been formed from many years of research and practice, and also from having councillors like Joanna Kalowski on the Police Ethnic Communities Advisory Committee [PECAC]. Ms Kalowski is considered to be an exceptional trainer on cultural diversity issues, and her work has been promoted by the Human Rights and Equal Opportunity Commission and the Anti-Discrimination Board. She was the trainer/co-ordinator for the Bankstown and Campsie PACT project, which consisted of a major focus on cultural diversity training for all police in those two local area commands. We also recognise that cultural diversity trainers need to be highly skilled and trained. To quote Monica Armour in Frankie Todd's article entitled "Professional Learning for Ethno-Cultural Diversity" based on Toronto Police":

If intercultural or race relations training is not skilfully designed and facilitated it may backfire and actually perpetuate, reinforce or increase the level of stereotyping, prejudice, discrimination, and racism that occurs within the organisation.

Finally, the New South Wales Police Service is in many ways at the forefront of police cultural diversity training and relevant innovative programs compared with other police in the jurisdictions. I am about halfway, am I going okay from a time point of view?

CHAIR: Yes.

Mr JARRATT: Question five is, "Do frontline Police in Cabramatta currently have written cautions or instructions regarding riots in custody? If so, in what languages and which agencies undertook the translation?" Multilingual information on cautions and conferences, as well as some aspects of custody riots, is available through translations of the Young Offenders Act, which was produced by the Police Service several years ago, as well as the information kit entitled "Drugs, Young People and the Law", which is the large document here. It is available in Arabic, Spanish, Chinese, Vietnamese, Khmer, Lao and English. I would like to table examples of both. In addition, the current Cabramatta PACT video education package contains visual and translated material on cautions, conferences and warnings under the Young Offenders Act, as well as stop, search and detain. These materials are available to all police in Cabramatta and other local area commands with the exception of the PACT resource, which will be available shortly.

Question 6 is, "Are officers stationed at Cabramatta for the first time required to undertake cross-cultural training? If so, what form does this training take? What voluntary training is available to Cabramatta staff?" I have already outlined considerable information on cultural diversity training in the service, including potential risks and benefits. If this question is alluding to the information that is provided to newly placed officers at Cabramatta on cultural values, norms and practices of specific cultural groups in the local area, then my answer is that the service has a more sophisticated position, which places the emphasis on integrating this type of information into policing practice through a range of training opportunities. For example, ECLOs are invited to present such information at local area command meetings consisting of all police and the commander in relation to specific problems that are encountered in the course of policing work.

The training provided to police and special police operations staff on drug issues in Cabramatta is delivered from a culturally diverse perspective. In terms of voluntary training at Cabramatta LAC, police participate in PACT projects where police community interaction is considered to be a change agent, a process of reciprocal awareness raising. Many officers complete distance education courses through a number of tertiary institutions, which are developed from the culturally diverse perspective. As I said earlier, the success of cultural diversity training depends on a range of factors, of which the skills and expertise of the trainer are paramount. The service has come a long way in terms of culturally competent policing services, and we are the first to acknowledge that we want to go much further. We have already identified our goals in terms of a more effective policing service for a culturally diverse New South Wales, and these will be shaped into our 2001-2004 ethnic advisory plan for the Commissioner. I will come back to some of these issues when I address question 12 on the PACT program.

Question 7 under "Police Community Support Services", "Does Cabramatta local area command currently have an active victim support program? If not, would such a program be valuable in building links with the community? Could it be used to conduct target hardening audits for businesses who are repeat victims of armed robbery or stealing?" Victim support is a key function of the Police Service in collaboration with a range of government and service delivery agencies, including the Office of the Director of Public Prosecutions, the Department of Corrective Services, the Department of Health and the Victims of Crime Bureau. The service's approach to victim support is centralised, but implemented at the local level to meet its obligations under the Victims Rights Act 1996 and the Charter of Victims Rights. The delivery of victim support services is the primary responsibility of the client prevention officer [CPO] located at each local area command. The CPO is responsible for ensuring that victim services, referral and support are aspects of service delivery in each officer's interactions with victims of crime.

In November 1997 the Police Service published its Victims Support Policy and Procedures. This document underpins the approach of all service staff in addressing the needs of victims. In this way it is a standard component of each local area command's response to victims of crime. The policy and procedures outline the roles and responsibilities of service employees, and remind all staff of the statutory obligations under the Victims of Crimes Act 1996 to abide by the Charter of Victims Rights. It is therefore a service-wide initiative that is applied to the local context and make-up of the operations of each command. A victims card was developed to help officers meet their obligations under the Act as reflected in the Victims Support Policy and Procedures, and to assist them in providing practical follow-up assistance to victims of crime. The card is distributed to all local area commands and all victims of crime.

The card records the name of the officer in charge of the matter, contact details for the officer at the police station, and details of the event, including the COPS event number. The back of the card records information about the Charter of Victims Rights and contact details for the Victims of Crime Bureau, including a description of what it does. The card briefly provides information on accessing emotional support, victim impact statements, accessing information regarding the investigation of the crime, prosecution of the accused and the trial process, and obtaining victim's compensation. A number of training initiatives also accompany the service's approach to victims services. The mandatory continuing police education package, "Victims Rights", was developed to accompany the launch and assist with the implementation of the policy across all local area commands. Additional training on victims issues has been targeted at a number of areas since 1997, including new recruits, domestic violence liaison officers, crime prevention officers—these officers were formerly known as

community safety officers—and criminal investigators undertaking the investigation and management of adult sexual assault training program.

Question 8, "Does the Cabramatta local area command currently have an active volunteer policing program? If not, would such a program be valuable to police resources in the area?" Information on the Volunteers in Policing program was presented for consideration to the Police Ethnic Communities Advisory Council in 2000. The service is currently looking at Volunteers in Policing selection guidelines and marketing strategies in line with a number of observations made during that meeting. The council has recognised the benefits of the program, and also the potential risks of the role of volunteers in that operational landscape of the local area command. This includes inappropriate use of volunteers in volatile operational situations. Question 9 under "Policing and Ethnic Community Relations, "Does the Police and Ethnic Communities Advisory Council currently contain any representatives from Chinese, Vietnamese or other Asian communities? If not, why not?"

Membership of the Police and Ethnic Communities Advisory Council [PECAC] includes 12 community representatives. Currently one of these members is of Chinese-speaking background. Through the last selection process the service targeted several community organisations, including the Vietnamese Community of Australia (New South Wales Branch) with the invitation to nominate candidates for the council. This was a proactive step on the part of the service in addition to advertisements being placed in mainstream and ethnic press that was taken to attract candidates from a representative range of cultural backgrounds that also possessed the skills, experience and sensitivity required of council members. I should emphasise that appointment to PECAC is based on a rigorous merit-based selection process. The ethnicity of the applicant is not a primary determinant of their suitability for PECAC, as the council does not address issues on an ethno-specific or locality basis. It would therefore be inappropriate for council to recruit solely on the basis of an applicant's cultural or language background, or in preference to the skills and experience that an applicant demonstrated through the selection process and in relation to other applicants.

The terms of reference for PECAC were revised in April 2001. They outlined the main functions of the council, which draws on the skills and experience of its members to give direct quality advice to the Commissioner on policing issues in a multicultural context. The selection guidelines for membership and the conditions of appointment were also revised. They include the proactive and non-partisan involvement of members on the council in delivering information and providing advice on policy initiatives with the Police Service that may impact on relations with culturally diverse communities. Selection guidelines focus clearly on the skills of prospective council members and their ability to provide advice with reference to cultural diversity across cultures and communities. Half of the community positions on PECAC fall vacant on a rotational basis. Expressions of interest were called for five positions through mainstream and ethnic press, with the selection process to take place at the end of this month.

I would also like to note that the serving members of the council are experienced in their professional fields, and in working with a range of ethnic communities, not limited to those from which they come. The Commissioner has commended the work of the council, noting the outstanding calibre of its membership, and it is eager to maintain that standard through the selection process. PECAC is also aware that specific issues exist within the specific communities and localities, and has demonstrated that its breadth of expertise and knowledge allows it to address situations as they arise with precision and diplomacy. This is why the service has emphasised the importance of maintaining a membership that is flexible in its approach to working with a range of communities at representatives of cultural perspectives that are not specific to secure communities or cultures. Having said that, the selection committee is eager to receive applications from members of the Vietnamese and Chinese-speaking, and other Asian communities who have experience in policy development and community liaison, and who are committed to a non-partisan approach to building partnerships between police and culturally diverse communities.

Question 10 was: What is the current April 2001 formal police consultation process for gaining input from key ethnic communities in Cabramatta? The Cabramatta local area command engages in a range of direct consultation processes. While it convenes some of these it also participates in a range of consultative committees and forums that are driven by other government agencies and/or community organisations. Some of these have been detailed earlier. The main consultative channel for the command is the customer council. The council meets bi-monthly and

includes representation from the Cabramatta Chamber of Commerce, the Cabramatta Business Association, Neighbourhood Watch co-ordinators, school principals and residents. Police community consultation is facilitated through meetings attended by the local area commander and through the work of the ethnic community liaison officers.

In relation to question 11, I do not have a written response but I am happy to place my response onto the record. Question 11 was: What progress has been made in implementing the recommendations contained in the 1994 report of the Ethnic Affairs Commission entitled "Police and Ethnic Communities" and, specifically, what progress has been made in relation to the implementation of recommendations 21 and 24? Recommendation 21 was that patrol commanders consult community consultative committees to assist in the determination of operational police priorities for a local area and that this be included as a performance indicator for local patrol commanders. Recommendation 24 is that liaison and consultation activities be considered for inclusion as performance measures for the positions of patrol commander, patrol tactitioner and station sergeant.

The first point I make is that since 1994 the service has undergone a significant restructure and those positions no longer exist. Nonetheless, taken in the spirit in which it was proposed, there were 52 recommendations in that report and the service has implemented 50 of them. The other two can be said to have been implemented on the basis that we involve consultation with the community as an extensive part of the responsibilities of the local area commander, crime manager and duty officers at a local area command on a formal and informal basis. It has not yet been built in as a performance indicator of the review of local area commanders, although that is under current consideration.

I turn now to question 12, which was: What progress has been made in establishing a police and community training [PACT] program in Cabramatta? The Police and Community Training program has established eight projects across nine local area commands under the original funding for the program. Of the eight projects, two have been established in the Cabramatta area, with another at Fairfield. The first project that was established in Cabramatta was called Kids at Risk Excursions project [KARES]. Its aim was to target local young people at risk of criminal behaviour and to engage them in activities, workshops and excursions that allowed them to interact directly with local police in a safe context. The project, which began in May 1999, has provided a useful template for interactive learning and relationship building between police and young people and may be applied in future project funding under the PACT program.

The second PACT project in Cabramatta was established in January 2000 and is still in progress. The concept is a video education package around the role of police. The request for an informational video education package originated from the Cabramatta Customer Council as a result of community members identifying a lack of information within the community about key policing functions and roles. The video, called "A Question of Trust", explores community perceptions of local policing in Cabramatta and aims to inform communities about key policing and legal issues, such as bail, reporting crime, domestic violence and being interviewed by the police. The video runs for 25 minutes and is accompanied by a series of fact sheets designed to summarise and expand on the information presented in the video.

The first run of the package will include the fact sheets in English as well as in Vietnamese and Khmer. These languages were identified by the steering committee as the two highest priority languages. The committee and the PACT team will look towards securing funding to translate the fact sheets into a number of additional languages at a later date. The package is almost complete and is scheduled for launch in early July 2001. The local committee has started working on its distribution strategy to ensure that the education package will be used in the widest range of community settings as well as with police officers in the Cabramatta local area command. The package will also be a useful resource in education packages developed and adapted in local area commands and communities throughout New South Wales.

Permanent funding has been secured for the PACT program to continue. This funding will begin in July 2001 and will allow a range of new projects to be developed as well as current PACT models and resources to be adapted to the needs of other local area commands. One of these models is a training framework that was produced through the Bankstown-Campsie PACT project. The framework is a five-stage training package designed to engage police and community groups,

especially youth, in mutual learning and interactive environments. Cabramatta local area command has expressed an interest in being the first pilot for the adaptation of this framework.

The PACT team is eager to work with Cabramatta in developing its proposal for funding once the new funding for PACT comes on line in July. I also have as part of the material that I am tabling a copy of the latest PACT newsletter. I refer to question 23 regarding police powers: Are there any amendments to the legislation affecting police powers or the collection of evidence which the Police Service would still like to see in addition to those announced on 27 March? In simple terms, no. We are happy with the package that was announced on 27 March by the Premier. That concludes the material that I wish to read onto the record.

CHAIR: Do you have several documents that you want to table?

Mr JARRATT: I do, yes.

CHAIR: I think you wish to table about five documents. Do you wish to table those documents now?

Mr JARRATT: Yes. The first one is entitled "Culturally Competent Police Organisations: National Recruiting and Retention Strategic Framework." The second is the job advertisement for an ethnic community liaison officer and the attached role and statement of duties. The third is a document entitled "Information for Police and Ethnic Communities Advisory Council: Diversity and Cultural Awareness", an article by Dr Chris Devery, Head of the School of Operational Policing at the police academy. The third is the Police and Community Training—PACT—newsletter. The fourth is an article presenting a rationale for the PACT program written by Frankie Todd of the University of Leeds. The fifth one includes some pamphlets in various languages dealing with warnings, cautions and conferencing and a manual entitled "Drugs, Young People and the Law" in a variety of languages.

CHAIR: Is any of that material confidential, or can it all be made public?

Mr JARRATT: It can all be made public. There are no restrictions on its publication.

CHAIR: It is ordered that those documents be tabled.

Documents tabled.

CHAIR: Thank you, Mr Jarratt, for your answers, which were quite lengthy. I will read them again as I am particularly interested in ethnic community liaison officers [ECLOs] and community relations with police. At your last appearance before this Committee you indicated that the complex resource allocation formula from the early 1990s was no longer in use and that a new formula was being developed. Could you clarify the current methodology for allocating resources? What progress has been made since November 2000 in relation to the development of a new resource allocation formula?

Mr JARRATT: It is nearing completion. We will use that formula in the allocation of the additional 100 officers that will become available to us from 1 July. I am awaiting a report from the human resource development section of the service to advise on the currency of that. I expect that to be available to me by about the end of the month.

CHAIR: One part of our reference relates to the crime index which was used before, which has now been discarded. Until this new formula is in place what methodology are you using to allocate resources for Cabramatta, particularly having regard to the Premier's additional allocation? For example, how long are those officers to be stationed at Cabramatta?

Mr JARRATT: As you will recall, the Premier indicated that there will be 10 additional drug investigators and six bicycle unit officers. They will be going to Cabramatta and will become an integrated part of the strength at Cabramatta. That will increase the strength of Cabramatta by 16 people. That will come out of the additional 200 positions that the Government has granted in the next financial year. There were two sets of 100 to be allocated. One was to be mid-level drug law enforcement under Crime Agencies, and the other was to be 100 to general duties. It has been

determined that those 16 will come from mid-level drug enforcement and they will go directly to Cabramatta.

CHAIR: What methodology is being used to allocate police resources not only to Cabramatta? How do you allocate resources? In the past you used the crime index.

Mr JARRATT: No, we have never used the crime index. That is not true. Traditionally, we have used population and general issues relating to demographics, one of which is crime. It is a regrettable fact that males between 14 and 25 are the dominant group responsible for criminal activity. So if there is to be any weighting it would be in an area where there was a greater proportion of youth of that dimension. But it is based on general demographics. Obviously, other factors are taken into account that may be peculiar, as you may have identified with Cabramatta, but that is in the process of being refined and I believe that it will be finalised by the end of the month.

The Hon. G. S. PEARCE: The Chair is asking you about the resource allocation formula. I recall that last time you said that there was a complicated formula that you did not really understand. It included your grandmother's age and your wife's birthday. The Chair is asking you on what basis you allocate resources now.

Mr JARRATT: The resource allocation formula traditionally has been used for the allocation of additional resources. Existing resources are allocated on the basis of a complex set of interactions governing a range of demographics, crime rates and social makeup. I am happy to provide the Committee, if it would be helpful, with an update on that report. I cannot give you the precise detail at the moment, I am sorry.

The Hon. G. S. PEARCE: So you cannot tell us how you allocate additional resources?

Mr JARRATT: I can tell you that, but I cannot tell you at this moment.

CHAIR: Can you provide the Committee with information relating to how allocations are being made in different areas, as that is part of the Committee's reference? The additional resources that the Premier allocated to Cabramatta was really a one-off; it was not a general, ordinary allocation.

Mr JARRATT: That is true. I would be happy to provide that to the Committee.

CHAIR: I would still like you to clarify the current status of the crime index.

Mr JARRATT: The commissioner took a decision—I think about a year ago—that material for the crime index would no longer be gathered or used. Its primary use was in relation to our operational crime review [OCR]. We would assess the general threat, if I could put it that way, to local area commands from activities of crime. At the commissioner's direction that ceased, I think, in about April last year. But it has not been used traditionally in the allocation of resources.

CHAIR: I am still interested in the OCR process. You might have read in the transcript that a lot of policemen consider the OCR an assessment process. Can you tell the Committee whether there has been any change to the OCR process?

Mr JARRATT: We began the operational crime reviews in January 1998 and they have been an evolving accountability tool for the organisation. The current phase of the operational crime review has moved to what I would call more of a problem solving case study but it is still about calling the management team of a local area command before the executive to analyse what can better be done to reduce the level of crime. That will continue to be its main theme.

CHAIR: I gather from evidence provided to the Committee that the OCR process somehow creates fear and concern among many policemen in area C. Why is that?

Mr JARRATT: I have heard that and I read about it in the transcript. I was interested to note that none of those officers have ever been to OCR, so it is interesting that they developed that fear without ever having been subject to it. It is addressed primarily at local area command.

The Hon. J. HATZISTERGOS: The comment was made on the basis that, when the LAC prepares to go to a meeting, fear permeates the ranks of the local force preparing for that meeting.

Mr JARRATT: It is a high-accountability process. I think there is a degree of agitation, but I do not know that any fear is prolonged. I think a natural nervousness might precede an appearance, but there is also a great deal of satisfaction when a team comes along and is able to demonstrate its excellent performance, which is endorsed accordingly.

CHAIR: Has its effectiveness been evaluated?

Mr JARRATT: Professor Ed Davis from Macquarie University is in the process of concluding an evaluation of the OCR.

CHAIR: When will that evaluation finish?

Mr JARRATT: I think it is due to conclude in June—next month.

CHAIR: What is the process of evaluation?

Mr JARRATT: Professor Davis has used an agreed evaluation framework and will report on it.

CHAIR: I was very impressed with your answer about the training of ethnic community liaison officers [ECLOs]. Mr Small provided a copy of the new review of the ECLO program, which I have looked through. I am a little concerned about whether the grading of ECLOs is high enough to attract well-qualified people.

Mr JARRATT: I can only go on the very extensive review that was conducted. The executive accepted the recommendations of that review after 18 months consultation. So at this stage I am assuming that we are attracting quality people and that the level is satisfactory.

CHAIR: The review does not refer to career paths or remuneration of ECLOs. What are their salaries compared with other career options? If you want to attract good people, you must pay them adequately.

Mr JARRATT: Indeed you do. I think it must be put in the context of the role to be performed, and that is assessed through our normal evaluation processes and pitched at the current level.

CHAIR: I have been supplied with a document that outlines some salary packages.

The Hon. J. HATZISTERGOS: You said that Professor Davis is conducting an evaluation according to an agreed framework. Does that framework take into account criticisms that may be directed at the current procedure, particularly by junior officers?

Mr JARRATT: Quite a wide survey was conducted, and Professor Davis will report on those findings.

The Hon. J. HATZISTERGOS: Will it be public?

Mr JARRATT: It will be a report to the commissioner so I do not know that it will be made public automatically. However, there is no reason why it would not be. It will be available to the Minister.

The Hon. J. HATZISTERGOS: I have some questions about some comments that you made at the last Committee hearing. In a nutshell, you said that the emphasis should be shifted from necessarily having officers stationed in police stations and that resources should be diverted instead to having police in police cars, which have many modern conveniences nowadays. The Committee has heard the criticism that, as a consequence, police would be seen as being less integrated with the community. Do you have any response to that criticism?

Mr JARRATT: I would be surprised if that saw police becoming less integrated with the community.

The Hon. J. HATZISTERGOS: In other words, police would not be seen as being local.

Mr JARRATT: To be fair, I think the integration of police tends to vary from place to place. They are much more integrated in the country, for example, where police officers would be known by name and are very identifiable. I would be very surprised if within 10 kilometres of this spot too many local residents could tell me the name of any police officer in their local area command. That is the nature of city policing. We aim to provide local residents or visitors to the city with a better service. It is fair to say that, in moving in that direction, we need to ensure that we maintain very strong community links. That is very much part of our policy, and an emphasis that we want to see continue. There must be formal structures so that community contact and representation at all levels continues effectively. I do not know that making police more available through modern technology would automatically remove their community contact—in fact, I believe it would have the reverse effect.

The Hon. J. HATZISTERGOS: Do you know the ethnic backgrounds of the three ECLOs who are stationed at Cabramatta police station?

Mr JARRATT: I am sorry, I do not know that off the top of my head.

The Hon. J. HATZISTERGOS: It has been put to us that they do not represent the diversity of the community. You have indicated that that is not necessary in terms of the functions that you perceive ECLOs undertaking. However, the Cabramatta community has some fairly diverse cultural needs and some of the more recent migrants may not have their concerns addressed specifically. That criticism has been addressed to us in the course of our inquiries. What are you doing to train ECLOs to ensure that they are conversant with the customs and practices of the community, particularly those of the most recent arrivals?

Mr JARRATT: As I said earlier, we have spent a lot of time and energy making them conscious of a range of issues wider than simply language and cultural issues. There are an awful lot of things. The attraction of ECLOs is very much about their breadth of connection with and relevance to the community. As to the specifics of training them to be more conscious of recent arrivals, I do not know precisely what training we provide. However, we certainly make them sensitive to the interests of the wider community as well as to specific elements. I can inquire into the matter and tell you the precise ethnic backgrounds of those ECLOs if that will be helpful to your consideration.

The Hon. R. D. DYER: Mr Jarratt, you will be aware that last Friday Mr Small tendered some responses on behalf of the Police Service to various questions on notice that the Committee posed. Question No. 13 related to the issue of civilianisation and asked what current plans there were to civilianise non-operational positions at Cabramatta and whether that would lead to an increase in the number of police on active duty. We received the response, "The service is undertaking a significant civilianisation program. Specifically, this program is aimed towards civilianising the positions of roster clerk, intelligence analyst and scene-of-crime officer. The allocation of these civilian positions is currently under consideration". With regard to the last sentence, does that mean that negotiations are still in train with the Police Association to secure some industrial agreement to the process that you have in mind; or does it mean that such agreement has been reached and the current consideration referred to relates to the actual placing of officers in various patrols?

Mr JARRATT: It is the latter. We have an agreement with the Police Association. It is now a matter of allocating those 159 civilians to replace police officers. That is affected by a number of factors. For instance, in relation to scene-of-crime officers, it is believed that the allocation of one officer may not meet existing needs, so we intend to allocate them in clumps where they can be supervised effectively. The allocation of intelligence analysts will be based on a different premise and the allocation of roster people will be on another premise. However, they will come together effectively so that we will replace 159 officers in the next financial year.

The Hon. R. D. DYER: I refer you to the recruitment of officers from ethnic backgrounds. Linda Doherty, writing in the *Sydney Morning Herald* of 30 April this year, said:

The Police Service spokesman on ethnic issues, Assistant Commissioner Bruce Johnston, said a recruitment drive, which started last week with Chinese and Vietnamese advertisements, would target ethnic parents who often did not approve of policing as a career. They held safety fears, might distrust police and were unaware that height and weight restrictions no longer applied.

It is clearly difficult to break through any element of distrust that might exist. How much hope do you have that that breakthrough can occur? Do you have any other strategies in that area apart from advertising in the ethnic media?

Mr JARRATT: I do not underestimate the difficulties involved, and certainly evidence from around the world shows that others are having the same problems. England is a classic example. We are trying a multi-faceted approach involving not only taking out advertisements but visiting schools, colleges and other places where we can interact with people. It is extraordinarily difficult to overcome years of experience in another country under a different regime. I recall a police commissioner of 15 or 20 years ago telling a Vietnamese community group that came to see him: "It is your responsibility to put your young people forward to become police officers". That is still the case. We must obviously continue to build the confidence and trust of the community such that, once those experiences from other parts of the world are overcome, more and more people will come forward. Frankly, each person that we are able to attract who is able to sustain membership of the service becomes an advertisement in his or her own right.

The Hon. R. D. DYER: I asked Mr Hansen last Friday about the tactical action group in the context of seeking an assurance that the existence of that group and its deployment would not occur at the expense of continuing beat policing in Cabramatta. He assured me that beat policing would continue and confirmed that the bicycle police squad is one aspect of that. Do you agree that, although the tactical action group may be considered a very welcome initiative, it should not exist entirely at the expense of beat policing?

Mr JARRATT: I agree entirely. The continuing grassroots police presence around Cabramatta is a critical part of our strategy. The tactical action group is about a higher level of activity, and one certainly should not be at the expense of the other.

The Hon. R. D. DYER: My final question is about the police promotion system. One officer said during the Committee's public consultation session in Cabramatta last Monday afternoon that he believes—I do not associate myself with these comments in anyway—the promotion system is open to favouritism, corruption and, to use his expression, rorting. I know that you are familiar with the current promotion system. Do you believe the promotion system, particularly for the positions of inspector and above, is corruption resistant and selects the best person for the position with a minimum of subjective elements?

Mr JARRATT: I think the promotion system has significant room for improvement. However, I agree with your sentiment that it is corruption resistant. Inspector positions are subject to appeal to the Government and Related Employees Appeals Tribunal [GREAT], so the ultimate decision rests not with anyone in the Police Service but with GREAT. Anyone who has any doubts about the selection process has an ample opportunity to bring them to light by way of a complaint to the ombudsman or by challenging the appointment at GREAT. I believe the process is as robust as any promotion system anywhere that I know of.

The Hon. R. D. DYER: Are you able to say, perhaps in general terms, the respects in which you believe the system might be capable of improvement?

Mr JARRATT: It is too slow. We take eight months to fill some positions. We have so many checks and balances in place that we never get anyone appointed. That is my frustration. We want to cross every single T. If I may share with the Committee one of my frustrations, if I am promoting an individual public service officer to a very similar job to what a police officer is occupying, one I can achieve in about eight weeks; the other one will take me, as I said, on average about eight months because of a whole range of checks and balances and factors. There has to be a cost of that to the organisation. That is what the executive of our new HR review group will be working steadfastly to reduce, but it is a frustration. That key element I guess is that if you take out checks to PIC, to internal affairs, to a whole range of other factors that come into play, you can

shorten the time frame but then you improve the risk that someone may get through the system. So there must be a point where we find the happy medium. I am not sure we have yet found that.

CHAIR: Is there any plan to expedite this process?

Mr JARRATT: It is our fervent plan to have it resolved by the end of this year.

CHAIR: Can you tell the Committee the process of how you appoint a local area commander and a regional commander?

Mr JARRATT: The process is that an advertisement is placed in the Police Service weekly for a local area commander; for a regional commander it is a national advertisement in the public press. A committee is established. It will normally involve people of high rank. If it was a regional commander it would probably be Deputy Commissioner Moroney and myself, with a third independent person. We would conduct a cull of applications. Obviously, a range of criteria are listed as to what the person who is applying for the position should address. There would then be checks made through internal affairs and PIC as to any aspects which would prevent the person from being appointed. They would have to have undergone an assessment centre, in the case of a regional commander to an external assessment agency — no involvement of the Police Service. We pay for the person to be assessed if they have the competencies to discharge the role at this level and then we conduct a lengthy interview against the criteria. From that, we make a recommendation to the Commissioner, and should he agree he appoints.

CHAIR: What do you think of the comment that was put to the Committee that promotion is not by merit but it is a boys' club?

Mr JARRATT: I guess I would ask them for some evidence of that. It is easy to make that sort of claim. Forgive my observations but we have people in our organisation who are only too happy to make that claim but when you say, "Could you produce one shred of evidence to support that?" the argument dries up very quickly. If it is there I will pursue it to the end of the earth, but I am saying to you, without any equivocation, that the system has so many checks and balances in it that it would be virtually impossible for someone to get through that system by a boys' club sort of notion.

CHAIR: Can you tell the Committee about the transfer of police officers from a local area command [LAC]. How many officers have been transferred from Cabramatta LAC? How does that figure compare to other LAC's in the region?

Mr JARRATT: I cannot answer that with any precision but my reasoned assumption is that it is no different. The Cabramatta local area command is not dissimilar to that of Greater Hume in terms of movements through it. There would be probationers attached there who, probably after three years, many would seek other opportunities, some transferring to the country and other places. So I expect there would be a normal movement through there. My own visits to the local area command at Cabramatta tell me that generally the morale is quite high and that normal processes are established and being maintained. But I cannot give you the specifics.

CHAIR: There was some evidence given to the Committee that some of the officers were transferred against their will. I was not sure how accurate this information is.

Mr JARRATT: I do not know of any specific examples but let me be clear. The Commissioner, under the little piece of paper we all sign, can transfer any of us anywhere any time he likes. It is not a democratic setup. You sign up to do as you are told and that means if you are told to work somewhere else you go and work somewhere else. Obviously, we do not do that unless exceptional circumstances prevail. We look to work with people and they usually apply. You will have heard reference to a green form where people apply. Sometimes they want to go but we cannot accommodate them. Conversely, others have—for the right mix of people to be at a location, we actually direct their transfers to another part of the region, another part of the State. But there are normal processes. If there was someone who felt that they were being punished by a transfer, again there are many ways in which they could bring that to light and have it acutely examined to ensure that that was not the case.

CHAIR: How does that happen?

Mr JARRATT: Straight up, they can write a complaint to the Ombudsman. They can go to their HR manager. They can go to the local area commander. They can go to the regional commander. They can go as far up as me or the Commissioner to bring to light the fact that they are being mistreated. Most of them tend to go to the Police Association, and I have never found the Police Association remotely backwards in coming forward when such matters are raised.

The Hon. J. HATZISTERGOS: Have you looked at transferring any officers out of Cabramatta in light of the problems that have existed in that station between some of the personalities?

Mr JARRATT: I would think that if a number of officers at Cabramatta thought that it would be in their interests to go and work somewhere else, that would not be such a bad outcome but I would not direct them. I think that is a matter that would be in their own interests because there is no doubt some history there that needs to be gotten over. My experience of 36 years is that sometimes it is best to make a fresh start somewhere else so you can get on with your business. They are all very capable officers out there and they have lots to contribute. I would like them to think about that, and I am advised informally that some of them are thinking about that. If some of them wanted to do that, I would support them. If they do not want to do that, I would support them.

The Hon. I. W. WEST: Are you suggesting that a recommendation has been made?

Mr JARRATT: No, not from me, not from any formal sense. I have heard from an association official that there had been some discussion about that prospect with them, but not in any formal sense. There has certainly been nothing put to them that I am aware of from the service.

The Hon. G. S. PEARCE: Did you approve the fast-tracking of Chief Inspector Wallace's promotion?

Mr JARRATT: I do not know if Chief Inspector Wallace was fast-tracked.

The Hon. G. S. PEARCE: On Friday Assistant Commissioner Small said she was.

The Hon. R. D. DYER: For reasons of accuracy, I am not sure that the expression "fast-tracked" was in fact used. The expression that was used was "lateral transfer".

The Hon. G. S. PEARCE: Without going through the normal advertising processes and so on.

Mr JARRATT: Chief Inspector Wallace won, through the process I have described—through that elongated process, as I understand it—chief inspector, duty officer position, at Green Valley. The former region commander transferred her to Cabramatta temporarily some time ago to bring some stability to that local area command. It was recommended to me by the local area commander and region commander that she be directly appointed at the same rank and I agreed to that, yes.

The Hon. I. W. WEST: In assessing the question of merit and determining the criteria that makes up the merit of an applicant, what weight does longevity in the service hold?

Mr JARRATT: That is a good question. The Government and Related Employee Appeals Tribunal [GREAT] feels that insufficient weight has been placed on that. The Commissioner is also of a similar view. So it is a matter of saying if you have two people who were equal in every other respect, then ordinarily you would appoint the person with the greater longevity.

The Hon. I. W. WEST: Have there been any applications to GREAT on the question of promotion?

Mr JARRATT: Not specifically on the question of determining a precise criteria but certainly people have been successful on appeal to GREAT on the basis that they have greater experience and service.

(Short adjournment)

CHAIR: Mr Jarratt, I refer to the appointment of local and regional commanders. When Mr Small and Mr Hansen were appointed to their current positions, there was a suggestion in the media that they may not have been happy about their appointments. In view of your earlier answer could you confirm that anyone appointed to local area or regional command positions would have had to actively apply for the positions?

Mr JARRATT: No, it is not compulsory that they apply for the positions. In both those cases they were laterally placed; they were already of that rank, so it was a lateral placement. There was no need for an application. By another name, it was a transfer. It was not a promotion.

CHAIR: Could we ask the same question about a transfer?

Mr JARRATT: There are not too many of us senior officers who apply for a transfer at that level. The commissioner, in his wisdom, often determines, for all sorts of reasons, that he will ask us to take on other responsibilities. I guess we have a right of refusal, but I do not know that that often occurs.

The Hon. R. H. COLLESS: I refer to the operation and role of crime agencies. As I understand it crime agencies were set up basically to investigate major crime. Is that correct?

Mr JARRATT: Essentially, yes, Mr Colless.

The Hon. R. H. COLLESS: Is drug trafficking considered to be a major crime?

Mr JARRATT: Yes, it is, Mr Colless.

The Hon. R. H. COLLESS: Is drug trafficking considered to be organised crime? Is it normally investigated by crime agencies?

Mr JARRATT: I think drug crime covers the whole spectrum of crime, but certainly the significant components you have outlined of major and organised crime certainly would affect some components of drug crime. Yes, crime agencies are set up to investigate those things.

The Hon. R. H. COLLESS: What are the levels of notification of crime or incidents to the crime agencies? Which level of that would drug trafficking fit into?

Mr JARRATT: In a couple of crimes there is compulsory notification to crime agencies, they are usually murder and extortion. Other than that it becomes the judgment by the local area commander as to whether the crime would warrant the involvement of the crime agencies; it can range from consultation with the investigator through to assuming responsibility for the investigation. As we are set up, that determination is largely made locally. The local area commander would assess the nature of the crime and call in crime agencies and they would then negotiate what level of involvement there was.

The Hon. R. H. COLLESS: You are saying that drug-related crime and drug incidents are not automatically referred to crime agencies unless the local area commander decides to do so?

Mr JARRATT: Yes, that is a general comment. But obviously there are more serious ones which are not compelled to refer, but ordinarily would. Also there are ones in which crime agencies would be referred to them from another court, and they undertake the investigation. I am sure that Mr Small would have referred you to the south-east strike force, which does a range of investigations not only within the service but with other agencies. There is a self-negotiation component as well.

The Hon. R. H. COLLESS: Given the illegal money that is involved in the drug industry, and I am not in any way suggesting that this does occur, but that is an arrangement whereby there is not an automatic referral to crime agencies—do you think that opportunity is conducive to corruption? With the dealing that occurs within the drug industry, there is the potential for corruption by senior area command staff. In other words, the opportunity would be there for the drug industry to pay off senior police, would it not?

Mr JARRATT: I think the opportunity to pay off all sorts of people in the criminal justice system is there. But I think you would need more than the opportunity to say that there was evidence that that was occurring. Again, we have lots of checks and balances in place to ensure that our officers are as secure in that sense as we can possibly make them. There is nothing exceptional about crime agencies in that sense, they are no less vulnerable to the prospect than the local area command. But given the selection process of the appointment of those people, and the scrutiny under which they operate, the opportunity for that to occur is fairly small.

The Hon. R. H. COLLESS: Is the opportunity increased by the fact that they do not automatically have to report to crime agencies? In other words, to higher command or higher authority?

Mr JARRATT: In the short term, no, I do not think that that is true.

The Hon. R. H. COLLESS: It concerns me that the drug trafficking business does not have to be referred to crime agencies. Given the importance of the drug industry and its severity, and the impact it has on all sorts of other crime, it should be referred to crime agencies as high level in line with murder and extortion.

Mr JARRATT: To be clear, I guess the issue is this: it depends on the nature of the offence, and murder is a pretty serious offence and extortion involves some high-level skills. A drug offence can range, if you will forgive me for saying this, from a very low level offence through to a significant offence. The best people we have available are applied to the more significant offences. As I mentioned earlier, commencing next year there will be an additional 84 officers in crime agencies who will deliberately focus on what we call mid level drug enforcement. There will continue to be active engagement with local area commands in addressing those sorts of issues.

The Hon. R. H. COLLESS: Let us talk about mid-level crime as opposed to major crime and the new structure in the Police Service with crime agencies, the local area command [LAC] type structure. How effective is that at intercepting mid-level crime, particularly in relation to drug trafficking?

Mr JARRATT: I think it is quite effective. Like everything, I would have to say there is always room for improvement. Clearly, the Government has been persuaded that we could be more effective with the commission of more resources and that is what will occur in the next financial year.

The Hon. R. H. COLLESS: Would it be fair to say that drug traffic incidents that are not investigated by crime agencies will be investigated by the local area command?

Mr JARRATT: Yes, that would be true, or the tactical action group [TAG] of the region would normally be the case.

The Hon. R. H. COLLESS: How does the TAG structure fit into the crime agency's LAC structure?

Mr JARRATT: TAG is essentially support of the local area command. The first point I need to make is that obviously a crime agency has relatively limited resources. It cannot do everything in every local area command so it makes a reasoned judgment. If it can be handled between the local area command and the action group, that is where it is left to lie. Sometimes that might be done with consultation and effective high-level support from crime agencies or it may be involved in a joint operation or it may be a crime agency thing. It is a matter of scaling up the position once it comes to the attention of the crime manager, who will consult with the operations manager at the region and in conjunction with their respective commanders they will determine how it might be handled. If it was

seen at the outset to be a large and complex issue, no doubt the crime agency would be advised immediately.

The Hon. R. H. COLLESS: Are the resources of the Cabramatta LAC sufficient to fully investigate all the drug traffic incidents that are not referred to crime agencies in that area?

Mr JARRATT: I think we have within Cabramatta and the region generally the right amount of resources, whether that is ever enough to deal with every conceivable thing, I would have to say probably not, but within the constraints that apply in these circumstances, the right allocation is made there.

The Hon. R. H. COLLESS: Are you confident that over the next couple of years we will see the drug industry controlled in Cabramatta or are we going to see it continue as it is at the moment?

Mr JARRATT: The drug industry is not limited to Cabramatta.

The Hon. R. H. COLLESS: No, sure, but this inquiry is looking at resourcing in Cabramatta.

Mr JARRATT: It happens to have one of its spots in Cabramatta. I would not look you in the eye, or anyone else in the Committee, and say that we will control that industry across the State in the next couple of years. It is driven by forces well beyond the control of police but we will, without question, be applying our best minds and activities to prosecuting as many people involved in that industry as is possible and working with other agencies to limit entry and participation in that process but I am not going to look you in the eye and say that we are going to control that in two years.

The Hon. R. H. COLLESS: With the extra police resources that are going into Cabramatta, are those extra police numbers on strength coming from unfilled vacancies that are now occurring in other local area commands?

Mr JARRATT: Without labouring it, the process is that we attach what we call an authorised position to Cabramatta, which will increase its authorised number from 110 to 126 and the process we then formally put in place for people to be permanently appointed to those positions. If they are promotions, they will be advertised; if they are transfers, people will be transferred to carry out those functions.

The Hon. R. H. COLLESS: Are they extra police on strength?

Mr JARRATT: Yes.

The Hon. R. H. COLLESS: Not police transferred from other regions?

Mr JARRATT: They may well be transferred from other regions.

The Hon. R. H. COLLESS: But they are extra numbers on strength?

Mr JARRATT: Yes, there are 16 extra on strength.

The Hon. R. H. COLLESS: As you alluded to before, I have a deep interest in policing in rural and provincial areas. Are you able to give me an undertaking that total sworn police numbers in small police stations in rural and provincial areas will not be reduced to supply the extra police positions to Cabramatta?

Mr JARRATT: Yes, as far as I am aware there are no plans to change any strength of numbers in any country location.

Ms LEE RHIANNON: On the background of police officers who are working in Cabramatta, are there any police officers of Asian background or police officers who are multilingual or bilingual working at Cabramatta at the moment?

Mr JARRATT: The specifics of that I cannot answer but my general response is yes, there are.

Ms LEE RHIANNON: Can you give us details of the number?

Mr JARRATT: You would like the number of bilingual or multilingual officers and the number of Asian origin?

Ms LEE RHIANNON: Yes.

Mr JARRATT: By Asian you mean?

Ms LEE RHIANNON: Chinese, Cambodian, Vietnamese, Thai?

Mr JARRATT: It does not include the Asian continent of India, Pakistan, Afghanistan and so on. It is limited to South-East Asia?

Ms LEE RHIANNON: Yes.

Mr JARRATT: We will provide that to the Committee.

Ms LEE RHIANNON: You said that ECLOs report to the crime manager on a day-to-day basis. Is there an involvement of the ethnic affairs unit of the New South Wales Police Service? Is it ultimately responsible for the operations of ECLOs? Could you explain their role?

Mr JARRATT: ECLOs report to the crime co-ordinator, who is a senior sergeant responsible for co-ordinating our response to crime in general. He or she is responsible for their day-to-day activities. I mentioned earlier that if they wanted to attend a meeting out of hours, that would be the normal source of approval for that. Their relationship with the ethnic affairs program is one in that they take responsibility for the quality, training and general support of ECLOs across the board in terms of determining policies and working with them on things like the police and community training [PACT] program.

Ms LEE RHIANNON: That is good to hear because it was a concern that a number of local groups we met with last Monday were not even aware that such positions existed and they have not been present at the meetings. Can you clarify the numbers? When you spoke last time you said there were 11 positions and three were at Cabramatta. You said at this stage none of those, and I think you were referring to the 11, are intended to go to Cabramatta as it already has three of the current 11. Can you clarify the total number of ECLOs at the moment and how many are at Cabramatta?

Mr JARRATT: I can answer the second bit more easily. There are three at Cabramatta. We are moving towards having 36 across the organisation. One of the outcomes of the review I referred to earlier was a recommendation that we appoint an additional 25 ECLOs and the service accepted that, but that is to be done over two financial years. It was felt that the need for those ECLOs, based on the review, was not to increase Cabramatta from three but other places which had none were to get some.

Ms LEE RHIANNON: I appreciate that you gave a detailed explanation about ECLOs but, in summary, do you believe that there is a need to have a clearer chain of command within the station and a clearer support network for ECLOs both within the police station at Cabramatta and more outreach work with the community about the availability of ECLOs and their role?

Mr JARRATT: I do not know that it needs a clearer reporting. I think from ECLO to crime co-ordinator to crime manager to the local area command is pretty clear, at least in my view.

Ms LEE RHIANNON: What about the heads of local police because frontline police said they did not have an understanding about ECLOs?

Mr JARRATT: If they do not then we may need to make that more clear. I must confess I am a little surprised but if that is true we would need to make it more clear. In terms of the ECLO outreach aspect, they are an important connection with the community in a wider sense and are part of

our outreach as an organisation. I would not want to put all the responsibility on ECLOs. They are part of our service's response, with the local area commander, the crime manager, the crime co-ordinator the CPO and so on all doing their bit. The ECLOs are part of that project.

Ms LEE RHIANNON: I think you know how central ECLOs are to what is going on at Cabramatta. Do you think more can be done in terms of outreach with the local community about their role?

Mr JARRATT: You would suggest what has happened over the last little while means there is an opportunity for us to do that. I do not think that is the sole responsibility of the ECLO. It is about the whole of the station, the 30-odd people who are there to all take up suggestions.

Ms LEE RHIANNON: I understand that there were about 84 police in 1995 and we now have around 200. In light of the Premier's ministerial statement at the end of March would you agree that it would assist the Cabramatta community if the additional police services were matched with a diversionary treatment focused process that provided social and welfare support and reform?

Mr JARRATT: I am not sure of the answer to that question.

Ms LEE RHIANNON: There has been an increase in police resources, the number of police?

Mr JARRATT: Yes.

Ms LEE RHIANNON: In the Premier's statement of 27 March he again emphasised that. I would even suggest that the Drug Summit really emphasised the need for visionary programs. Do you think that it would assist the Cabramatta community if additional police services were matched with the diversionary programs, treatment-focused programs, that sort of thing? It is that balance I am after. What is your opinion?

Mr JARRATT: I think it is more than a policing issue. If I am understanding you correctly, it is more than a policing issue. I think there are some excellent programs being run out there in terms of diversion and the types of programs that apply in a wider community sense. There is a lot of commitment of community and Government resources there. Yes, it is important to equally emphasise those things in my view, in addition to strong policing.

Ms LEE RHIANNON: Do you think that is being done sufficiently at this State?

Mr JARRATT: My knowledge is not sharp enough in the specifics of that to be able to say yes or no to that.

Ms LEE RHIANNON: Considering your position, do you not think that that would be part of your job, particularly preparing to come here today to speak to us about the matters that are central to this inquiry?

Mr JARRATT: In a general sense I would say yes, I am satisfied, but in a specific sense there are number of committees meeting out there to work through these sorts of things. I would not want to presume what they might recommend as a way forward.

Ms LEE RHIANNON: Just going back to Chief Inspector Wallace, who came up earlier when we were talking about some of her work. I am not talking about the actual position now. The incident at Cabramatta school came up and how she saw that there was need to change the report. Is this something that happens? Obviously, I do not understand policing procedure. When police put in a report on something I would have thought that was the report of that incident, and anything additional is subsequent to that. Is it the usual practice to alter reports, and if that is the case does it happen frequently?

Mr JARRATT: I do not think it is normal to alter reports, it is normal to add to them. But in saying that, I would have to say that it would depend on the nature of the report and under what terms and conditions it was placed in. If it is an entry on our so-called COPS, our computerised operational

policing system, it can never to be removed. It is not a matter of someone adjusting it or whatever else. It can only be added to. That is one of the components of it. If a report were on the system and further information came in to any other officer, they have the capability of updating that, and that includes Chief Inspector Wallace.

Ms LEE RHIANNON: Thank you for that. Just going back to the question about other options, I forgot to ask you one other question. When police at Cabramatta are confronted with people involved in drug abuse, directly or indirectly, do you believe that they have sufficient options to divert those people into diversionary treatment? I say that particularly in light of the Drug Summit at which, I understand, there were representatives of the Police Service, which came down with a very clear position about the need to have compassion for drug users and to have various solutions available to them.

Mr JARRATT: I think there is a wider range of options available to police officers to deal with those things, but I have to say that from the service's perspective I think I can quote Don Weatherburn from the Bureau of Crime Statistics by saying that the Police Service is a little like the sheepdog: in order to get people serious about rehabilitation, police dig in their heels, if that is not an inappropriate term, as an important component; that is that they pursue them and, if necessary, through the courts in order for them to take seriously either the methadone program or the diversionary program. I do not know that I would want each police officer going out and weighing up whether this person is someone who should be dealt with in a different way. I think I would rather that be done as a matter of the system as opposed to an individual officer exercising excessive discretion on each occasion. I would rather them work as a team to put pressure on people, to force them to either convert to rehabilitation programs or alternatively bear the consequences.

CHAIR: A point of clarification. What is the actual strength of the police at Cabramatta? Someone mentioned 200 and last Friday Mr Small actually said it is 108 plus 16.

Mr JARRATT: I believe that Mr Small is right. I think it is 108 plus 16 from 1 July. Then, of course, in addition to that we have ECLOs and administrative staff and so on. It would not come to 200, I do not think, on any count. But in terms of police positions there are currently 108 and, I think, that moves to 124 on 1 July.

CHAIR: Another point of clarification about ECLOs. You are saying that there were 25 ECLOs in addition to the current 11 over two years. What do you mean by that?

Mr JARRATT: That is subject to funding. I go back to the report that I referred to in my earlier evidence today, that it recommended that we increase the number of ECLOs across the service on a phase basis. It was either two or three financial years. I do not recall specifically. My recollection is that we are already into the first financial year, and next year there will be more funding devoted to that, and the following year more funding devoted to that to employ people to do it. That is what it amounts to. It is a funding issue as much as anything.

CHAIR: As a group does ECLOs have any kind of organisation, like sharing information and, perhaps, mutual support, which is very important in any profession?

Mr JARRATT: I think that comes back to Ms Rhiannon's earlier question about the role of the ethnic program in the operational policy development area of headquarters. Its role is to facilitate that professional discussion and participation by the ECLOs, and they do that as a matter of course.

CHAIR: Come back to my question about their career path and their salary. Because in any profession, if you do not have any promotion, in terms of the position without any further attractiveness, it is very hard to retain staff.

Mr JARRATT: In terms of career progression we have a fundamental position, which says that as you go up the line you must become more general in your application. If you have a specific skill, then we really want that. But the consequence of that is that you continue to do that function. If you want to obtain promotion and have a career path you have to broaden your base and become a more general supervisor or commander, as the case may be.

CHAIR: You mean in the ECLOs itself there is a certain position?

Mr JARRATT: Not within the ECLOs. But if you wanted to move out of ECLOs you would have to take on what I would call a wider breadth position.

The Hon. G. S. PEARCE: When you gave evidence to the Committee on 8 November you referred with some gravity to the additional resources that the Police Service was applying to Cabramatta and drugs investigations. Some of your evidence was in camera. You referred to operation Puccini, strike force Portville and strike force Scottsville. Why did you not tell us about the so-called 11 strike forces that Assistant Commissioner Small claims have been inactive in relation to drugs in Cabramatta between November 1999 and February 2000?

Mr JARRATT: The evidence I gave on that occasion was that I was concerned about a couple of aspects that went to the morale and welfare of officers at Cabramatta. Those particular strike forces were the only ones I decided to emphasise at that time.

The Hon. G. S. PEARCE: Were you aware of those other strike forces being active?

Mr JARRATT: Not in particular, no.

The Hon. G. S. PEARCE: You did not know what the crime agencies were doing?

Mr JARRATT: I do not know the specifics of what the crime agencies were doing. The crime agencies are not my area of responsibility. As a matter of course I do not follow each of the strike forces.

The Hon. G. S. PEARCE: Mr Small also told us that phone-ins are strike forces according to Crime Agency's guidelines. Are you aware of those guidelines?

Mr JARRATT: I know of the guidelines, and I note generally that a strike force has many forms.

The Hon. G. S. PEARCE: Would you be kind enough to obtain a copy of those guidelines and give us a copy of those, on a confidential basis if necessary?

Mr JARRATT: Certainly.

The Hon. G. S. PEARCE: Mr Small also said that he would give us copies of terms of reference for each of the 11 strike forces. Would you please ensure that we receive those terms of reference, also an indication as to the dates on which those strike forces commenced operations and the date on which they became inactive, understanding that the final report from the strike forces take a greater period of time to come through?

Mr JARRATT: On a confidential basis I do not see any difficulty there.

The Hon. G. S. PEARCE: Could you also please give us copies of the two incident reports, which Ms Lee Rhiannon referred to, again on confidential basis? There have been some conflicts in the evidence that we have heard.

Mr JARRATT: That is specifically the one dealing with the Cabramatta school?

The Hon. G. S. PEARCE: The incident at the school, yes. Are you aware of the evidence that the four police gave us on 4 April?

Mr JARRATT: I am aware in a general sense, yes.

The Hon. G. S. PEARCE: Have you read the transcripts?

Mr JARRATT: I have skimmed the evidence, yes.

The Hon. G. S. PEARCE: Did you notice the part where officer A spoke about his concerns that nothing was being done, and he told us about the media being informed of police operations. He specifically told us about an occasion on 8 December 1999 while the Cook report was being assessed by crime agencies when, pursuant to strike force Pitten, six target premises were to be searched. He told us how, when the police turned up, the media was waiting at these four locations. The worrying thing about this is that only senior police would have known about the number of these operation. Can you tell us about that?

Mr JARRATT: No, I cannot. I am annoyed about that, but I am not in a position to give you any advice in terms of why it occurred or who was responsible.

The Hon. G. S. PEARCE: Do you think you should have it investigated?

Mr JARRATT: Leak inquiries certainly can be investigated, but they have proved to be rather fruitless, so on that particular point, no, I do not believe it was investigated. But I would have to check on that.

The Hon. G. S. PEARCE: Do you believe that the Commissioner is unduly influenced by the media in the implementation of his reform program?

Mr JARRATT: I think you would have to ask the Commissioner that.

The Hon. G. S. PEARCE: Do you recall in your evidence on 8 November you said that the Commissioner had suspended the crime index because it was not well understood? He was having difficulty explaining it. He was not getting public support for it?

Mr JARRATT: Yes, that is what I said, yes.

The Hon. G. S. PEARCE: Was not the crime index supposed to be a management tool, not a public relations tool?

Mr JARRATT: It was not a public relations tool at any stage. No, it is a management tool.

The Hon. G. S. PEARCE: But you said it was suspended because it was not getting the right public response.

Mr JARRATT: The essence of it was that it was suspended because it had become a public issue, and clearly there was a lack of understanding in relation to it. The Commissioner obviously found that its value of a managerial tool was lessened by that lack of understanding.

The Hon. G. S. PEARCE: What managerial tool have you been using in the OCR process since then?

Mr JARRATT: We continue to use what we call control charts, where the individual crime level for individual categories for each local area command is available. They are individually indexed, and we refer to those as a matter of course. You are most welcome to come along and view that, if you should wish.

The Hon. G. S. PEARCE: A little earlier you were asked about the resource allocation process. Do you recall in your evidence on 9 November you said that it was suspended, and it did not seem to matter because there are no additional police coming on board for allocation for a couple of years?

Mr JARRATT: If I said that, that is inaccurate, because the Government—

The Hon. G. S. PEARCE: That is what the transcript says.

Mr JARRATT: I accept that.

The Hon. J. HATZISTERGOS: What page?

The Hon. G. S. PEARCE: Page 15 or 16.

Mr JARRATT: I should take the opportunity to correct that. What I intended at that time was, at that time there were none coming onto general duties until next financial year. In the intervening period, as a result of discussions with the ministry and the association, we have modified that so that there are 100 coming on next financial year to general duties. If I recall correctly the Government committed three lots of 200, 300 then 100 over the term of its current status.

The Hon. I. W. WEST: Sorry, can you say that again?

Mr JARRATT: In financial year terms, I am sorry, committed an additional 1,000 police officers in categories of 200 for a financial year, 200 for a financial year, 200 for a third financial year, 300 for the following financial year and, I think, 100 in the financial year 2003-2004.

The Hon. G. S. PEARCE: That is completely at odds with what you told us in November. In November you said that there were 1,000 extra police promised by Premier Carr prior to the previous election, but 400 of those were already on board, another 400 would be recruited in 2002 and 2003, and the next 200 were to go to drug enforcement within the crime agencies. How many of these drug enforcement police have already been recruited, or is that the 100 you are now talking about?

Mr JARRATT: That is the 100 I am now talking about. If I can just be clear, because the last time it would appear that that was not so—

The Hon. G. S. PEARCE: You said it on a couple of occasions.

The Hon. J. HATZISTERGOS: Let us just hear the answer.

Mr JARRATT: The first 400 of the 1,000 were to go to target action groups, that is now a completed process. The next 200, 150 of those were to go to mid-level drug enforcement and 50 were to go to field intelligence officers. A review conducted earlier this year with the ministry and the association has now amended that to make it 100 mid-level drug enforcement, 16 of which are now going to Cabramatta and 100 to general duties. The determination in relation to precisely where on general duties will be made when the Commissioner returns early next month.

The Hon. G. S. PEARCE: The 50 to go to field intelligence officers, last time you said that one of those would go to Cabramatta. Field intelligence, or the lack of field intelligence, has been something that has been brought up to us repeatedly. Is that still the allocation that you expect, in terms of field intelligence going to Cabramatta?

Mr JARRATT: There are 50 positions designated. They will come on stream in the year 2002-2003. I would expect that, as there are 80 local area commands, one is the most likely allocation to Cabramatta.

The Hon. G. S. PEARCE: We have heard evidence from a number of officers about the lack of co-ordination and duplication that occurred when the Commissioner's reform process was introduced in 1997, and morale problems that flowed from it. Assistant Commissioner Small in his evidence on 27 February told us of the chaos that was a consequence of the spilling of the 700 police positions in centralised investigative commands and their recruitment to crime agencies. Is it not the case that the implementation of the Commission's reform process in 1997, 1998 and into 1999 was chaotic and appallingly managed?

Mr JARRATT: No.

The Hon. G. S. PEARCE: Can I ask you about police powers? We have heard from a number of witnesses about difficulties enforcing the law. When you gave evidence you said that you were working through various things that were going to be recommendations to the Minister, and today you told us that nothing further needs to be reformed. Is that the case?

Mr JARRATT: I am sure that there are always opportunities for reform. The Government is committed to those reforms which are entirely consistent with what the service was seeking in that area. Until we have the laws and we apply them we are not in a position to advise whether other modifications will occur. It is fair to say that criminals also adjust to those sorts of elements. So in time we may well be coming back to the government of the day to seek further reform.

The Hon. G. S. PEARCE: On what basis did the police media unit approve the Channel 9 cameras at the Stardust Hotel? Who is running police operations? Is it the media? Mr Hansen told us on Friday that police responded to the Stardust concerns because of information that Channel 9 was there.

The Hon. J. HATZISTERGOS: He did not say that.

The Hon. G. S. PEARCE: He did.

The Hon. J. HATZISTERGOS: He said that they already had intelligence.

The Hon. G. S. PEARCE: He said that they responded because of the presence of Channel 9.

The Hon. J. HATZISTERGOS: Where does he say that?

The Hon. G. S. PEARCE: I would like to the witness to answer.

The Hon. J. HATZISTERGOS: I would like to know what page the honourable member is referring to. If the question has been put we should have the correct statement because I do not understand that to be a correct paraphrasing of the evidence. Can the Hon. G. S. Pearce give us a page number?

The Hon. G. S. PEARCE: I have not yet seen the transcript. I am going from my notes.

The Hon. J. HATZISTERGOS: He did not say it.

The Hon. G. S. PEARCE: He did say it. Will the witness respond to the general question? Who is running police operations? Is it the police or is it the media?

Mr JARRATT: The police are running police operations.

The Hon. G. S. PEARCE: Do you believe that schoolchildren sell drugs and that they are being recruited to do so? I do not mean in the schools or just outside the school fence?

Mr JARRATT: Just as a general rule within society?

The Hon. G. S. PEARCE: Yes.

Mr JARRATT: Sadly, I think schoolchildren probably are involved in the drug trade in a fashion.

The Hon. G. S. PEARCE: If an officer believed that schoolchildren were involved, sadly as you do, in selling drugs, and he or she went on the public record and expressed such a belief, would you give that officer a formal direction, as Mr Hansen did to the four policemen who appeared before us, to come up with evidence backing up that belief?

Mr JARRATT: If you made a general statement that you believed that schoolchildren were involved in drugs there would not be much that you could ask that person. But if I were to say that I had information that this was occurring at a particular location in a particular timeframe then, yes, as a police officer I would want to follow it up immediately. One relates to the generality and one relates to the specifics.

The Hon. G. S. PEARCE: Could you clarify what is your status here today? I was not here for the November hearing. I understood that you were coming back to give evidence following the rest of the hearing. I also understood that you were here today representing Commissioner Ryan who is not available because he is gallivanting somewhere overseas?

The Hon. R. D. DYER: Point of order: Is there any necessity for pejorative language such as "gallivanting overseas"? Mr Ryan may be overseas but whether or not he is gallivanting is a moot point and I do not think it is relevant to these proceedings.

CHAIR: Order! I ask the honourable member to be careful in his choice of words.

The Hon. G. S. PEARCE: Where is he and what is he doing?

Mr JARRATT: It is part of the commissioner's contractual conditions that he receive 20 days annual leave. I do not ask him where he is. We have an acting commissioner—Acting Commissioner Moroney—and the service continues to perform its normal functions.

The Hon. G. S. PEARCE: So is he on leave?

Mr JARRATT: The commissioner is on leave.

The Hon. G. S. PEARCE: Who will take responsibility for the disaster in Cabramatta—the destruction of the community, the countless tragedies of youngsters on drugs, the wasted time and the free kick that drug lords have had in the last two years? Will your head roll, or will Commissioner Ryan take some responsibility?

Mr JARRATT: I guess it would be for others to determine whether or not my head rolls, but in relation to the policing of Cabramatta, for the last couple of years there are people like me who will take that responsibility.

The Hon. G. S. PEARCE: Who are they?

Mr JARRATT: I am satisfied that a lot of effective policing has been carried out in Cabramatta. I have also said that the issues that confront Cabramatta are not solely issues of policing, and can never be. There has been quite effective policing in Cabramatta over the past few years. I am happy to be accountable for that, through a chain of command.

The Hon. G. S. PEARCE: The fundamental problem in Cabramatta in relation to policing has been the breakdown in the management and direction of policing policy. It was not caused through incompetent or lazy police; it was caused through an inept implementation of the reform process. We have heard about the crime index. We know about that. We have heard about the OCR interviews, the lack of morale and the lack of co-ordination. You do not even have a resource allocation formula. You have not been getting cops on the street. We have heard about the spill, the revolt of the 80 local area commands and the revolt at Cabramatta. Who will eventually take some responsibility for all this?

Mr JARRATT: Again, I am happy to take responsibility, but I am wondering what evidence there might be to support some of these assertions.

The Hon. G. S. PEARCE: We have it in spades. I am sure you would have read about it as you have been going through and following the process of the Committee.

Mr JARRATT: I have read opinions by people, which they are legitimately able to put. But in relation to the effective policing of Cabramatta, there has been some splendid police work by many officers there. I place on the public record how proud I am of their efforts. Yes, there have been some difficulties. That will occur in any organisation. But I want to be absolutely clear that I am extremely pleased and proud of a lot of very fine policing in Cabramatta by a lot of fine officers. They have been generally well led. At the present time I think they are exceptionally well led.

The Hon. G. S. PEARCE: I think we agree that there have been some fine efforts by police on the ground in Cabramatta. What we are concerned about is that while Cabramatta burned, Commissioner Ryan seemed not to be interested, and no-one has taken responsibility for the problems.

Mr JARRATT: I do not know what you mean by the statement "while Cabramatta burned."

The Hon. R. D. DYER: Point of order: I am concerned about the Hon. G. S. Pearce's continual use of the royal plural "we". Would he mind putting to the witness his own views rather than some encapsulation of what he believes to be the collective view of the Committee, as we have not formed any views at the moment.

CHAIR: Order! I ask the honourable member to confine his questions to his personal view.

The Hon. G. S. PEARCE: I do not think I need to pursue that line of questioning any further.

CHAIR: I refer to a question that I asked earlier about the crime index and I refer also to the assessment of the area command. If the crime index is no longer used in the OCR what statistical information is now used in the assessment of local area commands? I will read to you what Mr Small said on Friday in response to a question asked by the Hon. I. W. West. He said in part:

How do you assess the performance in the Cabramatta area C? What role does the crime index play in the assessment? What sort of performance criteria do you use?

Mr Small replied:

If I could make an observation of fact and put it that way, yes, I was not involved in the determination of the crime index. It was a corporate decision. I think it is fair to say that the statement I have made quite publicly since January shows that the number one priority of Greater Hume and, in particular, Cabramatta, will be drugs and the attendant violence. I would prefer not to comment any further but you can rest assured that my commitment to the drug problem in Cabramatta is a number one priority and that is what our performance at Cabramatta will be measured against.

Mr JARRATT: I accept Mr Small's comments. I will also be measuring performance on the number of car thefts, the number of stealings—which are also related to the drug trade—activity in relation to drugs, the application of the police and public safety Act as it applies to the area, as well as the application of the traffic Act and all the aspects of the Crimes Act. It will not simply be a matter of the drug trade. It certainly has implications for all those other offences, but I would take a wide-ranging view of the performance of that local area command, as we do with every other local area command.

CHAIR: Does your answer relate to all local area commands? Mr Small talked specifically about Cabramatta local area command and he said that drugs were the number one priority.

Mr JARRATT: Certainly drugs are a priority in Cabramatta and across the Greater Hume region. I endorse that. I also endorse the impact that we believe that will have on the lowering of related criminal activity in that local area command and surrounding local area commands. We all measure that.

CHAIR: Again, On Friday Assistant Commissioner Small spoke favourably about Dr Richard Basham's evidence. Dr Basham gave evidence earlier last month. In particular, Dr Basham supported police being stationed in Cabramatta for a long period so as to build up a long-term relationship with the community. Committee members will remember that Dr Basham talked at length about how police should be left in the community and become part of the community. In your answer to question 14 you suggest that five years is the maximum length of service in Cabramatta. Do you think this is long enough? What do you think of the view that police officers should be part of the community? I mean when they are born there and grow up there.

Mr JARRATT: For the record, I do not think I answered question 14. It may have been Mr Small who gave the information of five years. That is a policy issue that says that ordinarily if an officer has been there for a period of time we would review whether he or she should continue to stay

there. In terms of being able to attract officers who live and work in an area, that is a very cherished ambition of every police commissioner or senior executive in any police department anywhere in the world but extraordinarily hard to achieve. I will give you an example. On the Central Coast of New South Wales we have about 500 positions—it may be less; it may be 400 positions—and we have something like 1,600 officers living there. In the city of Sydney we have about 1,200 positions and very few of them live in the eastern suburbs of the city. So the opportunity that perhaps Mr Colless is more familiar with where you have an officer in the town and being part of the community is a very cherished ambition but regrettably extraordinarily difficult to achieve in a larger metropolitan area like Sydney.

If we constrained ourselves to taking people from an area, trained them up and put them back there it would rapidly become very unworkable. So it has to be that you work with people and when they have given their best—as I mentioned earlier, some people go there as probationers, become quite skilled in their work and then for family reasons or whatever seek a transfer either closer to home, to the country or wherever. That is the normal ebb and flow aspect of the organisation. Clearly, we want to retain the right experiential mix in a local area command like Cabramatta with cultural sensitivity. But equally we have to accommodate the desire of officers to develop their careers and to move around the service. So I am afraid that it is not a simple issue to say that, yes. As a matter of philosophy, yes, but as a matter of practice it is extremely difficult to achieve.

CHAIR: As I said earlier, we have evidence of police officers who want to remain in the same LAC for a period of time. I believe they were not allowed to stay; they had to be transferred.

Mr JARRATT: That is not true as I understand it. An assessment is made at the end of five years as to the continued risk to the officer and risks to the organisation of him or her staying there. The issue of corruption was raised earlier by Mr Colless. Evidence not to this commission but I think in general would show that the longer an officer stays in an area, the larger that risk becomes. Familiarity breeds contempt, if I can put it that way.

The Hon. R. D. DYER: But that is not peculiar to Cabramatta alone, is it?

Mr JARRATT: Not peculiar to Cabramatta and not peculiar to the New South Wales Police Service.

CHAIR: I come back to the question you were tabling to the Committee on the Police and Ethnic Advisory Council. I am still not very clear, although you read out your answer, whether this particular council is an umbrella body for the whole of the State or specifically for the Cabramatta area.

Mr JARRATT: No, it is for the State. It is an advisory group for the Commissioner of Police on the State.

CHAIR: Is there a similar advisory group within the LAC for Cabramatta?

Mr JARRATT: No. There is what we call a customer council there that is conducted which performs a function but the selection criteria and the processes are less stringent at the local area command, if I can put it that way. You look to encourage people to become part of that and to contribute to the discussion. As you are aware, the Community Relations Commission is in the process of acting on the Premier's direction of 27 March, and we are awaiting the outcome of its deliberations.

CHAIR: I am concerned that City Watch has been delayed in starting. There has been oral evidence put to the Committee that there is a breakdown of communication between the community and the police. It was put to the Committee that that breakdown should be amended and there was a suggestion very strongly by, for example, Councillor Thang Ngo of Fairfield council, that advisory groups should be established so that there is a free flow of communication between the community, including the business sector and the welfare sector, and the police. Is any effort put in there?

Mr JARRATT: Again, the customer council provides that opportunity, in my view. It may well be that there are views that it could be changed and improved. I do not know what the outcome

will be of the Community Relations Commission's consideration of how that might best be taken forward. That will depend on the input from those community groups as to how that might be taken on board and being engaged in assuming some of the responsibility for the local police.

CHAIR: The Customer Relations Commission you are talking about is the Police Service perhaps taking charge in terms of initiating communication, initiating meetings and funding—

Mr JARRATT: I do not see that as specifically our responsibility. Of course, we are working with the community. That is the lead agency appointed by the Premier, and we would expect it to take the lead and we would join with it in whatever needed to be done. But the service is specifically not the lead agency in that particular determination.

CHAIR: In the evidence presented to the Committee the community, particularly the business sector, does not seem to have been consulted. For example, when we were in Cabramatta having community consultation, it was very vague and very unsure when it is starting, who are in this particular group. I have no information almost of who is doing what, when it will start and who is in the group.

Mr JARRATT: You and I share that at the moment because I have no role to play either. It is a matter for the commission. I guess if you are looking for specific answers you would have to deal with the commission on that basis. It is not an issue that the service is specifically responsible for. Of course, we will contribute and I understand informally that a number of meetings have been held with a view to formulating how that will best be done, but at this stage that is not a matter that I have had any direct role to play.

CHAIR: I do not mean you personally about surely the Police Service would be playing a very significant role on City Watch, for example.

Mr JARRATT: Indeed.

CHAIR: I do not see why the Police Service would not have anybody actively initiating and making all the right arrangements.

Mr JARRATT: As I said, I believe that at least two meetings have already been held with the region commander and local area commanders and local staff of the commission with that in mind so I think it is well advanced. I just do not know the details myself.

CHAIR: Can you perhaps tell the Committee where we can get that information? The Mayor of Fairfield does not seem to know, last Monday the business sector did not seem to know and the Police Service does not seem to know. I presume the Premier's Department—

Mr JARRATT: Again, I think the head of the Community Relations Commission is the one charged with executing that and I am sure that person would be able to tell you precisely.

The Hon. G. S. PEARCE: I want to take you back to my questions about someone taking responsibility for the problems in Cabramatta. You mention that you thought we had heard a number of opinions but not evidence about the problems in Cabramatta. I disagree with you there; I think we have very strong evidence about the problems in Cabramatta. On Friday Assistant Commissioner Small said:

There were problems in Cabramatta during the years 1999 and 2000 and I readily admit that. I cannot provide this Committee with details of every aspect of the problem but I readily admit there was poor management. There were serious management issues and there were also legitimate concerns by management about activities of some front-line police. There is no question about that. There was a very complex problem existing. I have also said that during the year 2000, from what I can see, the problems of the conflict became so great that the primary issue became the internal conflict within the station rather than the problems out on the street. As a result of that, the people of Cabramatta have suffered.

My question to you again is: Who will take some of the responsibility for this? The Minister has refused to come along to this Committee; he has refused to take any responsibility. You tell us today that the commissioner has gone on leave rather than come and tell us why these problems have

existed. Who will take responsibility on behalf of the people of Cabramatta for the mismanagement in the New South Wales Police Service over the past two years?

Mr JARRATT: Perhaps I should deal with each of those. Whether the Minister comes or not is, I guess, a matter he will determine. The commissioner had his leave program. I do not know whether he has been formally invited by the Committee to come or not.

The Hon. G. S. PEARCE: He has.

Mr JARRATT: I am here. As far as the administration and management of the Greater Hume region and the Cabramatta local area command, that is ultimately my responsibility as deputy commissioner, and I have discharged those responsibilities.

The Hon. G. S. PEARCE: What is the accountability process? What actually happens to rectify the problems?

The Hon. J. HATZISTERGOS: Can we have one question at a time?

Mr JARRATT: The process in terms of Cabramatta, I became aware—initially, the accountability process is that if there are problems within the Cabramatta local area command, the regional commander is made aware of those and looks to take steps within his area of responsibility to address those issues. If that proves to be unsuccessful then at the next level as the Deputy Commissioner I become responsible. Ordinarily, those issues are resolved within the region by adjustment of whatever or responding to whatever the calls are. I notice that in the time that Mr Small was in fact the head of Crime Agencies obviously he had an interest in what was happening at Cabramatta but not specifically in the management of it and I am interested in his observations.

In terms of responsibility for that area, it is very clearly the local area commander to the regional commander to me, and I do not seek to step away from that. I am satisfied that some issues arose at Cabramatta that we have worked at resolving and I am now confident that we are on the right track and we will continue to see significant improvement both within the confines of the police station and within the community. I also want to say that the performance of the police and the administration at Cabramatta over those two years was still of a very satisfactory way. There were weaknesses but there were still, in terms of the results that we have achieved in that time frame, quite satisfactory.

The Hon. G. S. PEARCE: If you accept responsibility—the buck stops with you— will you resign or will you be disciplined in any way for the problems?

Mr JARRATT: I can only answer that I am not going to resign. Whether I will be disciplined is, I guess, a matter for my commissioner.

Ms LEE RHIANNON: How many legal advisers do you have here with you today who are not employed by the Police Service?

Mr JARRATT: Mr Temby QC is the only person, and Glen Bartley.

Ms LEE RHIANNON: Why do you have them here?

Mr JARRATT: Mr Temby was employed by the Police Service as counsel to assist the service in presenting its arguments before the Committee. I think at my first appearance that was accepted. I understand that Mr Temby has been appointed to a royal commission position in Western Australia and was unable to be here on Friday, and I believe Mr Bartley may have represented him on that occasion.

Ms LEE RHIANNON: Who made the decision that the Police Service should have that representation? Was it the commission?

Mr JARRATT: Yes, I think it was the commissioner, on advice.

Ms LEE RHIANNON: On advice from?

Mr JARRATT: Ordinarily from our court and legal services, which is a section of the service.

Ms LEE RHIANNON: How much are they paid? Are they paid on an hourly basis or a daily basis?

The Hon. J. HATZISTERGOS: I object to this. It has nothing to do with our terms of reference. You can ask that at an estimates committee.

Ms LEE RHIANNON: I think it is very relevant because we are talking about police resources. Clearly, it is relevant to the issue of police resources that all these people are before us today.

The Hon. R. D. DYER: Further to that point, the member is drawing a very long bow by seeking to link this matter of domestic detail to police resources in Cabramatta. The question is intrusive, embarrassing and leads nowhere in terms of the Committee's terms of reference and our inquiry into those terms of reference, which in essence relate to police resources in Cabramatta.

The Hon. G. S. PEARCE: Ms Lee Rhiannon should be allowed to ask her question and to develop its relevance for the Committee. Madame Chair, it is totally inappropriate to ask you to rule out the question when the discussion has ranged across a whole bunch of issues, to which this matter is obviously relevant.

Ms LEE RHIANNON: As to the question's being embarrassing, Mr Jarratt has answered questions very frankly on the two occasions that he has appeared before the Committee and I am sure he would agree that many other questions have been more embarrassing than this one. The Committee is able to ask wide-ranging questions in order to determine what recommendations we should bring forward. I have outlined why I think this question is highly relevant to the police resources issue and I think it would be very useful if this question were allowed to stand.

The Hon. J. HATZISTERGOS: First, if Ms Lee Rhiannon wants to know whether the matter is having an impact on police resources in Cabramatta, she should ask that question. She has not done that: She asked how much the advisers are being paid. Secondly, to the extent that the Police Service has chosen to follow this course, the Committee has been complicit in that decision because we agreed on the first day of hearings to allow Mr Temby and the legal team to be involved in this process. We have participated in the Police Service's decision to allow him and his entourage from the Police Service to be present during Committee hearings and to contribute.

The Hon. G. S. PEARCE: How is that relevant?

The Hon. J. HATZISTERGOS: It goes to Ms Lee Rhiannon's question: She said that she raised this issue in order to understand to what extent police resources have been diverted to legal services as opposed to fighting crime in Cabramatta. That is the relevance.

CHAIR: I think this question is not directly relevant to the Committee's terms of reference. If Ms Lee Rhiannon can put it another way, I will accept it. However, I do not think it is relevant simply to ask how much has been spent on legal services. Mr Jarratt does not have to answer the question unless he chooses to do so.

Ms LEE RHIANNON: I will leave it at that, but I urge Mr Jarratt to answer as I think it will help with openness, frankness and the need for co-operation between the Police Service and the Committee. I am sure Mr Jarratt has nothing to hide.

Mr JARRATT: I have nothing to hide, but I am unable to answer the question specifically because I do not know. Mr Temby's role should not conclude at the end of these proceedings. The service is in a position to assist the Committee in terms of the accuracy of the report that it may produce. We are accustomed to receiving draft reports from the ombudsman, PIC, the Auditor-General and so on and Mr Temby has vast experience in providing those sorts of responses. The

Committee may choose to use his skills in that regard. In terms of the specifics of precisely what the service is paying Mr Temby, I am sorry but I am unable to answer.

Ms LEE RHIANNON: Thank you.

CHAIR: Mr Jarratt, I refer you to a telephone conversation that I had with Chief Constable David Westwood of Humberside police and our proposed videoconference. During our conversation, Mr Westwood indicated that one result of community consultation in Humberside had been to move away from high-tech policing—high-tech patrol cars and so on—and station amalgamation to locality-based policing because that is what the community wants. That is the opposite of what you said last year. Do you have any views about that issue?

Mr JARRATT: If Humberside has chosen to do that it should be able to produce evidence to persuade you that that is the way to proceed. I think these are matters of judgment that differ markedly from location to location. That style of policing is very effective in rural centres, but I do not know whether that same style of policing is effective in a metropolitan area such as Sydney. I doubt whether it is possible to make a comparison between a city the size of Sydney and Humberside. That is exactly the style of policing that the local area commander at Tamworth, Bob Myatt, would apply. I would endorse it entirely, but that is a lot different from applying it in a metropolitan context.

Let me be absolutely clear: I am not advocating any departure whatsoever from effective community interaction with police. That is the only way that the Police Service can conduct itself properly: It can only do it with the community not to the community. That is the premise upon which the Police Service has acted for 20 or 25 years and there is no remote intention to depart from it. There may be disagreement about precisely how that is accomplished, but there is no intention whatsoever to depart from that fundamental premise.

CHAIR: Following on from that comment, is it not true that the relationship between the police and the community must be re-established? It takes time for people to get to know one another and to develop trust and confidence. Is that not contrary to your comment about transferring police for a maximum of five years?

Mr JARRATT: It is a double-edged sword. In some cases there are risks associated with officers spending more than five years in the same location. Regrettably, officers sometimes lose their spark and require regeneration. Sometimes the association can be very good, positive and constructive and at other times it is detrimental. Experience suggests that regular movement in one's career is healthy for the individual and for the organisation. That is not the only way to establish effective community relations—it does not necessarily take five years. There is a lot of movement through the community and within the Police Service in that sort of time frame. It is a process of constant renewal.

CHAIR: More generally, I refer you to the recent reforms in the United Kingdom regarding police and community relations and community consultation in general—I think you also referred to that matter—as a result of the Stephen Lawrence inquiry. Have you reviewed the reasons that reforms have occurred in the United Kingdom police service in the past three or four years? If so, do you have any comments about those reforms?

Mr JARRATT: If I may, I will answer that question in two ways. I was in London in late 1999 as part of a program involving police chiefs from around the world. I visited the Westminster Region of the London metropolitan police who outlined extensively the service's response to the Stephen Lawrence inquiry. I then outlined what this service was doing and the Westminster commander felt that, if he were ever able to reach the point that we were already at, he would be quite satisfied. In other words, as I mentioned earlier in my evidence, I think you will find that this service is pretty well at the cutting edge on a world scale of response to these sorts of complex issues. That is not to diminish in any way what the London metropolitan police are doing; they have made giant strides since the Stephen Lawrence matter. However, I do not know that this service compares unfavourably with it.

In terms of the changes that have occurred in England, the commissioner is more conversant with the details of them than I am, since that time, I have not had the opportunity to take particular stock of the situation. However, as a regular user of the Internet, I have access to Home Office reports

and the like on those matters and we are constantly on the lookout for ways of improving our response to general policing issues using a formal process. At this stage I do not know that England—particularly London—has lots from which this service can learn in that regard; I am sure it may be different in other areas.

CHAIR: What about Toronto metropolitan police, who you mentioned in your submission?

Mr JARRATT: It is a very effective police agency. On a comparative basis, our performance is about there. I think the Canadians probably do as well in this area as anyone in the world, and I would like to think we do equally well.

CHAIR: What about the United States—New York, for example?

Mr JARRATT: I would rather not comment. I have had the opportunity of viewing the situation in New York at first hand and, again, I like our service in comparison.

CHAIR: Would you like to make any other statement?

Mr JARRATT: No, thank you. I appreciate this opportunity to appear before the Committee and to reiterate my earlier offer: If there is any way that this service can assist you by way of reviewing the draft report in terms of accuracy—obviously not content—we would be delighted to do so.

CHAIR: As I said in my opening statement, the Committee must deal with a couple of outstanding matters and it might be necessary for us to write to the Police Service seeking further responses. I hope that is okay. The Committee must decide when to table our report to Parliament but, if the Police Service responds speedily, we will be able to collate all the information and evidence necessary to that report.

Mr JARRATT: I would be comfortable in undertaking to provide as complete a response in as timely a fashion as we are capable of doing.

CHAIR: You might like to know about the process of reporting to Parliament—this is my personal view because the Committee has not yet decided when to table the report. However, I project that the time frame for reporting to Parliament will be before the end of June. You might find that information useful.

Mr JARRATT: Thank you very much.

CHAIR: Mr Jarratt, on behalf of the Committee, thank you for appearing today and for all the work and effort that you have put into answering our questions. We hope to bring down a very positive report in response to your positive efforts to help the Committee.

(The Committee adjourned at 12.56 p.m.)