

City of  Joondalup

City Watch Review

May 2001



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EXECUTIVE SUMMARY

The City of Joondalup enhanced City Watch Service was introduced in November 2000 as part of the City's commitment to its Safer Community Program. The enhanced service model has replaced security function of the dual function Ranger/ Security Patrols previously provided by the City.

The enhanced service model was endorsed by Council, with a review to be conducted prior to the end of the financial year. The review of the service will take two forms, the first a referendum of community views, and the second a review of the service performance. The community referendum was held on 5 May 2001, and the result indicated 68% support for the continuation of the City Watch Service. This document forms the Service Review component of the review.

The City Watch program has the specific objectives of:

- Providing a highly visible presence within our community;
- Reporting incidents to the Police Service and other statutory/voluntary organizations;
- Targeting trouble spots within the City;
- Increasing protection and surveillance of the City's assets;
- Acting as the eyes and ears for the community, improving safety and security for our residents.

The service provides twenty-four (24) hour coverage, seven (7) days a week, with a total of 1036 patrolling hours per week. The City is divided into six (6) designated zones, with Officers designated responsibility for specific zones. The objective is to patrol each street once a day, travelling a minimum of 200kms, and provide an fast, efficient, service response time.

The service is operated on a split internal / external service provision model. The administrative and management component, as well as two of the operational zones are operated internally by the City. The remaining four zones are operated externally by private contractor, Chubb Security.

Of particular note in the past five months of service provision is the following information:

- The service has travelled over 250,000 km's, providing a highly visible service.
- The service has responded to 5765 customer security referrals, improving safety and security for our residents.
- The service has increased internal reporting on issues that impact on public amenity, acting as the 'eyes and ears of the community and the City. This increase allows the City to provide a higher level of neighbourhood amenity by addressing issues as they occur.
- The service is providing an efficient, responsive service, with 82.11% of all incidences responded to within 10 minutes.

The service is managed by the City Watch Coordinator and falls within the Community Development Directorate.

This report, in conjunction with the results of the community referendum, indicates strong support for the continuation of the City Watch Service.

1. BACKGROUND OF THE CITY WATCH SECURITY SERVICE

The City of Joondalup Safer Community program is a long-term response, starting in 1997 to address community concern in the areas of community safety and security. Community expectations from petitions and survey results have supported the City of Joondalup becoming actively involved in the area of Crime prevention.

In 1999/00, the City of Joondalup implemented the Safer Community Program for all residents in the City. The Safer Community Program comprises four components:

Partnerships: Involves education campaigns at schools and media, community participation and providing funding to organizations such as Neighborhood Watch, Constable Care, Safety House and providing support to the Safer WA Joondalup Committee.

Graffiti Control: Involves the reporting and removing of graffiti from public and private property, as well as education campaigns.

Urban Design: Reviews our public spaces, and improving street lighting, public accessways, landscaping, building design and infrastructure safety where required.

City Watch: A community security patrol service for the whole of the City of Joondalup.

OVERVIEW OF CITYWATCH PROGRAM 2000/01

In 1997, the City of Joondalup introduced a mobile security ranger service using personnel to carry out the duties of security officers as well as ranger functions.

Between February 1997 and July 2000, the City received three separate petitions, totalling 2,201 signatures, across 29 suburbs, from residents requesting a specific security service. Furthermore, 5 separate independent market research and community needs surveys have all indicated clearly that security and safety, vandalism, graffiti and anti-social behaviour are the highest priority areas of concern for the community.

This information clearly indicates that these issues are the most significant issues facing the City in terms of the community's needs and requirements. To address these concerns a comprehensive Safer Community Program was devised, and launched in July 1999. A significant element was the City Watch Program where the mobile security ranger patrols already in place would provide a community surveillance service, reporting on and attending to community safety matters.

The City Watch program has the specific objectives of:

- Providing a highly visible presence within our community;
- Reporting incidents to the Police Service and other statutory/voluntary organizations;
- Targeting trouble spots within the City;
- Increasing protection and surveillance of the City's assets; and,
- Acting as the eyes and ears for the community, improving safety and security for our residents.

The City Watch Program covers the Joondalup Central Business District and the surrounding 22 suburbs.

The City Watch service was initially provided in-house, with the Ranger Officers being trained to provide the dual function of Rangers and Community Security.

In conjunction with the result of a market research report in May 2000, on community expectations, the model had been revised, and since been replaced by a separation of Security and Rangers functions.

Of note in the market research report was the finding that more security patrols and more communication were the keys to the greater community's satisfaction with the highest percentage indicating they wanted more security patrols and more police presence. It was clear from this information that the security patrols are most strongly associated with improved security measures for the area.

The separation of the Security and Rangers functions for the City, provided a dedicated City Watch service 24 hours a day. The enhanced service model operates on the following structure:

- 24-hour coverage, 7 days a week, with a total of 1036 patrolling hours per week;
- 6 designated zone operations, with Officers designated responsibility for specific zones, with the objective of patrolling each street once a day, travelling a minimum of 200kms;
- a minimum average response time to calls of 10 minutes;
- maximum visibility between the hours of 5am to 9am weekdays;
- maximum visibility between the hours of 3pm to 8pm weekdays;
- maximum visibility during daylight on weekends; and.
- dedicated Joondalup Central Business District patrol, with 24-hour coverage Thursday, Friday and Saturday nights.

The City Watch Service is managed by the City Watch Coordinator, which falls under the Community Development Directorate. The Safer Community program is managed from the Strategic Planning area, and issues relating to contract management are taken up at this level.

This service has initially been incepted on a trial basis, with this review to be undertaken in conjunction with a community referendum in May 2001.

The referendum asked two questions, the first relating to the continuation of the Community Security Patrol Service, and the second relating to the way in which the program would be funded if it should continue. The first question gained 68% of community support for the continuation, the second question relates to a funding issue and will be addressed separately to this review.

2. OPERATIONAL DETAIL AND STRUCTURE OF THE CITY WATCH SECURITY SERVICE

OPERATIONAL DETAIL

The City of Joondalup City Watch Service is designed to address a variety of Community Safety and Security issues, through effective reporting and information sharing, surveillance throughout the City and providing an incident response service.

The scope of the service is to provide the community with a visible and high profile security patrol service. The Service operates in six different patrolling zones with officers able to back up officers in other zones as required. Additional patrols are conducted in the CBD on a Thursday, Friday and Saturday nights.

The map showing the patrolling zones of the City is attached as Appendix A.

The service is contactable by residents on a 1300 number specifically for City Watch calls. This number is answered in the Joondalup Civic Center during business hours. Outside of business hours calls are answered by the Water Corporation after hours service. All calls after hours are still answered as City Watch calls. The call center then dispatches the call to the appropriate City Watch officer.

The service vehicles are specifically decalced Hyundai Accents. The signage used includes orange reflective adhesive signage and the City Watch Logo. Up to seven cars are on the road at any one time.

A picture of the cars is appended as Appendix B.

The issues dealt with by the service are very diverse. General community safety and security issues, alarms, vandalism and suspicious persons are just some of the examples. Residents can also contact the service and ask for them to keep an eye on their property whilst they are away.

General surveillance throughout the City is also a major responsibility of the service. This includes general patrols of residential streets as well as requests for additional patrols. On average, every km of road within the City is travelled 58 times per month, and every street is travelled approximately once in a twenty four hour period.

The service is also required to meet the following outcomes:

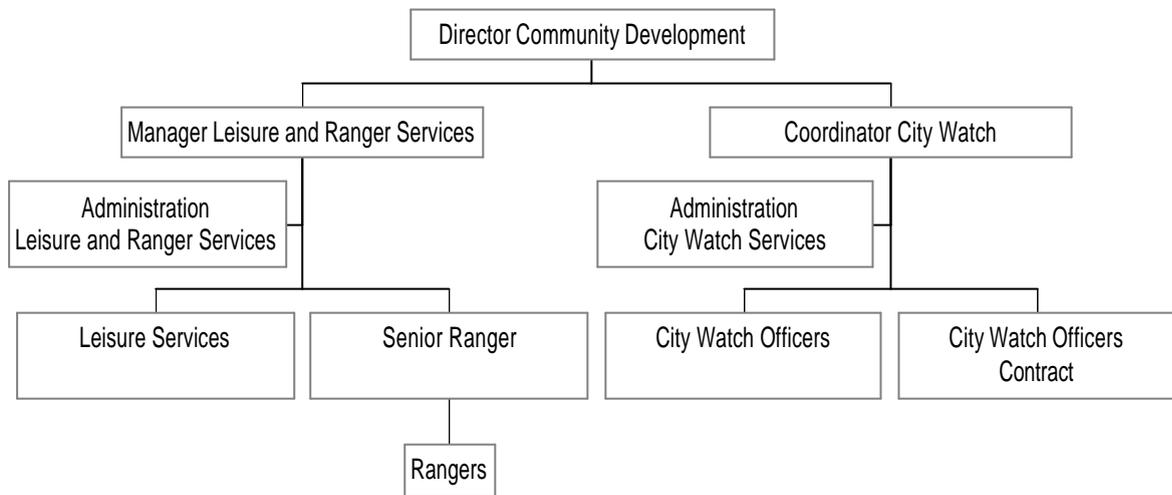
- ◆ Provide a rapid response time (expected minimum average response time of 10 minutes) to all calls received.
- ◆ Maximum visibility in patrolling.
- ◆ Incorporation of random patrols and surveillance of various hot spots, including attending to reports of anti social behaviour, vandalism, graffiti etc.
- ◆ Patrol the City's open spaces and other recreational areas.
- ◆ Increase the public awareness of City Watch, including liaison with community groups etc.
- ◆ Liaison and support to Neighbourhood Watch Group, Safety House, Safer WA Joondalup and the WA Police Service.

HOURS OF OPERATION

The Service operates 24 hours per day, 7 days per week a total of 1036 patrolling hours per week. Each of the six zones has a vehicle patrolling around the clock,. In addition, the CBD of Joondalup is specifically patrolled during trouble periods from Thursday to Saturday 8pm to 5am.

REPORTING STRUCTURE

The following diagram demonstrates the reporting structure of the City Watch service within the Community Development Directorate.



The City Watch Coordinator, reports directly to the Director Community Development. The City Watch Coordinator oversees in-house and contracted security service operations and also manages the contract for the After Hours Call Service. The models of internal and external service provision will be reviewed in a separate document.

The City of Joondalup employs eight (8) City Watch Officers plus temporary officers as required, operating two of the six City zones. The remainder of the zones are outsourced to private contractor Chubb Security. Sixteen (16) City Watch Officers plus temporary officers are employed by Chubb. All officers are trained to Certificate II level, and have also undertaken a week of training conducted by the City of Joondalup. This training included modules on Customer Service, Local laws information, Occupational Health and Safety and Conflict Management. City Watch Officers have delegated authority to perform some Ranger functions in the case of an emergency.

The remainder of the Safer Community program and associated components of City Watch fall under the Strategic Planning area. This aspect is coordinated by the Strategic Coordinator, Community Safety and Security.

3. REPORTING ARRANGEMENTS AND INFORMATION FLOWS

The City of Joondalup City Watch Service has been developed with effective partnerships as an underpinning philosophy. As a result extensive information flows and reporting arrangements, both formal and informal, have been developed to maximise the efficiency of the service. The extensive structure of reporting mechanisms and information flows that have been developed, especially between the City Watch service and Local Police are the most extensive currently operating in Western Australian Local Government.

Daily incident reports are compiled from the incidents logged by both the internal and contracted aspects of the service. On a daily basis reports are then forwarded to the Officer in Charge of the Joondalup District Information Service Center office (DISC). Joondalup DISC also forwards to City Watch daily reports of Police incidences. This allows the service to target patrolling where necessary and ensure that the officers are aware of the problems and 'hot spot' in their area.

Maintenance and Graffiti reports are completed by the City Watch Service daily. These reports details information such as incidences of vandalism throughout the City. This is then passed on to other service areas within the City for immediate action.

Operationally, there is a direct radio link between the City Watch Officers and the Police. An additional channel on the City Watch Radio is monitored by the Joondalup Police Station in their control room. Should a situation arise requiring Police assistance, the City Watch Officer will switch to that channel to contact the Police.

Liaison with Education Security (Department of Education) is also undertaken on an as required basis, often daily.

Weekly meetings are held between the council officer responsible for the daily monitoring of the contract, and the contractor representative, often this contact is more frequent as any issues are addressed immediately.

Reporting during this meeting can be informal and is mainly used for the follow up of any management issues, patrolling priority identification and customer service follow up.

The City Watch Co-ordinator meets with the OIC's of both Joondalup and Warwick Police Stations on a weekly basis to discuss operational issues. Other contacts with the Police occur on an ad-hoc basis. The City Watch Co-ordinator also meets with Joondalup DISC representatives on a monthly basis.

Monthly meetings occur between City Watch Officers and the Neighbourhood Watch Suburb Managers in each zone. Additional information sharing between the Neighbourhood Watch Suburb mangers and City Watch Officers occurs on an ad hoc basis. The Strategic Co-ordinator for Community Security and Safety is a member of the Local Safer WA Committee and also attends Monthly Neighbourhood Watch Suburb Managers Meetings.

The City Watch Service also works in with a variety of other Security Contractors that are operating in the area, these include Westrail Special Constables, Local patrolling security contractors for government bodies such as Homes West operating in Iluka and Kinross and Education Security.

Internally, a report to the desk of the CEO is also compiled weekly. This report is available to staff, Elected Members and the Executive Management team on the staff Intranet.

KEY PERFORMANCE INDICATORS

The established indicators fall into five (5) distinct categories that pick up the broad activities between City Watch and Rangers. These categories are:

- Public Amenity
- Property and Public Surveillance
- Law, Order and Public Safety
- Animal Control
- Customer Service and Education

Reports are collated and completed by operational staff for various issues within these categories.

4. COMMUNITY COMMENT

The majority of the feedback regarding the City Watch Service has been extremely pleasing. Many residents have been commenting on the positive impact of the City Watch Service.

A selection of community letters on the pleasing performance of the City Watch Service have already been reported to Elected Members and management through ordinary reporting structures and will not be included here.

Additionally, the City Watch Service has received the highest number of compliments for any service area within the City over the past 5 months, with a total of 43 written compliments. Customers mentioned the fast response to calls, the professionalism of officers in handling difficult situations, and the effect that the service has had on making people feel safer in their day to day life.

The main objection of residents related to the service charge of twenty seven dollars (\$27). The main concerns expressed related to the following issues:

- Residents had not personally been consulted
- The service undertaken by the City was seen as a task for the WA Police Service
- The service charge of \$27 is an imposition.

REFERENDUM

A referendum was held on May 5 2001, to consult the community on the continuation of the service beyond the trial date, and if it should be continued how it would be funded. The referendum results detailed below showed 68% support for the continuation of the service. The question relating to funding will be dealt with by Elected Members through the budget process and will not be addressed here.

Question : Do you want the City of Joondalup to continue providing a community security patrol service?

Responses	Votes	Percentage
YES	18742	68.34 %
NO	8681	31.66 %
Total valid votes	27423	100%

Question : If the City of Joondalup continues to provide a community security patrol service, would you prefer to pay for the service through:

Responses	Votes	Percentage
an Annual Charge or	7499	31.09 %
General Rates	16624	68.91 %
Total valid votes	24123	100%

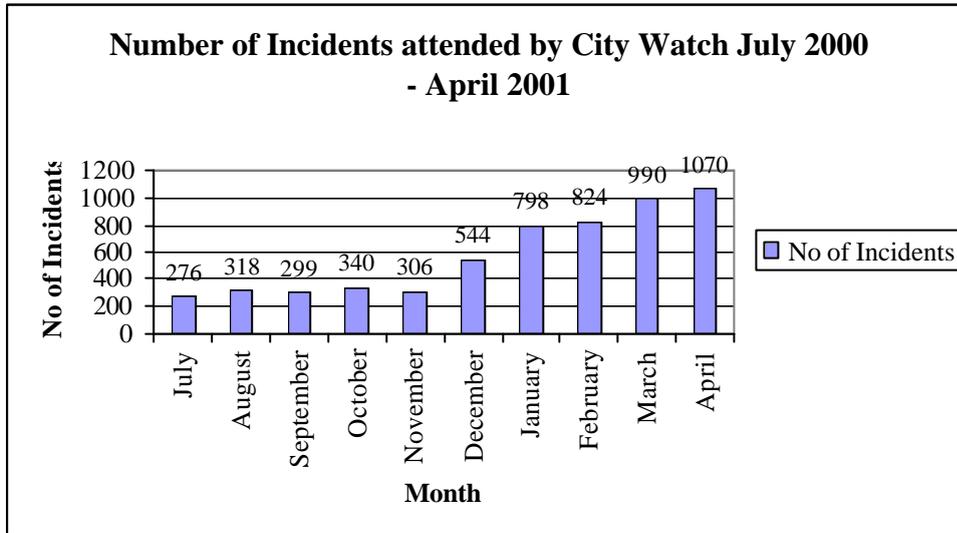
Overall, the indication from the community shows strong support for the continuation of the City Watch Service.

5. PERFORMANCE OF THE CITY WATCH SERVICE

In the 5 months since the introduction of the enhanced City Watch Service, the service has attended over 5700 incidents, averaging over 900 incidences per month. Reports from the service indicate that the majority of the incidents attended referred to the service by customers relate to alarm responses, requests for general patrols and anti social behaviour. Additionally, the service has travelled a total of over 254,000 km since the enhanced model was introduced.

The following information also details the performance of the enhanced City Watch Security Service since its introduction in November 2000.

NUMBER OF SECURITY REFERRALS



The number of incidents reported and responded to by the City Watch Service since the enhanced version was introduced in November is an indication of the growth in the use of the service in the City of Joondalup community.

As the graph demonstrates, the number of incidents responded to by the service has grown dramatically since the enhanced service was introduced in November. In the first month, incidents jumped by over 200 reports, from around 300 per month to over 500. In following months this indicator has risen to around 1000 reports per month. Although this is an early indicator, there has been no increase in official crime rates or other indicators during this period, making the results are overwhelmingly positive.

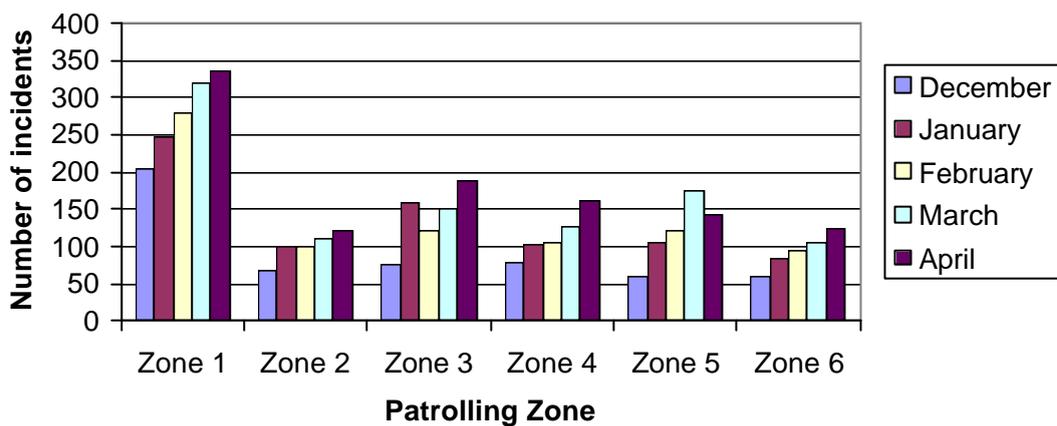
NUMBER OF RECORDED INCIDENTS IN EACH PATROLLING ZONE

The following graph provides an excellent indication of the usage pattern of the service throughout the City. Initially, some residents were concerned that despite the service providing equal coverage across each of the patrolling zones, the service was designed to provide support mainly to areas that have a high level of crime.

As can be seen from the following graph, this is not the case with the service attending a reasonable spread of incidences throughout the City. The high level of incidents in Zone 1 are accounted for by a high level of Civic Centre alarm attendances (detailed in Figure: Property Surveillance Indicators on page 16). Once this data has been taken into account, the remaining service responses are spread relatively evenly across the City according to population patterns.

Additionally, the use of the service shows similar patterns to the Police recorded incidences of crime and anti social behaviour over the City, listed on page 14, again indicating that the service is being used by residents as incidents arise.

Number of Security Referrals in each patrolling zone



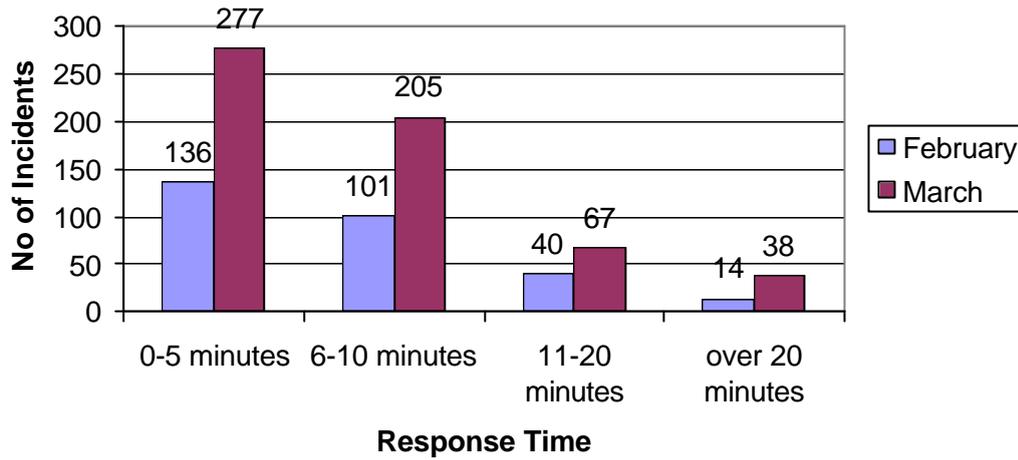
The patrolling zones indicated in the graph provide coverage over the following areas:

- Patrolling zone 1 : Burns each, Kinross, Iluka, Currambine, Joondalup.
- Patrolling zone 2 : Ocean Reef, Connolly, Heathridge, Edgewater.
- Patrolling zone 3 : Beldon, Cragie, Woodvale, Padbury.
- Patrolling zone 4 : Hillarys, Kallaroo, Mullaloo.
- Patrolling zone 5 : Sorrento, Duncraig, Marmion.
- Patrolling zone 6 : Kingsley, Greenwood, Warwick.

AVERAGE RESPONSE TIME

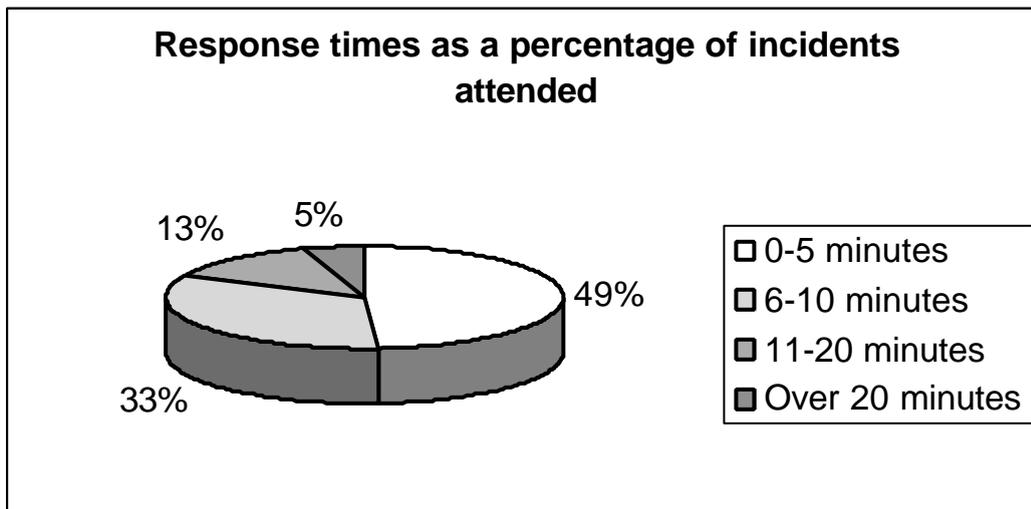
Average response time is a measure of efficiency in the service. The average response time in the sample months of February and March indicate that 82.11% of all calls to the City Watch Service are responded to within the target response time on ten minutes. Responses within this time bracket indicate a fast, efficient, responsive service.

Response Times by Month



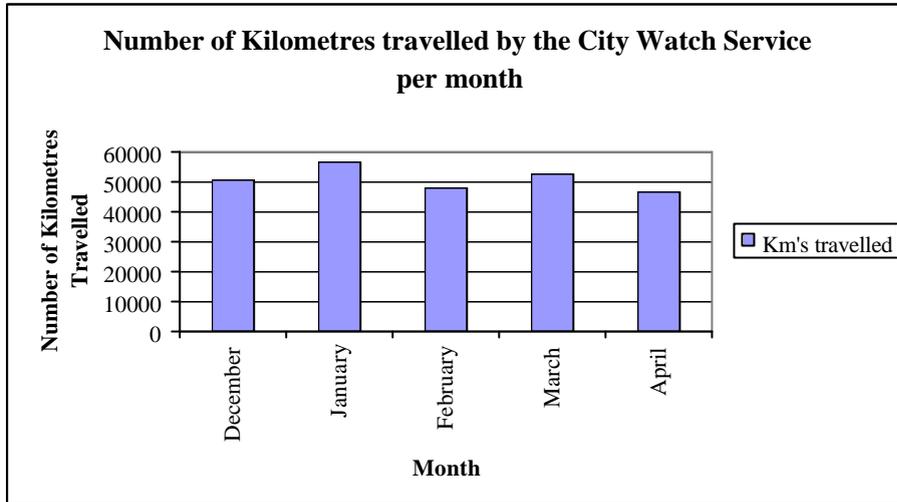
The following graph indicates the response times as a percentage of incidents attended.

As the graph shows, 49 % of incidents are attended to within 0-5 mins, and a further 33% are attended to within 10 mins.

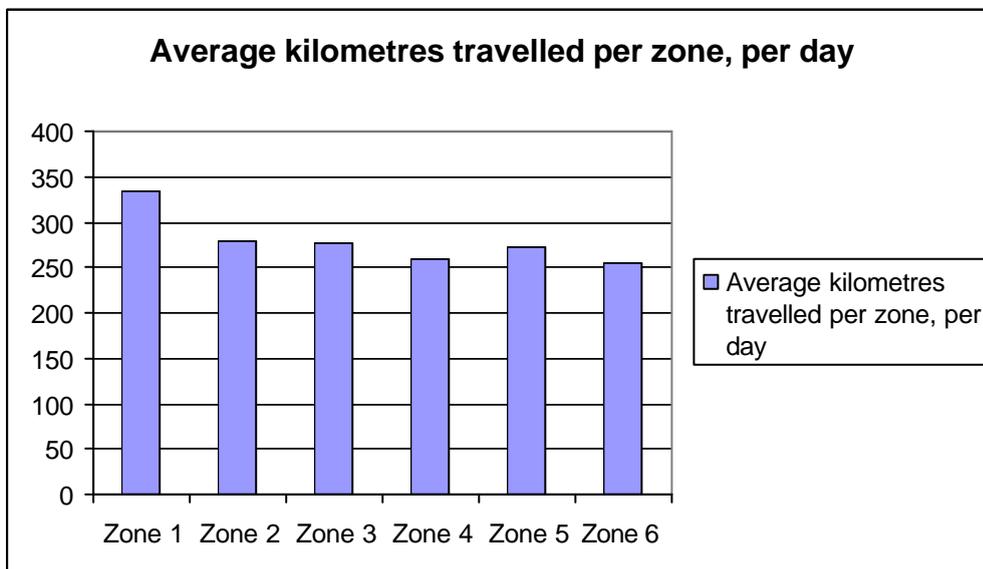


NUMBER OF KILOMETRES TRAVELLED

One of the objectives of the City Watch Service is to provide a highly visible patrolling presence. Although the number of kilometres travelled by the service is only one indicator that can be used to measure this, it is still an excellent indicator of the visibility of the service within the community. On average, each kilometre of sealed road within the City of Joondalup is traveled 58 times per month.



One of the objectives of the service is to travel each road within the City at least once every day. This figure may vary according to the number of call outs the City Watch Service receives each day in that zone. On average each zone has 200 km's of road. The average kilometres travelled in each zone on a daily basis varies between 250 and 335 km's.

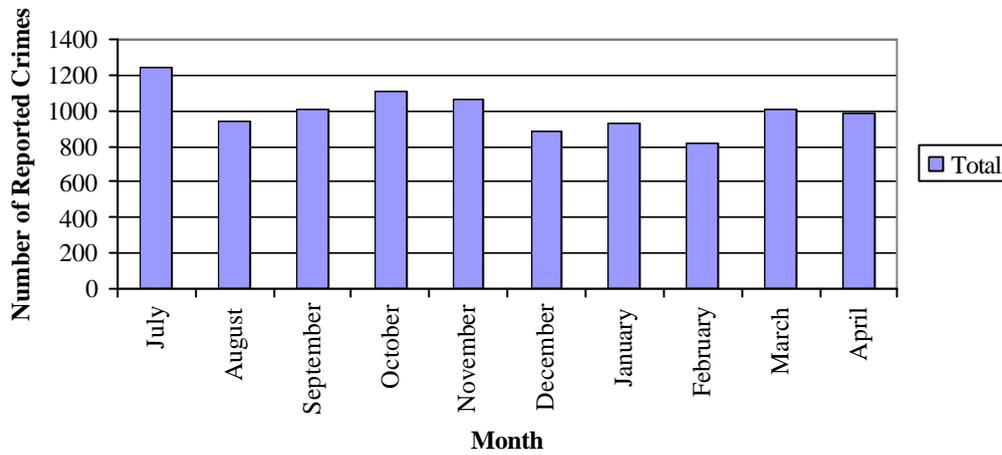


REPORTED CRIMES IN THE CITY OF JOONDALUP

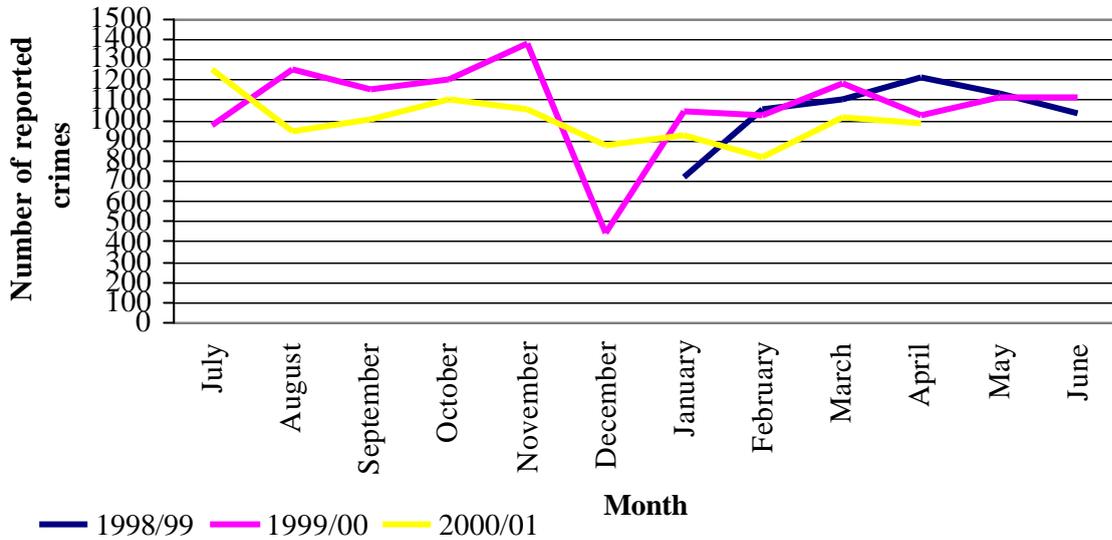
The current crime rate statistics do not report many of the anti social behaviours, graffiti and vandalism which the City Watch Security Service aim to directly impact upon. Many of these incidences fail to be reported to Police, and are not represented in the figures. Additionally there are a variety of extraneous factors that are outside of the scope of the service which may cause fluctuations in the crime rate. These factors can include changing populations, drug availability, transients and even the weather during hotter months. For this reason, crime rates are not used as a performance indicator for the service. They are still measured and reported on however, as they give an excellent indication of activity within the City.

Total reported crimes within the City of Joondalup have reduced over the past twelve months, and again decreased in the past five months. This figure, is attributable to a multi agency approach including the efforts of the Safer WA Programme, the City of Joondalup Safer Community Programme, the Police Service, Community Policing and Neighbourhood watch.

Crime Statistics for July 2000 - April 2001 by Month



Official Police Service Crime Statistics for the City of Joondalup



The above graph demonstrates crime patterns across the City of Joondalup over the past three years. The point at which the enhanced City Watch model was introduced has shown a slight decrease in previous years. This is in line with a variety of overseas research findings showing that crime rates show an initial drop with the introduction of community security patrols.

The general trends shown do indicate a decrease in criminal activity throughout the City over the past twelve months. This has been impacted upon by a number of initiatives from a variety of groups, however the introduction of the enhanced City Watch Security Service may have been a factor in achieving this pleasing result.

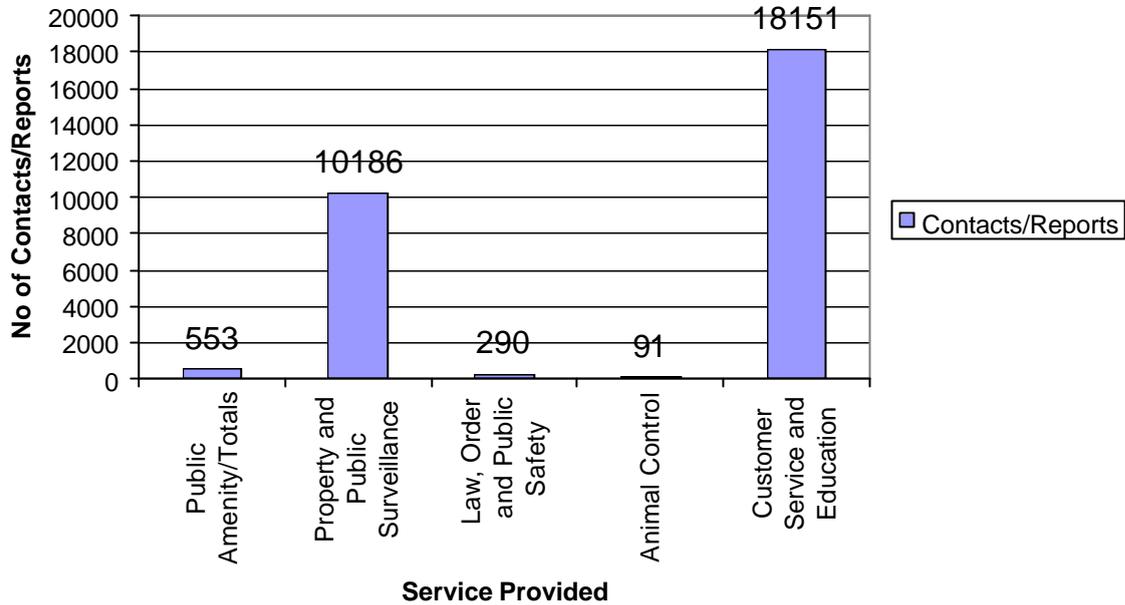
6. KEY PERFORMANCE INDICATORS

When the enhanced City Watch Service was introduced, a series key performance indicators were developed as part of the reporting structure. These indicators report on the objectives of the City Watch Service and are classified into the five areas of :

1. Property and Public Surveillance
2. Public Amenity
3. Law, Order and Public Safety
4. Animal Control and,
5. Customer Service and Education

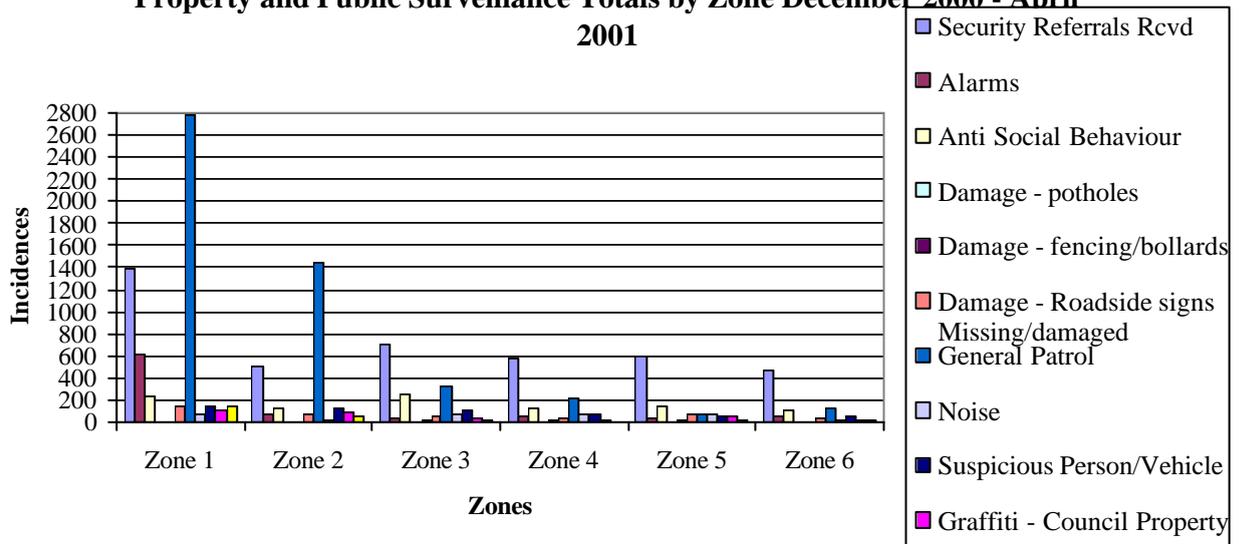
The totals against each of these performance areas are detailed below.

**Summary Details: Key Performance Indicators All Zones
December 2000 - March 2001**



The individual performances in each of these areas are detailed below:

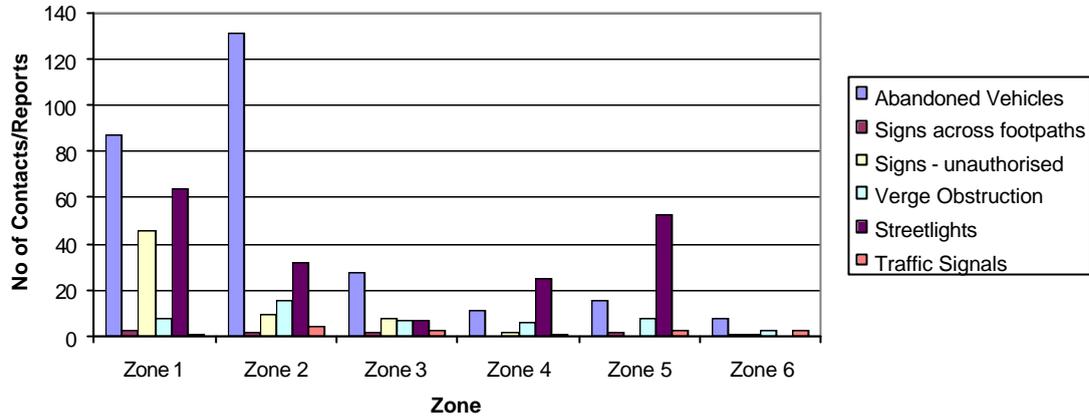
Property and Public Surveillance Totals by Zone December 2000 - April 2001



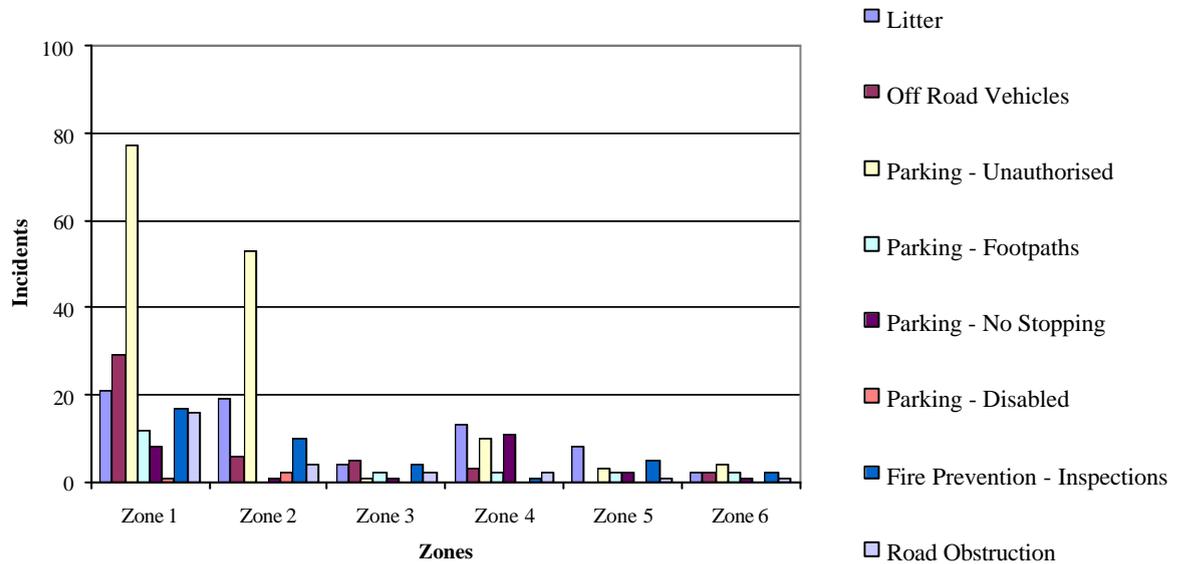
The internal reporting arrangements reported on above are integral to the success of the City Watch Security Service. This is part of the 'eyes and ears' function of the service. Increased reporting to the relevant internal service area decreases the response time for attending to an

issue. This results in a safer and more harmonious community environment by combating 'Broken Window Syndrome'. The following graph also indicates this reporting system. It is interesting to note that in the following figure, the 'in-house' zones have demonstrated a much higher reporting rate.

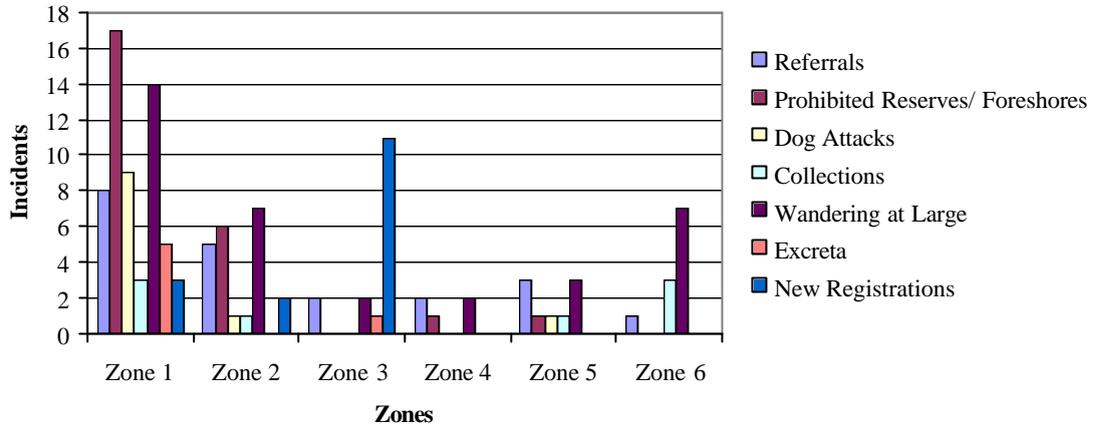
Public Amentity Totals by Zone December 2000 - April 2001



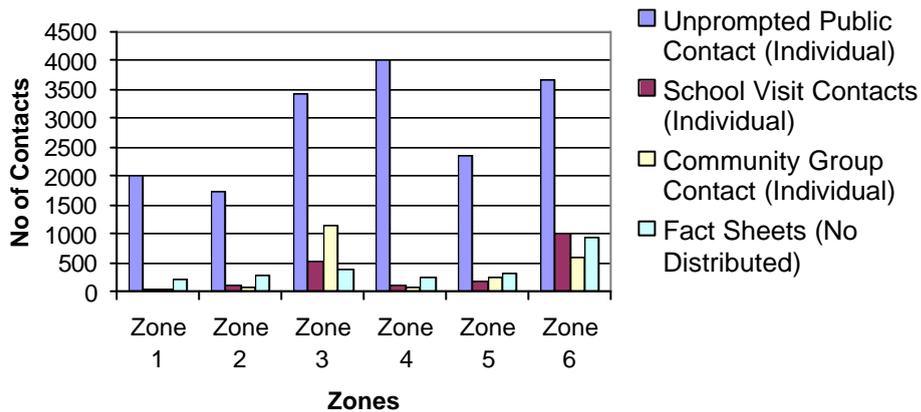
Law, Order and Public Safety Totals by Zone December 2000 - Anril 2001



Animal Control Totals by Zones December 2000 - April 2001



Customer Service and Education Totals by Zone December 2000 - April 2001



This final indicator demonstrates the customer service and community liaison aspect of the service. It is pleasing to note the high number of unprompted public contacts with the service. This also attests to the high visibility of the service which is one of the main indicators.

7. MARKETING / PROMOTION AND MEDIA

Extensive printed material has been distributed to promote the City Watch Security Service. This material includes a fridge magnet advertising the 1300 655 860 number, a promotional pamphlet and a series of three fact sheets. The community liaison security service has been marketed as a part of the “ City of Joondalup Safer Community” programme.

There has been significant publicity and media interest in the City Watch Security Service both at a local and state level.

8. RANGER PRODUCTIVITY

Since the separation of ranger Services and City Watch there has been a significant increase in the combined total number of combined Caution and Infringement notices that were issued by Ranger Services, to almost double its previous number. Additionally, the time taken to process service requests by Ranger Services has dropped from an average of 5.4 days to 4.4 days.

These figures indicate that the introduction of the enhanced City watch service and a separation of functions has resulted in an increase in efficiency in the Ranger Services area.

9. SAFER WA FUNDING

As part of the State Governments ‘Safer WA’ programme, \$4 million in funding has been made available to all local governments in Western Australia over a four year period. The first funding round (financial year 1998 / 1999) included funding for a Crime Audit of the Local Government Area. The City of Joondalup was successful in obtaining \$10, 000 of funding for the completion of the audit.

Further funding was then made available for further community safety and security initiatives. This subsequent round was made available to any Local Government operating a security patrol in the financial year 1999/2000, with a subsidy of a maximum of 10% of the operating cost of the security service, or \$60,000 being available to each local government.

The City of Joondalup prepared a comprehensive submission document profiling the City of Joondalup, the City Watch Security Service, reporting arrangements and information flows, crime statistics, prior evaluation results, future evaluation plans and estimated operating costs. Due to the change in the state government and a shift in crime prevention policy and funding, the City is currently waiting to hear if it has been successful in obtaining a subsidy for the operational costs of the service for the financial year 2000/2001.

10. FINANCIAL INFORMATION

Safer Community Program Budget 2000/2001

<i>NO</i>	<i>PROGRAM</i>	<i>TOTAL</i>
	INCOME	\$
0001	Security Charge (at \$27)	1,487,781
	Funding from Reserves (1999/2000)	320,864
	Grant – Safer WA (10% of expenditure on Security Patrol Operations)	120,734
F124	Grant – Safer WA	73,910
	Total Income	2,003,289
	EXPENSES	
A015	Mural Arts	43,430
A035	Security Patrols	1,207,344
A037	Graffiti Removal	137,781
A038	Junior Ranger	37,300
A042	Stop Burglary	5,250
A044	Community Connections	21,000
A046	Constable Care	20,000
A047	Safety House	5,000
A048	Neighbourhood Watch	13,000
A049	Environmental Design	72,633
A104	Anchors Youth Service	9,500
A055	Creating a Safer Community linking Seniors and Youth	7,275
	Administration Costs (Staff costs, telephone, printing, office expenses, etc)	173,460
	Transition Costs (to establish the new surveillance patrols)	53,350
	Data Communications – GPS Equipment	112,966
	Special Urban Projects – Lighting to be funded from Grant – Safer WA	73,910
	Special Urban Projects	10,090
	Total Expenses	2,003,289