

AUDITOR-GENERAL'S REPORT

PERFORMANCE AUDIT

Dealing with Household Burglaries NSW Police Force



The Legislative Assembly
Parliament House
SYDNEY NSW 2000

The Legislative Council
Parliament House
SYDNEY NSW 2000

In accordance with section 38E of the *Public Finance and Audit Act 1983*, I present a report titled **Dealing with Household Burglaries: NSW Police Force**.

A handwritten signature in black ink that reads 'Peter Achterstraat'.

Peter Achterstraat
Auditor-General

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Foreword

Household burglary is the fourth most common crime affecting citizens of New South Wales. Victims can suffer both financial loss and emotional pain as a direct result of these crimes. Fear of being a victim of a household burglary may also make citizens feel unsafe in their own homes and lose confidence in their police force.

Reducing household burglary continues to be a priority for the Government. The NSW State Plan includes a strategy to reduce rates of crime, including household burglaries. Other strategies to reduce antisocial behaviour and the rate of reoffending may also help to reduce the crime rate.

Overall, the number of household burglaries has declined by 30 per cent over the last five years. This downward trend is pleasing for all of us, although we should not become complacent. The rate of household burglary varies across the state with residents in some communities at greater risk of being burgled than others.

This audit assesses how well the NSW Police Force uses the resources at its disposal to reduce household burglaries and catch offenders.

This report examines the strategies that police use to prevent and detect these crimes, and highlights good practices used in commands around the state and by police forces elsewhere.

Peter Achterstraat
Auditor-General

June 2007

Executive summary

The focus of our audit

Household burglary is an invasive crime that concerns many citizens.

In the mid 1990s, New South Wales experienced a rise in most major categories of recorded crime. In particular, between 1995 and 1997, household burglary rose 30 per cent. These increases were greater in NSW than in other States and generated considerable public concern.

In 1998, the NSW Police Force introduced new crime fighting strategies and more local accountability for results. Commanders were encouraged to analyse crime data and trends and target resources to high risk times and locations. Commanders were also encouraged to focus on repeat offenders and repeat victims wherever possible.

In the two years following the introduction of these new strategies, household burglaries fell by ten per cent along with a rise in the prison population by 13 per cent.

In 2003, the NSW Police Force implemented the Fundamental Response to Crime (FRC) which outlined a set of new strategies to be used by local area commands for dealing specifically with break and enters.

The downward trend in household burglaries continued. In the last five years, household burglaries decreased by over 30 per cent. Recorded rates of burglary are now lower than they were 10 years ago.

Despite these changes, break and enter is still the fourth most common crime affecting citizens in NSW, and citizens perceive that break and enter continues to be a problem in their local area.

For these reasons, reducing household burglary remains a high priority for the Government.

In this audit, we wanted to find out how well the NSW Police Force:

- responds to reports of household burglary
- investigates household burglaries
- reduces household burglaries.

When a victim reports to police that their home has been burgled, police may attend and, if physical evidence is available such as fingerprints, tools or clothing, may send a forensic officer to collect evidence from the crime scene.

We recognise that break and enter crimes are difficult to solve, unless there is a known suspect, a witness, or forensic evidence. In order to get a better understanding of how police deal with household burglary, we visited four local area commands: Redfern, Blacktown, Newcastle and Wagga Wagga, to observe their approach and to see what works.

Audit opinion

The NSW Police Force has done well to maintain a downward trend in household burglaries in NSW since 2001. Police recognise the impact this crime has on the community's perception of security and safety. Success has come from a continued focus on prevention and enforcement.

However, there are other factors which have influenced this result. These include a rise in the rate and length of imprisonment, the heroin drought in 2001, increases in the number of heroin users entering treatment, low levels of unemployment, and increases in the average weekly earnings of young males.

Amongst these factors, it is difficult to judge the extent of the impact police have had on this result. Nevertheless, the police's view is that the results should have been better.

Last year, break and enters dropped by around 2,500. However, each command had set a target that would have resulted in an overall decrease of around 8,000 break and enters.

Police have strategies in place to reduce household burglary through targeting locations and more recently, targeting prolific offenders. However, moving forward, we identified opportunities for police to improve their approach to both prevention and detection.

The fact remains that crime rates vary across NSW. Although 60 per cent of all household burglaries occur in Sydney, the risk of being a victim of a household burglary is greater in disadvantaged communities, whether these are located in metropolitan or rural areas. There is also a greater risk of burglary for those previously burgled.

Yet the police response to household burglary is determined by local protocols and the availability of resources, not the victims' location.

Today, police rely heavily on forensic evidence to solve these crimes. Yet there is no guarantee that even where evidence is available at the scene, a forensic officer will be available to collect it, or that the response is timely. This is necessary to prevent degradation or contamination of the evidence and minimise inconvenience to the victim.

Intelligence also plays a major role in helping prevent or solve these crimes. Yet police do not record specific data on household burglaries separately from commercial break and enters, although offenders may have different modus operandi and properties exhibit different risks.

In 2005-06, over 90 per cent of break and enters remained unsolved. We recognise that solving these crimes is a difficult task. We consider prevention strategies focussed on high risk neighbourhoods and high risk offenders may have the greatest impact on crime rates in the long term.

Summary of recommendations

We recommend that the NSW Police Force in regard to household burglaries:

- collects and analyses data on these crimes separately from commercial break and enters
- improves investigation and detection capability
- better targets prevention strategies and monitors results.

Detailed recommendations follow.

Key audit findings

Chapter 1 Is household burglary a problem?

In 2005-06, there were over 80,000 incidents of break and enter. Sixty per cent, or over 49,000 incidents, involved residential properties. Currently, household burglary represents around 11 per cent of all recorded crimes and is the fourth most common crime affecting citizens, the most common being malicious damage.

The NSW Police Force has developed responses to burglary that take into account that:

- being a victim of a burglary means the person is at greater risk of being burgled again
- a small percentage of offenders commit a large percentage of these crimes.

Household burglary is still a problem in NSW and remains a high priority for police. Citizen surveys show improvement in the level of satisfaction and confidence in the NSW Police Force, but people still perceive break and enter as a problem in their local area.

More recently, the NSW State Plan recognised the impact of household burglary on the community. The plan sets a target of a 15 per cent reduction in property crime against households, including household burglary, by 2016.

Chapter 2 How well do police respond to household burglaries?

Police use victims' reports as the key means for deciding whether or not to attend a crime scene. However, we could not determine how many household burglaries were attended by general duties officers. Although this information is recorded in the Computerised Operational Policing System (COPS), it is very difficult to collate these data and make an assessment.

Victims' reports are also essential for deciding whether or not there is evidence that should be collected. These reports are assessed by forensic officers with this purpose in mind. On average, forensic officers attended three out of five burglaries in 2005-06.

Commands set their own targets for attendance, yet we would expect all scenes assessed as having collectable evidence to be attended. And since there are no data on what scenes have been assessed as having collectable evidence, we can not judge if forensic officers attended all the crime scenes that they needed to. Overall, the rate of attendance varied significantly across commands.

There are also no response time standards for forensic officers, although delays in responding may lead to contamination of the crime scene, or degradation of evidence.

Canvassing is when general duties officers visit the scene and talk to neighbours about the crime. It is an important means of gathering intelligence or witness reports. It is also an opportunity to advise neighbours on what has happened and how they may protect their property. Although this activity may be recorded in COPS, it is very difficult to review these records to judge how often this occurs.

Police have established systems to capture victims' reports in a consistent way. However, police do not collect data specific to household burglaries (as distinct from commercial break and enters), even though the offenders may have very different modus operandi, and properties exhibit different risks.

Police check whether victims' reports are correct and complete by sampling COPS records. Although sampling is an appropriate technique, we found that sample sizes used by commands for this exercise varied from 20 per cent to 100 per cent of available records.

We recommend that the NSW Police Force:

- reviews what information on household burglary should be collected, and records whether or not the property has been burgled before (page 18)
- reviews intelligence on household burglaries separately from commercial break and enters (page 18)
- introduces quality assurance standards for checking victims' reports in terms of the sample size used in reviews (page 18)
- as part of future system upgrades, records victims' reports in a way that can be collated (page 18)
- clarifies when canvassing should occur, who should canvass and how it should be recorded (page 20).
- with the victim's consent, attends all crime scenes where collectable forensic evidence is reported to exist (page 22)
- reviews response times for the collection of forensic evidence and sets time standards for collection in 2008-09 (page 22)

Chapter 3
How well do police
investigate
household
burglaries?

Break and enter crimes are difficult to solve, unless there is a known suspect, a witness, or forensic evidence. Research indicates that up to a third of cases may be resolved through other arrests, such as a person being charged with speeding and the police finding stolen goods in the car.

The FRC provides a framework for investigating break and enters using evidence and intelligence. These investigations can often take some time, particularly where forensic evidence requires analysis, although there are no data on the impact delays in forensic analysis have on investigation outcomes.

The FRC indicates that different risks warrant different investigative approaches, such as the creation of a specialist team to investigate these crimes. Commands used different approaches to assess these risks. As a result, even where the number and severity of household burglaries were similar, we observed that commands chose different responses.

The legal action rate provides police with a measure of the success of investigations. None of the commands we visited met their target for the legal action rate last year. Across the State, police achieved a 6.4 per cent legal action rate, meaning that over 90 per cent of break and enters remains unsolved. NSW does not rank well compared to other jurisdictions in clearing break and enter cases.

We recommend that the NSW Police Force:

- examines the time taken for forensic analysis and determines the impact on investigations (page 25)
- develops guidelines to help commands judge whether a specialist break and enter team is needed based on risk (page 27)
- reviews the legal action rate and identifies factors affecting results (page 29).

Chapter 4
How successful are
police in reducing
household
burglaries?

Policing solutions to reduce household burglaries include specific crime prevention, detection and enforcement strategies.

Crime prevention strategies are designed to:

- improve precinct and neighbourhood safety
- improve victim safety, or
- identify and target persons of interest.

The NSW Police Force uses a variety of strategies to prevent household burglaries and improve neighbourhood safety. However, there are no data on the impact of these programs on the actual number of burglaries.

The NSW Police Force offers victims of household burglaries an information pack on how to prevent crimes and upgrade household security. Although this is useful, we found that the packs distributed by the four commands we visited were different and varied in quality.

Police recognise the risk that victims face of them becoming a repeat victim of a break and enter. Although police offer security assessments to all victims who have been burgled twice, they do not offer the same level of service to possibly prevent victims becoming repeat victims in the first place, particularly in high risk neighbourhoods.

The State Plan sets a target of a 15 per cent reduction in property crimes against the households over the next ten years. Although each of the commands sets a target for reducing all break and enters, the commands do not set a target for reducing household burglaries. They should do this in order to focus resources on tackling this problem and contributing to the State Plan outcome.

We recommend that the NSW Police Force:

- establishes minimum standards for developing intelligence on household burglaries (page 33)
- provides a standard information pack on household security to victims (page 35)
- offers security assessments to all victims of a household burglary living in high risk neighbourhoods, and establishes a timeframe for completing these assessments (page 35)
- monitors and reports on repeat victims as a measure of success of crime prevention strategies (page 35)
- examines the appropriateness of victim-based crime prevention strategies for high risk neighbourhoods (page 35)
- reviews the impact of prevention programs on household burglaries in high risk neighbourhoods (page 33)
- establishes targets for household burglaries that will contribute to the outcomes expected in the State Plan (page 37).

Response from the NSW Police Force

Thank you for the opportunity to provide comment on the Performance audit Report: Dealing with Household Burglaries, dated 28 May 2007.

As acknowledged in your report, reducing household burglary continues to be a priority for the NSW Police Force and the Government. Notwithstanding a thirty percent reduction in household burglaries over the last five years, we remain committed to reducing the incidence of this offence even further.

Through the NSW State Plan, NSW Police Force has proposed a number of initiatives to reduce household crime, including burglary, over the next ten years. The initiatives, recently endorsed by the Premier and Minister for Police, include better coordination of resources dedicated to crime prevention. There are opportunities to improve planning, coordination, and evaluation of crime prevention activities, and improve the targeting of crime hotspots and management of repeat offenders. Importantly, the initiatives will also focus on building effective cross agency partnerships, facilitating inter agency information exchange, streamlining procedures and legislation, and enhancing our forensic capability.

The NSW Government has allocated additional funds to reduce the backlog of forensic DNA samples on hand. This has seen NSW Police provide additional staff at the Department of Analytical Laboratory at Lidcombe; contracting analysis of minor crime scene samples to a private company; and investing in new equipment for DNA analysis and the commissioning of the new police laboratory at Pemulwuy. Each of these strategies has contributed to improvement in forensic processes and, as a result contributed to our response to crimes including domestic burglary.

As an organisation, we are cognisant of the financial loss and personal distress that victims may suffer as a consequence of having their home broken into. While rates of household burglary vary across NSW, the crime fighting strategies NSW Police Force has pursued, including local accountability for results, detailed analysis of crime data and trends, targeting resources to high-risk times and locations and a focus on repeat offenders and repeat victims, has allowed us to identify problem areas.

I am pleased by initiatives described in the four local area commands involved in the audit, namely Redfern, Blacktown, Newcastle and Wagga Wagga, and believe that these commands are representative of the effort being made across NSW. I firmly believe the community of NSW have confidence in their police force and equally that we have the skills resources and technology to respond effectively to crimes such as domestic burglary. That said, the NSW Police Force continually seeks to enhance its performance and service to the community, and we therefore welcome the Audit Office recommendations for improvements in the area of household burglary. We will carefully consider all of the recommendations contained within this report and where appropriate integrate them into the various initiatives proposed to achieve NSW State Plan priorities.

Finally, I understand that a high level of co-operation was achieved between NSW Police Force and the Audit Office during the conduct of this audit. This is very pleasing and I thank all parties involved in the process for their professionalism and efforts.

(signed)

*K E Moroney AO APM
Commissioner of Police*

Dated: 6 June 2007.

1. Is household burglary a problem?

1.1 Background

In the mid 1990s, New South Wales experienced a rise in most major categories of recorded crime. In particular, between 1995 and 1997, household burglary rose 30 per cent. These increases were greater in NSW than in other states and generated considerable public concern.

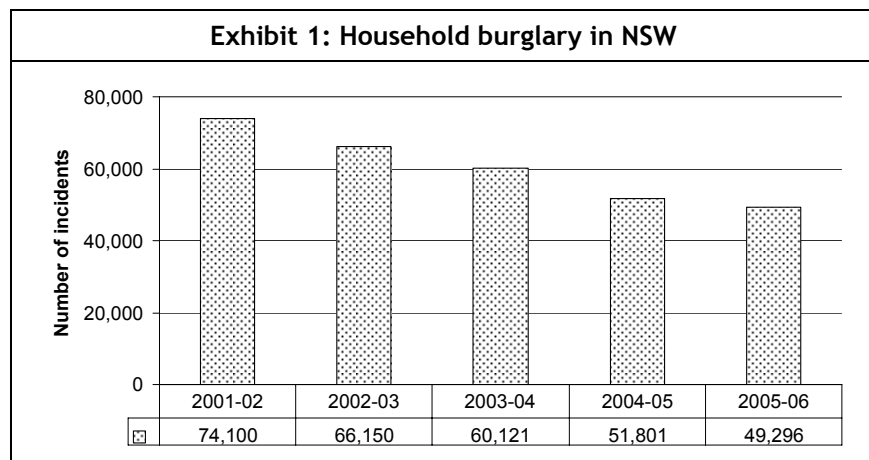
In 1998, the NSW Police Force introduced new crime fighting strategies and made commanders accountable for results in their local area. Commanders were encouraged to analyse crime data and trends and target resources on hot times and locations. Commanders were also encouraged to focus on repeat offenders and repeat victims wherever possible.

In the two years following the introduction of these new strategies there was no increase in recorded crimes, and household burglaries fell by ten per cent. During the same period, there was a rise in the prison population by 13 per cent.

1.2 Household burglary in NSW

This downward trend in household burglaries continued. Since 2001, the number of household burglaries has decreased by over 30 per cent. Recorded rates of burglary are now lower than they were 10 years ago.

Household burglaries have reduced by over 30 per cent since 2001



Source: Bureau of Crime Statistics and Research.

In 2005-06, there were over 80,000 incidents of break and enter. Sixty per cent or over 49,000 incidents involved residential properties. Currently, household burglary represents around 11 per cent of all recorded crimes, and is the fourth most common crime affecting citizens, the most common being malicious damage.

1.3 Is household burglary a problem in NSW?

Household burglary is an invasive crime that causes concern for many citizens.

Break and enter is still a problem in NSW

Most break and enters occur in built up areas, with 60 per cent of reported household burglaries occurring in Sydney. However, those at greatest risk of being burgled reside in the local government areas of Bourke, Moree Plains, Wentworth, Narrandera and Armidale.

Household burglary is still a problem in NSW and remains a high priority for police. Citizen surveys show improvement in the level of satisfaction and confidence in the NSW Police Force, but people still perceive break and enter as a problem in their local area.

More recently, the NSW State Plan recognised the impact of household burglary on the community. The plan sets a target of a 15 per cent reduction in property crime against households, including household burglary, by 2016.

1.4 Police response to household burglary

The NSW Police Force has developed responses to household burglary that take into account that:

- being a victim of a burglary means the person is at increased risk of being burgled again
- a small percentage of offenders commit a large percentage of these crimes
- the majority of break and enters are crimes of opportunity where the offender seeks to avoid contact with the householder
- offenders who have committed these crimes have a high probability of reoffending compared to other offenders.

Police have a framework for dealing with burglaries

In 2003, the NSW Police Force implemented the Fundamental Response to Crime (FRC) which outlined a set of strategies to be used by local area commands for dealing with break and enters.

These strategies apply to both commercial and household burglaries and establish minimum standards for:

- collecting information from victims
- collecting evidence from the scene of crime
- investigating and preventing break and enters
- measuring, monitoring and reporting performance.

Each command is required to develop a break and enter strategy that translates these requirements into local practice.

A key feature of the FRC is the focus on intelligence as a basis for responding to these crimes. Police are required to identify patterns; trends; high risk locations, times, individuals or groups; and respond accordingly.

1.5 What is the focus of the audit?

This performance audit assesses how well the NSW Police Force manages and utilises available resources to reduce household burglaries and arrest offenders.

The focus of this audit was to determine how well the NSW Police Force:

- responds to reports of household burglary
- investigates household burglaries
- reduces household burglaries.

2. How well do police respond to household burglaries?

At a glance

The key question we wanted to answer was:

How well do police respond to reports of household burglaries?

Our assessment:

The NSW Police Force uses victims' reports as the key means for deciding whether or not to attend the crime scene. Where there is a threat to a person, an urgent call is sent for officers to attend. Where there is no threat, attendance depends on resources available. We could not determine how many household burglaries were attended by police.

Forensic officers assess all reports to determine if there is evidence that can be collected but do not attend all crime scenes. On average, forensic officers attended three out of five burglaries in 2005-06.

Commands set their own targets for attendance, yet we would expect all scenes assessed as having collectable evidence to be attended. And since there are no data on what scenes have been assessed as having collectable evidence, we can not judge if forensic officers attended all crime scenes that they needed to. Overall, the rate of attendance varied significantly across commands.

There are also no response time standards for forensic officers, although delays in responding may lead to contamination or degradation of evidence.

Canvassing is generally undertaken by general duties officers, not forensic officers. However, the protocols for attending a crime scene suggest that a forensic officer is more likely to attend than a general duties officer.

Police recognise that victims' reports are a critical source of information on break and enter and have established systems to capture this information in a consistent way. However, police do not collect data specifically on household burglaries separately from commercial break and enters, even though these offenders may have different modus operandi and properties exhibit different risks.

2.1 What happens when a break and enter is reported?

Our assessment

The FRC establishes what information police collect from victims. However, additional information on domestic break and enters may assist investigations. Police do not record data on household burglary separately from commercial break and enters, even though offenders may have different modus operandi and properties exhibit different risks. And although victims' reports are verified, practices varied from one command to another.

Victims can report burglaries to police, PAL or 000

Victims' reports are good sources of information. Victims report break and enters to either their local police station or the Police Assistance Line (PAL) or triple zero. About 44 per cent of break and enters are reported to PAL and triple zero, the rest direct to stations.

The Fundamental Response to Crime (FRC) establishes minimum requirements for recording the details of break and enter crimes in the Police Computerised Operational Policing System (COPS).

Comprehensive reports are collected from victims

Exhibit 2: Recording crime details

When reporting a burglary to police, a victim will be asked the following questions:

- What was the point of entry - window, door etc?
- What was the method of entry - smashed, forced etc?
- What was the location of entry - side, front, rear, ground etc?
- What is the type of premises - house, garage etc?
- How many rooms were disturbed - was it a quick or extended stay?
- Is there an alarm?
- Were the premises ransacked?
- Is there access to public transport - what type and how far away is it?
- What type of property is it? - can you give a description?
- What is the surrounding area like - is it residential, commercial, bush etc?
- Are the premises usually vacant?
- Was an unusual act committed such as taking a drink from fridge, etc?
- What goods were stolen?

This information provides police with intelligence that helps develop a profile of the offender and link related crimes.

Source: NSW Police Force.

Additional information from victims may help investigators

Research indicates that the risk of becoming a victim of burglary varies not only by location, but also by:

- household composition, i.e. age of occupants and whether the premises are owner occupied, rented or provided through public housing
- house type, i.e. detached, semi-detached, apartment, or townhouse.

The victim's report, although comprehensive, does not include these questions, or the number of people living in the household, or whether or not the victim had been burgled before.

Household burglaries are different to commercial break and enters

In addition, household burglaries differ from commercial break and enters as they:

- are more likely to occur during the day than at night
- involve different modus operandi, i.e. the way in which crime is committed.

Household burglaries represent about two thirds of all break and enter incidents. However, police do not record data on household burglaries separately from commercial break and enters.

Such information and analysis are critical for deciding how best to deploy police resources. For example, information on the number and frequency of household burglaries occurring by type of household and type of house, may better help target crime reduction and prevention strategies.

- Recommendations** It is recommended that the NSW Police Force:
- reviews what information on household burglary should be recorded, and whether or not the property has been burgled before
 - reviews intelligence on household burglaries separately from commercial break and enters.

The COPS requires some records to be entered in a narrative form. This allows officers to describe an event and to record important details of the crime. For example, in response to the questions on whether or not an unusual act was committed, the officer may record that a drink was taken from the fridge. However, it is very difficult to isolate and analyse this information, or try to match modus operandi from different crime scenes in order to charge an offender for multiple crimes.

- Recommendation** It is recommended that the NSW Police Force, as part of future system upgrades, records victims' reports in a way that can be collated.

Police check whether victims' reports are correct and complete by sampling COPS records. Although sampling is an appropriate technique for quality assurance, we found that sample sizes used by commands for this exercise varied from 20 per cent to 100 per cent of available records. If the sample size used to check records is too small, then the reliability of victims' reports is at risk. Conversely, checking all victims' reports to make sure they are correct is unnecessary.

- Recommendation** It is recommended that the NSW Police Force introduces quality assurance standards for checking victims' reports in terms of the sample size used in reviews.

2.2 How do police respond to a break and enter?

- Our assessment** Police use victims' reports as the key means for deciding whether or not to attend a crime scene. However, we could not determine how many household burglaries were attended by police officers.

Canvassing is generally undertaken by general duties officers, not forensic officers. However, the protocols for attending a crime scene suggest that a forensic officer is more likely to attend than a general duties officer.

Police response is based on the victim's report

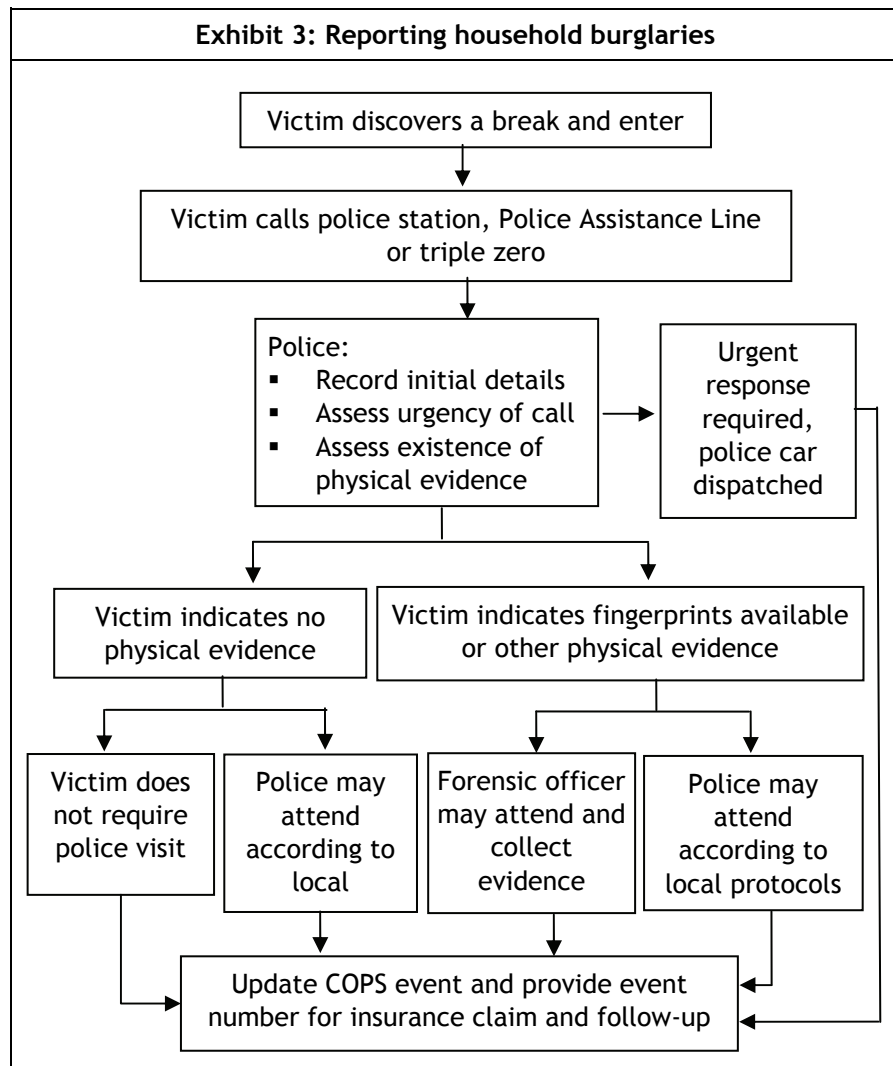
Police determine from the victim's report whether officers need to attend a crime scene, and if so, when. Where there is a threat to a person, an urgent call is sent for officers to attend. Where there is no threat, attendance depends on resources available.

For example, a home invasion would require an urgent police response, whereas a household burglary while the residents were not at home would require a non-urgent police response. Where there is no threat to the person, police officers may or may not attend the scene, depending on local protocols, whether resources are available at the time, and whether or not the victim agrees.

Local protocols (used by PAL) indicate that only three commands out of eighty require police officers to attend a crime scene to canvass, as well as assess physical evidence and the modus operandi. Where police do not attend the crime scene, they rely on the victim's report for this information.

We could not determine the proportion of crime scenes attended by general duties officers, as information cannot be readily obtained from COPS.

In reporting the burglary, the victim will also be asked about whether the crime scene has been preserved and if physical evidence is available, such as fingerprints or tools left behind. If there is evidence, a forensic officer may be sent to collect it. The victim's report may also indicate that a neighbour has witnessed the crime, and if a witness statement needs to be collected.



Source: Audit Office research.

Canvassing is an important means of gathering intelligence. It involves talking to neighbours or other parties who may have witnessed the crime, or may have seen something suspicious. It is also an opportunity to advise neighbours on what has happened and how they may protect their property.

Canvassing is generally undertaken by general duties officers, not forensic officers. However, the protocols for attending a crime scene suggest that a forensic officer is more likely to attend than a general duties officer. While attendance and canvassing are recorded as actions in COPS, it is very difficult to review these records.

Recommendation It is recommended that the NSW Police Force clarifies when canvassing should occur, who should canvass, and how it should be recorded.

2.3 How is evidence collected?

Our assessment Forensic officers assess all victims' reports to determine if there is evidence that can be collected, but do not attend all crime scenes. On average, forensic officers attended three out of five burglaries in 2005-06.

Commands set their own targets for attendance, yet we would expect all scenes assessed as having collectable evidence to be attended. And since there are no data on what scenes have been assessed as having collectable evidence, we can not judge if forensic officers attended all crime scenes that they needed to. Overall, the rate of attendance varied significantly across commands.

Forensics play a key role in solving crime Forensics play a key role in the investigation of household burglaries. Forensic officers collect evidence from crime scenes, as well as to help identify the modus operandi of offenders.

Forensic officers generally look for two types of evidence for collection from a crime scene:

- fingerprints and physical evidence such as clothing left at the scene, or tools
- biological (DNA) evidence such as blood.

The FRC requires:

- forensic officers to evaluate every break and enter job to determine whether or not to attend
- commands to set, as part of their business plan, a target percentage of break and enters that forensic officers should attend.

Command	Target (%)	Result (%)
Blacktown	75	58
Newcastle	100	93
Redfern	75	68
Wagga Wagga	85	75

Source: NSW Police Force.

All commands we visited did not reach the targets they set for forensic officer attendance. Across NSW, forensic officers attend three out of five crime scenes, but there is considerable variation in attendance rates between commands, the lowest being 32 per cent in Lachlan.

And since there are no data on what scenes have been assessed as having collectable evidence, we can not judge if forensic officers attended all the crime scenes that they needed to.

Another issue is the timeliness of response by forensic officers. There is a risk the crime scenes may be contaminated or degrade if there is a lag between the report and evidence collection. Preserving the scene may also cause some inconvenience to the victim.

The four commands we visited advised that forensic officers generally attend most household burglaries within 24 hours of the incident being reported to police.

However, there are no response time targets for attendance and no monitoring of the time taken to respond.

- Recommendations** It is recommended that the NSW Police Force:
- with the victim's consent, attends all crime scenes where collectable forensic evidence is reported to exist
 - reviews response times for the collection of forensic evidence and sets time standards for collection in 2008-09.

3. How well do police investigate household burglaries?

At a glance

The question we wanted to answer was:

How well do police investigate household burglaries?

Our assessment:

Break and enter crimes are difficult to solve, unless there is a known suspect, a witness, or forensic evidence. Research indicates that up to a third of cases may be resolved through other arrests, such as a person being charged with speeding and the police finding stolen goods in the car.

The Police Force's Fundamental Response to Crime (FRC) provides a framework for investigating break and enters using evidence and intelligence. These investigations can often take some time, particularly where forensic evidence requires analysis, although there are no data on the impact that delays in forensic analysis have on investigation outcomes.

The FRC indicates that different risks warrant different investigative approaches, such as the creation of a specialist team to investigate these crimes. Commands used different approaches to assess these risks. As a result, even where the number and severity of household burglaries were similar, we observed that commands chose different responses.

The legal action rate provides police with a measure of the success of investigations. None of the commands we visited met their target for the legal action rate last year. Across the State, police achieved a 6.4 per cent legal action rate, meaning that over 90 per cent of break and enters remains unsolved. NSW does not rank well compared to other jurisdictions in clearing break and enter cases.

The reasons for these results need to be understood and addressed as a priority by police.

3.1 What evidence do police collect?

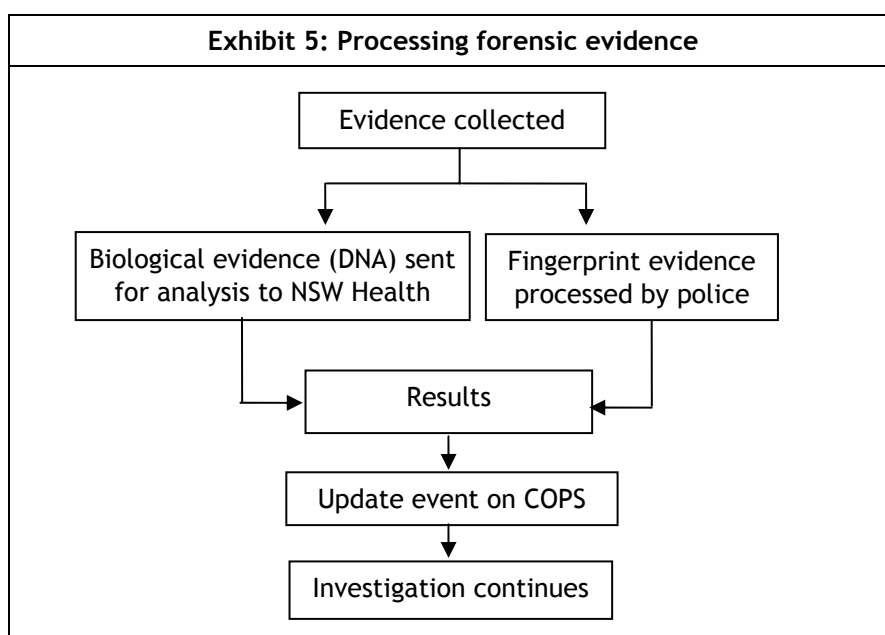
Our assessment

Break and enter crimes are difficult to solve, unless there is a known suspect, a witness, or forensic evidence. Research indicates that up to a third of cases may be solved through other arrests. Any delay in obtaining forensic results may prevent police linking these crimes, and therefore may impact on the success of these investigations.

Cases are assigned to the most appropriate officer

Generally, break and enter cases are assigned to an officer considered to have appropriate experience. Household burglaries are difficult to solve. Only where there is a known suspect, a witness, or forensic evidence is there a chance of resolving the case.

In a household burglary, evidence is collected by the forensic officer and sent for analysis.



Source: Audit Office research.

Up to a third of burglaries are solved through other arrests

Research indicates that up to a third of all break and enters are solved through other arrests. For example, a person is pulled over by police for a traffic violation and a search of the vehicle reveals house breaking tools. A further search of the offender’s property results in stolen goods being retrieved. Fingerprint matching places the offender at the scene of a number of household burglaries.

This scenario highlights the importance of forensic evidence for solving household burglaries, and the need for this evidence to be available as soon as possible to facilitate charges being laid.

However, a recent review by the NSW Ombudsman found that the average time to complete analysis and report findings is three to four months for fingerprints, and around eight months for DNA.

Recommendation

It is recommended that the NSW Police Force examines the time taken for forensic analysis and determines the impact on investigations.

3.2 How do police decide the best approach?

Our assessment

The FRC provides a framework for investigating break and enter crimes. According to the FRC, commands should decide whether or not to set up a specialist investigation team depending on the number and severity of break and enters. However, we found no relationship between the investigation model chosen and risk.

Victims' reports are the main source of intelligence

Victims' reports on household burglary are the major source of intelligence. Forensic evidence collected from scenes of crime and canvassing for witnesses to the crime are also key intelligence sources that help police solve crime.

Each day, commands analyse all reports of break and enters that have been received, as well as other information concerning break and enters, such as:

- pawnbrokers' records
- recent jail releases
- results of forensics evidence collected from scenes of crime
- outstanding warrants or court attendance notices.

The commands we visited collected intelligence and held weekly meetings to:

- identify trends
- identify suspects and targets
- task police to address these issues.

Commands are expected to decide whether it is necessary to establish a specialist team that only examines break and enters. This should be based on the incidence and severity of such offences in their local area. The other option available to commands is to have one team investigate all crimes in the area.

Specialist teams are an effective means of tackling high priority crimes. They develop expertise in investigating a specific crime type, as well as developing very specific knowledge of local offenders and other risk factors.

Exhibit 6: Use of a specialist break and enter team to focus on offender management

A specialist team of investigators was established in Blacktown Local Area Command in 2004 to investigate burglaries. The Blacktown team shifted its focus from concentrating on hot crime locations to identifying and targeting persons of interest that were suspected of committing a large number of break and enters. The team identified a core group of 38 persons of interest, of whom 25 were juveniles.

The team adopted a strategy of requesting strict bail conditions for juvenile offenders, and visiting the parents and the juveniles at least three to four times a week, to ensure that bail conditions were being met. The aim was to support parents, establish a relationship with the juvenile offenders, assist in their rehabilitation, and reduce break and enter crimes.

Since April 2006, break and enter crimes in Blacktown have reduced from 100 to around 55 incidents a month.

Source: NSW Police Force.

We found different approaches used in the four commands we visited. As a result, even where the number and severity of incidents were similar, commands chose different responses.

Exhibit 7: Number of break and enter incidents, risk rating, and use of shared or specialist teams in 2005-06

	Blacktown	Newcastle	Redfern	Wagga Wagga
Number of break and enter incidents	1,377	1,695	1,205	1,023
Risk rating (relative to other crimes in the local area)	Medium to high	Medium	Medium	Medium
Type of break and enter team used	Specialist	Shared	Shared	Specialist

Source: NSW Police Force.

Recommendation

It is recommended that the NSW Police Force develops guidelines to help commands judge whether a specialist break and enter team is needed based on risk.

3.3 Are investigations successful?

Our assessment

None of the commands we visited met their target for the legal action rate, which is a measure of the success of investigations. Across NSW, police achieved a 6.4 per cent legal action rate, meaning that over 90 per cent of break and enters remained unsolved in 2005-06. NSW does not rank well compared to other jurisdictions in clearing break and enter cases.

Police monitor investigations

Police use the legal action rate as the measure of the success of their investigations.

The legal action rate is the percentage of reported incidents occurring within a 12-month period where legal action is taken against someone.

Overall, none of the commands we visited were able to meet their target legal action rate. While the NSW average sits at just over six per cent, some commands set targets of ten per cent, which could be judged as optimistic. Even so, the results, particularly for Redfern, fall below the NSW average.

Across the board, the 6.4 per cent legal action rate means that over 90 per cent of break and enters in 2005-06 remained unsolved.

Exhibit 8: Legal action rates for break and enters in 2005-06		
Local Area Command	Targets (%)	Legal action rate (%)
Redfern	10.0	3.2
Blacktown	7.0	6.9
Newcastle	8.0	7.6
Wagga Wagga	10.0	8.7
Region		
North West Metro Region	9.0	5.9
Central Metro Region	6.0	3.7
South West Metro Region	9.0	5.1
Northern Region	14.0	7.9
Southern Region	11.0	7.8
Western Region	16.0	8.8
NSW	7.9	6.4

Source: NSW Police Force.

Three factors affect the legal action rate

Three factors may impact on this result. Firstly, the quality of investigations being undertaken. Secondly, delays in forensic evidence that prevent an arrest being made. Thirdly, the possibility that police are not updating their records where an offender is caught for another crime, but ends up being charged with breaking offences as well.

Although these factors would affect policing in other states, NSW does not rank well in regard to clearing break and enters.

Exhibit 9: Investigations finalised within 30 days for unlawful entry with intent (%)								
Year	Vic	Qld	SA	WA	Tas	NSW	Aust	NSW Ranking
2003	10.3	7.7	6.8	7.9	13.9	6.8	7.9	5 th
2004	10	7.5	5.9	7.4	13.6	7.1	7.8	5 th
2005	9.7	8.3	6.2	14.8	16.9	7.6	9.3	5 th

Source: Productivity Commission Reports on Government Services.

Recommendation

It is recommended that the NSW Police Force reviews the legal action rate and identifies the factors affecting results.

4. How successful are police in reducing household burglaries?

At a glance

The key question we wanted to answer was:

How successful are police in reducing household burglaries?

Our assessment:

Policing solutions to reduce household burglaries include specific crime prevention strategies and arresting burglars.

Persons at greatest risk of being burgled are those who have been burgled before. Unless additional security measures are put in place, or the burglar is arrested, there is an increased risk that the victims will be burgled again.

The NSW Police Force has increased its focus on preventing victims that have been burgled twice from suffering further crimes. However, more resources could be directed to preventing victims becoming a repeat victim in the first place.

Even so, the number of household burglaries in NSW has decreased since 2001 onwards, falling by over 30 per cent in the last five years.

This reduction is consistent with results achieved in other jurisdictions, although the results for NSW are marginally better than the national average. Some of this can be attributed to police action. However, there are other factors which may have influenced the result. These include a rise in the rate of imprisonment, the heroin drought in 2001, increases in the number of heroin users entering treatment, low levels of unemployment, and increases in the average weekly earnings of young males.

Citizen surveys show improvement in the level of satisfaction and confidence in the NSW Police Force, but people still perceive break and enter as a problem in their local area.

Because of the impact this crime has on communities and on how safe people feel, the State Plan sets a target of a 15 per cent reduction in household crimes over the next ten years.

Although each command sets a target for reducing all break and enters, the commands do not set a target for reducing household burglaries. The commands need to do this in order to focus resources on tackling this problem and contributing to the State Plan outcome.

4.1 How well do police prevent break and enters?

Our assessment

The NSW Police Force uses a variety of strategies to prevent household burglaries and improve neighbourhood safety. However, there are no data on the impact of these programs on the actual number of burglaries.

Police use intelligence to guide operations

Crime prevention strategies are designed to:

- improve precinct and neighbourhood safety
- improve victim safety, or
- identify and target persons of interest.

Commands use intelligence for determining how best to do this. Commands collect information from a number of sources, including:

- crime reports for location and modus operandi
- pawnbrokers' records
- recent jail releases
- outstanding warrants or court attendance notices.

The quality of intelligence and prevention strategies varied between commands

However, in each of the commands visited we found:

- variation in the amount of analysis undertaken and the quality of intelligence reports
- strategies that addressed break and enters in general rather than specific strategies to prevent household burglaries
- limited analysis of the effectiveness of strategies
- commands did not routinely exchange intelligence with others even where they were located nearby
- limited focus on long-term prevention measures.

Commands also work with community representatives to determine the best way of improving precinct safety. Some commands also receive assistance from insurance companies in an attempt to reduce crime rates.

Exhibit 10: Partnerships to prevent household burglaries

The insurance company IAG provides up to \$25,000 to commands in Redfern, Dubbo and Lake Illawarra to introduce crime prevention programs.

The company also provides the commands with access to a van that can be used by police in the commands to park in potential "hot spots", in order to raise community awareness about crime prevention, and gather intelligence that may prevent crime.

Source: NSW Police Force.

It is very difficult to measure the success of prevention programs in reducing break and enters. Some prevention strategies such as high visibility policing might shift the problem elsewhere.

Recommendations

It is recommended that the NSW Police Force:

- establishes minimum standards for developing intelligence on household burglaries
- reviews the impact of prevention programs on the number of household burglaries in high risk neighbourhoods.

Interest in neighbourhood watch has diminished

The main crime prevention program, Neighbourhood Watch, has been operating for over twenty years in NSW, although over the last five years it has lost some momentum.

Police also provide a range of information on their website to help people secure their properties against theft and damage, including a security self assessment tool.

Approaches used in other jurisdictions to prevent crime are victim-centred strategies, targeted at better securing the household and the surrounding neighbourhood.

Exhibit 11: Victim-based crime prevention in the United Kingdom

Kirkholt is a large public housing estate in Greater Manchester consisting of over 2,000 dwellings. Over the years, residents of the estate had been victims of numerous crimes, including repeated burglaries.

A team was assigned to develop prevention strategies for the estate. The team interviewed burglars, victims and neighbours of victims to develop the best approaches. The strategies used included:

- upgraded security of burgled households in a way that took into account the actual point of entry by burglars
- having neighbours closely watch properties that had been burgled (called cocoon neighbourhood watch)
- a community support team to complete security audits.

Overall, burglary dropped by 75 per cent after the third year of implementation, and the number of repeat burglaries was reduced.

Source: The Home Office, United Kingdom.

The NSW Police Force offers victims of household burglaries an information pack on how to prevent crimes and upgrade household security. Although this is useful, we found that the packs distributed by the four commands we visited were different and varied in quality and content.

Police recognise the risk that victims face of them becoming a repeat victim of a break and enter. Police define a repeat victim as someone who has been burgled twice in 12 months. For repeat victims, police also offer a household security assessment and advice on how to protect their property.

Although police offer security assessments to all victims who have been burgled twice, they do not offer the same level of service to possibly prevent victims becoming repeat victims in the first place, particularly in high risk neighbourhoods.

According to research, persons at greatest risk of being burgled are those that have been burgled before. Unless additional security measures are put in place, or the burglar is arrested, there is an increased risk that the victims will be burgled again.

However, we found that:

- there is no set period after the burglary to complete the security assessment
- the commands we visited did not report on repeat victims, or use this information to focus crime prevention activities.

- Recommendations** It is recommended that the NSW Police Force:
- provides a standard information pack on household security to victims
 - offers security assessments to all victims of a household burglary living in high risk neighbourhoods, and establishes a timeframe for completing these assessments
 - monitors and reports on repeat victims as a measure of success of crime prevention strategies
 - examines the appropriateness of victim-based crime prevention strategies for high risk neighbourhoods.

4.2 How well do police reduce break and enters?

Our assessment The NSW Police Force uses two measures of success to judge its impact on break and enters, reported crimes and the fear of crime.

Citizen surveys show improvement in the level of satisfaction and confidence in the NSW Police Force, but people still perceive break and enter as a problem in their local area.

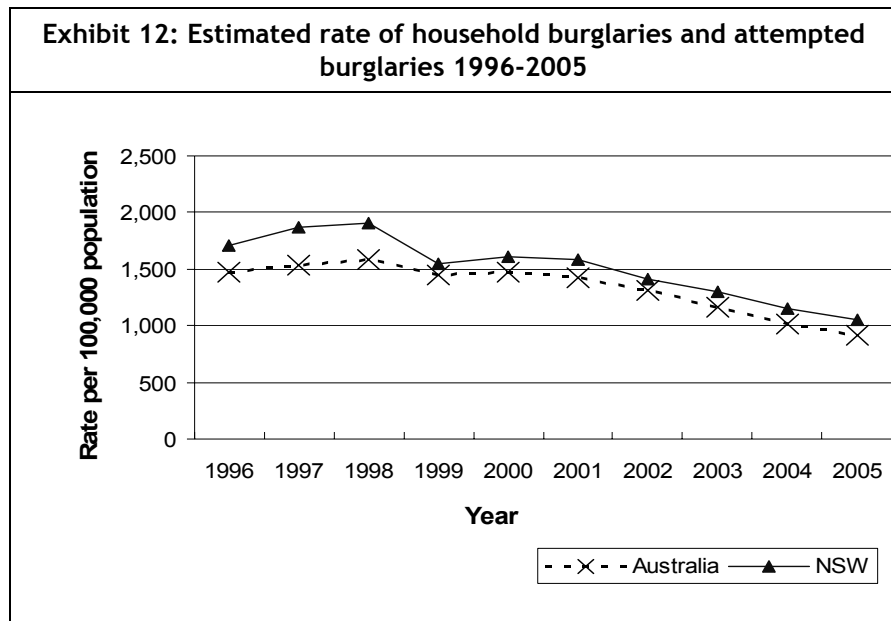
Because of the impact this crime has on communities and how safe people feel, the State Plan sets a target of a 15 per cent reduction in household crimes over the next ten years.

Although each command sets a target for reducing all break and enters, the commands do not set a target for reducing household burglaries. The commands need to do this in order to focus resources on tackling this problem and contributing to the State Plan target.

Household burglaries have reduced by over 30 per cent

The number of household burglaries in NSW has fallen since 2001 by over 30 per cent to around 49,000 incidents. Recorded rates of burglary are now lower than 10 years ago.

This reduction is consistent with results achieved in other jurisdictions, although the results for NSW are marginally better than the national average.



Sources: Australian Bureau of Statistics.

Over the last ten years, the estimated rate of household burglaries and attempted burglaries across Australia per 100,000 population declined by four per cent on average, whereas in NSW the rate declined by 4.4 per cent.

Although this result, in part, can be attributed to police action, there are other factors which may have influenced it. These include a rise in the rate of imprisonment, the heroin drought in 2001, increases in the number of heroin users entering treatment, low levels of unemployment, and increases in the average weekly earnings of young males.

Police set performance targets for all incidents

Each command monitors break and enters and sets annual targets for reducing the number of incidents.

Last year the cumulative effect of this practice established a target of 9.4 per cent reduction in break and enters to 74,876. The commands did not achieve this target. Break and enters fell by three per cent to 80,144. This may have been a rather optimistic target, however, as in most years the reduction overall has been in the vicinity of six per cent per annum.

Despite reductions, household burglary is still seen as a threat

Despite reductions in the number of household burglaries occurring each year, citizens still indicate concern about being a victim of break and enter, and perceive this crime as a problem in their local area.

Indicator	NSW	Australia
Persons who perceive break and enter as a problem in their local area	59-63	59-61
Persons who perceive break and enter as a problem in the State	88-90	90-91
Concerns about being a victim of break and enter	66-70	69-71

Source: Australian Centre for Policing Research 2006.

Note: the results are reported as a range to account for variation between the survey population and the general population.

Even though household burglaries represent around 60 per cent of total break and enters, police do not monitor these results in isolation or set specific targets. However, as this crime impacts on how safe people feel, the State Plan sets a target of a 15 per cent reduction in household crimes, including household burglary, over the next ten years.

Recommendation

It is recommended that the NSW Police Force establishes targets for household burglaries that will contribute to the outcomes expected in the State Plan.

Appendix

Appendix	About the audit
Audit objective	The objective was to assess how well the NSW Police Force manages and utilises available resources to reduce household burglaries, and arrest offenders.
Lines of inquiry	<p>In reaching an opinion against the overall objective, we examined three lines of inquiry:</p> <ul style="list-style-type: none">▪ How well does the NSW Police Force deploy resources to respond and prevent household burglaries?▪ How well does the NSW Police Force investigate household burglaries?▪ How successful is the NSW Police Force in catching offenders and preventing household burglaries?
Audit criteria	<p>The audit criteria, against which the NSW Police Force's performance was evaluated, addressed these three questions in detail. The criteria are standards based on our research of current thinking and guidance on better practice. They were discussed and, where possible, agreed with the NSW Police Force.</p> <p>For line of inquiry 1, the audit criteria applied were:</p> <ul style="list-style-type: none">▪ Police collect information▪ Police use information to manage resources▪ Police set performance indicators and targets and benchmark to monitor performance. <p>For line of inquiry 2, the audit criteria applied were:</p> <ul style="list-style-type: none">▪ Police identify and share best practice methods for investigating household burglaries▪ Police collect complete, relevant, timely and accurate data on the results of investigations▪ Police are successful in catching offenders. <p>For line of inquiry 3, the audit criteria applied were:</p> <ul style="list-style-type: none">▪ Police identify and share best practice methods for preventing household burglaries▪ Police collect complete, relevant, timely and accurate data on the results of prevention programs▪ Police are successful in reducing household burglaries.
Audit scope	The audit scope was limited to examining household burglaries only. We did not assess the adequacy of police resources to deal with and prevent commercial break and enters, and the quality of training, investigations and victims support.

We focused our evidence gathering on relevant units in the NSW Police Force, and visited four Local Area Commands and their respective regional offices. These were:

- Redfern - Central Metro region
- Newcastle - Northern region
- Wagga Wagga - Southern region
- Blacktown - North West region.

Audit approach

We acquired subject matter expertise by:

- interviewing staff in the NSW Police Force responsible for deployment and training, intelligence collection, analysis and use; identifying, implementing and reviewing best practice; identifying, setting and reviewing performance targets and benchmarks; and performance monitoring, measurement and review
- reviewing guidelines, processes, data and reports relating to the collection, quality assurance and use of intelligence
- reviewing guidelines, processes, data and reports relating to investigation and prevention
- reviewing practices for identifying and sharing best practice
- reviewing data on household burglary
- examining best practice in other jurisdictions.

Frank Morgan, Director of the Crime Research Centre, University of Western Australia provided advice on reports and other material produced during the audit.

Audit selection

We use a strategic approach to selecting performance audits, which balances our performance audit program to reflect issues of interest to Parliament and the community. Details of our approach to selecting topics and our forward program are available on our website.

Audit methodology

Our performance audit methodology is designed to satisfy Australian Audit Standards AUS 806 and 808 on performance auditing, and to reflect current thinking on performance auditing practices. We produce our audits under a quality management system certified to International Standard ISO 9001. Our processes have also been designed to comply with the auditing requirements specified in the *Public Finance and Audit Act 1983*.

- Acknowledgements** We thank all those who shared their expertise with us, including staff of Blacktown, Redfern Newcastle and Wagga Wagga Local Area Commands and their respective regional offices. We also gratefully acknowledge the cooperation and assistance provided by head office staff and police executive. Special thanks are extended to the liaison officers for the audit, Superintendent Karen Webb, and Inspector Sean Hannen.
- Audit team** The audit team leader was Henriette Zeitoun, assisted by Judith Withers. Jane Tebbatt provided direction and quality assurance.
- Cost** Including printing and overheads, the estimated cost of the audit is \$334,777.

Performance Audits by the Audit Office of New South Wales

Performance Auditing

What are performance audits?

Performance audits determine whether an agency is carrying out its activities effectively, and doing so economically and efficiently and in compliance with all relevant laws.

Performance audits may review a government program, all or part of a government agency or consider particular issues which affect the whole public sector.

Where appropriate, performance audits make recommendations for improvements.

If you wish to find out what performance audits are currently in progress, visit our website at www.audit.nsw.gov.au.

Why do we conduct performance audits?

Performance audits provide independent assurance to Parliament and the public that government funds are being spent efficiently and effectively, and in accordance with the law.

Performance audits seek to improve the efficiency and effectiveness of government agencies so that the community receives value for money from government services.

Performance audits also assist the accountability process by holding managers to account for agency performance.

What are the phases in performance auditing?

Performance audits have three key phases: planning, fieldwork and report writing.

During the planning phase, the audit team will develop audit criteria and define the audit field work.

At the completion of field work we will meet with agency management to discuss all significant matters arising out of the audit. Following this, we will prepare a draft performance audit report.

We meet with agency management to check that facts presented in the report are accurate and that recommendations are practical and appropriate. Following this, a formal draft report is provided to the CEO for comment. The relevant Minister is also provided with a copy of the final report. The final report, which

is tabled in Parliament, includes any comment made by the CEO on the conclusion and the recommendations of the audit.

Depending on the scope, performance audits can take several months to complete.

Copies of our performance audit reports can be obtained from our website or by contacting our Office.

How do we measure an agency's performance?

During the planning phase, the team develops the audit criteria. These are standards of performance against which the agency or program is assessed. Criteria may be based on best practice, government targets, benchmarks, or published guidelines.

Do we check to see if recommendations have been implemented?

Every few years we conduct a follow-up audit. These follow-up audits look at the extent to which action has been taken to address issues or recommendations agreed to in an earlier performance audit.

The Public Accounts Committee (PAC) may also conduct reviews or hold inquiries into matters raised in performance audit reports. Agencies are also requested to report actions taken against each recommendation in their annual report.

Who audits the auditors?

Our performance audits are subject to internal and external quality reviews against relevant Australian and international standards. This includes ongoing independent certification of our ISO 9001 quality management system.

The PAC is also responsible for overseeing the activities of the Audit Office and conducts a review of our operations every three years.

Who pays for performance audits?

No fee is charged for performance audits. Our performance audit services are funded by the NSW Parliament and from internal sources.

Further information

Further information can be obtained from our website www.audit.nsw.gov.au or by contacting us on 9275 7277.

Performance Audit Reports

No	Agency or Issues Examined	Title of Performance Audit Report or Publication	Date Tabled in Parliament or Published
86	Follow-up of Performance Audits	<i>The School Accountability and Improvement Model (May 1999)</i> <i>The Management of Court Waiting Times (September 1999)</i>	14 September 2001
87	E-government	<i>Use of the Internet and Related Technologies to Improve Public Sector Performance</i>	19 September 2001
88*	E-government	<i>e-ready, e-steady, e-government: e-government readiness assessment guide</i>	19 September 2001
89	Intellectual Property	<i>Management of Intellectual Property</i>	17 October 2001
90*	Intellectual Property	<i>Better Practice Guide</i> <i>Management of Intellectual Property</i>	17 October 2001
91	University of New South Wales	<i>Educational Testing Centre</i>	21 November 2001
92	Department of Urban Affairs and Planning	<i>Environmental Impact Assessment of Major Projects</i>	28 November 2001
93	Department of Information Technology and Management	<i>Government Property Register</i>	31 January 2002
94	State Debt Recovery Office	<i>Collecting Outstanding Fines and Penalties</i>	17 April 2002
95	Roads and Traffic Authority	<i>Managing Environmental Issues</i>	29 April 2002
96	NSW Agriculture	<i>Managing Animal Disease Emergencies</i>	8 May 2002
97	State Transit Authority Department of Transport	<i>Bus Maintenance and Bus Contracts</i>	29 May 2002
98	Risk Management	<i>Managing Risk in the NSW Public Sector</i>	19 June 2002
99	E-Government	<i>User-friendliness of Websites</i>	26 June 2002
100	NSW Police Department of Corrective Services	<i>Managing Sick Leave</i>	23 July 2002
101	Department of Land and Water Conservation	<i>Regulating the Clearing of Native Vegetation</i>	20 August 2002
102	E-government	<i>Electronic Procurement of Hospital Supplies</i>	25 September 2002
103	NSW Public Sector	<i>Outsourcing Information Technology</i>	23 October 2002
104	Ministry for the Arts Department of Community Services Department of Sport and Recreation	<i>Managing Grants</i>	4 December 2002
105	Department of Health Including Area Health Services and Hospitals	<i>Managing Hospital Waste</i>	10 December 2002

No	Agency or Issues Examined	Title of Performance Audit Report or Publication	Date Tabled in Parliament or Published
106	State Rail Authority	<i>CityRail Passenger Security</i>	12 February 2003
107	NSW Agriculture	<i>Implementing the Ovine Johne's Disease Program</i>	26 February 2003
108	Department of Sustainable Natural Resources Environment Protection Authority	<i>Protecting Our Rivers</i>	7 May 2003
109	Department of Education and Training	<i>Managing Teacher Performance</i>	14 May 2003
110	NSW Police	<i>The Police Assistance Line</i>	5 June 2003
111	E-Government	<i>Roads and Traffic Authority Delivering Services Online</i>	11 June 2003
112	State Rail Authority	<i>The Millennium Train Project</i>	17 June 2003
113	Sydney Water Corporation	<i>Northside Storage Tunnel Project</i>	24 July 2003
114	Ministry of Transport Premier's Department Department of Education and Training	<i>Freedom of Information</i>	28 August 2003
115	NSW Police NSW Roads and Traffic Authority	<i>Dealing with Unlicensed and Unregistered Driving</i>	4 September 2003
116	NSW Department of Health	<i>Waiting Times for Elective Surgery in Public Hospitals</i>	18 September 2003
117	Follow-up of Performance Audits	<i>Complaints and Review Processes (September 1999) Provision of Industry Assistance (December 1998)</i>	24 September 2003
118	Judging Performance from Annual Reports	<i>Review of Eight Agencies' Annual Reports</i>	1 October 2003
119	Asset Disposal	<i>Disposal of Sydney Harbour Foreshore Land</i>	26 November 2003
120	Follow-up of Performance Audits NSW Police	<i>Enforcement of Street Parking (1999) Staff Rostering, Tasking and Allocation (2000)</i>	10 December 2003
121	Department of Health NSW Ambulance Service	<i>Code Red: Hospital Emergency Departments</i>	15 December 2003
122	Follow-up of Performance Audit	<i>Controlling and Reducing Pollution from Industry (April 2001)</i>	12 May 2004
123	National Parks and Wildlife Service	<i>Managing Natural and Cultural Heritage in Parks and Reserves</i>	16 June 2004
124	Fleet Management	<i>Meeting Business Needs</i>	30 June 2004
125	Department of Health NSW Ambulance Service	<i>Transporting and Treating Emergency Patients</i>	28 July 2004
126	Department of Education and Training	<i>School Annual Reports</i>	15 September 2004

No	Agency or Issues Examined	Title of Performance Audit Report or Publication	Date Tabled in Parliament or Published
127	Department of Ageing, Disability and Home Care	<i>Home Care Service</i>	13 October 2004
128*	Department of Commerce	<i>Shared Corporate Services: Realising the Benefit including guidance on better practice</i>	3 November 2004
129	Follow-up of Performance Audit	<i>Environmental Impact Assessment of Major Projects (2001)</i>	1 February 2005
130*	Fraud Control	<i>Current Progress and Future Directions including guidance on better practice</i>	9 February 2005
131	Follow-up of Performance Audit Department of Housing	<i>Maintenance of Public Housing (2001)</i>	2 March 2005
132	Follow-up of Performance Audit State Debt Recovery Office	<i>Collecting Outstanding Fines and Penalties (2002)</i>	17 March 2005
133	Follow-up of Performance Audit Premier's Department	<i>Management of Intellectual Property (2001)</i>	30 March 2005
134	Department of Environment and Conservation	<i>Managing Air Quality</i>	6 April 2005
135	Department of Infrastructure, Planning and Natural Resources Sydney Water Corporation Sydney Catchment Authority	<i>Planning for Sydney's Water Needs</i>	4 May 2005
136	Department of Health	<i>Emergency Mental Health Services</i>	26 May 2005
137	Department of Community Services	<i>Helpline</i>	1 June 2005
138	Follow-up of Performance Audit State Transit Authority Ministry of Transport	<i>Bus Maintenance and Bus Contracts (2002)</i>	14 June 2005
139	RailCorp NSW	<i>Coping with Disruptions to CityRail Passenger Services</i>	22 June 2005
140	State Rescue Board of New South Wales	<i>Coordination of Rescue Services</i>	20 July 2005
141	State Budget	<i>In-year Monitoring of the State Budget</i>	28 July 2005
142	Department of Juvenile Justice	<i>Managing and Measuring Success</i>	14 September 2005
143	Asset Management	<i>Implementing Asset Management Reforms</i>	12 October 2005
144	NSW Treasury	<i>Oversight of State Owned Electricity Corporations</i>	19 October 2005
145	Follow-up of 2002 Performance Audit	<i>Purchasing Hospital Supplies</i>	23 November 2005
146	Bus Transitways	<i>Liverpool to Parramatta Bus Transitway</i>	5 December 2005
147	Premier's Department	<i>Relocating Agencies to Regional Areas</i>	14 December 2005
148	Department of Education and Training	<i>The New Schools Privately Financed Project</i>	8 March 2006

No	Agency or Issues Examined	Title of Performance Audit Report or Publication	Date Tabled in Parliament or Published
149	Agency Collaboration	<i>Agencies Working Together to Improve Services</i>	22 March 2006
150	Follow-up of 2000 Performance Audit	<i>Fare Evasion on Public Transport</i>	26 April 2006
151	Department of Corrective Services	<i>Prisoner Rehabilitation</i>	24 May 2006
152	Roads and Traffic Authority	<i>The Cross City Tunnel Project</i>	31 May 2006
153	Performance Information	<i>Agency Use of Performance Information to Manage Services</i>	21 June 2006
154	Follow-up of 2002 Performance Audit	<i>Managing Sick Leave in NSW Police and the Department of Corrective Services</i>	29 June 2006
155	Follow-up of 2002 Performance Audit	<i>Regulating the Clearing of Native Vegetation</i>	19 July 2006
156*	Fraud Control	<i>Fraud Control Improvement Kit: Meeting Your Fraud Control Obligations</i>	20 July 2006
157	Roads and Traffic Authority	<i>Condition of State Roads</i>	16 August 2006
158	Department of Education and Training	<i>Educating Primary School Students with Disabilities</i>	6 September 2006
159	NSW Health	<i>Major Infectious Disease Outbreaks: Readiness to Respond</i>	22 November 2006
160	NSW Health	<i>Helping Older People Access a Residential Aged Care Facility</i>	5 December 2006
161	Follow-up of 2003 Performance Audit	<i>The Police Assistance Line</i>	6 December 2006
162	NSW Health	<i>Attracting, Retaining and Managing Nurses in Hospitals</i>	12 December 2006
163	Legal Aid Commission of NSW	<i>Distributing Legal Aid in New South Wales</i>	13 December 2006
164	Department of Juvenile Justice NSW Police Force	<i>Addressing the Needs of Young Offenders</i>	28 March 2007
165	Homelessness	<i>Responding to Homelessness</i>	2 May 2007
166	Follow-up of Performance Audit Department of Education and Training	<i>Using Computers in Schools for Teaching and Learning</i>	9 May 2007
167	Follow-up of 2001 Performance Audit: Ambulance Service of New South Wales	<i>Readiness to Respond</i>	6 June 2007
168	Ministry of Transport	<i>Connecting with Public Transport</i>	6 June 2007
169	NSW Police Force	<i>Dealing with Household Burglaries</i>	27 June 2007

* Better Practice Guides

A list of performance audits tabled or published since March 1997, as well as those currently in progress, can be found on our website www.audit.nsw.gov.au.