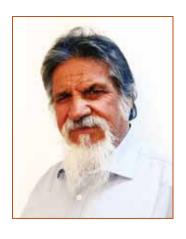


# THE EXECUTIVE COMMITTEE



Mr. Farley Garlett Chairperson

Mr. Garlett was elected as the new chairperson in 2010. He has many years of high level experiences in local and national Indigenous governance committees. In the past, Mr. Garlett was elected as the Perth ATSIC Noongar Regional Council Chairperson and later as ATSIC Perth Commissioner. He has vast experience in working with youth at risk, the education system and both Aboriginal Communities and with Aboriginal families.



Ms. Dawn Wallam
Vice Chairperson and Public Officer

Dawn Wallam is a Wadandi woman of the Noongar Nation who has developed a work history of over 38 years, committed to improving the well-being of Indigenous children through both paid and voluntary community work and self-education, undertaking tertiary studies to develop knowledge, skills and abilities to gain a broader perspective and enhance understanding of community needs, maximising her potential to foster best practice in herself and others.

Dawn has been associated with both Aboriginal and non-Aboriginal children's service agencies for many years, and has for the past fifteen years been employed by Yorganop Association Incorporated as Chief Executive Officer, managing the day to day functioning of both the Child Placement Service, the Registered Training Organisation and the Indigenous Professional Services Unit.

Dawn has been proactive in representing Indigenous children's issues at all levels including local, state, national and international forums in her role as CEO of Yorganop and as National Chairperson of the Secretariat National Aboriginal Islander Child Care [SNAICC]. In 2005 she was one of the founding signatories of the Sub Group on Indigenous Children to the United Nations Working Group on the Rights of the Child. Dawn holds a high level of engendered respect within and outside the Indigenous community to facilitate the role of advocate and mediator and has always acted with integrity and commitment to improve the well-being of Indigenous children.

Dawn is a founding member of the Nyoongar Patrol and in her position as vice chairperson she has the personal attributes, strengths, values and capabilities in relation to policy development/analysis, writing, media work, supporting the effective operation of a board and building organisational consensus around strategic priorities, staff management style, financial literacy/budget management and working effectively with government at a senior level.

# CHIEF EXECUTIVE OFFICER



Ms. Barbara Stack Treasurer

Ms. Stack served as an outreach patrol officer with Nyoongar Patrol Services for 7 years. Currently Barbara is a health worker with the Derbal Yerrigan Health Service in the area of chronic health.



Ms. Maria McAtackney CEO



Mr. Jeremy Garlett Secretary

Aboriginal radio founder (6NR) and currently Aboriginal radio presenter with Nyoongar Radio 100.9FM, Mr. Garlett's past experiences include the position of Manager of Bloodwood Youth Accommodation. He is currently employed as an Aboriginal Police Liaison Officer (since 1995) within Perth metropolitan stations. He studied at Curtin University in broadcasting and community services.

Chief Executive Officer for the Nyoongar Patrol Outreach Service with responsibilities to oversee the strategic planning and decision making for Perth Metropolitan outreach services. My work experiences in Indigenous health and community safety spans to over 23 years in senior and executive management roles within the domain of employment, project planning, implementation, evaluation in the areas of training, employment social development, crime prevention and community safety.

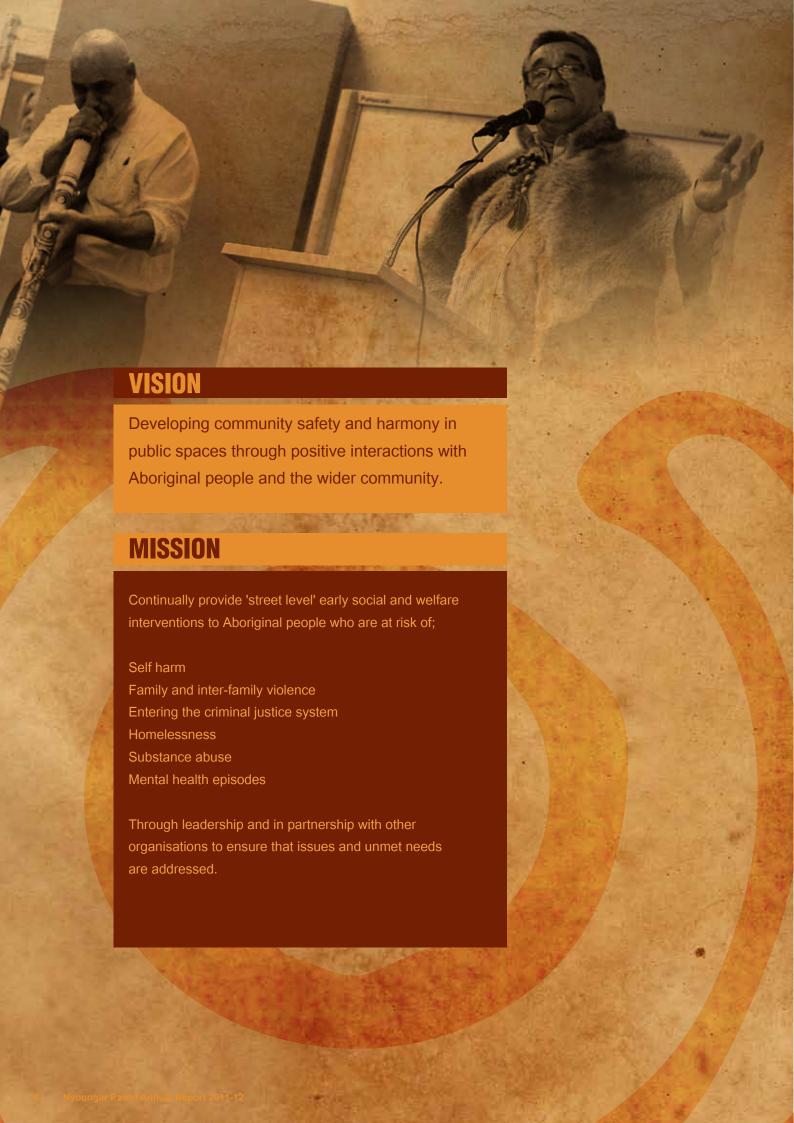
PROFESSIONAL QUALIFICATIONS
Edith Cowan University
Master of Business Administration
Graduate Diploma Human Resources Management
B.A Behavioural Studies

PROFESSIONAL MEMBER OF AUSTRALIAN
INSTITUTE OF MANAGEMENT
1996 WA non-Indigenous Person of the Year Award.



Mr. Neville Collard

In 1998, Neville Collard was one of the co-founders and chairpersons of the Nyoongar Patrol Outreach Service. Neville has many years of experience in the justice system and various government agency sectors. Neville has contributed his extensive justice knowledge to the Nyoongar Patrol Outreach Service and assisted the organisation in its operations plan implementation.



# **Chairperson's Report**

2012 has been a year of achievement and growth for the Nyoongar Patrol System Incorporated (NPS). As the Chairperson I am pleased to provide in this annual report, evidence that demonstrates an increase in training and employment for indigenous people, through an expansion to quality services for our clients. We have also acquired land and moved into a new administration building which has been equipped with up to date technology for greater efficiency and professionalism.

I would like to begin by thanking all those who have been involved in the challenge of striving to meet our goals for another year – from the funding providers to the administrative workers behind the scenes and the patrol workers in the field.

Specifically, I would like to thank the Executive Board members for their ongoing leadership and commitment to the NPS. I would also like to thank and acknowledge our Chief Executive Officer for her dedication to the Nyoongar Patrol for many years, and her high level of commitment to the employment and training of our indigenous staff.

One of our important milestones this year was to move into our new offices in late February 2012, after many years of cramped, unstable, and unsuitable office conditions.

For this achievement, thanks must first go to the Indigenous Land Corporation (ILC) for the land acquisition grant, and in particular to lain Loganathan and Emma Yates who assisted us through all the stages of land acquisition.

We would also like to thank Alan Moore from Lotterywest for his support and assistance with the Lotterywest grant to fit out the new offices.

The Executive Board members, the Chief Executive Officer, administrative staff, patrol officers and myself, are all extremely grateful to those involved in providing this long-term professional working environment for the NPS.

Thanks must also go to the Minister for Indigenous Affairs, the Hon Peter Collier, MLC, for his ongoing support and for officially opening

our new building on 19th June 2012. All staff and board members present were elated at the strong support of the stakeholders and guests attending the official opening.

The opportunity to expand our services to the South Eastern and Northern Rail corridors was supported by the Department of Indigenous Affairs (one of our major stakeholders), for which we would like to offer our sincere thanks.

We would also like to acknowledge and thank the following for their continued sponsorship and support: the Attorney General's Department (State and Federal); Department of Indigenous Affairs; Indigenous Land Corporation; Local Government (City of Vincent and City of Fremantle); Drug and Alcohol Office; Department of Child Protection; Lotterywest; The Law Society of Western Australian; Burswood Entertainment Complex; and the Department of Education, Employment and Workplace Relations (DEEWR).

Sincere thanks to Mike McGreevy, Security General Manager from the Burswood Entertainment Complex, for supporting the NPS expansion of night patrols for Friday and Saturday nights, with a private sponsorship to address young people's issues in the public space within close proximity to the complex.

One of our initiatives during the year was to commission an independent evaluation of the Nyoongar Patrol Outreach Service which was undertaken by John Scougall Consulting Services. The resulting comprehensive report titled "Keeping People Safe" was published on 6th March 2012.

The findings and recommendations of this report will be utilised in the development of the Nyoongar Patrol System Inc. (NPS) Strategic Plan 2013 - 2016 to ensure that we endeavour to meet the needs of the community with the best use of available funding.

Due to the proposed extension of services and the subsequent increase in the number of staff, the Executive Board members will address the additional workload of the Chief Executive Officer with increased administrative support.

Reflecting on the highlights of the journey of the NPS from our humble beginnings in 1997 to our current situation in 2012 (refer to NPS Milestones Table included), I look forward to another year of working with our dedicated staff towards the continued growth and success of the NPS, through our high quality services to the community and the training and employment of our Aboriginal people.

### Farley Garlett Chairperson

# **CEO's Report**

The role of the Nyoongar Patrol Outreach Service is described in our Vision statement as: "Developing community safety and harmony in public spaces through positive interactions with Aboriginal people and the wider community".

The Nyoongar Patrol is the only solely Aboriginal patrol service operating in the metropolitan area in Perth. The Patrols work their areas to monitor the safety of our clients on Friday and Saturday between the hours of 8:00pm and 4:00am. Our clients being Aboriginal people who are homeless or visible on the streets or public places during these hours. Our quality service is "recognised as a national leader in its field", as reported in the 'Keeping People Safe' (2012) Evaluation Report.

Part of our role is to contribute to government planning and policy-making for safety and security on the streets. We attend working party groups, planning meetings and reference groups for various projects, established through the need to keep our streets safe. Our opinion is sought by agencies and stakeholders for specific issues related to the Aboriginal community.

Nyoongar Patrol staff members who commit to working weekend nights and early morning hours to support the NPS, deserve our appreciation and sincere thanks, as do their families who in turn support them. We would also like to acknowledge and thank the casual staff members who offer their services for this important role.

We owe a debt of gratitude for the support contributed by our funding providers, both government and private. Through their generosity, we have been able to expand and improve our quality service to our clients.

The NPS has expanded to provide thirty-two patrols each week in seven areas of the Perth metropolitan area:

- Fremantle
- Northbridge JAG
- Midland
- South East Rail Corridor 1 (Victoria Park)
- · South East Rail Corridor 2 (Gosnells)
- Northern Rail Corridor
- Burswood

Funding support also covers the expense of the acquisition, maintenance and change-over of Patrol vehicles.

We would like to convey a special thanks to our lecturer

Doug Thompson from Challenger Institute of Technology,

Rockingham Campus, who is flexible and supportive, adapting
the curriculum delivery to cater for the unique needs of our
students.

We are also extremely grateful for the newly acquired premises, enabling the certified trainers to provide training to our people in a professional learning environment.

Our sincere thanks go to the Department of Education, Employment and Workplace Relations (DEEWR) for their commitment to fund traineeships for NPS students, and to the various government departments that provide support in so many ways.

As could be expected, there is a high turnover in staff for the Nyoongar Patrols. However, this situation has proven to have a positive side, because once Aboriginal people have been trained and employed with the Nyoongar Patrol, it equips them with the skills and experience to transfer to other employment with mainstream hours.

As the Chief Executive Officer of the NPS, I would like to express my sincere thanks to the Chairperson, the Executive Board members, and all our staff members, past and present, who work with dedication and commitment towards realising our common goals for NPS.

I look forward to the challenge of working with the new 'Nyoongar Patrol System Inc (NPS) Strategic Plan 2013 - 2016' while addressing issues that may have arisen from the 'Keeping People Safe' Evaluation Report.

In closing I would like to reiterate my sincere thanks to all our sponsors whose generous contributions allow us to realise our goals of providing high quality service to reduce risk and ensure the safety and security of our clients.

Maria McAtackney
Chief Executive Officer



My name is Robyn Tamba Tamba and I am a Baarladong Nyoongar woman originally from Kellerberrin.

I have worked within the Public sector for many years with various agencies, recently coming to the Nyoongar Patrol System Inc (NPS) after serving 6 years with the Department of Housing WA.

Whilst employed at the Department of Housing, I acted in various roles: Client Service Officer; Housing Services Officer; and one which was Indigenous focused - Aboriginal Customer Support Officer (ACSO). In that particular role as an ACSO I was required to support Indigenous clients who were new applicants to the Department, and tenants that were housed by the Department. Furthermore I assisted and offered support to Indigenous clients who had encountered any issues, and referred those clients to outside agencies for support, to enable sustainability with those tenancies.

My current role at the Nyoongar Patrol Outreach Service is the Operations Administration Support Officer. I am a part of a very productive team that aims to reach identified outcomes. All my experiences from the Department of Housing have equipped me with the skills and knowledge required for a supportive role to frontline outreach officers working with our homeless people in the parks.

I find working with the Patrol very challenging and rewarding. My role is also to ensure that the day to day operations of the organisation are running smoothly. It is a daily process, whereby I am required to collate each individual Region's action reports, decipher information, and provide reports to stakeholders. I am also required in my role to attend meetings with stakeholders to ensure goals and outcomes are achieved.

Nyoongar Patrol staff members engage with youth that are at risk. When these risks are identified, we as an organisation provide referrals to relevant agencies to provide assistance to these people who are in need of support.

The most rewarding part of my role is to hear about the young kids that were at risk and are now making progress, returning to school and no longer on the streets, and who now have plans for their

I would like to thank all the outreach officers and management staff for supporting me in my role.

Robyn Tamba Tamba **Operations Administration Support Officer** 

### **Milestones**

There have been many milestones in the development of the NPS over the past 15 years and incorporated for 12 years, as summarised in Table 2 below.

It began in 1998 as a fledgling, unincorporated, volunteer managed service operating just three patrols each week in the Northbridge area. Wages for those on patrol were provided through a 'work for the dole' scheme and the service operated from the back of premises owned by the AAC.

### **NPS Milestones**

### 1997

1997 Aboriginal Advancement Council and a 'Project Inception Working Party' of Aboriginal community and other stakeholders
identifies the need for an Aboriginal street level patrol service in Northbridge to address the issue of young people at risk on the
streets.

### 1998

 1998 Night patrols begin operating in Northbridge auspiced by the AAC and operating from its premises. There is some seed funding support from the Aboriginal Group Training Scheme, Aboriginal and Torres Strait Islander Commisson (ATSIC), DIA and Lotterywest.

### 1999

- 1999 Perth Employment Enterprise Development Aboriginal Corporation (PEEDAC) provides 6 Community Development Employment Project (CDEP) positions to enable NPS to continue its services in Northbridge. Service management staff are working on a voluntary basis.
- 1999 Aboriginal Group Training Scheme abolished causing financial difficulties for the patrol service.
- 1999 Safer WA (Office of Premier and Cabinet) decides to fund an Executive Director leadership position within the Nyoongar Patrol. Previously all NPS management staff had been voluntary.
- CEO Maria McAtackney appointed and sponsored by Safer WA.

# 2000

- 2000 City of Perth becomes the first local government authority to engage the Nyoongar Patrol to provide services in its local government area.
- 2000 CDEP positions allocated to the Nyoongar Patrol increase to thirty five, thereby enabling an expansion of services
- 2000 In September NPS commenced a patrol service within the City of Vincent to address issues around Birdwood Square in Highgate. Within a short period of time the problem was noticeably reduced.
- 2000 NPS works with other agencies to develop aPriority Action Plan.
- 2000 The formerly independent Swan Community Patrol in Midland merges with the Nyoongar Patrol.

### 2001

- 2001 Nyoongar Patrol Systems Inc is incorporated on 28 November as a not-for-profit organization with concessionary tax status under the Aboriginal Councils and Associations Act. The organizational structure provides for an elected all Aboriginal Executive Board. Board members are elected for three year terms.
- 2001 NPS and City of Perth jointly win a Community Services Award for "working in partnership".
- 2001 NPS wins Australian Institute of Criminology 'National Australian Violence Prevention Award'.
- 2001 In 2001 Jack Busch from the Department of Premier and Cabinet, reported on issues of crime and anti-social behaviour in Northbridge.
- 2001 Issues of anti-social behaviour and crime in Northbridge are attracting considerable adverse media, public and political attention.
- · 2001 City of Perth funds NPS to provide services in Forrest Chase and Wellington Square, supplementing CDEP wages funding.

### 2002

• 2002 NPS secures DIA funding for three full time administrative positions.

### 2003

- 2003 Wayallup Moort Patrol established by NPS in Fremantle in partnership with the City of Fremantle and under the leadership of a local Aboriginal Steering Committee.
- · 2003 Fremantle and Central Challenger TAFE Colleges, in partnership with NPS, develop training resources for patrol workers.
- 2003 Nyoongar Patrol expands service to five locations: Northbridge and Juvenile Aid Group (JAG) City of Vincent Midland Fremantle Perth City/ Forrest Chase.

Through many years of hard work NPS has now transformed itself into a professionally structured corporation with a strong board, experienced CEO and 17 fulltime staff, all of whom undertake a programme of professional development. In addition there are 7 casual staff who work an average 15.2 hrs per week. Originally back in 1998 when the service first commenced it was virtually unfunded. Today funding is

sourced from Commonwealth, State and Local Government (City of Vincent and City of Fremantle), as well as from the corporate sector.

Not all developments have been positive throughout the relatively brief history of the NPS, but the organisation has always demonstrated the resilience necessary to respond to challenges and bounce back from adversity.

### 2004

- 2004 The number of CDEP participant positions with NPS grows to forty four: nineteen in Northbridge, fifteen in Midland and ten in Fremantle.
- 2004 Department of Child Protection (DCP) provides funds for a part time Frontline Youth Outreach Officer position to engage with childen and youth in Northbridge.
- 2004 ATSIC and subsequently its administrative arm ATSIS are abolished. This had been an important source of patrol funding
  to this point. The Department of Attorney General's now assumes responsibility for the 'Law and Justice' function formerly
  established by ATSIC and administered by ATSIS.
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  to this point. The Department of Attorney General's now assumes responsibility for the 'Law and Justice' function formerly
  established by ATSIC and administered by ATSIS.

# 2005

- 2005 City of Perth decides to cease its NPS funding.
- · 2005 NPS maintains patrols with funding support from DIA, DCP and the Attorney General's Department.
- 2005 NPS reliance on CDEP reduced by creating fulltime positions with the funding support of the then Department of Employment and Workplace Relations (DEWR).
- 2005 NPS decides to re-brand the organisation as an 'outreach service', rather than a security service.

### 2006

- 2006 The Federal Government abolishes CDEP in urban centres such as Perth. NPS restructures its services. With the
  assistance of DEWR, ten full time Frontline Outreach Officer traineeship positions are created.
- 2006 City of Vincent increases its NPS funding to a level equivalent to one full-time Frontline Outreach Officer position. The City of Vincent also provides the Patrol with a 2-way radio to enable communication with City Ranger Services.

# 2007

2007 NPS makes a strategic decision to build closer working relationships with key stakeholders such as the City of Fremantle,
 City of Vincent, Department for Child Protection (Crisis Care), Kilara Services, the Sobering Centre, Anawim Women's Refuge and the Western Australian Police Service (WAPS).

# 2008

2008 DIA, DCP, Attorney General's Department, the Department of Education, Employment and Workplace Relations (DEEWR),
 City of Vincent and City of Fremantle are all now committed financial partners.

# 2009

- 2009 NPS makes strategic decision to conduct some joint patrols with other services such as local government rangers and
   Centrelink outreach staff responsible for ensuring that homeless people receive their entitlements.
- 2009 NPS makes a strategic decision to focus on more active promotion of the service.

# 2010

 2010 Two Senior Supervisor positions and one Team Leader position are created within the NPS staffing structure to better manage the operation of patrols.

# 2011

- 2011 NPS services extended to South-Eastern and Northern Rail Corridors, with new funding secured from a Proceeds of Crime Confiscation Grant and DIA.
- 2011 NPS staffing level reaches 24, 17 full time and 7 casual.
- 2011 NPS services extended to Burswood on Friday and Saturday nights, sponsored by Burswood Entertainment Complex to address young people's issues in the vicinity.

# 2012

- 2012 NPS moves into new purpose built facilities at 35 Gladstone St East Perth.
- 2012 A comprehensive independent evaluation of NPS services is completed to guide board decisions in relation to the future direction of the service.



# **New Patrols**

These patrols were set up in response to the need identified by local businesses, local Councils and the Department of Indigenous Affairs, to bring about more harmonious relationships in target neighbourhoods during the day (in particular in Mirrabooka and Gosnells).

Night patrols were established to adapt to the changing patterns of youth activities at night. The pilot initiative that started in the last financial year with Burswood Casino (private partner) was also extended this year, enabling a wide coverage of 'hot spots' in the South East corridor.



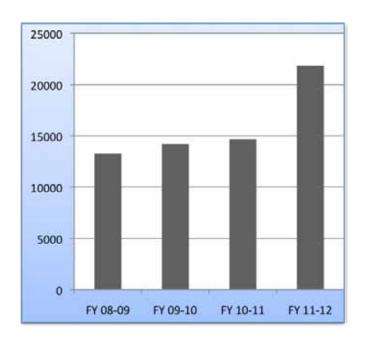


Graph 1 demonstrates that the number of client contacts over the FY11-12 has exceeded 20,000, compared to yearly contacts averaging short of 15,000 in the previous three years.

Over the past year, NPS has recruited and trained 11 new full time staff, bringing the total number of full time staff to 17, and has provided work opportunities to 28 casual staff. Training provided to staff includes Cert III in Community Services, Verbal Judo, Senior First Aid, Patrol, Patrol Supervisor and Team Leader training. Most staff members join the patrol with limited training, and usually leave the patrol to take on positions of responsibility within the social service industry.

It is noteworthy that the Nyoongar Patrol is one of the few services which operates consistently between the hours of 8:00pm to 4:00am over the weekend.

### **Graph 1: Number of client contacts per year.**



With 8,612 contacts, 2,421 transports and 733 referrals, the South East corridor has become the largest operation for the Nyoongar Patrol (39% of all client contacts), with Friday and Saturday nights in Burswood becoming the busiest nights of all locations.

Graph 2 shows a shift in the pattern of contact by the Nyoongar Patrol over the past year.

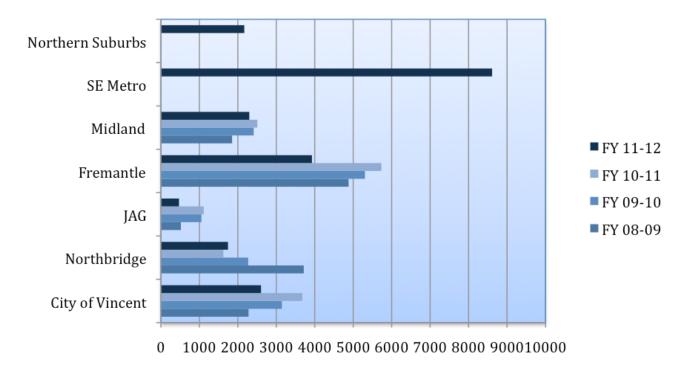
There has been a phenomenon of displacement from Northbridge and Fremantle to a single congregating place for young people around the Burswood train station.

By comparison, the long term efforts of the Nyoongar Patrol and the City of Vincent are bearing fruit with contact numbers in the parks decreasing. This is a reflection of efforts to reduce homelessness, assist people to return to country, and build a more reciprocal understanding from all residents, business people, and Aboriginal people frequenting the parks.

Contact numbers in Fremantle and Northbridge are decreasing, essentially due the displacement of young people to Burswood.

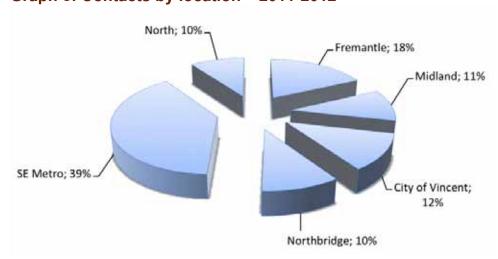
Please note that the level of service in other locations has remained constant.

**Graph 2: Evolution of contact numbers by location** 



Graph 3 clearly demonstrates the high percentage of contacts in the South East Metropolitan region in comparison to all other areas.

Graph 3: Contacts by location – 2011-2012



# **Young People in the South East Corridor**

Nyoongar Patrol is an active member of the South East Managers' Forum and the South East Metro
Youth Working Group, working together for the benefit of people at risk in the area.

During the course of the FY 11-12, Nyoongar Patrols have come across over 3,000 young people in the South East Metropolitan corridor (compared to 471 in Northbridge) and have provided safe transport to 1,437 of them (compared to 147 in Northbridge). Most of these young people came into contact with the NPS Patrols after 9:00pm at night up until 4:00am in the morning, on Friday or Saturday nights.

A more detailed analysis conducted over the last 6 months shows that:

65% of the young people were picked up from Burswood: the train station where groups of boys and girls alight from the train, and where fights are initiated; the Dome car park where petty theft is committed; or the local shop which is open 24/7. NPS patrollers report that up to 150 young people are often seen around the Burswood area on Friday nights. This data confirms that the Burswood area has become the meeting point for young Aboriginal people in the metropolitan area.

transported at night come from the South East Corridor. The other 40% come from all other suburbs in Perth: Fremantle and Hamilton Hill, Bayswater to Midland, Nollamara to Joondalup. There has clearly been a displacement phenomenon, from Northbridge (where the Young People in Northbridge Policy has been implemented for a number of years and the Juvenile Aid Group (JAG) of the Police Department is present) to Burswood.

South East Corridor suburbs where young people were transported to were: City of Gosnells (39%), City of Armadale (22%), City of Belmont (21%), City of Victoria Park (12%), City of Canning (6%).

• 22% of the young people picked up at night were under the age of 13.

• 95.6% of the young people were transported after 10:00pm, the time when most diversionary activities close their doors.

Nyoongar Patrol has been involved in keeping these young people safe by engaging with them and defusing tensions, warning them against possible dangers, making them understand the implications of their actions, offering them safe transport when they feel threatened, and providing them with advice. Referrals have also been made, and close relationships are maintained on the ground with the Police and Burswood Security. A network of partners has been established in an endeavour to provide follow-up and long term services to meet the needs of the young people and their families.





# **New Building for Nyoongar Patrol**

A major benchmark for the organisation is the acquisition of new premises, with the generous support of the Indigenous Land Corporation and Lotterywest. The new Nyoongar Patrol headquarters, located at 35 Gladstone Street in East Perth was inaugurated by the Minister for Indigenous Affairs, the Hon. Peter Collier, MLC, on 19th June 2012. NPS takes the opportunity to thank all those who have supported the organisation through this long process and who have contributed to make this vision come true.

# New **Building for** Nyoongar **Patrol**

The benefits of this new building for the organisation are significant:

- Due to the nature of the service, renting various premises in close proximity to the CBD presented risks for the longevity of the organisation. Acquiring long term suitable premises in an appropriate location ensures the future sustainability of the organisation and the service.
- The larger office space has enabled NPS to increase staff and expand its operations by 34 new staff to service 3 additional sites with 3 additional buses. NPS has assisted over 7,000 more clients in FY 11-12 than in FY 10-11.
- The professional environment has the increased capacity to facilitate the provision of training on site, accommodate larger stakeholder group meetings, provide more appropriate and more secure office space for office staff, and allow improved management of confidential information.



# **Independent Evaluation**

Thanks to the contribution of the Law Society of WA, Nyoongar Patrol commissioned an independent evaluation, conducted by John Scougall Consulting and published on 6th March 2012. A summary of the results and recommendations are presented below.

### **Results of Survey of External Stakeholders:**

93.3% of Government and non-Government stakeholders "strongly agreed" that the Nyoongar Patrol is a service that benefits the community; 93.3% agreed or strongly agreed that Nyoongar Patrol works well in partnership with other agencies and services.

A survey undertaken with a group of respondents reported the main achievements of the Patrol as follows:

- Maintaining good relationships with other agencies and services 90%
- Reducing Aboriginal community contact with the law and justice system 86.6 %
- Defusing volatile situations without the need for Police or other street level intervention 86.6%
- Helping the homeless 76.6%
- Maintaining good relationships with the business community 73.3%
- Attracting Aboriginal community support 66.6%
- Providing employment and training opportunities for Aboriginal people 60%
- Reputation for professionalism, good governance and sound management 60%.

Issues or activities stakeholders would like the Nyoongar Patrol to become more closely involved with in the future:

- Expansion of patrol services to new areas in Perth 70%
- Managing a night shelter for the homeless 63.3%
- 'Young people in Northbridge' policy and planning issues 53.5%
- Diversion of youth to sport and recreation services 53.5%.

Business responses to the survey also revealed general satisfaction with the services provided by NPS: 76.3% think that the Patrol helps the community and 65.8% are satisfied or very satisfied with the work the Nyoongar Patrol is doing.



# **Key Recommendations of the Evaluation:**

- 1. **Strengthen** the **Policy Advocacy and Service Planning role** of the Nyoongar Patrol, especially in the areas of homelessness, Aboriginal youth support, substance abuse and provision of frontline services. It has been acknowledged that NPS already plays an important role in these areas. Further development in these areas of operation is recommended and to support this development **new specialised positions** should be created and funded to an appropriate level.
- 2. Create **new administrative positions** to support the current CEO and commence work on **succession planning** to ensure long term sustainability of the organisation.
- 3. Broaden and secure the NPS funding base.
- 4. Possible development opportunities were identified in the following areas: support for the establishment of a Nyoongar cultural precinct, promotion of the NPS service and adoption of a strength-based philosophy.

The NPS Board of Directors met on 30th and 31st of July to revisit its strategic plan in response to the evaluation.

### **New Partnerships and Cooperation with Other Organisations:**

- Burswood Casino An innovative and sound partnership with the private sector.
- **Mirrabooka** Newly established operations in the northern suburb have led to the establishment of new links with the Mirrabooka Police and security officers from the Mirrabooka shopping complex.
- South East Metro train line NPS is an active member of the South East Regional Managers Forum and Youth Working Group. A formal partnering of understanding is in place with Save the Children and strong cooperation has been developed with the Kensington Police, Crisis Care, Department of Child Protection Parenting Support, and the Diversity Unit of the Police.
- The partnership with **RUAH Community Services** aimed at reducing homelessness in the City of Vincent is bearing fruit and the number of homeless people in the parks has been reduced.

# **Accomplishments as per NPS Strategic Plan 2009 - 2014**

### **Objective 1:**

To Provide patrol services with partner Councils/Agencies to increase safety and harmony for all members of the community by:

Strategy	Performance	Action taken in FY 11-12		
1.1. Maintaining the effectiveness of current Patrol services	Contract renewal     Reports on     service continuity     Client surveys     Explore capacity     to link young     people to families	<ul> <li>Contracts renewed with City of Vincent, City of Fremantle, Burswood Casino</li> <li>No contracts lost, and overall increase in service outputs</li> <li>Reports provided to all stakeholders</li> <li>Increased contact numbers in the FY 11-12</li> <li>Increased number of partners for youth referrals through South East Working Group</li> <li>Youth to home follow-up is currently delivered through the referral base to other providers. Further funding would be required if we were to do the follow-up ourselves</li> <li>Client surveys show high expectations for more services and hours of service</li> </ul>		
1.2. Developing a funding model to enable expansion of Patrols into new local government areas	New Patrols in place in new areas	<ul> <li>Two new patrols in SE Metro (two different funding sources)</li> <li>One new patrol in Northern suburbs</li> <li>There are still underfunded patrols. The result is delivery of partial service, eg, Midland, Northbridge, Fremantle - 3 days instead of 5. (A full service is 5 days and 2 nights)</li> <li>Still finding some local councils are reluctant to contribute (Refer 1.4)</li> <li>Evaluation recommendation: That NPS work with other frontline services to lobby all tiers of government to negotiate and agree a funding model for frontline services and patrols</li> </ul>		
1.3. Maintaining and enhancing strong collaboration and relationship with partners and stakeholders	Involvement in regular meetings     Stakeholder survey feedback	<ul> <li>New participants in weekly NPS meeting: Diversity Unit of the Police, DCP Stronger Families</li> <li>Participation in new South East Forum and other reference groups such as DIA, Corrective Services, Health, Dept of Education, City of Belmont, City of Armadale, DCP, Save the Children, Armadale Youth Project, Indigenous &amp; Community Diversity Unit</li> <li>Stakeholder survey conducted as part of the evaluation shows positive relationships with stakeholders</li> </ul>		
1.4. Promoting services to other councils and jurisdictions	Levels of inquiry for new patrols     New patrols are in place in new areas     Website and promotional material current	<ul> <li>Approximately one enquiry per day through info line, and two councils per FY make enquiries about establishing a service</li> <li>The cost prevents councils from going further</li> <li>The number of enquiries from councils has reduced (some councils expect the service to be made available without cost to them)</li> <li>Contracts renewed with City of Vincent, City of Fremantle, Burswood Casino</li> <li>NPS promotional booklet updated to include new patrols and new contact details</li> <li>New phone system developed for direct patrol access</li> <li>Website updated</li> </ul> Evaluation recommendation: That NPS Board give notice of its intention to cease providing patrol services in any local government area where it is not funded to do so, from the commencement of financial year 2013-14		
1.5. Building excellent reports through joint activities with council rangers and staff	Number of joint training sessions /meetings held     Feedback from ranger meetings	<ul> <li>Will King conducted Verbal Judo with all NPS staff and some City of Vincent Rangers</li> <li>Weekly meetings with Rangers, Crisis Care, DCP, Police, Mission Australia. Other service providers join periodically as relevant, eg, Mental Health</li> </ul>		

### **Objective 2:**

To engage and refer Aboriginal people to the relevant agencies and/or implement diversionary or safety measures such as information and referral services, transporting people to safer places, assisting with transportation of juveniles under Section 41 of the Community Service Act 2004, maintaining appropriate intervention methods (transport, referrals, hospitalisation, police, etc), by:

Strategy	Performance Measures	Action taken in FY 11-12
2.1. Maintaining	Resource and	Increase in the level of resources by 60% (\$780K to \$1.25M)
current resources	procedure manuals	Update of forms in the Policy and Procedures manual
and policy	reviewed annually	Policy and Procedures manual review completed in 2011
procedure manual		2012 review scheduled to be completed in the second half of the year
2.2. implementing,	Number of safe/	A total of 5,985 transports were provided in FY 11-12
assessing and	unsafe transportation	Over 99.6% of all transports were safe (Unsafe = abusive clients or juveniles opting)
refining diversions	Effectiveness of other	to alight from the bus before drop off point)
and diffusing	diversion strategies	3,031 referrals were made
strategies	Number of referrals	
2.3. Continually	Number of training	11 new staff members were employed in FY 11-12 on a full time basis and NPS has
developing	opportunities	provided work opportunities to 28 casual staff
highly skilled and	Staff feedback	13 staff are completing their Certificate III in Community Services (with Challenger
professional staff	Stakeholder survey	TAFE), 26 completed their Senior First Aid, 25 their Patrol Training (with Paramount
	feedback	Security), 6 their Patrol Supervisor training, and the Senior Patrol Officer completed
	Number of	his Team Leader training (Paramount Security). The Verbal Judo course was
	traineeships offered	completed by 26 new staff
		High staff turnover remains a challenge to maintaining training levels
		Role delineation (Supervisor/Senior Supervisor) needs review
		Currency of 'F' Class Licence is hard to maintain (if medical issues are identified that
		might affect their normal licence). 85% currently hold an 'F' Class, 10% in progress,
		5% ineligible

### **Objective 3:**

To promote partnership and cooperation with other organisations to ensure appropriate, effective responses in service provision by:

Strategy	Performance Measures	Action taken in FY 11-12
3.1. Maintaining interagency meetings and relationships	<ul> <li>Stakeholder survey feedback</li> <li>Increase in the level of successful referrals</li> </ul>	<ul> <li>Stakeholder survey results: 93.3% of Government and non-Government stakeholders "strongly agreed" that the Nyoongar Patrol is a service that benefits the community; 93.3% agreed or strongly agreed that the Nyoongar Patrol works well in partnership with other agencies and services</li> <li>New partnerships leading to increased referrals: Police Diversity Unit, DCP Parenting Support, Crisis Care, South East Youth Working Group</li> </ul>
3.2. Clarification of respective agencies roles and services	<ul> <li>Memorandums         of Understanding         (MOU)s and service         agreements in place         with all stakeholder         agencies</li> <li>Improve referral         statistics</li> </ul>	<ul> <li>Existing partnerships in place</li> <li>Increase in number of direct referrals with partner agencies, but decrease in number of street referrals</li> <li>Need identified in the 'Keeping People Safe' evaluation report to resource specialised services for youth, the homeless, and substance abuse issues, which will be addressed in the NPS Strategic Plan 2013 – 2016</li> </ul>
3.3. Participating and encouraging efforts to bolster collaboration across agencies	<ul><li>Participation</li><li>Links</li></ul>	<ul> <li>Active participation in the South East Regional Manager's Forum and South East Youth Working Group</li> <li>Partnerships with Save the Children, RUAH Community Services</li> <li>Strong links with Mirrabooka Police, Mirrabooka Shopping Centre security, Kensington Police, Burswood Entertainment Complex security</li> </ul>

### **Objective 4:**

To maintain the strong reputation of the patrol in enhancing respect for the Aboriginal community through the professional conduct of the Patrol, relationships with business community, effective networking and representation with government and non government agencies, fostering collaboration between Aboriginal people, agencies and the wider community by:

Strategy	Performance Measures	Action taken in FY 11-12
4.1. Communicating the purpose and success of the patrol to target audiences	Web site and promotional material current	<ul> <li>Promotional material and website updated</li> <li>Promotional articles in Media:</li> <li>Perth Voice/Fremantle Herald - 'Housing lobbying'</li> <li>Bayswater Echo - 'Displacement of young people'</li> <li>The West Australian - 'Partnership in south east safe house'</li> <li>SBS documentary - 'NPS CEO'</li> <li>ABC documentary - 'Patrol - Message Stick'</li> </ul>
4.2. Maintaining contact with businesses in Patrol target areas	Business awareness of Patrol services	Business responses to evaluation feedback survey: 76.3% think that the Patrol helps the community and 65.8% are satisfied or very satisfied with the work the Nyoongar Patrol is doing Patrol Officers provide pamphlets and information as a requirement of a normal shift They assist traders and provide advice on how to deal with their situation Specific strategies are designed for short term 'hot' spots Daily visit to most traders
4.3. Seeking memberships to appropriate reference and/or advisory groups	Patrol represented on relevant reference.advisory groups	New membership: South East Regional Managers Forum and Working Group
4.4. Maintaining appropriate professional memberships and networks	Targeted memberships     maintained	Professional memberships and networks have been maintained
4.5. Initiating meetings between Aboriginal agencies to improve collaboration and collective voice of Aboriginal people	<ul> <li>Progress on formation of Aboriginal agencies peak body</li> <li>Community awareness and profile</li> </ul>	<ul> <li>Current member of AIM</li> <li>Current member of Workforce Guardian</li> <li>Strong linkage with the Diversity Unit of the Police</li> </ul>



### **Objective 5:**

To remain a strong and viable organisation by maintaining strong governance and professional standards, enhancing staff professional development, securing and maintaining a strong financial position, and providing adequate systems and assets for operations by:

Strategy	Performance Measures	Action taken in FY 11-12
5.1. Ensuring organisation complies with Constitution, regulations and audit requirements	Operational systems     effective and meet     audit requirements     Operational policies     followed	<ul> <li>Unqualified audit report</li> <li>Constitution currently being reviewed</li> <li>Evaluation recommendations: That NPS develop a written proposal seeking funding for a new part-time position of Finance Officer and establish the position of Human Resource Manager</li> </ul>
5.2. Encouraging new board membership and succession planning	Board provided     with development     opportunities     New board members     co-opted as required	Stable board membership after changes in FY 10-11 Constitution reviewed - staggered board terms Next election 2013  Evaluation recommendation: That NPS amend its constitution to stagger the election of Board Members
5.3. Promoting an effective workplace culture and staff retention	Staff retention and satisfaction rates	Retention of all Senior and Supervisory staff     Other staff have moved on to positions of higher responsibility
5.4. Improving financial stability	More stable funding streams	<ul> <li>New building and fit out</li> <li>Diversity funding streams still a threat</li> </ul> Evaluation recommendation: That NPS formulate a business case and develop proposals to broaden its funding base
5.5. Progressing the relocation to new premises	Progress of funding     and refit	Achieved - Moved into new premises in East Perth
5.6. Ensuring sufficient and well maintained equipment for each patrol	Equipment up to date     and functional	<ul> <li>All vehicles and equipment current</li> <li>New office equipment and phone system</li> <li>3 new buses</li> <li>12 month vehicle replacement policy in place</li> </ul>



### **Objective 6:**

To establish a Youth 'One-Stop Shop' providing a network of professional supports, promoting youth education, employment and sport activities, and providing training in youth work.

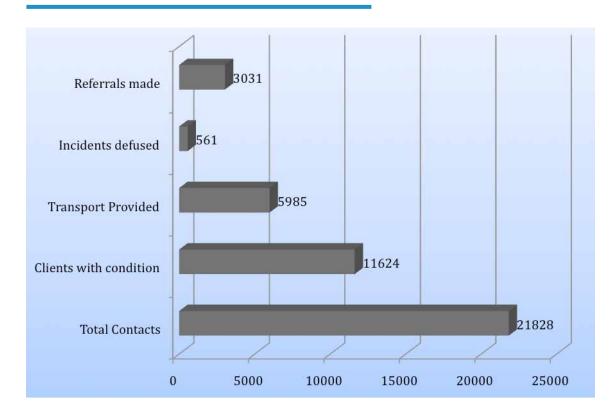
This strategy has been assessed by the external evaluator and recommendation has been made that Nyoongar Patrol advocate in support of policies, programmes, practices and facilities that build the capacity of Aboriginal Youth.

# FY 11-12 In Figures:

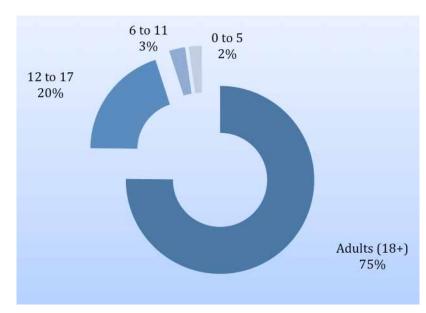
		i	1	1	,		i
	Fremantle	Midland	City of Vincent	Northbridge	SE Metro	North	TOTAL
CLIENTS							
Female	1,981	1,073	1,265	952	4,165	1,125	10,561
Male	1,947	1,226	1,339	1,264	4,447	1,044	11,267
TOTAL	3,928	2,299	2,604	2,216	8,612	2,169	21,828
Adult	3,025	1,876	2,428	1,735	5,603	1,742	16,409
18 & under	695	205	91	455	2,648	235	4,329
11 & under	135	82	34	22	224	104	601
5-0	73	136	51	4	137	88	489
	3,928	2,299	2,604	2,216	8,612	2,169	21,828
CONDITION:							
Alcohol	1,503	1,049	1,604	1,142	4,266	705	10,269
Drugs/Substances	51	31	125	33	157	36	433
Feuding	11	2	8	3	83	2	109
Sniffing	13	9	83	25	17	21	168
Homeless	125	7	289	135	38	23	617
Truancy	5	0	3	10	6	4	28
	1,708	1,098	2,112	1,348	4,567	791	11,624
PICK-UP POINT:							
Street	496	193	106	173	984	62	2,014
Shopping Centre	257	176	31	21	274	376	1,135
Park	360	166	479	32	384	92	1,513
Police	42	2	21	105	39	8	217
Other	161	46	67	48	740	44	1,106
	1,316	583	704	379	2,421	582	5,985
DROP-OFF POINT:							
Sober-up Shelter	17	4	24	47	22	5	119
Home	737	348	256	159	1,398	300	3,198
Hostel/Refuge	31	6	54	10	73	10	184
Relative/Friend	507	185	240	121	849	210	2,112
Medical	13	10	53	21	24	20	141
Other	11	30	77	21	55	37	231
	1,316	583	704	379	2,421	582	5,985
INCIDENTS:							
Physical	5	12	1	4	92	0	114
Verbal	46	26	17	39	122	0	250
Feuding	10	13	6	5	119	1	154
Health	8	1	2	4	15	1	31
Assault on Patroller	0	0	1	0	6	0	7
First Aid	1	2	0	0	2	0	5
	70	54	27	52	356	2	561
REFERRALS:							
Self	1,167	589	548	447	1,747	431	4,929
Patrol	1,205	1,066	926	1,133	2,531	804	7,665
Police	218	105	13	512	247	60	1,155
Hospital	12	4	11	22	39	1	89
Security officer	54	23	3	22	171	19	292
Sobering centre	2	2	8	47	10	2	71
Welfare	0	0	3	123	14	0	140
Womens Refuge	2	0	3	5	2	0	12
Camera room	22	0	1	43	0	2	68
DCD	0	0	2	128	22	0	152
TOV	0	0	203	3	0	0	206
Ambulance	1	1	5	2	4	0	13
City of Fremantle	75	0	1	0	0	0	76
Centrelink	13	4	16	0	1	4	38
Street to Home	6	0	11	0	7	2	26
Other	92	21	90	238	216	36	693
	497	160	370	1,145	733	126	3,031
				<u> </u>			

Graph 4 below depicts the type and variety of activities performed by the NPS: assistance to people in need, assessment of condition, provision of transport, defusion of incidents and provision of referrals.

# **Graph 4: Summary of Activities**



# **Graph 5: Age of NPS Clients**



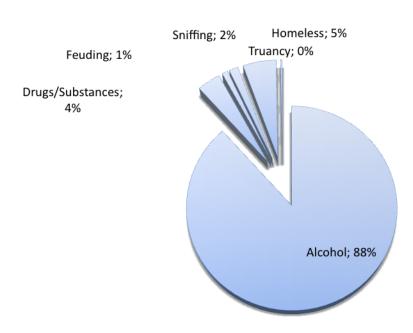
Graphs 5 and 6 show our client profiles by age and condition. The proportion of Juveniles assisted by the NPS has grown from 22% in FY 10-11 to 25% in FY 11-12. Our night services primarily target young people at risk and there are mounting concerns over the safety of young people who now congregate in the Burswood area.

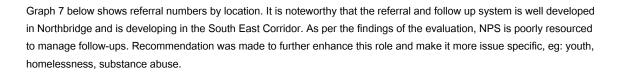
53.2% of all clients NPS comes into contact with present with a serious condition. In 88% of cases, alcohol is the major issue of concern. 5% of our clients are homeless.

The exposure of NPS to youth alcohol abuse and homelessness issues prompted the evaluator to recommend the resourcing and strengthening of NPS's policy advocacy and service planning role in these domains.

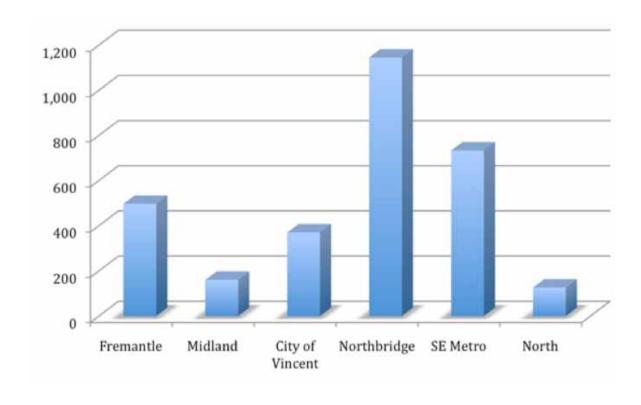








# **Graph 7: Number of Referrals by Location**

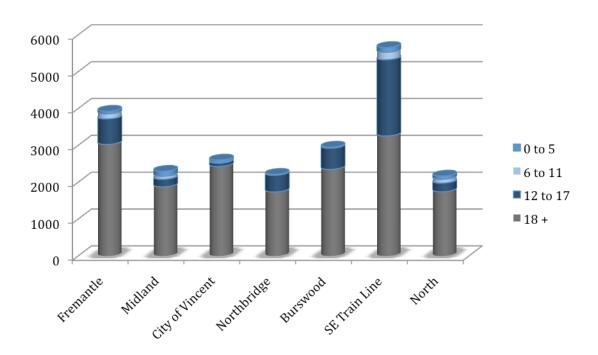


Graphs 8 and 9 provide more detailed information about client profile and activities undertaken in each of the locations where the Patrol operates.

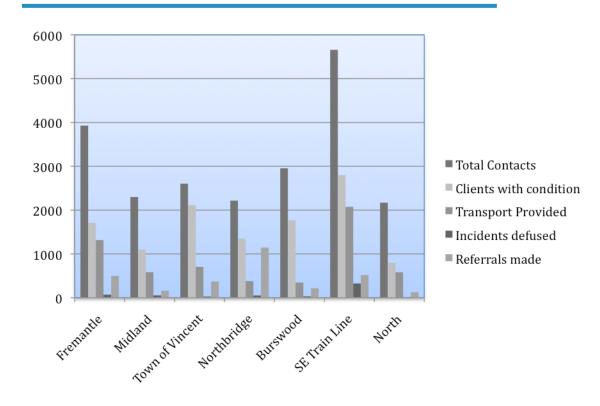
Salient features include:

- The large presentation of juveniles in the South East Metro corridor especially on weekend night patrols;
- · The relatively higher occurrence of 'incidents' which have been defused in the South East Metro corridor;
- · The high level of alcohol consumption and homelessness in the parks patrolled in the City of Vincent (clients with condition);
- The high level of referrals made for clients in Northbridge, a testimony to the follow up mechanism established under the Young People in Northbridge Policy.

# **Graph 8: Age of Clients by Location**



# **Graph 9: Type of Patrol Activity by Location**





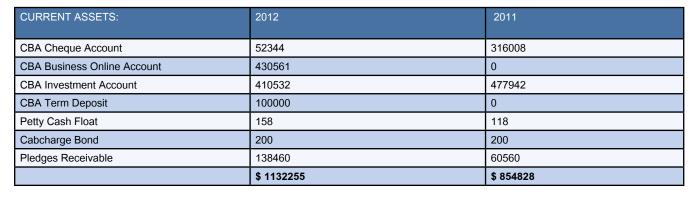




# **Nyoongar Patrol System Incorporated**

### **Financial Statements**

# **As at 30th June, 2012**



NON CURRENT ASSETS:	2012	2011
Plant & Equipment at WDV	9667	8296
Motor Vehicles at WDV	151364	189356
Deposit Paid - 35 Gladstone Street, Perth	0	100000
	\$ 161031	\$ 297652
TOTAL ASSETS:	\$ 1293286	\$ 1152480

CURRENT LIABILITIES:	2012	2011
Trade Creditors	80	80
Funds Received in Advance	255270	353875
GST Owed – ATO	53707	35724
PAY Owed – ATO	10707	5823
Superannuation Owed	2135	18466
	\$ 321899	\$ 413968

NON CURRENT LIABILITIES:	2012	2011
Employee Entitlements	124772	124772
Provision for Severance Pay	115000	100500
Provision for Funding Shortfall	42000	42000
	\$ 281772	\$ 267272
TOTAL LIABILITIES:	\$ 603671	\$ 681240
NET ASSETS (DEFICIENCY):	\$ 689615	\$ 471240

### This is represented by:

MEMBERS' FUNDS:		
Accumulated Surplus Brought Forward	471240	426689
Surplus / (Deficit) for the Year	218375	44551
TOTAL MEMBERS' FUNDS:	\$ 689615	\$ 471240

INCOME:		2012		2011
Funding – Attorney General's Dept		146865		144410
Funding - Burswood Security		148363		55328
Funding – City of Fremantle		30000		30000
Funding – City of Vincent		50000		50000
Funding – DCP		52279		44531
Funding – DEEWR		104864		77227
Funding – DIA		1080337		539071
Funding - WA Attorney General		50000		0
Funding - Lottery West		578883		0
Funding – WA ADA		12930		11341
Funding - Law Society		18182		198
Interest		33862		16886
Job Training		7273		4091
		2313838		973083
less: EXPENSES:				
Administration Costs	115852		63301	
Communication Costs	10415		11387	
Depreciation	42135		30589	
Direct Staff Costs	959817		738243	
Indirect Staff Costs	44875		26757	
Interest Paid	695		0	
Motor Vehicle Expenses	80499		36188	
Office Repairs & Maintenance	4529		0	
Patrol Costs	3751		0	
Premises/Occupancy Costs	812878		7324	
Travel & Meeting Costs	20017	2095463	14743	928532

This profit and loss statement should be read in conjunction with the attached notes.

### 1. STATEMENT OF ACCOUNTING POLICIES:

### Reporting Entity:

These financial statements are a special purpose financial report prepared for use by the directors and members of the company. The directors have determined that the company is not a reporting entity and hence the requirements of Australian Accounting Standards and other mandatory professional reporting requirements (UIG consensus views) do not have mandatory applicability to the company.

### **Historical Cost:**

The accounts have been prepared under the historical cost convention and therefore do not take into account changing money values or, except where stated, the current value of non-monetary assets. The accounting policies adopted are consistent with those used in the previous year.

### Income Tax:

The NPS Incorporated is exempt from paying Income Tax.

### Property at 35 Gladstone Street, Perth:

The property at 35 Gladstone Street, Perth was transferred to the NPS Incorporated from the Australian Indigenous Land Corporation during the 2011/12 financial year under the terms of a Deed, with a transfer value of \$2,107,886. This property is subject to a caveat held by the ILC, and cannot be dealt with by the NPS in the ordinary course of its business.

Lotterywest also holds a caveat over the property under the terms of a Deed. This Deed was in relation to a grant of funds that was used to complete the property fit out.

23rd August, 2012

LACHLAN MILLS SUITE 9, 15 COLLIER ROAD MORLEY WA 6062

Dear Lachlan

Pursuant to your request and in connection with your audit of the Nyoongar Patrol System Incorporated for the year ended 30th June, 2012 we confirm to the best of our knowledge and belief, the following representations made to you during your audit:

### General:

- All financial records and related data were made available for inspection. All
  material transactions have been properly recorded in the accounting records
  underlying the financial report;
- There were no irregularities involving any member of management or other members of the association that could have a material effect on the financial statements;
- 3) There have been no:
  - Violations or possible violations of law or regulations, the effects of which should be considered for disclosure in the financial statements or as a basis for recording a contingent loss; or
  - Communications from regulatory authorities concerning non-compliance with, or deficiencies in, financial reporting practices;

### Assets:

4) All material assets of the association and only those of the association are included in the financial report;

### Liabilities:

5) All liabilities which have arisen or which will arise out of the activities of the association to the end of the financial year are included in the financial report;

### Grants:

6) All grant monies received by the association were properly and fully expended in accordance with the purposes and on the terms and conditions under which they were sought;

### Other:

- 7) No events have occurred subsequent to reporting date that would require adjustment to or disclosure in the financial report;
- 8) Other than as detailed in the association's financial report, the association is not aware of any breach or non-compliance with the terms of any contractual arrangements, however caused, which could initiate claims on the association which would have an effect on the association's financial report;
- 9) The association has an established procedure whereby the adequacy of insurance cover on all assets and insurable risks is reviewed. This review has been performed, and where it is considered appropriate, assets and insurable risks of the association are adequately covered by insurance;
- 10) The minutes of committee meetings made available are a complete and authentic record of all meetings relevant to the financial year;
- 11) The association has responded fully to all inquiries made during the course of your examination. Nothing has come to our attention that would indicate that the financial report is inaccurate, incomplete or otherwise misleading;

We understand that your examination was made in accordance with Australian Auditing Standards and was, therefore, designed primarily for the purpose of expressing an opinion on the financial report of the entity taken as a whole and that your tests of the financial records and other auditing procedures were limited to those which you considered necessary for that purpose.

Signed on behalf of the association:

CHAIRPERSON

TREASURER

### **Acknowledgements**

We would like to acknowledge and sincerely thank the following for their invaluable support of NPS:

- Minister for Indigenous Affairs, the Hon Peter Collier, MLC
- Attorney General's Department (State and Federal)
- Department of Child Protection (DCP)
- Department of Education, Employment and Workplace Relations (DEEWR)
- Law Society of WA
- Local Government (City of Vincent and City of Fremantle)
- Drug and Alcohol Office
- Department of Indigenous Affairs (DIA), and Patrol Project Manager, Joe Barker for the establishment of a new patrol in the South East and Northern Corridor.
- Burswood Entertainment Complex for private sponsorship for Burswood Patrols, and Security General Manager, Mike McGreevy for patrol support.
- Indigenous Land Corporation (ILC) for the land grant for the new premises, and lain Loganathan and Emma Yates for their capable assistance with the process.
- Lotterywest, for the fit out grant, and Alan Moore for his invaluable support.
- Office Fitout Professionals, and Angelo Fimognari, for executing an office fit out project of excellence.
- John Scougall Consulting Services for a proficient independent evaluation process.
- Doug Thompson, lecturer from Challenger Institute of Technology (Rockingham Campus), for flexible teaching technique to suit individual needs.
- Christine Soulier, for analysing Nyoongar Patrol Outreach Service data.
- Geraldine Henshaw, for book keeping services.
- Lachlan Mills, CPA.
- Dorothy Sinclair, for Report input, proofreading and editing.
- Angelyne Wolfe, for providing the graphic design for NPS publications.





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NYOONGAR OUTREACH SERVICE