



Program 6 — Maintenance of Law, Order and Security

Program Objective

To contribute to the maintenance of law and order, to combat crime and to respond effectively to acts of politically motivated violence.

To maintain effective measures against espionage and subversive activities and against attacks directed at individuals, information and assets.



6.4 Common Police Services

SUB-PROGRAM OBJECTIVE

To manage and further develop for the Australian police forces common police services such as criminal intelligence, police research, exchange of police information and management training for very senior police officers.

Component 6.4.4

Office of the Narcotics Control Board, Thailand, Computer Project

COMPONENT OBJECTIVE

To enhance regional participation in the international effort to combat crime.

Resources Summary — 6.4.4 Office of the Narcotics Control Board, Thailand

FINANCIAL	1996-97	1997-98	1997-98
	<i>Actual</i> \$('000)	<i>Estimate</i> \$('000)	<i>Actual</i> \$('000)
Appropriation Bill No. 1			
Running Costs			
• Salaries (120-1) (p)	190	115	116
• Other (120-1) (p)	123	122	91
TOTAL APPROPRIATIONS	313	237	207
Adjustments affecting Outlays			
• Trust Account Transactions - Law Enforcement Projects Trust Account			
– Receipts	–	–	–
– Expenditure	59	–	–
• Section 35 (Audit Act) Receipts	12	8	8
TOTAL OUTLAYS	360	229	199
STAFFING			
Staff Years	1.5	1.0	1.0

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

PERFORMANCE MEASURE

Participation as a member of the Joint Management Committee of the Thai Office of the Narcotics Control Board.

PERFORMANCE OUTCOME

Information Technology staff continued to provide technical and operational support to the Thai-Australian computer project in the Office of the Narcotics Control Board in Thailand, including attendance at the annual Joint Management Committee meeting.

PERFORMANCE MEASURE

Contributing to the creation of an environment conducive to the effective enforcement of criminal laws

PERFORMANCE OUTCOME

During the year the hardware and software for the Office of the Narcotics Control Board mainframe computer system installed in Bangkok was reviewed and software upgrades undertaken. A review of year 2000 compliance issues commenced. The mainframe computer is used to automate drug intelligence and related information-gathering functions for the Office of the Narcotics Control Board.

Additional passport reader units were installed at Don Muang International Airport in Bangkok to improve the efficiency and accuracy of data collection.

6.5 Community Protection

SUB-PROGRAM OBJECTIVE

To assess, enhance, and protect the security of the Australian community; to assist in safeguarding Australia's interests and resources from actual and potential threats and maintain effective prevention and response measures.

Component 6.5.3

The Australian Protective Service

COMPONENT OBJECTIVE

To be recognised as a world class provider of protective security services and be economically viable.

ROLE

The Australian Protective Service has two distinct operational areas. These are line-managed by function from the National Headquarters, and divided into core and contestable functions. Core clients are those who are required by the Government to continue using the APS to meet their security needs. The contestable market is where the APS bids for work, usually by tender, in competition with the private sector. The APS will continue to tender for such work and is examining ways of becoming more competitive. In 1997-98 the APS entered into a teaming agreement with P&O Services as part of its business development strategy. P & O Services is Australia's largest provider of non-core support services, including total facilities management, security, cleaning, technical, building maintenance, catering and related property services. Through the teaming arrangement the APS and P&O Services offer a seamless security service, which combines APS security management expertise with P&O's comprehensive outsourcing capability.

The APS will continue providing a range of services on a cost-recovery basis. The core areas will include higher-level guarding of buildings and establishments occupied by many Commonwealth agencies throughout Australia, including sensitive defence establishments such as those at North-West Cape, Pine Gap and Nurrungar; the residences of the Prime Minister and the Governor-General; the external precincts and ministerial wing of Parliament House; and the Australian Nuclear Science and Technology Organisation's research facility at Lucas Heights, Sydney. The APS also provides diplomatic and consular security at more than 400 locations throughout Australia. Subject to the review of the counter-terrorist first-response function, security of designated airports may remain also as a core function.

The contestable area of operations includes material and personnel escort duties, and guarding at the Department of Veterans' Affairs and ASIO. Protective security consultancy services, alarm monitoring services and training services are also provided.

The APS operates in all States and Territories and its National Headquarters is located in Canberra.

Resources Summary — 6.5.3 Australian Protective Service

FINANCIAL	1996-97	1997-98	1997-98
	<i>Actual</i> \$('000)	<i>Estimate</i> \$('000)	<i>Actual</i> \$('000)
Appropriation Bill No. 2			
• Business Loan (805-3-01)	-	1 290	-
• Overdraft Facility (805-3-02)	-	3 500	-
• Business rationalisation and redundancy costs (807-02)	-	11 215	7 504
TOTAL APPROPRIATIONS	-	16 005	7 504
Adjustments affecting Outlays			
• Trust Account Transactions - Australian Protective Service			
Trust Account			
- Receipts	78 901	74 767	74 767
- Expenditure	77 643	71 128	71 128
TOTAL OUTLAYS	(1 259)	12 365	3 864
STAFFING			
Staff Years	992.0	754.0	851.6

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

Strategy

- Improve and consolidate client satisfaction by formulation of Memoranda of Understanding (MOUs) designed specifically to address client needs;
- review procedures and instructions to reflect client dictates;
- involve clients in competency training development and operational audits.

PERFORMANCE MEASURE

Improved client perception of service delivery measured by seeking client feedback during regular client/service provider liaison throughout the financial year.

PERFORMANCE OUTCOME

No major qualitative concerns were raised by clients during 1997-98, and an audit in relation to the level of service being provided by the Diplomatic Protected Persons Group produced favourable results.

Cost, however, continued to be a major issue for many Commonwealth clients. Two contestable clients, the Department of Immigration and Multicultural Affairs and the Defence Science and Technology Organisation, entered into agreements with alternative service providers following a tender process, resulting in the loss of these two clients.

The APS began exploring ways of reducing the cost of its services through a certified agreement with staff.

PERFORMANCE MEASURE

Positive views of key stakeholders by seeking feedback during regular planned liaison meetings.

PERFORMANCE OUTCOME

Informal feedback from key stakeholders indicated that the APS had strengthened its relationships with key stakeholder groups. An MOU covering cooperative arrangements is being finalised with the Queensland Police Service, and the level of cooperation between the APS and State police services improved generally during the year.

The key roles undertaken by the APS were acknowledged and endorsed in a number of major government reviews, including the APS Review.

Strategy

- To improve budgeting and monitoring of accounts to control costs and to ensure that the most economical service is delivered;
- to formulate methods to ensure prompt and effective financial reporting can be provided;
- to enhance systems to ensure audit and other Financial Management Act requirements are addressed.

PERFORMANCE MEASURE

Achievement of sufficient earnings before interest and taxes to deliver operational profit.

PERFORMANCE OUTCOME

The trading result for 1997-98 was an operating profit of \$6.65 million, compared with a loss of \$1.2 million the previous year.

PERFORMANCE MEASURE

Achieve a net profit after tax.

PERFORMANCE OUTCOME

The operating result after abnormal items improved significantly to \$7.53 million, compared with a loss of \$3.5 million in 1996-97.

PERFORMANCE MEASURE

Achieve a decrease in unit cost of sales.

PERFORMANCE OUTCOME

Total operating expenses per employee decreased substantially from \$76 908 in 1996-97 to \$70 522 in 1997-98.

Strategy

To introduce a culture of continuous improvement by establishment or enhancement of training and skill competencies, performance appraisal, quality assurance and audits, and new finance and human resource systems.

PERFORMANCE MEASURE

Competency profiles of all positions developed.

PERFORMANCE OUTCOME

A consultant was commissioned to develop an APS enterprise training package to assist the APS to develop core competency profiles for staff.

The APS is considering competencies from a range of industry training advisory bodies, including property services and public safety. The competencies adopted will be linked to general Australian Public Service competencies and will form the basis of the APS's recruitment strategy.

The project is ongoing and is expected to be completed by June 1999.

Attorney-General's Department

PERFORMANCE MEASURE

Satisfactory achievement of a certified agreement and Australian Workplace Agreements with staff by December 1998.

PERFORMANCE OUTCOME

The development and negotiation process of agreements progressed in 1997-98, and it was expected that that APS staff would vote on a certified agreement in October 1998. Progress was slow due to disagreement between staff associations, unions and APS management on fundamental issues. Logistical issues, such as the geographical dispersion of staff, also impacted on the process. A series of conferences was undertaken to facilitate participation by all APS staff.

PERFORMANCE MEASURE

Successful implementation and bedding down of Systems Applications Products in data processing (SAP) Financial Management Information System (FMIS) by December 1998.

PERFORMANCE OUTCOME

This SAP FMIS project was introduced into the APS and will be fully operational and integrated with the Department by July 1998.

PERFORMANCE MEASURE

Development of a suitable Human Resource Management Information System (HRMIS) with implementation by December 1999.

PERFORMANCE OUTCOME

The APS, in conjunction with the Department, is evaluating the requirements for a payroll and allowance system and an HRMIS that will meet the needs of the Department for the year 2000 and beyond. The distributors of the NOMAD payroll system are developing additional options for NOMAD to increase its human resource management functions. The anticipated certification of NOMAD to year 2000 compliance relieves the pressure in having to make decisions based on time compliance only.

PERFORMANCE MEASURE

Ongoing increase in work attendance and decrease in level of staff absenteeism.

PERFORMANCE OUTCOME

The APS identified a number of ways in which staff absenteeism might be reduced. These included better rostering practices in accordance with occupational health and safety requirements, an incentive scheme which encouraged staff to improve their work attendance levels and the introduction of a more flexible workforce, utilising permanent part-time employees. The effect of these initiatives addressing absenteeism is being monitored.

Strategy

The APS is achieving business innovation through a number of strategies, including profit contribution by new engagements; percentage achievement of business plans; and successful management of identified client losses.

PERFORMANCE MEASURE

Profit contribution by all areas of APS business

PERFORMANCE OUTCOME

During 1997-98 APS stations moved to a profitable basis, without cross-subsidisation between stations. The APS divested its unprofitable mobile patrol group, and began implementing a business strategy aimed at improving the profitability of its control room.

A review of National Headquarters was undertaken and certain recommendations to improve efficiency and client satisfaction are being pursued. A review of staffing levels is also being undertaken to identify further efficiencies and to reduce overheads where possible.

PERFORMANCE MEASURE

New profitable business generated and retained.

PERFORMANCE OUTCOME

Generating new business in traditional guarding areas proved difficult, with clients trimming the level of work they require at many stations due to cost. This was, however, somewhat offset by increases in service levels in other areas. The coming year is expected to be difficult.

Most new business was generated by the restructured Business Development Branch, specifically in the areas of security consultancy services, the provision of protective security training and alarm monitoring.

Component 6.5.4

Standing Advisory Committee on Commonwealth–State Cooperation for Protection Against Violence

ROLE

The Standing Advisory Committee on Commonwealth–State Cooperation for Protection Against Violence (SAC-PAV) is one of the principal instruments for coordinating the national capability for protecting Australia from politically motivated violence. The Protective Security Coordination Centre (PSCC) provides the executive and secretariat support to SAC-PAV and its project groups.

Resources Summary — 6.5.4 Standing Advisory Committee on Commonwealth–State Cooperation for Protection against Violence

FINANCIAL	1996–97	1997–98	1997–98
	<i>Actual</i>	<i>Estimate</i>	<i>Actual</i>
	<i>\$('000)</i>	<i>\$('000)</i>	<i>\$('000)</i>
Appropriation Bill No. 1			
Other Program Costs			
• Standing Advisory Committee on Commonwealth–State Cooperation for Protection against Violence —			
Operating Expenses (120-2-06)	3,448	3,518	3,507
TOTAL APPROPRIATIONS	3,448	3,518	3,507
Adjustments affecting Outlays			
• Revenue			
– Miscellaneous	5	–	–
TOTAL OUTLAYS	3,442	3,518	3,506

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

PERFORMANCE MEASURE

An effective national capability for protecting Australia from politically motivated violence.

PERFORMANCE OUTCOME

During the year SAC-PAV continued to enhance its national capability for protecting Australia from politically motivated violence. This was achieved through the cooperative development and refinement of plans and strategies by SAC-PAV.

A major review of the training and exercise program was undertaken by a team of consultants and a report was considered by SAC-PAV in November 1997. Subsequent activity was oriented towards implementing the decisions taken.

SAC-PAV also developed the Australian Secure Network (ASNET), a computer-based secure intranet communications system which will be used to link all member agencies. This system will substantially enhance communications to support day-to-day activities and will improve national crisis management arrangements significantly. The system will be installed in key agencies during 1998–99.

Exercise and training activities focused on preparation for the Sydney 2000 Olympic Games.

Component 6.5.5

Protective Security Coordination Centre

COMPONENT OBJECTIVE

To provide high-quality policy advice to ministers and other client groups on protective security matters, maintain an effective counter-terrorism capability and coordinate protective security arrangements for holders of high office, visiting dignitaries and foreign diplomats.

ROLE

The Protective Security Coordination Centre supports the Attorney-General and the Minister for Justice by providing policy advice on protective security and national security matters.

The PSCC implements government decisions in the field of protective security. This includes security awareness activities and education through training programs on physical, computer and personnel security, and the production, marketing and maintenance of the *Protective Security Manual*.

The PSCC is also responsible for the coordination of the Department's security interests at the Sydney 2000 Olympic and Paralympic Games.

Consistent with its responsibilities for the development and maintenance of arrangements for an effective counter-terrorism capability, the PSCC coordinates protection arrangements for high-risk persons (including ministers and their staff, visiting foreign dignitaries and foreign diplomats), premises and facilities.

The PSCC also coordinates programs through SAC-PAV, such as the conduct of training and the provision of appropriate equipment to Australian police services. It provides executive and secretariat support for SAC-PAV, for the Special Interdepartmental Committee on Protection Against Violence and for their major sub-groups, including the Diplomat and Dignitary Security Sub-Committee.

Resources Summary — 6.5.5 Protective Security Coordination Centre

FINANCIAL	1996-97	1997-98	1997-98
	<i>Actual</i>	<i>Estimate</i>	<i>Actual</i>
	<i>\$('000)</i>	<i>\$('000)</i>	<i>\$('000)</i>
Appropriation Bill No. 1			
Running Costs			
• Salaries (120-1) (p)	2,586	3,462	3,357
• Other (120-1) (p)	15,853	21,760	17,876
TOTAL APPROPRIATIONS	18,439	25,222	21,233
Adjustments affecting Outlays			
• Section 35 (Audit Act) Receipts	307	984	984
TOTAL OUTLAYS	18,132	24,238	20,249
STAFFING			
Staff Years	48.0	62.0	60.0

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

Strategy

Implementation of government decisions on protective security, including training programs and physical, computer and personnel security.

PERFORMANCE MEASURE

Implementation in accordance with government policy and within agreed timeframes.

Attorney-General's Department

PERFORMANCE OUTCOME

The principal government policy document on protective security, the *Protective Security Manual*, was substantially revised during 1997–98 following detailed consultation with security personnel in Commonwealth agencies. An exposure draft of the revised manual was circulated to all agency heads in December 1997. Comments received from some 40 agencies were incorporated into the draft manual.

The Protective Security Policy Committee aims to promote the development of policy standards and guidelines for sound protective security management within Commonwealth agencies and to ensure that protective security policy and procedures are efficient, effective and relevant. The committee is chaired, and the secretariat provided, by the PSCC. During 1997–98 the committee monitored progress on the rewrite of the *Protective Security Manual*, endorsed the commencement of a review of the personnel security clearance process and developed a strategy for the implementation of decisions made following investigations into the disclosure of classified material prepared for the Foreign Economic Ministers Meeting in Cairns in July 1997.

The review of the personnel security clearance process commenced, with senior officers from the PSCC and ASIO holding valuable fact-finding discussions with protective security and research personnel in the UK, the US, Canada and New Zealand in November–December 1997.

PERFORMANCE MEASURE

Evaluation of training programs by participants and by clients.

PERFORMANCE OUTCOME

A formal evaluation of training programs managed by the PSCC, proposed for 1997–98, was deferred. This was due to a need to take account of additional requirements imposed following the investigation of the security breach at the Foreign Economic Ministers Meeting and arising from the revised *Protective Security Manual*. The evaluation will commence in the second half of 1998.

Training in all aspects of protective security continued to be provided to security personnel from all Commonwealth departments and agencies under the Protective Security Training Program. A feature of the 1997–98 program was an increase in requests for in-house security awareness training. All sessions conducted were well-attended by staff of the agencies concerned.

The annual Security in Government Conference is part of the PSCC's ongoing commitment to security awareness and forms an integral part of the security education and awareness program. The conference is aimed at government security managers and practitioners, and continues to be one of the most important events on the government security calendar. The 1997 conference, the most successful to date, included two innovations — a seminar for senior executive service officers as part of the conference, and the conduct of an agency security advisers' open forum in the pre-conference sessions. Feedback from both sessions indicated strong support for the training program.

Following the success of the agency security advisers' open forum, a subsequent forum attended by 40 representatives was held in March 1998. Similar forums will be held at regular intervals, providing valuable client feedback on the effectiveness of the training program.

Strategy

Maintain and enhance coordinated protection arrangements for high-risk persons, premises and facilities including ministers and their staff, visiting dignitaries and foreign diplomats.

PERFORMANCE MEASURE

Level of client satisfaction with security arrangements.

PERFORMANCE OUTCOME

The PSCC maintained a 24-hour duty officer system which provided an effective after hours information network within the Commonwealth and with State police for matters relating primarily to dignitary protection.

With regard to Australian holders of high public office, major security upgrades were undertaken for Kirribilli and Admiralty Houses in Sydney, and planning was well advanced for similar upgrades at The Lodge and Government House in Canberra. These upgrades were in accordance with the Government's acceptance of the recommendations of the Review of Security for Commonwealth Holders of High Office.

The PSCC continued to provide a wide range of protective security advice and services to Australian office holders, including implementing security improvements at offices and private residences, collating and disseminating official programs to State and Territory police services, and providing security awareness briefings to staff and families of office holders.

A major review was undertaken of the policies, practices and procedures for the security of Australian office holders to ensure that they were up-to-date and in line with modern risk-management principles. This required extensive liaison with all relevant security agencies and police services.

The PSCC, in line with the recommendations of the office holders review, continued its work on developing the Commonwealth security management plan to consolidate the range of security plans held by Commonwealth organisations involved in protective security for Australian office holders, or to develop plans where procedures had not been documented.

The PSCC continued to coordinate, at a high level, Commonwealth-State arrangements for the protection of visiting foreign dignitaries. While the number of visits notified (487) remained about the same as last year, the number requiring a threat assessment fell from 137 to 106. This reflects the reduction in visits from regional dignitaries. Visits of foreign dignitaries requiring major security planning by the PSCC also fell slightly, from 13 to nine. Visits by Indonesian dignitaries were primarily of a defence orientation, with visits by Defence and Security Minister Suradjat, Air Force Chief of Staff Sutria, Vice Chief of the Armed Forces Tarub, and Mines and Energy Minister Sudjana. Other visitors from the region included Laotian Deputy Prime Minister Vorachit, Chinese Education Minister Zhui and the Chinese Minister of Supervision. Two very high-level visits by Chinese leaders — Vice Premier Li Ruihuan and Defence Minister Chi Haotian — involved significant effort by the PSCC in coordinating and managing appropriate security arrangements. Detailed security planning by the PSCC ensured that no visits were marred by security incidents.

The PSCC, in consultation with other agencies, also coordinated protective security arrangements for the diplomatic and consular community throughout Australia. This included tasking the Australian Protective Service to provide protection — primarily static guarding, mobile patrolling and alarm monitoring — to diplomatic and consular premises in Canberra, Sydney, Melbourne and Darwin. The requirement for protective security was continually monitored and evaluated, with resources being allocated as needed in response to specific events and occurrences, both in Australia and overseas. Significant additional resources continued to be allocated to the protection of Indonesian diplomatic and consular premises.

Strategy

Provide high-quality policy advice to ministers and other clients in the area of protective security, including through expertise in the fields of research, analysis and liaison.

PERFORMANCE MEASURE

Level of client satisfaction with timeliness and quality of advice provided.

PERFORMANCE OUTCOME

The major policy activity during 1997-98 was the revision of the *Protective Security Manual*. This required wide consultation with clients, including ministers, and considerable research, analysis and liaison. There was general satisfaction with the form and content of the manual and the project was progressing in accordance with the agreed time schedule.

The 1997 Security in Government Conference was addressed by both the Attorney-General and the Minister for Justice. In his address the Attorney-General spoke of the importance of the manual as a resource to enhance security, the role of risk management, the extension of the Privacy Act to apply to contractors, the challenge provided by the growth in information technology and Olympic security. The Minister for Justice outlined a number of measures designed to enhance protective security. These included the security challenges in outsourcing, personnel security, fraud control, investigation standards and a proposed joint project on training with the Canberra Institute of Technology.

Strategy

Continually develop a nation-wide counter-terrorism capability through the provision of exercise and training activities and specialised equipment.

PERFORMANCE MEASURE

Counter-terrorism capability assessed through evaluation of exercise outcomes

PERFORMANCE OUTCOME

A major review of the SAC-PAV training and exercise program was undertaken by a team of consultants during the year. The review indicated that while the programs were soundly based, some refinements, particularly in the management of the programs, was necessary. These refinements were designed to enhance the ability of SAC-PAV to focus activity where the current threat analysis and capability evaluation indicates it is needed. The significant outcomes were (a) to move from a fixed rotational program of activities to a flexible program based on need and (b) to develop a Directions and Priorities Statement, to be reviewed and updated annually.

The Directions and Priorities Statement gives a strategic and holistic view of capability development and provides the mechanism to maintain effective capabilities while focusing on weaker areas. Subsequent training and exercise programs will be dynamic and responsive to the national need.

Exercise outcomes continued to drive strategy and policy development. The thorough evaluation conducted after each exercise provided the basis for a review of procedures and plans. Where appropriate, amendments to plans will be formulated for consideration by the SAC-PAV Committee. In May 1998 SAC-PAV approved a series of amendments to the National Anti-Terrorist Plan arising from exercise evaluation.

PERFORMANCE MEASURE

Level of client satisfaction.

PERFORMANCE OUTCOME

A high level of satisfaction was again expressed by all Australian governments on the value of the SAC-PAV program in developing and maintaining a nation-wide counter-terrorism capability. As an example of this support, NSW used the structures and processes of the National Anti-Terrorist Plan as the basis for developing its Olympic security strategy. The International Olympic Committee also expressed its satisfaction with the national counter-terrorism arrangements, which were a contributing factor in Sydney being awarded the Olympic Games.

PERFORMANCE MEASURE

Monitoring of international best practice.

PERFORMANCE OUTCOME

International best practice is monitored by PSCC officers participating in overseas counter-terrorism conferences and seeking information from overseas experts visiting Australia.

During the year PSCC officers hosted a bilateral meeting with US officials on counter-terrorism issues. PSCC officers attended the Nagano Winter Olympics in Japan to study the security and counter-terrorism arrangements. Officers also went to an international conference in Hawaii on special-event security, and to seminars in New Zealand on counter-terrorism and special-event security.

Strategy

Facilitate the development of the most relevant and up-to-date skills and knowledge by staff to ensure they are in the best position to provide quality service to our clients.

PERFORMANCE MEASURE

Regular assessment of staff development needs conducted.

PERFORMANCE OUTCOME

Assessment of staff development needs was made on an individual and group basis at regular intervals. Senior officers are required to identify development needs as part of their performance agreement. Other staff are regularly consulted on their personal development needs.

PERFORMANCE MEASURE

Personal development undertaken in accordance with agreed individual development plans

PERFORMANCE OUTCOME

During the year 11 PSCC officers commenced, continued or completed participation in tertiary level studies either relevant to their current responsibilities or to their future career progress. These ranged from participation in a pilot Diploma in Security Risk Management to the completion of a Masters in International Relations.

PSCC staff participated in a range of training and personal development courses, including on-the-job training. The courses included harassment contact officer training; policy formulation and advice; assertiveness for women; and courses conducted by the PSCC Protective Security Training Centre such as personnel security, physical security and protective security.

The PSCC decided to convene a staff development committee to look at ways to identify, encourage and improve opportunities for staff to enhance their skills and career prospects.

PERFORMANCE MEASURE

Regular staff evaluation of suitability of development programs

PERFORMANCE OUTCOME

Managers and staff conducted regular evaluation of potential development programs to determine the suitability and effectiveness of those programs. Regular branch meetings were held where the evaluation and identification of potential development programs were discussed by staff.

Strategy

Coordination of the Commonwealth's security interests in the Sydney 2000 Games.

PERFORMANCE MEASURE

Level of client satisfaction with coordination arrangements, including ministerial feedback and consent provided by International Olympic Committee and scrutiny by officials.

PERFORMANCE OUTCOME

The Department coordinated the Commonwealth's security interests and responsibilities in respect of the Sydney 2000 Games to the satisfaction of responsible ministers. Effective liaison was maintained between the Commonwealth and NSW authorities responsible for Olympic security.

The Commonwealth's security coordination role was enhanced in February 1998 with the establishment of the Sydney 2000 Games Coordination Task Force to consolidate the Commonwealth's approach to key security policy and planning aspects of the Games. The Department provided significant resources to the task force and located a Commonwealth liaison officer with the NSW Police Service.

The Department's operational and policy responsibility continues for the coordination of national security arrangements, counter-terrorism planning and protection of visiting dignitaries, Australian office holders and diplomatic and consular officials in the context of the Games.

The International Olympic Committee's Commission of Audit in March 1998 expressed satisfaction with the progress of security arrangements for the Games and praised the strong relationship between NSW and the Commonwealth and their security preparations.

Component 6.5.6 National Firearms Program

COMPONENT OBJECTIVE

To enhance the safety of the Australian community through a national approach to the availability and use of firearms, including fair and proper compensation to those who surrender prescribed firearms. This approach includes fair and proper compensation to licensed firearm dealers for loss of business due to firearms control.

Resources Summary — 6.5.6 National Firearms Program

FINANCIAL	1996-97	1997-98	1997-98
	<i>Actual</i>	<i>Estimate</i>	<i>Actual</i>
	<i>\$(000)</i>	<i>\$(000)</i>	<i>\$(000)</i>
Special Appropriations			
• <i>National Firearms Program Implementation Act 1996</i>	311,524	169,000	91,162
TOTAL APPROPRIATIONS	311,524	169,000	91,162
TOTAL OUTLAYS	311,524	169,000	91,162

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

PERFORMANCE MEASURE

The achievement of the greatest possible withdrawal of restricted firearms from circulation within the Australian community.

PERFORMANCE OUTCOME

The Government dedicated \$500 million to the buyback, which was prompted by the shooting of 35 people at Port Arthur in April 1996. At a special meeting of the Australasian Police Ministers Council in May 1996, Commonwealth, State and Territory Police Ministers reached a historic agreement on uniform and effective national firearms laws.

More than 640 000 firearms were handed in and \$342 million paid in compensation to gun owners. The amnesty period under the National Firearms Agreement ended on 30 September 1997. A total of 721 claims for compensation for loss of business were made during the amnesty period.

Component 6.5.7 Law Enforcement Coordination Division

COMPONENT OBJECTIVE

A cooperative and coordinated Commonwealth law enforcement strategy for the detection and prevention of criminal activity.

ROLE

The Law Enforcement Coordination Division (LECD) is responsible for policy matters relating to the operational law enforcement agencies within the Attorney-General's portfolio and general law enforcement issues; policy advice relating to fraud, firearms and illicit drugs; administration of the National Campaign against Violence and Crime (NCAVAC); secretariat support to the Ministerial Council on the Administration of Justice; and support to the Commonwealth Law Enforcement Board (CLEB). CLEB comprises the Secretary, Attorney-General's Department; National Crime Authority (NCA) Chairperson, (Board Chair); Commissioner, AFP; and the Director, AUSTRAC. It provides coordinated advice to the Minister for Justice in the form of regular strategic crime assessments and Law Enforcement Planning Documents (LEPDs), and has overall responsibility for the Commonwealth's fraud control policy under which it provides an annual report on fraud control issues.

Resources Summary — 6.5.7 Law Enforcement Coordination Division

FINANCIAL	1996-97	1997-98	1997-98
	<i>Actual</i> <i>\$('000)</i>	<i>Estimate</i> <i>\$('000)</i>	<i>Actual</i> <i>\$('000)</i>
Appropriation Bill No. 1			
Running Costs			
National Crime Authority			
• Salaries (130-1) (p)	1,217	-	-
• Other (130-1) (p)	917	-	-
A-G's Department			
• Salaries (120-1) (p)	1,299	2,848	2,413
• Other (120-1) (p)	1,236	10,124	4,641
RUNNING COSTS APPROPRIATIONS	4,668	12,972	7,055
Other Program Costs			
• International Bodies — Membership contributions (120-2-02) (p)	-	15	-
TOTAL APPROPRIATIONS	4,668	12,987	7,055
Adjustments affecting Outlays			
• Revenue			
- Miscellaneous	-	5	5
• Trust Account Transactions — Law Enforcement Projects Trust Account			
- Receipts	-	-	-
- Expenditure	148	80	80
• Section 35 (Audit Act) Receipts	50	227	227
TOTAL OUTLAYS	4,766	12,834	6,902
STAFFING			
Staff Years	36.0	38.0	43.5

These figures are expressed in cash terms. The accompanying audited Financial Statements are presented in accrual format.

Strategy

Support the priorities of CLEB.

PERFORMANCE MEASURE

Satisfaction of CLEB in the services provided.

PERFORMANCE OUTCOME

Strategic crime assessments

The Office of Strategic Crime Assessments (OSCA) within LECD supports the portfolio ministers and CLEB through the provision of strategic assessments of trends in the Australian criminal environment, looking up to five years ahead. OSCA's analytical program is determined each year by a tasking directive issued by CLEB. In accordance with this tasking, OSCA produced the 1997 Annual Assessment of Emerging Threats to Commonwealth Law Enforcement, its third such assessment. The analytical program also generated six individual issue assessments, five trend alerts and three occasional papers during the year, covering such issues as synthetic drugs, transnational crime, money laundering, fraud, computer crime, immigration malpractice, illegal fishing, Internet gambling and intellectual property rights. Papers were also prepared in response to client requests for briefing on particular issues. Client feedback was positive with respect to the quality, utility and timeliness of OSCA's analytical product.

OSCA also facilitates coordination of the Commonwealth's law enforcement intelligence effort, through its chairing of the Commonwealth Law Enforcement Intelligence Consultative Committee (CLEICC) and its representation on national intelligence committees on behalf of CLEB. CLEICC meets quarterly and brings together the heads of the intelligence units of Commonwealth law enforcement agencies for discussion of issues where a coordinated or collective intelligence community approach is desirable.

CLEICC consolidated its value to the law enforcement community during the year, being nominated by the Heads of Commonwealth Operational Law Enforcement Agencies (HOCOLEA) group to take carriage of developing and applying best practice in intelligence management across the community. A further four HOCOLEA agencies joined CLEICC in order to participate in this activity, as did the Executive Officer of the Standing Committee on Organised Crime and Criminal Intelligence. The committee prepared a strategic plan to provide a framework for best practice development over the next three years. An open source information special interest group was also formed as a CLEICC sub-committee to develop and apply a common approach to exploiting open source information within the community.

Strategic planning

Following the Government's endorsement of the 1996 LEPD, which identified comprehensive priorities for CLEB's agencies, the LECD prepared the second LEPD under the direction of CLEB and in consultation with its agencies. This LEPD addressed issues affecting the CLEB agencies' capabilities to deal with the current and emerging criminal environment.

Fraud control

CLEB is satisfied with the following activities undertaken to implement and enhance the Commonwealth's fraud control policy:

- preparation of the 1996-97 fraud annual report to the Government;
- development and approval of national functional competencies for fraud prevention, detection and investigation;
- evaluation of Commonwealth agency risk assessment and fraud control plans;
- substantial progress on the revision of the policy.

Secretariat

In supporting the operation of CLEB and the conduct of its meetings, the secretariat coordinated the preparation and compilation of agenda material and ensured that CLEB members consistently received that material five clear working days prior to CLEB meetings. As appropriate, the secretariat responded to requests and directions from CLEB. The secretariat also maintained the official record of CLEB meetings and decisions.

Strategy

Provide strategic policy advice to the Attorney-General and the Minister for Justice on Commonwealth law enforcement, criminal activity and related issues.

PERFORMANCE MEASURE

Timeliness, relevance and utility of briefings and progress in achieving government law enforcement priorities

PERFORMANCE OUTCOME

Amendments to AFP Act

Following ministerial direction, a draft submission was prepared, in cooperation with the AFP, outlining changes to the AFP Act needed to reflect the changed organisational structure and operation of the AFP and allow these changes to be fully implemented.

Appointments to the NCA

A new member of the NCA — Mr Marshall Irwin, a Queensland barrister — took up his appointment on 1 June 1998. Members of the NCA are appointed by the Governor-General on the advice of the Inter-Governmental Committee of the NCA.

Evaluation of the NCA

Work commenced on the draft government response to the Parliamentary Joint Committee on the National Crime Authority's evaluation of the NCA, with input from a range of areas within the Department and in consultation with the NCA, the AFP and other departments.

References to the NCA

References issued to the NCA require referral to the Office of Legislative Drafting on drafting issues and to Chief General Counsel for advice as to their legal status. The Minister requires briefing on the substance and procedures to be followed in approving the references, either herself, in the case of Commonwealth references, or as a member of the Inter-Governmental Committee on the NCA in the case of State and Territory references. The LECD is responsible for this activity and had carriage of over 40 references approved in 1997–98.

Preventing crime at the Sydney 2000 Games

The LECD represents the Department on the Standing Interdepartmental Committee on the Prevention of Olympic Crime (SIDCPOC) and on two of its working parties — the Drugs Working Party and the Illegal Entry/Exit of People, Goods, Weapons and Intellectual Property Working Party. SIDCPOC reported to the Commonwealth–State Ministerial Sub-Committee on Olympic Security on aspects of concern to Commonwealth agencies.

Interdepartmental Committee on the Movement Alert List

The committee was established by HOCOLEA. The LECD represents the Department on the committee, which is looking at improving the coordination of information which is placed on the Movement Alert List by law enforcement agencies. The committee met once in 1997–98.

Women in policing

The Australasian Women in Policing Advisory Committee was established by the Australasian Police Ministers Council (APMC) in November 1996 to advise Australasian Commissioners of Police on policy issues affecting women in policing. The committee met twice in 1997-98. The LECD represents the Department on this committee.

Provision of policing services to the ACT

A review of the arrangement whereby the Commonwealth provides policing services to the ACT was announced in late 1997 by the ACT Government. A steering committee and a working group were established to oversee the review and a consultant was engaged to undertake the first stage of the process.

The review is inquiring into the nature and cost of ACT policing services, including those services provided in respect of national responsibilities, options for enhanced accountability mechanisms, options for establishing an appropriate price for community policing services in the ACT, and the form and content of a revised policing arrangement. The Department is represented on the steering committee and the working group.

Strategy

Implement the National Campaign against Violence and Crime.

PERFORMANCE MEASURE

Progress in achieving the aims of the campaign.

PERFORMANCE OUTCOME

National initiatives

Six projects — on domestic violence prevention, homelessness and crime prevention, young people and public space, early intervention, domestic violence perpetrator programs and managing large public events — reached the end of their first stage. This comprised a literature review, a national audit of programs, analysis and recommendations for future action.

Major qualitative research on fear of crime was completed and the results disseminated widely. A national demonstration project to prevent residential burglary commenced in South Australia and Queensland. Projects evaluating crime prevention and identifying best practice standards, as well as preventing violence in indigenous communities and against ethnic communities, were progressing well.

Capacity building

A number of projects were agreed with all State and Territory jurisdictions and were implemented. They cover a range of crime prevention issues such as support for a crime prevention council secretariat, an Aboriginal educational project with high-risk youth and a computerised community/police telephone link-up. A program of capacity-building work with local government will also be developed.

Communications and training

An audit of crime prevention training across Australia was published and a national assessment of training needs in crime prevention was conducted. As a result, development commenced of an integrated training framework as well as flexible training resources, a volunteering project, a workshop series on cultural diversity and learning circles through the Adult Community Education sector. Training was provided during the year to key crime prevention and community safety target groups.

The NCAVAC/Australian Institute of Criminology 'Partnerships in Crime Prevention' conference for 300 practitioners was held in Hobart on 25-27 February 1998, and received favourable comments from participants. Extensive national media coverage was received for the conference and for the *Fear of Crime Report* published in May 1998. Public and practitioner interest in this issue was high. NCAVAC's Internet site

Attorney-General's Department

was launched in May 1998 detailing all NCAVAC projects as well as other relevant Commonwealth crime and violence prevention initiatives.

National coordination

The majority of NCAVAC's activities are undertaken in partnership with other agencies, such as the State and Territory governments, local government, Commonwealth departments and agencies or the non-government community sector. Considerable input was provided to the development of national strategies to prevent motor vehicle theft, domestic violence, and offending behaviour and victimisation of young people. NCAVAC staff coordinated the Commonwealth's Interdepartmental Working Group on Crime Prevention, contributed to relevant UN activities and provided high-level crime prevention policy advice to the Government as required.

Strategy

Advance uniform national gun controls.

PERFORMANCE MEASURE

Progress in achieving uniform firearm controls throughout Australia.

PERFORMANCE OUTCOME

In March 1998 the Commonwealth introduced amendments to the Customs (Prohibited Imports) Regulations to restrict further the import of semi-automatic firearms into Australia. These restrictions were in line with the national firearms control agreement. The amendments were designed to ensure closer compliance by all jurisdictions to the national firearms control agreement.

In June 1998 the Government introduced into Parliament the National Firearms Program Implementation Bill 1998 to provide payments to the external territories of Norfolk Island, Cocos (Keeling) Islands and Christmas Island by way of qualifying compensation and other financial assistance in support of the national firearms control agreement. The firearms buyback program had previously applied only to the States and mainland Territories. The Bill extends the availability of Commonwealth compensation under the firearms buyback program to all Australian jurisdictions.

In June 1998, in line with the national firearms control agreement, the Commonwealth appointed a consultant to evaluate firearms safety training courses throughout Australia. The development of uniform national training standards is an important component of national firearms control. The National Firearms Program is reported on separately at Component 6.5.6.

Strategy

Advance Commonwealth law enforcement policy on drugs.

PERFORMANCE MEASURE

Progress in achieving the Government's objectives on illicit drug supply and control.

PERFORMANCE OUTCOME

Officers from the LECD assisted in the development of the Government's national illicit drugs strategy, which is designed to make a concerted attack on both the supply of and demand for illicit drugs. Stage I was announced in November 1997 and Stage II was announced in March 1998.

A draft discussion paper, *The National Drug Strategic Framework 1998-2002*, was prepared by members of the National Drug Strategy Committee and endorsed for community consultation by the Ministerial Council on Drug Strategy (MCDS) in May 1998. Consultations began the following month. It is intended that the document, once finalised, will shape Australia's approach to drugs, both licit and illicit, for the coming five years.

LECD staff assisted in the preparation of papers and briefs for the Australian delegation to the UN Drug Control Program's meeting in Vienna in March 1998. One member of staff was a member of the delegation. This was a prelude to the UN Special Session on Drugs, which took place in New York in June 1998. Briefings were also prepared for the Minister for Foreign Affairs on this latter meeting, the outcomes of which will be strategies to deal with illicit drugs supply and demand issues.

Strategy

Support Commonwealth-State ministerial councils dealing with law enforcement and justice issues.

PERFORMANCE MEASURE

Effectiveness of services provided.

PERFORMANCE OUTCOME

The LECD provides secretariat services to the Ministerial Council on the Administration of Justice (MCAJ). This is composed of the APMC (supported by a Senior Officers Group); the Corrective Services Ministers Conference (CSMC), supported by the Corrective Services Administrators Conference; and the Intergovernmental Committee of the National Crime Authority supported by the Standing Committee on Organised Crime and Criminal Intelligence.

The MCAJ secretariat coordinated the preparation of agenda material and briefing material for two meetings of the APMC and the IGC-NCA and one meeting of the CSMC, and their related senior officials groups, during the reporting period. Those papers were distributed at least three weeks prior to meetings. Feedback from chairpersons, ministers and senior officials indicated a high degree of satisfaction with the effectiveness of secretariat services.

Strategy

Advance other issues of relevance to Commonwealth law enforcement.

PERFORMANCE MEASURE

Progress in implementing strategies and achieving desired outcomes.

PERFORMANCE OUTCOME

National Principles for the Fair Handling of Personal Information

The LECD coordinated the development of a response to the Privacy Commissioner's draft principles for HOCOLEA agencies. Consultations with the Privacy Commissioner resulted in amendments to the draft guidelines to satisfy concerns raised by HOCOLEA agencies. Consultations continued and meetings were held with private sector groups in order to reach agreement on an acceptable set of guidelines.

Law enforcement information technology strategies

The Division continued working with law enforcement agencies to implement elements of the plan for improved communications, data access and data analysis for law enforcement agencies. This plan was endorsed by CLEB and HOCOLEA in 1995. Through the HOCOLEA Information Technology Strategic Plan Coordination Committee (SPCC), which was responsible for overseeing the implementation of the plan, the Division coordinated the move of the HOCOLEA agencies' communications links from an x.400-based environment to the Secure Gateway Environment (SGE) hosted by the Department of Primary Industries and Energy. All HOCOLEA agencies were expected to be connected to the SGE by September 1998.



The Division also continued working with the SPCC and the Australian Securities Commission (ASC) to finalise a strategy to provide improved access to the ASC's data and related analysis tools. The strategy anticipated the implementation of the necessary facilities and arrangements in late 1998 or early 1999.

The Division contributed to the development of departmental and CLEB strategies, the provision of advice to the Attorney-General and the Minister for Justice, and other initiatives with respect to the role of law enforcement in the development of electronic commerce and related issues.



