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Terms of Reference

A  The breadth of locally based groups and organisations addressing community safety and crime prevention issues within Victoria, particularly with regard to local government and Neighbourhood Watch;

B  Approaches adopted by these groups to promulgate community safety and crime prevention practices, programs or initiatives;

C  The extent to which these organisations are effective in engaging with local or state agencies in the development of policy;

D  Whether institutional or other arrangements support or impede such local groups in engaging in the development of community safety initiatives;

E  Whether there is a cost benefit to the community for current crime prevention strategies;

F  Whether alternate models for such organisations may improve outcomes;

G  Local community safety and crime prevention arrangements in other jurisdictions.
Response to Term of Reference (a)

The breadth of locally based groups and organisations addressing community safety and crime prevention issues within Victoria, particularly with regard to local government and Neighbourhood Watch;

Refer to Submission of Bill Horman APM OAM

Response to Term of Reference (b)

Approaches adopted by these groups to promulgate community safety and crime prevention practices, programs or initiatives;

Approaches adopted by these groups to promulgate community safety and crime prevention practices, programs or initiatives;

Neighbourhood Watch

Structure of Neighbourhood Watch Victoria Incorporated (NHW)

Neighbourhood Watch Victoria is an Incorporated Association – Registered Number A0018739R

The following NHW Organisations within NHW are also incorporated –

- Carisbrook
- Glen Eira
- Inglewood
- Kangaroo Flat
- Bairnsdale PSA – ED6
- Moorabbin
- Region 5 Division 3 – Latrobe, Baw Baw, Bass Coast
- Region 4 Division 2 – Whitehorse, Monash, Boroondara
- Spring Gully Bendigo 15

The Board of Management is currently reviewing reasons why these separate groups became incorporated. It may be that the Board, under the current Constitution, has limited or no jurisdiction over these separately incorporated groups.
Board of Management

President Mr. Andrew Brideson
Vice President Ms. Allison Summers
Secretary Mr. Brian Samuel
Treasurer Mr. John Lagzdins
Program Representative Ms. Rhonda Rotherham
Chief Commissioners Representatives Superintendent A.de Ridder
Detective Inspector M.King
Immediate Past State President Mr. Bill Horman AM APM

NHW’s structure is similar to that of Victoria Police

There are four Regions in Victoria –

- Eastern with six Divisions and 17 Police Service Areas (PSA’s)
- North West Metropolitan with five Divisions and 14 PSA’s
- Southern Metropolitan with four Divisions and 11 PSA’s
- Western with six Divisions and 13 PSA’s

The boundaries of PSA’s are identical to local government areas and there are 54 PSA’s which cover 79 Local Government Areas.

This structural change was implemented in July 2010 by the Board of Management in consultation with Victoria Police as Victoria Police, following the Bushfire Commission, changed from five (5) to four (4) Regions. A workshop was also held in late 2009 for Volunteer Office bearers as part of the implementation process.

Not all Neighbourhood Watch areas are organised along the PSA model. For example, Bendigo uses a Divisional structure, whilst many country PSA’s have successfully implemented a ‘town-based’ model. This is particularly the case outside the Melbourne metropolitan area where distance between towns, the cost of fuel and the ageing membership base does not lend itself to a single PSA Committee. The Board takes a flexible position and is highly supportive of such models that are proving to be effective for their specific areas. Good examples of these can be found throughout the Latrobe Valley and East Gippsland.

It needs to be noted that this new PSA structure has not been well received.
Many NHW groups stated in their Annual Reports that this model has meant the abandonment of the neighborhood concept. Resistance has come from many volunteers who fail to understand the reasons for change and some Police Coordinators.

However it is the Board’s view that this restructure will eventually lead to a renewal of the NHW program as it has successfully been implemented in many areas such as Geelong and Ballarat as well as in the Eastern metropolitan area of Melbourne.

Victoria Police Support

Twenty-five Neighbourhood Watch Police Coordinators are employed which includes one vacancy and there are several retirements expected in the near future.

Some are employed on a part-time basis whilst four others share their time as Crime Prevention Officers. If an Officer is on leave (for whatever reason) a replacement is not available.

Some of these Coordinators are often called to perform other duties and are unavailable for NHW duties.

In addition, there are thirty-eight Crime Prevention Officer positions including three Transit Officers. There are currently five vacancies.

There is no direct line of accountability for the Police Coordinators or Crime Prevention Officers which creates a number of management, administrative and accountability difficulties.

In monetary terms this support would be valued in excess of $1,750,000 for wages - a significant sum of money.

Safer Communities Unit

This unit is based at the Flinders Street Police Complex and is about to be disbanded due to an internal restructure. This unit replaced the former Community Consultation Division.

The Safer Communities Unit (SCU) was the engine room for NHW. It provided the State Manager (Senior Sergeant initially exclusive to Neighbourhood Watch but later also responsible for Crime Prevention), the Executive Director (Inspector in charge of the Division) and managed the affairs of NHW at a statewide level including the production of the quarterly magazine Sentinel.

The State Manager and Executive Director attended all meetings of the Board of Management and State Forum, but did not hold voting powers. Since mid-2010 there has not been an Executive Director.
As well as the State Manager and Executive Director, SCU also had four sworn officers (Sergeants and Senior Constables) who have in the last week had their positions declared redundant and two public servants will replace them. These positions will come under the control of the Media and Corporate Communications Unit while the duties of these personnel are yet to be decided and NHW does not know what support it will be given.

It appears to the Board of Management that this restructure is inconsistent with the statement from Victoria Police - “The Way Ahead 2008-2013” - and ask why abolish a unit that appears to fit in with Victoria Police’s community engagement model?

“Crime prevention is an important part of this work. People have told us they are concerned about problems that impact on their sense of safety and enjoyment of their local area such as graffiti, vandalism, public drunkenness, noisy cars and dangerous driving. Intelligence-based targeting of local issues will enable us to provide a police presence and patrols where we will have the most effect. We will continue to work with community members, industry and local governments on way to make our communities safer, better designed and better protected.”

Future Police Involvement

Victoria Police is currently reviewing the positions and roles of Police Coordinators and Community Police Officers. This was first advocated in the Ridder/Johns Review prepared for Chief Commissioner Nixon in May/June 2007, but to date has not been acted upon.

The strong view of Neighbourhood Watch Victoria Inc. is that these positions are combined and a new position of Community Safety Officer be created. It is suggested that these new positions (when finalised) have a three year tenure, that there be an element of local selection, and that these Officers have direct line accountability to the Chief Commissioner of Police’s nominees on the Board of Management.

Victoria Police could then allocate fifty-five of these sixty-eight officers amongst the seventy-nine local government areas – some rural cities and shires would share an officer. This would ensure closer linkages between Victoria Police, NHW, the community at large and Local Government Safety Committees which have been advocated in this submission.

However, it is strongly suggested there is a need to retain a small number of experienced police members to work together with the two public servants (mentioned above) to interact with members of the public and other police members.

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1 *VicPol would in fact have a net gain 13 Officers for re-assignment.
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<td>1641</td>
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</tbody>
</table>
Many areas have failed to supply data and it could be assumed that these areas have ceased to exist but with the lack of confidence in the data provided it is only an assumption.

It has been extremely difficult to collect the data due to either Police Coordinators or volunteer office bearers withholding this information. It is hard to understand reasons for this despite repeated requests since February 2011.

This situation highlights a problem in trust and communication between all levels of the organisation particularly brought about by the feeling of uncertainty and insecurity as to the future.

Membership is approximately 7000 and all indications are that it is rapidly declining. This is a significant drop from what was unofficially thought to be the case (approximately 20,000). It highlights a need for the establishment and maintenance of a Membership Register which is regularly updated.

There needs to be a register at local level with details forwarded to a central office.

The membership is also ageing – most members would be in the 70-80 year range. It is of great concern that NHW is not attracting new, younger members and similar problems are being experienced by other community-service organisations.

Many Office bearers have been holding their positions of responsibility for many years. They either cannot find replacements or do not want to relinquish their role in the organization and this appears to be an impediment to renewal.

Due to the declining membership base, it became obvious that amalgamation of areas was necessary and was a contributing factor to the establishment of the PSA model.

**Membership Statistics**

As per Police Service Area Membership Data.

It needs to be stated that there has been a poor response from some Police Coordinators and PSA Committees to forward this information, despite repeated requests. This is another indicator of poor organisational health within the NHW movement.

On analysis it can be assumed that the vast majority of Victorian households are not within a designated NHW Area and therefore do not receive any information about NHW. In many large Melbourne municipalities there is no evidence of NHW activity.

The estimated population of Victoria in 2010 was 5,545,900.

Simple arithmetic shows that only 0.126% of Victorians are members of NHW. Whitehorse PSA, with 950 active members is the strongest NHW PSA and this represents 0.61% of the population for that local government area.
It is therefore impossible for the current membership to continue servicing the community in the traditional way.

Technology is the only way forward. A new inter-active website is due to be launched by the end of June, 2011 and by going on-line the potential exists to take NHW into most households in every corner of the state. Some NHW Committees are already using Facebook to successfully promote their areas.

Without a major, consistent and lengthy marketing and publicity campaign NHW will wither and will cease to exist in two years’ time or less.

NHW does not have the funds for such an exercise and it is imperative that suggestions put forward throughout this submission, and recommendations outlined in the “de Ridder/Johns Report” be acted upon with haste.

The Board strongly recommends that a team of independent consultants with expertise in Corporate Restructuring, Management and Marketing be appointed by Government to review NHW Vic. Inc. with a view to resurrecting an organisation which has an extremely well known and recognized brand.

Response to Term of Reference (c)

The extent to which these organisations are effective in engaging with local or state agencies in the development of policy;

NHW is totally ineffective in engaging with local and state agencies, other than the police, at local levels. There has been little beyond a symbolic relationship between NHW and local and state government for example.

There are no official linkages between any other Government department and local government area in Victoria. NHW stands alone. Limited support is given by a few Members of Parliament and local government offices who photocopy local newsletters. With regards to policy discussion and development, nothing occurs.

As stated earlier, a whole of government approach to community safety is long overdue. The Minister for Crime Prevention must establish an Office for Crime Prevention, perhaps with an Authority or Commission to develop and implement policy with the involvement of all stakeholders.

Likewise other agencies do not engage with Neighbourhood watch.
The key agency has always been the police, and while police started NHW to gain support in dealing with crime in the community, in recent times the balance has shifted and instead of supporting police, NHW has come to be supported by the police. This is evidenced by the fact that if the police withdrew from NHW it is almost certain that it would fold.

The issue of crime statistics has also been problematic. Crime statistics have been provided by police to NHW to distribute in NHW newsletters, yet there is no reason laid down about why this has occurred, what the benefit is, what is meant to happen in relation to this. The assumption that people being informed about crime will therefore be able to defend themselves better against these crimes is nonsense, given that the crimes are historical. Newsletters need to talk about crime in the whole of the community not just in blocks of 600 houses or so.

Analysis of crime in relation to burglary, for example, tells us that effective crime prevention is about ensuring that homes that have been burgled are fortified and that homes in the immediate area that might be burgled are also improved to reduce the chance of a similar crime. Historical crime data in NHW newsletters does not achieve this in anyway, and has never been evaluated.

It can be noted that many long-serving NHW volunteers have been very critical of the police no longer providing crime statistics as in the past and have, basically, used this as an excuse for their disinterest in continuing to be active NHW volunteers.

NHW is not effective in engaging with police. Police are at times, effective in engaging with NHW.

**Response to Term of Reference (d)**

*Whether institutional or other arrangements support or impede such local groups in engaging in the development of community safety initiatives*

The structure of NHW and many of the people involved in NHW has been holding back the movement. There are many well-meaning but very set in their ways people involved in NHW who are a disincentive to newcomers.

NHW areas and even NHW Divisions operate like exclusive clubs, and people involved in these clubs see their status as volunteers being about going to meetings to meet the police or talk about crime prevention. There is no sense that there is a role outside the meeting more broadly to deliver services to the community.
A key issue here is the complete absence of information technology in most areas. Some areas have a token approach to the internet and so on, but there has been very little demonstrated commitment to become part of NHW on line.

Each area and division has clung on to the structure of the movement based on the early 1980s model. This has been negative and makes the movement seem out of touch and of limited value.

The structure of NHW internally has also been problematic. The NHW Board of Management (BOM) operates in isolation and without any real capacity to influence what occurs at the ground level. Some local areas are openly defiant of attempts to direct or influence.

No clearer example of this is seen than the fact that the senior officers on the BOM are powerless in issuing instructions to NHW Coordinators, who operate in isolation from the structure of NHW and also mainstream policing.

Examples from the recent survey demonstrate the extent of this isolation.

**Response to Term of Reference (e)**

*Whether there is a cost benefit to the community for crime prevention strategies.*

The safety and security of communities is one of the foundation stones which support sustainable environments allowing generation on nurture, flourish and to build. A real and current concern is to understand why young people engage in serious crimes and anti-social behaviour which challenges community perceptions of safety creating a culture of fear, insecurity and uncertainty. Impacts of current behaviours are evident by an increased demand on emergency centres (hospitals), violence at education facilities and entertainment venues, and daily reporting in the media.

Strategies to challenge and redirect behaviours while short term or having immediacy in result fails to identify and address causal factors or precursor behaviours attributable to current crime trends.

Governments remain committed to the broader impacts of crime, however there remains a community responsibility to devise measurable strategies to mitigate or prevent crime occurring. Current community crime prevention strategies whilst providing ‘perceptual comfort’; don’t appear to deliver any tangible cost benefit return on investment as evidenced in the number of community driven ‘anti-graffiti’ initiatives. Whilst state government legislates and provides funding to local government initiatives, ‘local’ community crime prevention committees still see a need to provide further funds within the same strategy framework with the result that no evidence suggests their contribution had any impact in reducing graffiti in the area.
The NHW program provides a further example. NHW is a community based program supported by Victoria Police through a commitment of resources (both tangible and intangible). The true cost or benefit this program brings to the community (through engagement/participation) is implicit and while people (including police) assert the program contributes to the prevention and/or reduction of crime, the program has never been thoroughly measured to identify what the real benefits are; what actual outcomes are achieved; or what was the real return on investment. Similarly, does the program (in reality) contribute to creating safer communities or is that purely perception and how does NHW engage communities to achieve the vision and values espoused in the current NHW Strategic Plan.

A significant boundary to the growth, strategy development, implementation and measurement of NHW successes can be attributed to a lack of intrusive management at a local level and minimal communication or accountability to the Board of Management. This assertion is best illustrated through the ‘Safe Plate’ initiative. While purporting to add community value (perceptual), the real and actual benefit remains unclear. The theft of vehicle numberplates remains a concern along with associated crimes (theft of motor vehicles, petrol theft, armed robberies, unauthorised use of toll roads, hoon behaviour). The actual cost of supply, administration and real impact in reducing crime has never accurately been measured in real terms considered, hence the ‘actual’ impact of the initiative (success or otherwise) remains unknown.

Similar NHW initiatives (whilst well-intended) have never included the capability to measure the program’s effectiveness against crime trends; the prevention or resolution of crime; contribution to the arrest of offenders; delivery of NHW crime prevention programs into the community; NHW related contributions leading to the confiscation of assets attributable to the commission of crime; time attribution of volunteers in support of the NHW program and the effectiveness of NHW initiatives from a local and state-based perspective which are either unknown or unclear.

A major driver leading to the future success for the NHW program rests in the strength of relationships with law enforcement agencies (Victoria Police in particular) and government. NHW must actively engage with police through the tasking and coordination process in support of crime prevention and resolution. Supporting police to address active high volume crime areas through effective community information strategies including leaflet distribution, establishment of crime ‘hotspot’ bulletins on the NHW website, establishing theme-based community forums with greater involvement of NHW police coordinators, local government representatives and community leaders must become a priority with appropriate measures to monitor successes or otherwise.

The Victorian Government recently committed funding to the NHW Program.
This of itself now creates opportunity for the NHW community to review, redesign, re-engage and build a community program capable of delivering ‘safer communities’. The program must develop the capability and capacity to deliver a measurable return on investment to the community and government by establishing a framework to: build community confidence in the program; address current perceptions that the program is exclusive rather than inclusive; adopt a collegiate approach to developing and delivering a meaningful crime prevention program; and establish a centralised administrative framework to unify NHW across Victoria. Neighbourhood Watch Victoria must create a synergised dynamic crime prevention program which addresses community concerns and expectations and has the capacity and capability of supporting law enforcement agencies and government (state and local) to raise community perceptions of safety.

The initial challenge is to identify the viability and true benefit of the Neighbourhood Watch program and similar programs in the community. The more difficult challenge is to address community perceptions of safety.

Response to Term of Reference (f)

*Whether alternate models for such organisations may improve outcomes*

The suggestion of a whole of Government approach to community safety outlined earlier; the implementation of Local Government Community Safety Committees; the continued development and renewal of Neighbourhood Watch using the PSA model and/or town-based model combined with the use of the latest internet technology will ensure improved delivery of community safety programs.

For Neighbourhood Watch to regenerate the following must occur.

- Full time staff need to be appointed
  
  Note that as from 1st July 2011 Government funding will allow for the employment of a State Manager (non-police person, not to be confused with the earlier police position of State Manager) to oversee the volunteer side of the program. This is the first time such a position will have been in existence. Funding has been allocated for four years.

  - An Editor is also required for the production of Sentinel, newsletters, promotional material and media releases.

  - An IT position will also need to be created as NHW proceeds down the path of a web-based organisation. It is envisaged that all communications between
volunteers, Victoria Police and the community will be via the internet or i-phones within two to three years. The Government has also indicated that NHW will be provided with crime statistics to be released via the about-to-be-launched and redeveloped NHW website.

It is planned that this website, in the near future will have the capacity for citizens to report directly to NHW on any issue of concern re community safety. Such feedback is already being successfully utilized in the UNITED KINGDOM.

- Newsletters and community safety information will be available on-line to all Victorians.

In the absence of on-going sponsorship from the private sector, funds for staff and marketing campaigns will need to be provided by Government.

Unless NHW can be marketed in today’s world of media saturation, it will continue to struggle for relevance. NHW does not have the expertise or funds to mount such campaigns.

Without a major, consistent and lengthy marketing and publicity campaign NHW will wither and will cease to exist in two years time or less.

NHW does not have the funds for such an exercise. It is imperative that suggestions put forward throughout this submission, and recommendations outlined in the “de Ridder/Johns Report” be acted upon with haste.

The Board strongly recommends that consultants with expertise in corporate restructuring, management and marketing be appointed by Government to review NHW Vic. Inc.

Response to Term of Reference (g)

Local community safety and crime prevention arrangements in other jurisdictions

NHW Victoria is in a similar situation to similar organisations in other states in Australia and New Zealand.

In other jurisdictions such as the United Kingdom there are similar movements that are in the throes of dealing with the same issues as NHW Victoria, but there are also examples where the movement has embraced information technology and is booming with new members and a broader range of responsive and effective crime prevention initiatives coordinated to policing.
At the present time there is little evidence that the work of NHW is actually coordinated with the efforts of policing, other than in some areas, such as Latrobe Valley, Geelong or Ballarat.

For the most part NHW continues to “do its own thing” and is “supported” by police in terms of resources, but is not considered as a useful adjunct or tool for police in dealing with crime issues.

Using an internet news approach, and with better links to police in terms of projected issues determined on the basis of crime trends, NHW will be able to prosper.

Examples that have been put forward are issues such as street light audit, adopt a park/highway, hoon alerts, use of the internet for dog walkers to report suspicious activity/vehicles as part of “Paw Patrol” to name a few.

All of these strategies are easy to implement throughout the whole community based on the internet, but are virtually impossible to imagine working without proper use of IT.
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<tr>
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<th>2010</th>
<th>2009</th>
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<td><strong>BALANCE AT END OF YEAR</strong></td>
<td>$84,786</td>
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## NEIGHBOURHOOD WATCH VICTORIA INC.
### STATEMENT OF INCOME AND EXPENDITURE
#### FOR YEAR ENDED 31ST DECEMBER, 2010

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<td><strong>Total Costs</strong></td>
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<td><strong>SURPLUS/(DEFICIT) FOR YEAR</strong></td>
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<td>$(2,579)</td>
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AUDITOR'S REPORT

TO THE MEMBERS OF NEIGHBOURHOOD WATCH VICTORIA INC.
Reg.No. A00 18739R

I have audited the financial report of Neighbourhood Watch Victoria Inc. for the year ended 31st December, 2010, as set out in the Balance Sheet and Statement of Income & Expenditure. The elected Board of Management is responsible for the financial report and has determined that the accounting policies used are consistent with the reporting requirements of the Association's Constitution and are appropriate to meet the needs of the members. I have conducted an independent audit of the financial report in order to express an opinion to the members of the Association on its preparation and presentation. No opinion is expressed as to whether the basis of accounting used is appropriate to the needs of the members.

The financial report has been prepared for distribution to members for the purpose of fulfilling the Board of Management's financial reporting requirements under the Association's Constitution. I disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

My audit has been conducted in accordance with Australian Auditing Standards. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with the accrual basis of accounting whereby revenue is recorded when it is received, expenses are recorded when they are paid, and outstanding creditors are accounted for.

As is common for organisations of this type, it is not practicable for the Association to maintain an effective system of internal control over donations or other fund raising activities until their initial entry in the accounting records. Accordingly, my audit in relation to the aforementioned was limited to amounts recorded.

In my opinion, subject to the effects of such adjustments, if any, that might have been determined to be necessary had the limitation referred to in the qualification paragraph not existed, the financial report presents fairly the payments and receipts of the Association for the year ended 31st December, 2010 and its cash and bank balances as at that date are in accordance with the accrual basis of accounting as described above.

..............................................................
R. Paul Briglia, F.C.A.
BRIGLIA & CO. .............................. 22nd March, 2011
1. Basis of Accounting

The Board of Management is of the opinion that Neighbourhood Watch Victoria Inc. is not a Prescribed Association and consequently is not required to prepare its accounts in accordance with the Australian Accounting Standards.

This financial report is a special purpose financial report prepared in order to satisfy the financial report preparation requirements of the Associations Incorporation Act 1981 and of the governing Constitution.

(a) It is based on a cash basis and does not take into account changing money values.

(b) Income Tax

The Committee is of the opinion that the Association continues to meet the requirements to satisfy its income tax exempt status. No provision has therefore been made for income tax.

2. Membership

The membership comprises, and is limited to, those persons authorised under Clause 3.1.1. to 3.1.8 of the Constitution. Members may not be required to pay entrance fees, subscriptions or any other amounts to the Association. (Clause 3.2)

3. Operations

A Board of Management is elected annually to “control and manage the business affairs of the Association” (4.2.1.) and in fulfilling its responsibilities, the Board must have regard to the Statement of Purposes which requires it:

“To foster and enhance the partnership between police and the community and thereby improve the safety, security and the quality of life for all Victorians.

To manage and provide strategic leadership for the Victorian Neighbourhood Watch Program.

To formulate strategies and policies in order to achieve the objectives of the Neighbourhood Watch Program.

To serve as an information exchange and the primary conduit between the various Neighbourhood Watch Divisions, thus facilitating the formulation and implementation of strategies and policies”.

An elected body of members of the Association, known as the State Forum assists the Board with its deliberations. Specifically, the Forum acts as an information exchange, being the primary communication avenue between the Divisions and the Board. It provides advice to the Board as to the status of the Program within the Divisions and the efficacy or otherwise of various program initiatives and strategies.
Neighbourhood Watch Victoria Inc. Constitution

STATEMENT OF PURPOSES

The purposes for which the incorporated association is established are:

1. To foster and enhance the partnership between police and the community and thereby improve the safety, security and the quality of life for all Victorians.

2. To manage and provide strategic leadership for the Victorian Neighbourhood Watch Program.

3. To formulate strategies and policies in order to achieve the following objectives:
   (a) to minimise the incidence of preventable crime.
   (b) To deter criminal activity by increasing the probability of apprehension.
   (c) to reduce the fear of crime.
   (d) To increase the reporting of crime and suspicious activity.
   (e) To improve the degree of personal and household security through education programs.
   (f) To expand the program's involvement in wider community safety and crime-prevention initiatives.

4. To serve as an information exchange and the primary conduit between the various Neighbourhood Watch Districts, thus facilitating the formulation and implementation of strategies and policies.

1 NAME

1.1 The name of the incorporated association is "Neighbourhood Watch Victoria Inc." ("Association").

2 DEFINITIONS AND INTERPRETATION

2.1 In this Constitution unless specified to the contrary:
   "Act" means the Association Incorporations Act 1981;
   "Alternate Divisional Delegate" means either a person properly elected by a particular Metropolitan or Country Division to represent that Division at the Association in the absence of that Division's Delegate. On such occasions the Alternate Delegate will be deemed to be a Member of the Association;
   "Area" means an area approved by the Chief Commissioner for inclusion in the Program;
   "Approved Volunteer" means a person acceptable to the Victoria Police who has made written application to serve the Program in a voluntary capacity in furtherance of the Association's purposes;
   "Board of Management" means the committee of Management of the Association.
   "Business Day" means any day on which Australian Trading Banks are open for business in Victoria;
   "Chief Commissioner" means the Chief Commissioner for the time being of the Victoria Police.
   "Division" means any Victoria Police Division as defined by the Chief Commissioner of Police;
   "Divisional Delegate" means a person properly elected by representatives of the Areas comprising a particular Victoria Police Division to represent that Division at the Association for one (1) year (with such persons eligible for re-election);
   "Divisional Police Co-ordinator" means a police officer nominated by the Chief Commissioner as being the Neighbourhood Watch Representative of the Victoria Police in a Victoria Police Division;
   "Executive Director" means the Officer in Charge for the time being of the Safer Communities Unit of the Victoria Police or their delegate;
   "Financial Year" means a year ending 31st December;
"Immediate Past President" means the immediately retired President of the Association;
"Member" means a member of the Association as set out in Article 3 of this Constitution;
"Officer" means those persons elected or appointed to hold specific positions within the Association as set out within Article 4.1.
"Program" means the Neighbourhood Watch Program of Victoria;
"Region" means any Victoria Police Region as defined by the Chief Commissioner of Police;
"Regional Superintendent" means a Superintendent of the Victoria Police stationed within a Region;
"Regulation" means the Regulations from time to time made under the Act;
"Sponsor" means the company/ies or organisation/s being the principal sponsor/s of the Program, being the only company/ies or organisation/s entitled to promote itself/themselves as being sponsor/s of the Program.
"Treasurer" means the Association's Treasurer as elected in accordance with articles 8.1 and 8.2

3 MEMBERSHIP

3.1 Membership of the Association will comprise of and be limited to the following persons:
3.1.1 Divisional Delegates;
3.1.2 Divisional Police Co-ordinators;
3.1.3 two (2) Regional Superintendents appointed by the Chief Commissioner representing Police Regions;
3.1.4 the Executive Director;
3.1.5 an Approved Volunteer elected by a majority of all Divisional Delegates ("Program Representative");
3.1.6 the Treasurer;
3.1.7 the Secretary; and
3.1.8 the Immediate Past President.

3.2 A Member will not be required to pay entrance fees, subscriptions or any other amounts to the Association.

4 BOARD OF MANAGEMENT

4.1 The officers of the Association will be:
4.1.1 a President;
4.1.2 a Vice-President;
4.1.3 a Treasurer;
4.1.4 a Secretary;
4.1.5 two (2) Regional Superintendents;
4.1.6 the Executive Director;
4.1.7 the Program Representative.

4.2 The officers of the Association as set out in article 4.1 (collectively "Board of Management") will subject to the Act, the Regulations, the By-Laws and anything specified to the contrary in this Constitution;
4.2.1 control and manage the business and affairs of the Association;
4.2.2 exercise all such powers and functions as may be exercised by the Association other than those powers and functions which are required under this Constitution to be exercised in accordance with the meetings of the Members;
4.2.3 have power to perform all such acts and things as appear to the Board of Management to be essential for the proper management of the business and affairs of the Association which include but are not limited to:

- the development and implementation of the strategy of the Program;
- the development of policies and procedures for the overall conduct of the Program;
- the corporate planning process;
- the selection and appointment of sponsors for the Program and the establishment of such terms to cover that arrangement;
- the preparation of an annual business plan;
- financial planning for the future of the Program; and
the development and employment of routine management information systems for the Program's day to day conduct, including:

- financial reporting against the business plan and against agreed budgets;
- communication channels and procedures;
- annual reporting to Chief Commissioner of Police and the Association; and
- monitoring and evaluation of all aspects of the conduct of the Program;

4.2.4 appoint task groups for the examination of issues or projects as may from time to time be deemed necessary or relevant by the Board of Management and ensure that these teams report to the Executive Director;

4.2.5 appoint consultants to the Board of Management when deemed necessary; and

4.2.6 have power from time to time to make, alter and/or repeal by-laws concerning, amongst other things, the general conduct of Members ("By-Laws")

5 ASSOCIATE BOARD OF MANAGEMENT MEMBERS

5.1 The Board of Management ex officio non-voting members shall comprise:

5.1.1 the Immediate Past President;
5.1.2 the Sponsor's Representative; and
5.1.3 Associate Members as appointed by the Board of Management from time to time to provide specific expertise and advice, and for the purpose of this Constitution will be referred to as "Ex Officio's".

6 PROCEEDINGS OF THE BOARD OF MANAGEMENT

6.1 The Board of Management shall meet not less frequently than quarterly in each year at such place and at such times as the Board of Management may determine.

6.2 Additional meetings of the Board of Management ("Special Meetings") may be convened by the President or any two (2) officers of the Association.

6.3 Fourteen (14) days written notice must be given to the other persons comprising the Board of Management (including Ex Officio's) by the President or officers of the Association calling a Special Meeting. Written notice of such Special Meeting must specify the general nature of business to be transacted. No other business may be transacted at a Special Meeting meeting.

6.4 Any four (4) officers of the Association (including a police member but excluding Ex Officio's) shall constitute a quorum for the transaction of all business at regular and Special Meetings of the Board of Management.

6.5 No business may be transacted at a meeting of the Board of Management unless a quorum is present. If a quorum is not present within half an hour of the time appointed for the meeting, then the meeting will stand adjourned to the same place and at the same hour of the same day in the following week unless such meeting was a Special Meeting in which case it will lapse.

6.6 The President, and in the President's absence the Vice-President, will preside at all meetings of the Board of Management. If the Vice President is also absent those present will elect one of their number to preside at the meeting.

6.7 Questions arising at a meeting of the Board of Management will be determined on a show of hands.

6.8 Each officer of the Association present at a meeting of the Board of Management is entitled to one (1) vote and if there is an equality of votes on any question, the person presiding at the meeting may exercise a second or casting vote.

6.9 Notice of each meeting of the Board of Management shall be served on each officer of the Association (including Ex Officio's) not less than fourteen (14) Business Days before the scheduled date of such meeting.

6.10 If notice of a meeting of the Board of Management (including a Special Meeting) is not given to all Ex Officio's and the meeting is subsequently held with a quorum in attendance, then the failure to give notice of the meeting to all Ex Officio's will not be grounds to invalidate any business transacted at that meeting (including resolutions made).

6.11 Ex Officio's attending meetings of the Board of Management do so in an advisory capacity only and are not entitled to vote on any question arising.

6.12 A person present at the Board of Management meeting (whether entitled to vote or not) MUST declare to the Board any pecuniary interest held in any business or organisation or any
interest directly held by any immediate family member, that the Board is considering entering into a financial agreement with. That person will not be entitled to vote in, nor be party to any discussions relating to, the decision to enter that agreement.

6.13 A Pecuniary Interests Register listing all items declared as Pecuniary Interest since the last Annual General Meeting, shall be presented to the Annual General Meeting of the Association.

Note: Pecuniary Interest means: "Having ownership, (in part or full, directly or indirectly) or control of a business or organisation or in the case of a listed public company, an interest in more that one tenth of one percent of that companies voting shares". This definition extends to pecuniary interests held by the immediate family of the individual concerned.

7 ANNUAL GENERAL MEETING OF THE ASSOCIATION

7.1 The Board of Management shall convene an Annual General Meeting of the Association ("AGM") to be held in March of each calendar year.

7.2 The Executive Director must at least thirty (30) days before the date fixed for holding of the AGM give written notice of such AGM to all members of the Association stating the place, date and time of the AGM, and the nature of the business to be transacted.

7.3 Notwithstanding article 7.1, the Board of Management must ensure that an AGM takes place in each calendar year but no later than fifteen (15) months after the last AGM.

7.4 The ordinary business of the AGM will be:

7.4.1 to confirm the minutes of the previous AGM and of any subsequent Special General Meetings;
7.4.2 to receive from the Board of Management the audited reports of the financial accounts of the Association for the previous Financial Year; and
7.4.3 to receive and consider the statement submitted by the Association in accordance with section 30(3) of the Act.
7.4.4 to conduct an election for Officers of the Association as follows:

- President;
- Vice President;
- Treasurer;
- Secretary;
- Program Representative.

The AGM may transact special business of which notice is given in accordance with this Constitution.

The AGM will be in addition to any Special General Meetings held in the same year.

8 ELECTION OF OFFICE BEARERS

8.1 The President, Vice-President (neither of whom may be serving members of the Victoria Police), Treasurer, Secretary and Program Representative shall be elected in accordance with the following procedure:

8.1.1 nominations of candidates:

(a) must be in writing, signed by two Members of the Association or by two Approved Volunteers of Neighbourhood Watch and accompanied by the written consent of the candidate (which may be endorsed on the form of nomination); and

(b) must be delivered to the Executive Director no later than the 15th day of January prior to that year's AGM:

8.1.2 if insufficient nominations are received further nominations will be received at the AGM;
8.1.3 if one person is nominated for each position then the persons nominated shall be deemed to be elected;
8.1.4 if the number of nominations exceeds the number of vacancies to be filled, a ballot will be held;
8.1.5 the election of officers will be conducted at the AGM and be by secret ballot. Voting rights shall be restricted to Divisional Delegate members and Divisional Police Co-ordinator members only; and
8.1.6 a nomination of a candidate for election under this article shall be deemed invalid if such candidate has been elected to another office at the same election.
8.2 Candidates seeking election as Officers of the Association, must hold the status of "Approved Volunteer" within the Neighbourhood Watch Program. A candidate seeking election to the position of Treasurer shall possess demonstrated financial skills.

8.3 The President, Vice President, Program Representative, Treasurer and Secretary shall hold office until the Annual General Meeting next after the date of his or her election, but will be eligible for re-election.

8.4 In the event of a casual vacancy occurring in the office of an elected member of the Association, the Board of Management shall call a Special General Meeting to fill such vacancy. The Member so elected will hold office, subject to this Constitution, until the AGM next following the date of the election.

8.5 A casual vacancy will be deemed to have occurred if an officer of the Association:
   8.5.1 dies, becomes incapacitated or resigns; or
   8.5.2 has disciplinary action taken against him or her under articles 13.1 through to 13.9; or
   8.5.3 absents himself/herself from three (3) ordinary consecutive properly convened meetings of the Board of Management, without first having made application and been granted leave of absence, or without an apology having been received and accepted for each meeting.

9 SPECIAL GENERAL MEETINGS OF THE ASSOCIATION

9.1 The Board of Management may resolve to convene a Special General Meeting of the Association as and when deemed necessary.

9.2 The Board of Management must, on the written request of three (3) Members ("Requisition") convene a Special General Meeting.

9.3 The Requisition:
   9.3.1 must state the objects of the meeting;
   9.3.2 be signed by the three (3) Members concerned;
   9.3.3 be served on the Executive Director; and
   9.3.4 may consist of several documents in a like form each signed by the Member concerned.

9.4 If the Board of Management fails to hold a Special General Meeting within one (1) month after the date on which the Requisition was served on the Executive Director, the Member concerned may convene a Special General Meeting to be held not later than one (1) month after that date by giving notice to all Members.

9.5 A Special General Meeting convened by a Member under article 9.4 will be convened in the same manner or as nearly as possible as that in which those meetings are convened by the Board of Management and all reasonable expenses incurred by the Member concerned are to be reimbursed by the Association.

10 PROCEEDINGS AT MEETINGS OF THE ASSOCIATION

10.1 All business which is transacted at an AGM (with the exception of that specially referred to in article 7.4 as being ordinary business) and all business transacted at a Special General Meeting will be deemed to be Special Business.

10.2 A member will be deemed present whether personally present, represented by an Alternate Delegate or represented by proxy.

10.3 Any twenty (20) Members deemed present constitute a quorum for the transaction of the business of a meeting, whether the meeting be an AGM or a Special General Meeting.

10.4 No business may be transacted unless a quorum is present and if within half an hour of the time appointed for such meeting a quorum is not present:
   10.4.1 the meeting, if it be an AGM, will stand adjourned to the same place and at the same hour in the following week; and
   10.4.2 the meeting, is a Special General Meeting, will lapse.

10.5 The President will preside as Chairperson.

10.6 If the President is absent from such meeting (even if represented by an Alternate Delegate or proxy at that meeting) and the Vice-President is present, then the Vice-President will preside as Chairperson at the meeting.

10.7 If the President and the Vice-President are both absent (even if represented by Alternate Delegates or proxies at that meeting), the members deemed present shall elect one of their number to preside as Chairperson of the meeting.
10.8 The Chairperson of a meeting may, with the consent of the Members deemed present, adjourn the meeting from time to time and place to place, but no business may be transacted at an adjourned time and place other than the business left unfinished at the meeting at which the adjournment took place.

10.9 Where such meeting is adjourned for fourteen (14) days or more, notice of the new time and place must be given by the Executive Director to all Members as if it were a new meeting.

10.10 Each Member deemed present at a meeting of the Association is entitled to one (1) vote.

10.11 Alternate Divisional Delegates may vote on behalf of his or her Divisional Delegate only in the latter's absence.

10.12 All questions arising will be determined by a simple majority on a show of hands (unless a poll is required under article 10.15).

10.13 A declaration by the Chairperson that a resolution has, on a show of hands, been carried, carried unanimously, or carried by a particular majority or alternatively lost, will be evidence of that fact without proof of the number or proportion of the votes recorded in favour of or against that resolution provided such resolution is entered in the Minute Book of the Association.

10.14 In the case of an equality of voting on a question arising, the Chairperson will be entitled to exercise a second or casting vote.

10.15 A question arising must be determined by a poll if demanded by any Member deemed present; however the poll will be taken in such manner as the Chairperson may direct and the resolution of the poll will be deemed to be a resolution of the meeting of Members on that question.

10.16 A poll which is demanded on the election of a Chairperson or on a question of an adjournment will be taken immediately and a poll that it demanded on any question will be taken at such time before the close of the meeting as the Chairperson may direct.

10.17 Each Member, in the absence of their Alternate Delegate, will be entitled to appoint another member as his or her proxy by notice given to the Executive Director no later than twelve (12) hours before the scheduled time of the meeting in respect of which the proxy is appointed.

10.18 The notice appointing the proxy must be in the form set out in Appendix 1.

11 THE STATE FORUM

11.1 Within the Association there will be a State Forum whose specific aims (in addition to the Association's Statement of Purpose) are:

11.1.1 to serve as an information exchange and as the primary communication between Neighbourhood Watch Divisions and the Board of Management;

11.1.2 to provide advice on Program initiatives and strategies to the Board of Management; and

11.1.3 to report to the Board of Management the status of the Program in Neighbourhood Watch Divisions and progress being made towards the accomplishment of Program strategies.

11.2 The State Forum will be comprised of the following Members:

11.2.1 the Divisional Delegates;

11.2.2 the Divisional Police Co-ordinators;

11.2.3 the Executive Director;

11.2.4 the Program Representative;

11.2.5 the Treasurer; and

11.2.6 the Secretary.

11.3 The State Forum shall meet as often and at such place and at such times as it determines as necessary for the proper administration of its business but not less than six (6) times in any calendar year.

11.4 Proceedings of meetings of the State Forum will be conducted in accordance with the Proceedings of Meetings of the Association as set out in articles 10.1 to 10.18 except that:

11.4.1 a quorum will comprise of fifteen (15) Members deemed present;

11.4.2 neither the Executive Director, Treasurer nor the Program Representative will be entitled to vote unless such person is a delegate;

11.4.3 questions arising at a meeting will be determined by a show of hands only;

11.4.4 no meeting will be considered to be an Annual General Meeting;

11.4.5 if a quorum is not present within half an hour of the time appointed for the meeting, the meeting will lapse;
11.4.6 the President and the Vice President of the Association shall be the Chairman and Vice Chairman of the State Forum; and
11.4.7 the State Forum shall elect such other positions as it may require for the conduct of its business and determine the terms of reference for these positions.

12 THE EXECUTIVE DIRECTOR AND TREASURER OF THE ASSOCIATION
12.1 The Executive Director shall:
12.1.1 keep and maintain a register of Members; and
12.1.2 keep minutes of resolutions and proceedings of each meeting of the Association and Board of Management in books provided for that purpose and record the names of all persons present or deemed present (as the case may be) at such meetings.
12.2 The Treasurer shall:
12.2.1 collect and receive all money due and receivable by the Association;
12.2.2 make all payments authorised by the Association; and
12.2.3 keep correct accounts and books showing the financial affairs of the Association with full details of all receipts and expenditure connected with the activities of the Association.

13 RESIGNATION AND EXPULSION OF ASSOCIATION MEMBERS
13.1 The Board of Management may by resolution at a Special Meeting, expel a Member or suspend a Member for a specified period if the Board of Management is of the opinion that the Member concerned:
13.1.1 has refused or neglected to comply with the By-Laws and/or this Constitution; or
13.1.2 has been guilty of conduct unbecoming a Member and/or prejudicial to the interests of the Association.
13.2 If a Member is expelled or suspended for a specified period under article 13.1 and that Member is also an officer of the Association, such expulsion or suspension will apply to that Member's capacity as an officer of the Association.
13.3 If the Board of Management passes a resolution under article 13.1 the Executive Director must, as soon as practicable, serve on the member concerned written notice:
13.3.1 setting out the resolution and the grounds on which it is based;
13.3.2 stating that the Member may address the Board of Management at a Special Meeting (to be held not earlier than fourteen (14) and not later than twenty-eight (28) days after service of the notice);
13.3.3 stating the time, date and place of the Special Meeting; and
13.3.4 informing the Member that he or she may do one or more of the following:
(a) attend the Special Meeting of the Board of Management;
(b) give to the Board of Management before the Special Meeting a written statement seeking the revocation of the resolution; and/or
(c) not later than twenty-four (24) hours before the date of the Special General Meeting, lodge with the Executive Director a notice to the affect that he or she wishes to appeal to the Association at a Special General Meeting of the Association against the resolution.
13.4 A resolution of the Board of Management under article 13.1 will not take effect unless either:
13.4.1 at a Special Meeting held not earlier than fourteen (14) days and not later than twenty-eight (28) days after the service on the Member concerned of the notice under article 13.1 a resolution is made confirming the earlier resolution; or
13.4.2 where the Member concerned exercises a right of appeal to the Association under sub-article 13.3.4 and that the resulting Special General Meeting the Association confirms the earlier resolution.
13.5 At the Special Meeting of the Board of Management held under article 13.3, the Board of Management must:
13.5.1 give to the Member concerned an opportunity to be heard;
13.5.2 give due consideration to any written statement submitted by the Member concerned; and
13.5.3 by resolution determine whether to confirm or revoke the earlier resolution.
13.6 If the Executive Director receives a notice under sub-article 13.3.4 (c) he or she must notify the Board of Management which must thereupon convene a Special General Meeting of the Association to be held within one (1) month after the date on which the Executive Director receives the notice.

13.7 At a Special General Meeting convened under article 13.6:

13.7.1 no business other than the question of the appeal may be transacted;
13.7.2 the Board of Management may place before the meeting details of the grounds for the resolution and the reasons for the passing of the resolution;
13.7.3 the Member concerned must be given an opportunity to be heard; and
13.7.4 the Members present will vote by secret ballot on the question whether the resolution should be confirmed or revoked.

13.8 If at the Special General Meeting two thirds of the Members vote in person, by proxy or by Alternate Delegate in favour of the confirmation of the resolution then the resolution is confirmed however, in any other case, the resolution is revoked.

13.9 For the purpose of this Constitution a Member of the Association ceases to be a Member if he or she resigns by giving written notice to that effect to the Executive Director.

14 GRIEVANCE

14.1 If a dispute arises between a member and another member, or between a member and the Association, the procedure for resolution of that dispute shall be as follows.

14.1.1 The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all the parties.

14.1.2 If the parties are unable to resolve the dispute at the meeting, or if a party fails to attend that meeting, the parties must, within 10 days, hold a meeting in the presence of a mediator.

14.1.3 The mediator must be:
   (a) a person chosen by agreement between the parties; or
   (b) in the absence of agreement, a person chosen by the Board of Management of the Association.

14.1.4 A member of the Association can be a mediator.

14.1.5 The mediator cannot be a member who is a party to the dispute.

14.1.6 The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.

14.1.7 The mediator, in conducting the mediation, must:
   (a) give the parties to the mediation process every opportunity to be heard;
   (b) allow due consideration by all parties of any written statement submitted by any party, and
   (c) ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.

14.1.8 The mediator must not determine the dispute.

14.1.9 If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute in accordance with the Act otherwise at law.

15 AUTHORISATION OF ASSOCIATION EXPENDITURE

15.1 All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by two (2) officers of the Association authorised for such purpose by resolution of the Board of Management.

16 SEAL

16.1 The Common Seal of the Association ("Common Seal") is to be kept in the custody of the Treasurer.

16.2 The Common Seal may not be affixed to any document except under the authority of the Board of Management and when affixed must be attested by the signatures of two (2) officers of the Association authorised for the purpose by a resolution of the Board of Management at a Special Meeting.

17 PUBLIC OFFICER

17.1 The Association will at all times have a Public Officer:
17.1.1 who must be an officer of the Association (excluding any officer who is a serving Police Officer); and
17.1.2 who will be appointed by resolution of the Board of Management at a Special Meeting duly convened for that purpose.

18 ALTERATION OF CONSTITUTION AND STATEMENT OF PURPOSES
18.1 This Constitution and the Statement of Purposes of the Association may be altered, repealed, added to or amended by any Member giving the Executive Director twenty one (21) days notice in writing of such proposed alteration, repeal, amendment or addition, and such alteration, repeal, amendment or addition being agreed to by a majority vote of three-fourths of the Membership at a duly convened Special General Meeting of the Association called for that purpose.
18.2 At any Special General Meeting at which a special resolution is submitted, a declaration by the Chairman that the resolution has been carried, will be conclusive evidence of the fact, unless a poll is demanded.
18.3 The Public Officer must within one (1) month after the passing of a special resolution altering the Statement of Purpose or this Constitution, lodge with the Registrar notice in writing of the special resolution setting out particulars of the alteration, together with the declaration signed by at least two (2) members of the Board of Management to the effect that the special resolution was passed in accordance with the Act, together with the prescribed fee.

19 NOTICE
19.1 Any notice or other document under this Constitution may be made or given by the person wishing to serve the notice or document and will be sufficiently served or delivered:
19.1.1 if served or delivered personally on the recipient or recipients; or
19.1.2 if posted by pre-paid post addressed to the recipient or recipients at his, her or their address set out in the Register of Members.
19.2 Service or delivery by post of any notice or document under this Constitution will be deemed to have been made or given at 12:00 noon on the Business Day following posting.

20 CUSTODY OF RECORDS AND INSPECTION
20.1 The Treasurer must keep in his or her custody or under his or her control all accounts, books, documents, securities and other financial records of the Association.
20.2 All books, documents, securities and other records of the Association are to be available for inspection by any Member on request.

21 FUNDS
21.1 The funds of the Association will be derived from sponsorship and such other sources as the Board of Management determines from time to time.

22 AUDITOR
22.1 The Board of Management must appoint a duly certified accountant ("Auditor") to audit the books of account and financial statements of the Association.
22.2 Immediately after the expiration of each Financial Year, the accounts of the Association shall be examined and the correctness of the balance sheet and statement of receipts and payments is to be certified by the Auditor.
22.3 The Auditor's duties in general are to conform with the provisions of the Corporations Law.

23 WINDING UP OR CANCELLATION
23.1 If the Association is wound up or has its incorporation cancelled the assets are to be disposed to one or more of the following:
23.1.1 A fund with objectives similar to those of the Association; or
23.1.2 A fund which has philanthropic or benevolent purpose, including the promotion of art, culture, science, religion, community safety, education or charity, and including the benefiting of a fund certified to be a patriotic fund under Section 24 of the Patriotic Funds Act 1958, or the fund of the Australian Red Cross Society; or
23.1.3 A community or charitable organisation.
APPENDIX 1

FORM OF APPOINTMENT OF PROXY

<table>
<thead>
<tr>
<th>I,</th>
<th>(name)</th>
<th>of</th>
<th>(address)</th>
</tr>
</thead>
</table>

being a member of Neighbourhood Watch Victoria Inc. ("Association")

<table>
<thead>
<tr>
<th>APPOINT</th>
<th>(name)</th>
<th>of</th>
<th>(address)</th>
</tr>
</thead>
</table>

also being a member of the Association as my proxy to vote for me on my behalf at the Annual General Meeting/Special General Meeting * to be held on the day of 20 and at any adjournment of that meeting.

My proxy is authorised to vote in favour of / against * the following resolution:

(insert resolution)

<table>
<thead>
<tr>
<th>DATED this</th>
<th>day of</th>
<th>20</th>
</tr>
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</table>

(signed)

[* - delete as required]

END OF NEIGHBOURHOOD WATCH VIC. INC. CONSTITUTION
NHW President’s Annual Report – 2010/11

I thank you all for giving me the opportunity last year to preside over Neighbourhood Watch Victoria Incorporated.

At the time I wasn’t sure what I was letting myself into, as I had no real sense of history with the organization. Now, reflecting upon the past year, I must say that I was not anticipating the daunting challenges which face Neighbourhood Watch. It would be remiss of me not to be quite honest and upfront in presenting this report which in part is based on information supplied from the disappointingly few Divisions and PSA Committees who responded to my request for an Annual Report.

I have attempted to approach the role of President with enthusiasm, optimism and an open mind.

I have unfortunately experienced extreme frustration with seemingly slow progress and much inaction. After twelve months at the helm I still do not know the true size of the organization, the precise structure of the organization or the state of the finances in many areas. Such basic information I consider, is essential to the efficient management of an organization and is proving to be an obstacle in obtaining sponsorship. My lack of such basic statistics also makes it extremely difficult for strategic planning. Only 28 Annual Reports have been forwarded from a potential 78 Local Government Areas.

I am still awaiting 40 or so information sheets advising me of the contact names and email addresses of PSA Committee Members. This makes it difficult to communicate directly with key members of the organization.

I cannot understand the exact nature of this low response, despite repeated requests.

Neighbourhood Watch has undergone profound changes with the implementation of Police Service Areas. This has resulted in much angst amongst the membership at large with many resignations and feelings of unease about the future of the Neighbourhood Watch Program. The decision of Police Command to withdraw publication of Crime Statistics has also met with disquiet amongst all levels of the organization. Many volunteers as well as Police members have also stated their concerns about the perceived lack of support at Command level.

Neighbourhood Watch is a Community Based Program and can only grow with the support and goodwill of the Community, combined with the refocusing of the partnership from Victoria Police as it implements its Community Engagement Model. Despite some of these on-going challenges the Program has still functioned extremely well in many areas, with a dedicated group of committed members in every corner of the State.

I would like to thank the Board of Management for their dedication and enthusiasm to the Neighbourhood watch program. The Board in the last year has met on 15 occasions for formal board meetings. We also met at least several times a week on the internet – and had countless telephone calls with each other. As well Board Members attended State Forums and the National and State Conferences. I want to single out two Board members – Rhonda Rotherham and John Lagzdins. Rhonda was responsible for coordinating the National and State Conferences, Community Safety Day at Docklands as well as other events, and still found time for her NHW responsibilities in Geelong. John, as you know is
State Treasurer. He is meticulous with keeping the accounts. His task is time consuming and I don’t want his efficiency and dedication to pass by without due recognition. Again, John finds time to play a significant role in his local area.

Neighbourhood Watch members are most grateful of the support from “Safer Communities Unit”. Mark Standish is one of the foundation stones of NHW. As State Manager, Mark has endured a tough year with the changes that have occurred, and continue to occur. Thank you Mark for your guidance, wisdom and friendship. We all wish you well in your future role within Victoria Police. To the other members of SCU – the NHW family want you stay on, but I think we will be farewelling you tonight. Thank you all for your many years of support in helping to make Victoria safer through your crime prevention work and your positive attitude towards the NHW Program.

To all of the Police Service Area Chairpersons, Secretaries, Treasurers and committee members, my sincerest appreciation for your sterling efforts into coming to grips with a new structure and making the most of it. Due to your work, NHW has a positive future – but I do encourage you to continue to make every effort to regenerate your membership and office bearers.

I remain troubled that hard earned NHW funds have been given away to charities and appeals in the past rather than invested to the benefit of our own cause. This has possibly occurred because policies and procedures are still not adequately understood. There is still much to be done in many divisions, but hopefully an influx of more Community Police Officers – (I would like to see one in each PSA) – can only enhance the implementation of the NHW objectives. As you know Police Coordinator positions are under review – the sooner this is completed the quicker the PSA structure will bed down and develop in those areas where the program is languishing.

The Board has as an objective this year to enhance the role of PSA/Town Based Committees and strongly encourage their development. In country Victoria, town based committees are proving to be most effective.

From the few Annual Reports which have been submitted the following points have been repeated over and over again –

- there has been a net loss of NHW volunteers during the past year
- many areas have ceased to operate or have amalgamated
- there is a lack of Police commitment to NHW
- there is now less interaction between local police and NHW which has led to a disconnect
- Many areas have rejected the PSA model due to travel distances and the fact that members are only interested in their town or immediate neighbourhood area.

(However it is important to note that in some Police districts the aforementioned facts do not apply.)

These matters must be addressed by both the Board and Victoria Police, but I emphasise that there are no simple quick-fix solutions.

Throughout the past year I have visited Geelong, Glen Eira, Whitehorse, Monash, Bairnsdale, Sale, Dandenong, Casey and Eastern Division to witness at first hand the extensive work that continues to be carried out by our active people in those areas. Next week I visit Bendigo. It is pleasing to see community spirit is very much to the fore.

Reports in Sentinel also show the positive contributions that NHW volunteers make to their communities.
I also express my gratitude to Ray Tobias who continues to manage our website and to Graeme Elder for all the additional work he does for the Board.

**2010 Highlights:**

- The outstanding highlight of the year was obviously the hosting of the NHWA conference and the State Conference which were held in October. The success of these events was due to the Organising Committees and their efforts were certainly recognized at the time, but I sincerely thank them again.
- The State Conference was also the forum for the presentation of the State and National Awards. It was indeed wonderful to see Mr. Ron Bell from Geelong presented with the National Award and Induction into the Victorian Hall of Fame. The Board of Management is most appreciative of the work of the Honors and Awards Committee.
- NHW Vic was a key supporter of Community Safety Day, held at Docklands on October 24th. This event was attended by thousands and our tent was manned by a large contingent of Volunteers.
- Meetings were held with Police Ministers Cameron and Merlino in 2010 from the previous Government resulting in a lifeline grant of $60,000 which paid for our Public Liability Insurance, State and National Conference costs and enabled NHW to enter into a contract to redevelop our website.
- Meetings in January 2011 with Minister McIntosh, Minister for Crime Prevention and the Department of Justice which have led to a Budget Submission for the employment of a CEO for NHW.
- Participation in the National Association – NHWA in which Victoria is a key driver.
- Signing of a 12 month contract with Fairfax for the supply of Advertising in the “Community Weekly” to the value of $150,00.00.
- Signing a Memorandum of Understanding with the Australian Red Cross who will train NHW volunteers to assist with Emergency Management. (Courses start in June this year.)
- Review of State Forum.
- Currently reviews of the Constitution, the NHW Manual and the Incorporation of Divisions/PSA’s are being undertaken.
- The implementation of a Parliamentary Enquiry into Community Safety, which may determine the future role for Neighbourhood watch.
- Meetings with the Municipal Association of Victoria to discuss the development of linkages between local government and NHW.
- The NHW Coordinators professional development days which offers strong insight into the issues confronting our coordinators.
- The commencement of our website redevelopment which is now due for completion in June.
Conclusion

The coming year is going to determine what future role Neighbourhood Watch will play in the implementation of the Government's Community Safety Policy. For NHW to survive into the next decade a comprehensive strategy must be developed now.

- On-going sponsorship and funding will be essential.
- Adoption of the latest technology will enable NHW to reach potentially into every household and business throughout Victoria
- Consideration needs to be given to renaming and rebadging the NHW brand
- Thought needs to be given to the formation of Local Government Community Safety Committees, with NHW being the lead participant
- Victoria Police must reconnect with the community through the employment of at least one Community Police Officer for each local government area.
- The preparedness of NHW members to step outside the square and think about contributing to Community Safety rather than just Safety in my backyard.

The Parliamentary Drugs and Crime Prevention Committee will address all the concerns raised throughout my Report.
I urge all members to make individual submissions to this enquiry, and all PSA's/Divisions/Town Groups to do likewise.
Neighbourhood Watch is at the crossroads. Its future lies in the preparedness of the Community at large to embrace the ideals of NHW and support it.
I look forward to an even more challenging year ahead, and seek your active and positive participation in tackling them.

Andrew Brideson
State President
Neighbourhood Watch Vic.Inc.
ABOUT NEIGHBOURHOOD WATCH VICTORIA (Inc)

Neighbourhood Watch Victoria (Inc) (NHW) is a not-for-profit community based organisation which aims to improve the quality of life for all Victorians by minimising preventable crime, and promoting closer community ties.

The program has operated in Victoria since 1983 with 22,000 volunteers coordinating in excess of 1000 designated Neighbourhood Watch areas. This includes 2.9 million Victorians which is roughly 55% of our state population.

NHW VICTORIA’S GREATEST STRENGTHS ARE ITS:

- volunteer base
- independence
- brand recognition
- established reputation
- strong community links and networks
- capacity to build partnerships with government and organisations involved in community safety.

THE MAIN STRATEGIC GOALS FOR NHW OVER THE NEXT FIVE YEARS ARE TO:

- improve the image and reputation of NHW more broadly in the community
- develop and deliver community safety education programs
- increase participation in NHW across Victoria
- engage with young people to become involved with the program
- engage and enthuse our membership with targeted development programs
- complement, partner and support other organisations with similar mandates
- expand and improve crime prevention and community safety initiatives

These challenges will be met in accordance with our vision and values and mission and mandate.
VISION & VALUES

OUR VISION IS:
To help build safe and secure communities.

WE VALUE:
- volunteerism
- leadership and innovation
- ethical standards and integrity
- entrepreneurship

AS AN ORGANISATION WE ALSO VALUE:
- teamwork and learning
- community benefit outcomes
- partnerships and collaboration
- accountability
- transparency

These values underpin our processes and decision making, as well as our community projects.
MISSION & MANDATE

OUR MISSION IS:

Encourage people to participate with and support Victoria Police in the prevention of crime to ensure safe and secure communities.

THE MANADATE OF NEIGHBOURHOOD WATCH VICTORIA (Inc) IS OUTLINED IN OUR CONSTITUTION. OUR OBJECTIVES ARE:

- To foster and enhance the partnership between police and the community and thereby improve the safety, security and quality of life for all Victorians.

- To provide and manage strategic leadership for the Victorian Neighbourhood Watch Program (Board of Management).

- To formulate strategies and policies in order to achieve the following objectives:
  a) To minimise the incidence of preventable crime.
  b) To deter criminal activity by increasing the probability of apprehension.
  c) To reduce the fear of crime.
  d) To increase the reporting of crime and suspicious behaviour.
  e) To improve personal and household security through education programs.
  f) To expand the Program’s involvement in wider community safety and crime prevention initiatives.
PROGRAM

Our focus over the period of this Strategic Plan will be: Bridging Gaps, Educating, Supporting, Awareness, Fostering Partnerships, Empowering Communities (BE SAFE) with the following goals:

B  Bridging Gaps

Encourage cross cultural and age demographic participation in the NHW program

E  Educating

Offer professional development and training to enhance knowledge, skills and reputation of those working in the Neighbourhood Watch framework

S  Supporting

Supporting NHW areas through providing information and resources

A  Awareness

Develop communication strategies to raise community awareness of crime prevention and creating safer communities

F  Fostering Partnerships

Develop partnerships to sustain the viability of the program in Victoria

E  Empowering Communities

Building safer communities through community empowerment

All BE SAFE program areas will be integrated and mutually supportive.
4.1 Bridging Gaps

Our existing volunteer base will be expanded to include a broader cultural and age demographic which should allow us to:

- Build the capacity of our volunteer base
- Engage younger people to participate in NHW
- Establish a greater skills base within the program
- Encourage exchange of ideas between the younger and older demographic
- Develop strategies incorporating young people’s attitudes on community safety
- Design strategies encouraging volunteerism

4.2 Educating

Our existing state forums and area development meetings are well attended and highly regarded within the program framework. Evaluation of our program structure should allow us to:

- Develop programs to assist NHW leaders and managers
- Expand leadership development throughout the NHW network
- Raise professionalism and confidence within the program framework
- Establish a knowledge bank supportive of the program ethos

4.3 Supporting

The program produces significant promotional materials including monthly bulletins and Sentinel Magazine. The range of resources will be expanded by:

- Development of themed resources to address local crime and safety issues
- Expanding the NHW web site to include resource acquisition capability online
- Development of a centre of excellence regarding crime prevention and community safety support materials

These projects may require additional funding.
4.4 Awareness

Community awareness surrounding crime prevention and safety is paramount to creating safer communities. Awareness will be raised by:

- Promoting NHW
- Revision of current information distribution platforms
- Raising awareness and use of the NHW web site
- Publications targeting benefits of NHW and community engagement
- Community education on issues involving crime prevention and safety

Additional funding will be required for these projects to be achieved

4.5 Fostering Partnerships

Neighbourhood Watch is reliant on partnerships to fund projects and program initiatives. Bipartisan relationships are essential for:

- Developing and delivery of the program to the Victorian Community
- Strengthening current crime prevention and safety strategies now and into the future
- Allowing partner engagement with NHW and the community in developing and sustaining a safer Victoria

4.6 Empowering Communities

Empowered communities are capable of taking ownership and influencing strategies that create safe environments. This will be achieved through:

- Engaging communities to be involved with NHW
- Educating communities through developmental forums and media
- Allowing NHW communities to develop local strategies to address local issues within the context of the NHW program
- Maximising retention of existing volunteers
- Establishing new NHW areas
- Recognising achievement within NHW communities
BUILDING ORGANISATIONAL CAPACITY

Neighbourhood Watch Victoria (Inc) has an established infrastructure supported by Victoria Police. To implement this Strategic Plan we will:

- Improve our information communication to increase productivity and provide a more effective service
- Adopt a community benefit approach in all our projects
- Expand inclusiveness throughout the community
- Rejuvenate our communication strategies
- Review and reduce costs where possible
- Maximise return on financial investments
- Broaden the skills and diversity of our volunteers to match our strategic needs
- As an organisation, aim to become a centre of excellence in areas of crime prevention and community safety.
CONCLUSION

This Strategic Plan outlines the direction to be taken by Neighbourhood Watch Victoria (Inc) over the next five years. The community needs a program offering voluntary participation capable of delivering strategies which support the direction of Victoria Police and the Victorian Government creating a Safer Victoria. It is important that Neighbourhood Watch Victoria (Inc) remain vibrant, viable and community focussed now and into the future creating safer communities for all Victorians.
Discussion Paper

RE-ALIGNMENT OF POLICE REGIONAL BOUNDARIES

Opportunities and Challenges for a New PSA-based Model of Neighbourhood Watch

Prepared by NHW Board of Management, August, 2009

1. Introduction

Neighbourhood Watch has been an important part of the Victorian community for over 25 years since its inception in Frankston in the early 1980s.

The Neighbourhood Watch logo introduced in Victoria is the world’s most recognisable symbol representing a crime prevention partnership between police and the community.

Whether it be the ubiquitous NHW logos you see as you drive around the suburbs or rural areas, or the countless other activities NHW volunteers become involved in, the fact is NHW is an enormously valuable State asset.

Regrettably, it is now perceived by many and readily accepted that NHW is in crisis and that change is needed.

The movement is generally seen as dormant and in need of a change in paradigm (although many areas are still functioning well and some evolution into the fields of community safety and community engagement).
2. **Realignment of Police Regional Boundaries.**

After the Black Saturday bushfires, Victoria Police identified the need to re-align its boundaries to match those of other government departments in order to more effectively deliver services to the community in coordination with these other stakeholders. Accordingly, new regional boundaries for Victoria Police will be introduced on 1 December 2009.

NHW is in many ways in the same situation. Its boundaries generally comprise groups of houses which are called Areas. Representatives of these areas form Divisions. Areas do not match Victoria Police boundaries and soon Divisions will no longer match Victoria Police existing division. There is a need to change. There is a need to determine a way that NHW can organise itself so that the things it does matches the way that policing services are delivered in Victoria.

NHW now requires strong leadership as it faces the challenge of forced change to make its current operations coordinated with those of Victoria Police. More importantly it faces the challenge of identifying a way of moving from its perceived dormant state to a situation where it is able and placed to work with and alongside Victoria Police to make Victoria a safer place for the whole community.

This discussion paper provides a proposed solution to this great challenge that NHW now faces.

3. **The Need for Change**

It is accepted at all levels that NHW needs to change.

There is frustration amongst the army of volunteers right up to the Board of Management. Our Police Coordinators work hard to help NHW in its activities, but there is a significant disconnect between the NHW movement and mainstream policing. At times there is tension when police attend meetings of NHW Areas (over 1,000) to discuss crime that is occurring, but show little understanding for the wider role of NHW and see little relevance in just providing crime statistics.

There is a strong perception that NHW is supported by Victoria Police, rather than it operating to support policing, its reason for existence.
The need for change is an accepted fact. The Premier, the Police Minister, executive members of Victoria Police, our business associates and key commentators all see the value in NHW but recognise that it cannot be allowed to lapse into a dormant state and must be changed if it is to survive.

Most importantly, those that represent the movement itself, our NHW Delegates, also accept that the movement cannot and should not go on as it has been in many Areas for some time.

4. A Possible Solution

The new divisional and regional boundaries to be implemented by Victoria Police create both an opportunity and a challenge for NHW. The opportunity is to re-align NHW to fall in line with Victoria Police, the movement’s primary partner. The challenge is to achieve change in a movement that has changed little in 25 years. Importantly, there is also a challenge within the movement itself, because traditionally it has always found ways to resist change.

Victoria Police has a primary model of service delivery that is based on Police Service Areas. An Inspector is in charge of each of these areas, and each of these has the responsibility to produce plans that will complement the Victoria Police Business Plan. Each PSA has a Tasking and Coordination structure also, where decisions are made about areas of focus and how the resources in the PSA will be organised to meet the needs of the local community. At virtual all levels, the PSA is the way policing is organised in Victoria. Within each PSA there is also a logical coordination with other stakeholders, such and in particular local government.

The solution that is proposed by the Board of Management to the crisis NHW finds itself in is to organise NHW into a PSA-based crime prevention initiative that works with and alongside Victoria Police to provide crime prevention projects and programs to help Victoria Police achieve its objective of the creating a safer community.
5. What is Proposed?

In many ways the proposal actually represents only a slight change. At present, at local level, NHW organises itself into Divisions. The proposal is to divide these Divisions into PSA-based NHW Committees. The change however goes beyond merely dividing up committees into more committees. The change also creates a challenge for these committees to develop crime prevention, community safety and community engagement initiatives that complement and support what local police are doing.

This will mean a change in the work of the NHW Coordinators also. Their role will shift from supporting the vast number of individual areas in the State to one of supporting, influencing, guiding and mentoring the NHW PSA Committees in their activities in developing and implementing crime prevention and other initiatives.

6. The Opportunity

Since NHW was launched in the early 1980s crime trends have changed dramatically.

At that time burglary was very prevalent and there was a genuine fear in the community about being a burglary victim. Communities at that time were also very different. Households consisted of more people and the age profile of the community was also very much younger.

Today, the community has become older, more diverse and households frequently comprise individuals living alone. Many homes are now unoccupied during the day. Communities now exist on-line and with advances in technology people are able to socialise with one another without leaving their home or even putting down their mobile phone.

The things that most concern members of the community have also changed. Burglary is now way down the list and communities now fear things like hoon driving, violence or becoming a victim of fraud.

The community own NHW and it must represent the needs of the community. The community no longer needs NHW to be organised solely to prevent property crime. The idea of looking after neighbours and neighbours’ homes is still sound and important, but for many people this is not as relevant as other needs they have, and most significantly, focusing primarily on delivering this kind of service limits the scope of the NHW movement.

This time of change has given us a significant opportunity to re-launch NHW. It is now time to implement NHW throughout the State, and give Victoria 100% coverage of NHW.
This can be achieved by creating in every PSA a NHW committee who will accept responsibility for working with and alongside local police to deliver NHW crime prevention services throughout the PSA.

In fact throughout Victoria this is already what is happening. In areas like Mildura and in some metropolitan areas, this is the way that NHW operates now. The proposed change is therefore in many ways only a formalising of what is naturally occurring now. The change, however, does need to be formalised, and a re-launch creates enormous potential benefits and opportunities.

Most importantly, changing to a PSA-based model will provide NHW with the framework around which it can rejuvenate and revitalise this valuable and important State owned asset.

7. What Will the Change Mean?

With the support of local police, and with the approval and guidance of the Victoria Police hierarchy working together with the NHW Board of Management, Police NHW Coordinators and NHW Delegates, this change will mean establishing a NHW Committee in each PSA.

This committee will comprise all people who wish to come together to work with and alongside police in creating a safer community. Clearly some of the people involved will be from existing NHW areas, but this change creates the opportunity for all people, whether they live in a traditional NHW area or not, to be involved. Each committee will be supported by local police and most importantly by the local NHW Police Coordinator.

Each committee will have the task of identifying what local community needs there are and how best NHW can work independently and with police to address these issues.

Some suggestions include continuing existing projects such as property marking, crime prevention advice and support and Operation Safe Plate. Scope exists to also move to PSA-based newsletters potentially including messages from the local PSA Manager and other police, better use of the local media, more intelligent signage in key locations, more crime prevention and property audits, community surveying to identify community concerns and needs, support of the elderly through door knocking and Senior Citizens Registers, adopt a highway or adopt anything programs, crime prevention initiatives aimed at specific issues such as building site crime, bus stop vandalism or graffiti, and targeted projects aimed at responding to and preventing local crime issues, to name just a few.
8. **Benefits**

The proposed change has a number of potential benefits and opportunities, including:
- Potential for all to be involved.
- Scope to revitalise and rejuvenate NHW.
- Marketing and public relations options.
- Capacity to work more closely with and alongside local police on a wider range of projects.
- Closer links with local government.
- Moving away from “closing” Areas to keeping the movement alive throughout the PSA.
- Public perceptions that NHW has moved into the 21st century.
- More scope to work with different community groups.
- Increasing profile of NHW.

9. **Risks – And What to Do About It**

A key risk is that there will be some who will want to maintain NHW in the way that they have managed it for more than two decades. Some of these will be members of the community and others will be our own police members.

The change that is proposed however is inclusive of the existing NHW movement and structure. The change intends to build on the strength of NHW. It will put in place a PSA-based identity for NHW that will incorporate all of the NHW Areas and draw from them for volunteer support.

To address this key risk of resistance to change firm and decisive leadership is needed as well as clarity of purpose to create a new structure of NHW that enables it to be re-launched as a PSA-based crime prevention initiative.
10. **Conclusion**

Victoria Police has over a long time made a significant contribution to NHW, but it does not own this movement – it is a partnership with the community.

Nevertheless, with 23 full time Police NHW Coordinators, and many other staff working up to full time, the police real and in-kind contribution is significant, and represents a great deal of faith, belief in and commitment to NHW.

With its history of support for NHW it is incumbent on Victoria Police to provide continued leadership to the movement to ensure that it develops and prospers.

The introduction of new regional and divisional boundaries provides an opportune time to relaunch a new improved NHW that is based on a PSA model that focuses on NHW’s crime prevention and community safety and engagement credentials and moves away from it only operating at the level of groups of houses.

As a PSA based crime prevention initiative, NHW would be able to relate to the way that policing services are organised and delivered in Victoria. Most importantly, a PSA-based NHW would be able to utilise the services of those volunteers that are motivated to do work outside their Area, supporting police outside in the broader community.

Change is needed and change is wanted at all levels of the NHW movement. There is a sense of almost relief at the prospect of breaking away from the restrictive and narrow Area based NHW program that currently exists and giving NHW a PSA-based focus and identity.

The change is seen to be a step up and a step forward, fitting in not only with Victoria Police, but also with community needs and expectations.

NHW is an important and extremely valuable State asset but it is comparatively dormant, especially compared with its potential.

It is incumbent on those who are in leadership positions to do something to ensure that NHW does not wither and die.

All people who are committed to the ideals of NHW, who want to work with and alongside police to create safer communities, should embrace this challenge and work together to relaunch this important crime prevention and community safety initiative.

In doing so they will help Neighbourhood Watch in moving forward to achieve another 25 years of vital service to the community.
Review of Neighbourhood Watch

Final Report with Recommendations for Consideration.

May 2007

Prepared by:

Superintendent Tony de Ridder
Superintendent Rod Johns

May 2007
**Introduction**

Neighbourhood Watch has been operating in Victoria for more than 20 years. In that time it has proven itself to be an effective crime prevention initiative with strong support and commitment from the community. Victoria Police has, and continues to be committed to Neighbourhood Watch (NHW) on an ongoing basis, supporting it as an effective crime prevention initiative.

In late 2006, in line with the new Service Delivery Principles (Appendix E), Chief Commissioner Nixon requested a review of NHW to ensure that the resources committed to it, and its effectiveness as a crime prevention tool is consistent with the revised service delivery model.

The review was to present recommendations and a strategy on how to reinvigorate NHW for the future.

In consultation with the Chief Commissioner, several Terms of Reference (ToRs) were developed and widely disseminated both within and outside Victoria Police, as part of the consultation process.

This report has been prepared based on the results of this consultation. Superintendents Rod Johns and Tony de Ridder, as the representative Superintendents on the NHW Board of Management (“the Board”) have prepared this report, with considerable input from the other members of the NHW Board of Management and members of the Crime Prevention and Neighbourhood Watch Unit (CPNHWU).

**Background**

NHW was established in Victoria in 1983. It was first introduced in Frankston as part of a then experimental police initiative exploring police/community involvements. It was subsequently adopted by Victoria Police for widespread implementation, based on the successful NHW programs then running in other parts of the world.

In the first few years following its introduction, NHW spread rapidly throughout many parts of Victoria. It grew relatively quickly over the first decade, in terms of the number and spread of NHW areas. It was introduced into rural and metro locations, in all kinds of suburbs, ranging from traditional housing commission to inner suburban wealthier areas.

As NHW grew, so too did the commitment by Victoria Police in support of the program.

After the first decade, growth slowed somewhat and while new areas were constantly being launched, older, more established areas were “closing down” as commitment by the local committees and volunteers waned.
Over the ten years to 1999, NHW remained relatively constant in terms of number of active areas and volunteers involved, although with the launch of new areas, the actual number of homes within NHW areas, both active and inactive, continued to grow.

With the introduction of Local Priority Policing (LPP) within Victoria Police, the current arrangements for NHW were established. A total of 23 NHW Coordinators were then in place, and these positions continued under the new District based model.

In addition a number of central Crime Prevention Neighbourhood Watch Units (CPNHWU) personnel, under the leadership of an inspector were put in place. While numbers have fluctuated since 1999, generally there have been up to four or five staff committed to NHW, along with a variety of other tasks, in the central area comprising the CPNHWU.

In addition to the commitment of full time staff, the Chief Commissioner assigned two superintendents to represent her on the NHW Board of Management, a role that encompasses attending regular meetings, as well as official functions throughout the year.

Over recent years NHW has continued to grow steadily, recently reaching the figure of one million homes “under cover”. Growth has also occurred in the type of NHW programs being launched.

A variety of new models of the program have been introduced, such as Campus Watch and programs designed for high rise apartment buildings. NHW has also been characterised in recent years through strong involvement in a range of related crime prevention initiatives, such as property identification, Scam Watch, and vehicle theft prevention through ‘one way screws’ campaigns. One such campaign in the western suburbs recently ran for nearly a month with more than 10,000 vehicle number plates being secured with one way screws. There are practically an infinite variety of local and statewide crime prevention initiatives that involve NHW.

The NHW movement in Victoria is part of a nationwide and global crime prevention initiative. NHW is particularly strong, although quite different, in the UK and in the USA. The NHW movement in Victoria is strongly committed to, and shows a leadership role in, strengthening NHW throughout Australasia.

Throughout this time, the broad objectives and the fundamental paradigm of NHW in Victoria have remained essentially the same. NHW consists of NHW areas being established, with distinctive signage, maintained by a regular newsletter compiled by and delivered by volunteers, with support of the local Victoria Police coordinator, and distributed to all homes in the area.

It operates on the premise that within a declared NHW area, citizens support each other in crime prevention by reporting suspicious behaviour, people and vehicles, looking out for their neighbours’ properties and being active in seeking to prevent crimes from occurring. NHW works by assuming that a criminal is less inclined to commit crime within a NHW area because of an increased likelihood that they may be seen and subsequently apprehended.
Recently Victoria Police reconsidered the philosophies under which it operates as part of LPP. In 2006 this resulted in the production of a significant document pointing the way forward for Victoria Police under a revised service delivery model.

As part of the model, new Service Delivery Principles (SDPs) were launched. These principles build on the strength of LPP, but provide the framework for local areas to customise policing services to suit local needs.

The significant resources committed to NHW, and its importance as a crime prevention initiative, made it important for a review to be conducted in line with the new SDPs.

This review is based on the need to reconsider the approach being taken by Victoria Police to support NHW.

It is hoped that as a result of implementing the recommendations contained in this review, the relationship between NHW and Victoria Police will be further strengthened.

It is also hoped that with ongoing support from Victoria Police, NHW will also continue to grow, and continue to be an important partner in achieving policing objectives in lines with the new SDPs.

**Terms of Reference**

The Terms of Reference for the Review were drafted in consultation with Chief Commissioner Nixon and circulated to all NHW Coordinators, members of the community involved in NHW, the CPNHWU, The Police Association, members of Victoria Police Corporate Committee, members of the NHW Board of Management and other stakeholders. Information was returned and collated for inclusion in this review. The full Terms of Reference are attached at Appendix B.

Prior to circulating the Terms of Reference, they were aggregated at a Board of Management meeting, to enable comments to be made more easily in categories. The document circulated is found at Appendix A.

The following six broad categories were established:

1. Neighbourhood Watch, the Service Delivery Principles and the Victoria Police Strategic Plan The Way Ahead
2. Strengths, Weaknesses, Risks and Trends
3. Strengthening Relationships
4. Memorandum of Understanding and Sponsorship Accountability
5. Other Emergency Services
6. Strategies, Plans and Future Directions
These six areas will form the basis of the presentation of the results of this review.

It should be noted that it is not the intention of this review to present a summary of each point raised in the various submissions made. Nor is it the intention to conduct formal research into the effectiveness of NHW.

The purpose, as indicated in the Terms of Reference, is to develop strategies to better position NHW into the future.
Within the broad categories listed above, a wide variety of opinions were proffered. Where there was a consistency of view, or a compelling argument, this was retained for the purposes of this review.

1. Neighbourhood Watch, the Service Delivery Principles and the Victoria Police Strategic Plan The Way Ahead

NHW has always had a strong focus on crime. Its objectives have always centred around the prevention of crime, in particular burglary, and this has been a cornerstone of its activities in the community for more than two decades.

There is therefore a clear relationship between the objectives of NHW (see Appendix D) and those of The Way Ahead related to crime reduction.

Where there is some concern is the extent to which NHW contributes to the other key elements of The Way Ahead, namely reduction of road trauma, increase in customer satisfaction and reduction in the fear of crime.
While there is concern, this has not prevented NHW from engaging in a variety of activities across a broad spectrum of issues, particularly in recent years.
These activities range from being involved in national crime prevention initiatives, such as the recently launched Operation ScamWatch, where NHW worked with the office of the Federal Attorney General, through to providing safe driving tips to elderly drivers via newsletters.
Virtually any relevant policing activity, directly or indirectly, is a part of the NHW purview and at the ground level there are a seemingly infinite variety of activities being undertaken in line with NHW objectives.

However, there is a view that the objectives of NHW are out of date and restrictive.

This is a perception that exists both within NHW and within policing. In addition, there are some within NHW who apply a restrictive and inflexible model to NHW.
For example, they adhere strictly to “rules” about things such as “number of houses” in areas, and operate in line with the interpretation of the NHW Constitution.
Appendix D lists the objectives of NHW, which are found on the first page of the constitution of NHW. They appear as part of a statement of purposes of NHW and are couched in a number of proactive terms, such as:

- foster and enhance partnership between police and community
- improve safety, security and quality of life
- provide strategic leadership
- formulate strategies and policies minimise preventable crime,
- deter criminal activity by increasing the probability of apprehension,
- reduce the fear of crime,
- increase reporting of crime and suspicious activity,
- improve personal and household security through education,
- expand involvement in wider community safety and crime-prevention initiatives

While the objectives of NHW do provide flexible and innovative approaches to working in partnership with police, the way that the objectives are sometimes applied and the different interpretations of the NHW constitution can stifle creativity.

It is recommended that the objectives should be revised to clearly reflect the role of NHW as working in partnership with police in improving safety, security and quality of life through the prevention of crime.

With the launch of the new Service Delivery Principles (SDP's) there is an opportunity to relaunch NHW so that it is no longer seen to be only narrowly applied to the specific objectives around burglary.

As an organisation that primarily supports police in their activities it is felt that having the objectives of NHW reflect the objectives of Victoria Police increases the scope of its potential activities, and enables better coordination and evolution over time.

Most importantly it enables NHW to support police more closely in terms of local needs, rather than providing what is seen to be a specific and single dimensional approach across the state.

For example, in some areas the focus may be on NHW supporting police by reducing car theft, while in others it may be hoon driving or other antisocial behaviour.

It is noteworthy that at the time of NHW was introduced there was a significantly different crime profile in Victoria. Burglary was a statistically much more prevalent offence than it is currently and many members of the community were motivated to support police in seeking to prevent burglary and theft in their local areas.

At that time, many police activities were also different to those of today. There was less emphasis placed on the importance of partnership with the community and other stakeholders, and there was more focus on crime, without reference directly to community safety, customer satisfaction and the fear of crime.
The objectives of NHW today still reflect the dynamics of policing and community involvement in crime prevention as evident at that time. However, NHW has evolved through its involvement in a wide variety of activities, including many that are strictly not about crime prevention.

Policing has also improved dramatically since the introduction of NHW. In some ways the area of burglary and theft investigation has seen one of the greatest improvements in policing, through the advent of the Crime Desks.

While there have been significant changes to policing since the time that NHW was introduced, there are still many areas, some of them considerably under utilised, where NHW could work in close partnership with Victoria Police.

In doing so, this would enable NHW to have greater linkages to The Way Ahead and the new Service Delivery Principles. It would also create opportunities for new kinds of activities for NHW to be involved in, while still using the fundamental framework, thereby expanding its activities through its volunteer base.

For example, it might be that the focus of NHW could shift to hoon driving or other community safety issues such as prevention of wilful and criminal damage or graffiti.

This review determined that The Way Ahead and the new SDPs (Appendix E) are appropriate and relevant to the NHW movement.

The impact of the new SDPs is seen as a positive and creating opportunity. The traditional interpretation and application of the objectives of NHW can result in activities that are focused solely on burglary prevention.

At the community, police and NHW level this is no longer seen to be a major imperative, and with the advent of a more rigorous approach to burglary investigation, may not be the most effective use of the valuable partnership NHW creates.

Accordingly, it is recommended that NHW change its objectives to better align with both The Way Ahead and the new SDPs.

This will allow the NHW area to adopt strategies and initiatives that better serve to support police in their local areas based on the needs of that local area.

If NHW “adopts” the SDPs, there will be greater opportunity for a reinvigoration of the program by way of new activities and strategies, more relevant to the broader philosophies and activities of policing today.
2. Strengths, Weaknesses, Risks and Trends

The relationship between Victoria Police and NHW has generally remained positive throughout the history of NHW.

People involved in NHW however report that with the exception of the generally close contact they have with NHW Coordinators, there is often limited liaison between local NHW areas and local police.

Contact with NHW Coordinators also varies considerably, with some being very “hands on” and active in working with volunteers and the elected NHW delegates, and other adopting a more “hands off” approach, allowing them to be involved in other activities.

The degree of influence, and the extent to which this blurs into “control” of NHW by police, is an issue of discussion in the movement.

NHW is a community based crime prevention movement - it is not owned by Victoria Police.

This is not always appreciated and the dynamics of the relationship may be worth clarifying. Nevertheless, NHW overall works as a partnership between the NHW Coordinator (Victoria Police) and at least one locally based volunteer. Together these people “operate” NHW in each police division, dealing with all the problems, launching new areas, attempting to support areas that are struggling and representing the division in all statewide activities.

The extent of the broader relationship between local NHW people and police is usually influenced by how well the NHW Coordinator is able to keep management and operational staff informed about the movement and their ability to enlist assistance.

Critical to this is the commitment of the local superintendents and inspectors. When the NHW Coordinator is well connected and supported by the local officers, a wide range of contact between local NHW people and police occurs.

In areas where local officers are less committed and the NHW Coordinator seen to be less relevant, contact between the movement and police wanes.

Academic Research

Recent reviews have pointed to a lack of academic research into NHW.

With the paucity of empirical evidence to support NHW, its effectiveness remains a point of conjecture.

For those that are passionately involved in NHW, its effectiveness is beyond question.

In the general community too it seems that even those not involved in NHW have a great awareness of the NHW logo, an understanding of what it stands for, and a positive view about its effectiveness.

At present, within the general policing environment there is still ongoing and widespread support for NHW. For those with a responsibility for determining where scarce policing resources should be allocated, however, such a view is not always shared.
It should be noted that this review is not intended to be considered “academic research”. This review only provides commentary on the Terms of Reference agreed to by the Chief Commissioner and does not aim to provide argument in support of or against the effectiveness of NHW from an academic perspective. The assumptions referred to above should be considered in this regard, along with the public commitment expressed by the Chief Commissioner to NHW. Nevertheless, there is some benefit to be gained by looking at certain specific reviews, particularly in terms of revamping the objectives of NHW.

In a meta-analysis of NHW conducted by Bennett, Holloway and Farrington (2004), the reviewers identified that the results of all studies into the effectiveness of NHW were mixed, with approximately half finding that there was a benefit and half finding there was not. Of the half that did find a benefit, this mostly related to a modest decrease in residential burglary. Interestingly, this study identified that there had been limited research done into NHW since the mid 1990s, and that a significant amount of the research conducted up to that time was methodologically flawed.

In conclusion, the reviewers stated:

“...Neighbourhood watch has often been described as one of the most widespread methods of reducing crime. It is supported by UK and US governments and is popular among the public and the police. The current review provides some support for this level of involvement. However, little is known about the factors that influence whether or not it is effective....”

Fleming (2005) reviewed a number of studies assessing the effectiveness of NHW in crime prevention and reduction. Her conclusions were that:

“...despite the benefits and potential advances heralded by the promoters of NW, the available evidence does not wholly substantiate the benefits assumed from NW activities....”

Her argument is that the effectiveness of NHW should not be measured in terms of crimes, and that to do so is futile given the obvious difficulty in firstly, creating a numerical value for crimes prevented, and secondly, being able to attribute crime prevention to any one particular activity such as NHW. Rather, she suggests, the effectiveness of NHW should be assessed on the basis of community re-assurance and the capacity to establish connections between police and the community.

From the academic literature therefore a fundamental question arises. Should NHW be evaluated at all on the basis of crime reduction and prevention?

On the basis of the above studies, this would seem to be a flawed approach, particularly when considering the difficulty of actually measuring these kinds of events or attributing variance in certain crime statistics solely to NHW.
Against objectives such as reducing the fear of crime, in line with The Way Ahead, there is little doubt that increased involvement between police and the community through the NHW movement is a worthwhile activity.

The key findings of the academic research outlined above reaffirm that a reconsideration of the objectives of NHW needs to occur to ensure that they are better aligned with the kinds of outcomes that result from effective partnerships, namely better rapport between police and the community, increased feelings of safety and so on.

This would then link NHW to a set of objectives that would more closely match these kinds of outcomes, reflecting the changing nature of policing services and community expectations that have occurred since the 1980s.

**Strengths**

NHW is consistent with the commitment to and focus of Victoria Police to community policing and this relevance is one of its great strengths.

There is a very strong community awareness of the NHW logo, and its meaning, and an acceptance of its involvement in other crime prevention areas.

It is widely accepted by those involved in NHW that the movement contributes to community security, safety and well-being.

Long time champion of NHW Mr Bill Horman observed during the review process that while there are clearly things that need to be fixed within NHW, even if nothing was done, NHW would likely continue for many decades to come, simply through the goodwill of those involved.

The reason for this is that the fundamental premise of NHW is a worthy one. NHW involves good people doing worthwhile things, consistent with the Victoria Police and the Chief Commissioner’s objectives, and this occurs in an environment where there are predominantly good working relationships between the police Coordinators and the delegates/volunteers as well as a number of other police.

In addition, NHW supports the concept of community policing, as well as encourages members of the community to accept some responsibility for their own safety and wellbeing.

It is a well established program, with outstanding community awareness of the NHW logo and its meaning.

It has a high level of community respect and support, and provides an opportunity for community involvement in doing something for the good of the local community.

It creates an avenue for retirees and other civic minded individuals to do something worthwhile involving policing.

It provides a simple system, through the NHW logo/street signage paradigm, that has a proven crime prevention effect.
Through this, it creates a community sense of security, safety and well-being, while at the same time through the traditional newsletter, provides relevant information on a varied range of topics and issues.
In recent times there has been a spread of NHW into new areas, including shopping centres, campuses and amongst particular nationalities in certain areas.

Weaknesses and Risks

Despite the goodwill in the community towards NHW, many respondents indicated that the NHW movement is in something of a crisis.
To some this is a crisis of relevance, as well as a perception that Victoria Police is moving away from its long commitment to NHW.
Coupled with this there were concerns expressed about a lack of accountability at all levels within both NHW and Victoria Police in terms of NHW.
There is a perception that NHW is about older members of the community and is not proactive in seeking to attract younger members.
As with any group some are resistant to change, and this applies to volunteers and Coordinators.
Many also see the NHW Coordinators as mostly long term in the role and lacking in fresh ideas and commitment.

Other members see the NHW movement as irrelevant and the NHW Coordinators as even more so.
They perceive the movement as stuck in the past and disconnected to the mainstream of policing.
In addition there are strong perceptions about a lack of commitment, coordination and consistent policy direction from Victoria Police and the NHW Board in relation to NHW.

- Lack of focus

Central to this has been the view held by some police that the NHW Coordinators have lost focus in their roles and have become more and more isolated and disconnected to the mainstream of policing.
It is the finding of this review that in order to be effective, NHW Coordinators need to act as intermediaries in improving the relationship between NHW and Victoria Police.
By acting in this way they would ensure that the various areas that make up the mainstream of policing are connected to NHW and are utilising the movement in various and more effective ways.
Existing Tasking and Coordination meetings, and other arrangements in line with the Victoria Police Information Model, are considered to be ideal vehicles to ensure that NHW is both on the agenda and given a voice.
At present this is not the case. Criminal Investigation Units, Traffic Management Units and uniform areas see limited relevance in NHW, and generally the only people within Victoria Police who are truly well connected and demonstrate an ongoing commitment to NHW are the Coordinators themselves.

Generally, NHW operates in isolation and Coordinators do not usually participate in Tasking and Coordination meetings. This situation seems to have evolved over a long period of time, but needs to be reversed, and can be with a change of direction for the movement and a reshaping of the role of the NHW Coordinators.

This would require a radical change in the kinds of activities NHW Coordinators are involved in, shifting from personal involvement in initiatives to their looking for and developing initiatives that better link NHW to the mainstream of policing.

As stated previously, this review considers that this can only be achieved with a radical change to the objectives of NHW, as well as a significant shift in the activities of NHW Coordinators.

The role of the CPNHWU and the Board also needs to be broadened in line with this change.

If such a change was to be achieved it would be a better reflection of both The Way Ahead and the new SDPs.

While across the board, the advocated changes may seem to be radical, in some areas change has already occurred, indicating some optimism that this can be achieved across whole state.

In Region 4 (North East) for example, the Crime Prevention Officers (CPO) and NHW Coordinator roles have been merged into a single role that better suits the local area needs.

This review fully supports consideration of this being replicated state-wide.

Some advantages of merging NHW Coordinators and CPOs include:

- Effectively doubling the number of NHW Coordinators
- Up skilling and multiskilling members leading to a more effective program on the ground, linked to local area initiatives and local police
- Enabling better geographic coverage
- More effective linkages to a focus on a broad range of activities
- Increases the amount of movement that can occur in and out of these roles.

The most significant impact of such a change is that position descriptions for roles will need to be changed, some positions spilled, and the ranks currently involved in NHW reconsidered.
There will be the need for additional training to be provided also.

New position descriptions will need to be created reflecting the need to reinvigorate NHW as part of an overall review of both the NHW and the Crime Prevention Officer (CPO) role.

Some possible attributes that might be included in this are listed at Appendix E.

The SDPs refer to “client focused service”, “networks” and “collaboration”. They point to a more flexible, community based approach to delivering police services.

NHW is an existing collaborative network and consists of large numbers of people who are not only willing to assist Victoria Police, but expect to be supported and engaged. It is incumbent on Victoria Police to ensure that the best possible people are attracted to these roles and use them as an opportunity for personal development.

As stated, position descriptions of NHW area coordinators require review to more closely reflect the recommended changes in duties.

This is an opportunity to include updated qualifications and change the position descriptions to reflect these changes.

This review found that the current position descriptions are extremely limited in terms of the unit objective and needs to be much more inclusive of the current aims of Victoria Police.

The position duties, for example, include the need for the members to coordinate training, yet there is no qualification requirement to support this and it is clear that this is simply not an activity in which NHW Coordinators are involved.

Another factor is that the position description of the sergeants involved in NHW is essentially identical to that of the senior constables, with no real difference in roles performed.

This is a significant under utilisation of this rank.

➢ **Board of Management**

The NHW Board of Management (“the Board”) comprises mostly volunteers, along with police representatives in the form of two superintendents, an inspector and a senior sergeant.

Owing to the constantly arising problems at ground level, there is a lack of focus at the Board on activities at a higher level.

The Board operates mostly in a reactive manner to many of the issues. There is perceived to be a strained relationship between the CPNHWU, NHW Coordinators, some volunteers and the Board.

This is, in the opinion of the reviewers, more about the inappropriateness of the current arrangements within the NHW movement rather than the intention of the well meaning people involved.
While some believe that this is almost entirely due to a lack of accountability of the Board, it is the opinion of this review that it is based on lack of role clarity and forward thinking in line with the current philosophies underpinning policing in Victoria under the SDPs. The result is that the Board fails to take NHW forward in a strategic way, doesn’t gain sufficient advantage from the NHW brand, or fails to create a blue print for the future and guide NHW in that direction.

NHW Coordinators and volunteers criticise the Board for poor communication, lack of involvement in activities, and lack of funding.

In contrast, far from there being a lack of involvement in activities, this review believes there is too much involvement in the day to day activities of NHW and that this detracts from the Board’s ability to achieve its strategic obligations. The Board, along with all those involved in NHW, operates in a complex environment that has evolved over more than two decades which prevents it from operating as a Board should.

An objective assessment of NHW would characterise it as involving dysfunctional management arrangements, lack of accountability, poor understanding and clarity of roles and responsibilities, and a lack of strategic direction.

As the group at the head of NHW, the Board are presently unable to develop a corporate structure in relation to its overall management of the program.

The current relationship between NHW and the Board creates a confused environment in which role clarity is uncertain.

At present the Board acts as a focal point for the development of cohesive new initiatives, provides a controller function for funding of programs, serves as a central organisational point, and acts as a conduit, facilitator and mediator.

This review found that the activities of the Board are at times self defeating and lead to criticisms about poor communication and a view that the Board is “faceless” and “lacks involvement in lower levels”.

It also found that many of the activities of the Board should be done by an individual or collectives of NHW Coordinators, or by the CPNHWU and not by the Board at all.

The issue of funding is one area where the Board has become self defeating also.

By controlling funding, as well as being seen as the ultimate arbiter in terms of whole of state sponsorship acquisition, the Board creates a negative dynamic in which NHW Coordinators come to feel that they are on a “drip feed” in terms of funding, and that there is a lack of accountability for the Board in handling monies (refer below to issues relating to sponsorship also).
In turn there is confusion within the Board about its role and function, as well as uncertainty about the role of the CPNHWU. This results in a lot of very good work being done without clarity, coordination or longer term strategies. Ideas arise, are acted on, become the focus of the Board for a time, and are actioned, significantly by members of the Board working directly with NHW Coordinators.

There is a lack of accountability to, understanding of and commitment to strategic positioning of NHW by the Board through a tendency to become too involved in program development and not focus on the longer term strategic direction. Through its own behaviour, the Board creates unrealistic expectations about the capacity of its various members to meets the demands of the broader NHW movement. There are aspects of the Board activities that would seem better suited to CPNHWU or that of Coordinators, and as a consequence there is a limit to the extent that Board is able to fulfil its more strategic obligations.

A recent example provides very good commentary on the problems that exist in the relationships between NHW, the Board, Coordinators and also sponsors. This involves the recent distribution of colouring-in books for a colouring-in competition to be run at shopping centres. This project consumed an inordinate amount of time and energy at the Board, resulted in a large number of emails, meetings, discussions and phone calls to all concerned, when in fact either the CPNHWU, NHW Coordinators or a group of NHW volunteers, could have and should have managed this initiative.

The reason for the Board members being actively involved in this particular initiative stems from a complex situation that arose in relation to the sponsorship provided by The Good Guys. Over recent years The Good Guys have provided extremely valuable sponsorship for NHW. In the first period of this sponsorship, this money was not utilised by the NHW Board to provide sufficient funds to operate the various aspects of the program. The Good Guys provided the money to NHW with the expectation that it would be spent, and the NHW Board determined that an important priority was to ensure that there was sufficient funding for the ongoing operation of the program and accordingly adopted a cautious approach to expenditure.

In the following year when The Good Guys were again approached to provide funds to NHW, they did so, on the basis certain agreed programs which involved their local stores (who ultimately provide the funding for the NHW) would be rolled out over the year and funding would be allocated on this basis. The Good Guys demonstrated considerable good faith in participating in workshops and attending meetings in support of this approach. Apart from the provision of funding for NHW, the in-kind contribution of The Good Guys is considerable, involving two senior marketing staff dedicating at least one day each week to the movement.
The colouring-in book project arose from a workshop that was attended by some coordinators, the Board and the sponsors. At the workshop projects were “agreed upon” by NHW Coordinators, but the lack of a firm accountability framework resulted in uncertainty and stress of the Board about whether the “promises” they made to sponsors will in fact be carried out.

The participation of the Board in this, and other projects, arises out of a desire of the Board to ensure that projects meet agreed milestones and outcomes. For this reason, the Board has virtually “driven” all aspects of this specific project.

For the sponsor, the various projects they have agreed to fund are seen as a reflection of both the complexity of NHW and the need for change to make it operate in a more businesslike manner.

While this example demonstrates that there are problems with the relationships that comprise NHW, this is not due to the personalities or intentions of those involved.

Universally, those involved in NHW are well meaning, decent and extremely committed individuals.

What it does demonstrate is that there are problems with the structure, functions and activities of NHW that result at times in this kind of self-defeating outcome. If it is necessary for the Board to drive projects on the ground as in this example, in order to secure sponsorship money, or at least to demonstrate to sponsors that their money is well spent, this is an indication that there are fundamental problems with the arrangements relating to NHW, that perhaps should be addressed before any further sponsorship is sought.

Other issues

Aside from the issues raised above, during the review other regularly raised concerns include:

- inability to attract younger members to the movement
- ageing of volunteers and NHW Coordinators
- perceived resistance to any change
- perceived lack of commitment, coordination and consistent policy direction from Victoria Police
- inability to measure performance, especially actual “prevention”, and reduction in crime, acting as a disincentive to NHW
- reduced levels of volunteerism
- technology resistance of NHW and no advantage gained from digital communities
- perceptions of lack of relevance of the NHW paradigm (why look out for peoples homes when other crime and safety issues are more important to the community)
- perceptions of irrelevance due to the crime rate which has fallen dramatically over the past decade
- doubts and uncertainties about the future role of NHW
- reporting arrangements ineffective in gaining a full understanding of the nature and extent of NHW activities
- poor marketing at the local and state level about NHW

**Key Risks**

Many involved in NHW see the eventual disintegration of the movement if current trends continue.

Much of this distils to an increasing sense of NHW being irrelevant in the modern setting. In areas where there is an active NHW, a small number of volunteers do all the work, while the overwhelming majority of residents do nothing, other than receiving the newsletter.

Importantly, there is a lack of understanding of what responsibilities there are within NHW for volunteers, residents and police, and it is seen as increasingly less and less relevant to the Victoria Police landscape in its current format, especially in terms of its lack of marketing about its broader activities and objectives.

As indicated above, much of this is seen by the reviewers as opportunity lost rather than a hopeless situation.
➤ **Reporting Arrangements**

Responsibility and accountability of the police coordinators were raised by many as a primary issue that concerns NHW, the Board, the CPNHWU and other police.

Numerous unsuccessful attempts to introduce a new reporting system have been made in the past. It is considered largely unachievable within the current structure and personnel. The lack of accountability, reporting requirements, and the fact that most NHW Coordinators are well accepted and supported in their local areas by their local police and local hierarchy, results in their personal projects and local interests taking precedence, with statewide responsibilities being less of a priority. This creates frustration for the Board and the CPNHWU.

In some areas NHW Coordinators operate with virtual independence and remain largely disconnected to the statewide activities of the movement. Generally, however, NHW Coordinators activities are seen to be a very small part of the totality of policing within a division, and being active and supportive of a respected program like NHW, there is little if any expectation placed on Coordinators by the local hierarchy beyond this.

There are also differences of opinion between local officers who perceive Coordinators as accountable to and involved in the broader movement, while at the statewide level the opposite perception may be seen to be the case.

➤ **Broader Relationship between NHW and Victoria Police**

The lack of clarity in role definition at all levels of NHW creates unrealistic expectations that at times lead to conflict.

NHW members who volunteer their time can sometimes be resentful of police who are “rostered” for the work they do and who will not oblige by working outside their employment arrangements eg additional hours and or weekend functions. For those assigned the task of attending NHW meetings, there is also variation in attitude and enthusiasm. Some members will avoid such meetings at all costs. Most areas assign a proactive minded member to attend and support the local NHW, but all too often no police attend, or there is a very brief visit by the divisional van crew who are keen to resume their patrols.

There is also extreme variation of commitment and capacity of NHW Coordinators throughout the state to gain support from their peers in supporting them in their NHW activities. In terms of attending the statewide conferences and other commitments, such as Professional Development Days, there is inconsistency in commitment levels across the different areas.
Without central accountability the NHW Coordinators pick and choose what they will and will not be involved in. While some of the NHW Coordinators are active, engaged and extremely well supported by their community, there are a significant number of Coordinators who do not attend Professional Development Days and are not obviously engaged in NHW beyond their own area. More importantly, from any central assessment, their activities are not able to be determined.

NHW Coordinators often link directly to the Board requesting attendance at functions, for instance, or to gain support for ideas and projects, bypassing the CPNHWU. This is seen by some as divisive, a doubling up on efforts and lacking in coordination. Projects are also developed in this way and it is reported that they are then “given” to the CPNHWU for implementation throughout NHW, without a proper process of involvement and agreement, and the resulting failure is attributed to the CPNHWU.

By doing so, the Board acts as a de-facto CPNHWU as well as high level coordinators, fulfilling a kind of disconnected coordination role across the state. That this occurs is evidenced by the regular meetings held by the Board outside of normal meeting times to advance projects and “operate” NHW. The commitment that this shows, while commendable, is in fact a stop gap measure for the overall management of NHW, and cannot be sustained other than through the determination of the people involved.

The additional Board meetings also creates a kind of sub group within the NHW Board, resulting in two tiers of involvement, understanding about what is going on and communication.

Perhaps the most important observed weakness about NHW relates to the virtual inability of the NHW Coordinators to strengthen the relationship between local police and NHW. This is despite the logic behind this occurring under LPP since 1999 and now under the new SDPs. While there are many instances of projects with involvement between police and NHW, for mainstream police NHW is of little relevance.

Creating the means whereby NHW becomes increasingly more relevant and connected to the mainstream of police is seen by the reviewers as the primary purpose of the NHW Coordinators.

Resulting conflict is frequently about the secretariat role that such activities create, particularly in the area of “making things happen” in projects for instance. As a consequence much of the experience of NHW for all those involved is about tensions and conflict, further reducing the volunteerism.
3. Strengthening Relationships

This review has found that while there is evidence of conflict between NHW, Victoria Police and the NHW Board, much of this seems to be a reflection of the awkwardness of current arrangements, as has been discussed above.

There is also significant evidence of good will, support and a great deal of excellent work being done, all of which provides a solid foundation to strengthen these relationships. Significant in this is the need for each part of the NHW movement to perform its intended functions and not to encroach into others.

A key opportunity in this is to more clearly define and adhere to agreed roles and focus on running NHW as a business.

The Board should be more focused on the longer term strategic aspects of NHW and look to creating opportunities for NHW, as well as strengthening the relationships with other organisations, stakeholders and the community as a whole.

It is noteworthy that despite representing a movement comprising 1000s of active volunteers and a million homes in Victoria, the Board does not regularly write to the Editors of newspapers nor often appear in other forms of the media expressing opinions in support of Victoria Police.

This is in part due to the fact that the people involved are volunteers, and much of their time is taken up in the ‘hands-on’ work of NHW. Equally, however, it is felt that this simply does not occur due to the undervalued opinion of NHW and the perceptions of its relevance.

To address this problem and guide NHW to a situation where it is seen as relevant, is the task of all concerned. Critical to achieving this is the need to clarify the roles of the various levels, and ensure that those involved actually act in accord with these roles.

The extent to which the NHW Board is distracted from these broader activities is reflected by the fact that at the 2006 planning meeting it was decided that in 2006 the NHW Board should:

- Prepare a Strategic Management Plan
- Increase Volunteer participation
- Conduct a research project as to the current demographic, wants and needs of NHW volunteers
To date, none of these broader strategic roles of the Board have been actioned, despite the fact that in doing so would assist NHW in moving forward in areas which have been identified as necessary to ensure its relevance and continuation.

Some suggestions that have been made to improve the relationships that comprise NHW include:

- Reviewing and developing a strategy for shared-management to eliminate the perception that the NHW program is controlled by the NHW Police Coordinators.
  
  As indicated above, NHW delegates and volunteers should be encouraged and supported to take on as many roles as possible in support of activities in line with the NHW objectives.

- Develop a process to enable local volunteer chairpersons and their committees to take a more active role in the management of their local programs.

- Review and develop a more effective communication strategy.

- Create a firmer strategic direction for NHW and require the BoM to implement this strategy.

- Appoint a CEO to run NHW. This suggestion has been made by a number of persons, including The Good Guys.

The National NHW Movement

Other suggestions include strengthening the movement at both the local level and at the state, federal, and even international level.

As law enforcement agencies in Australia have identified a need for a national approach to crime investigation so too has the need for a unified national approach to crime prevention been recognised by NHW.

At the National NHW Conference held in Melbourne in October 2005 the delegates from all Australian states and territories and New Zealand voted unanimously to form a NHW Australasian Advisory Board to develop an Australasian incorporated body.

Likewise at the National NHW Conference held in Adelaide in October 2006 the delegates adopted the draft Constitution prepared by the Advisory Board and agreed that NHW Australasia should become an Incorporated Association in the Australian Capital Territory.

A National Executive was formed, consisting of police members and volunteers. These moves are an indication of the Board’s activities to strengthen NHW through a broader Australasian connection.

At the local level, through the creation of new positions, it is hoped that the relationship between police and local NHW people will also strengthen.
Over recent years, the commitment to the National movement has been significant, with inclusions and comprehensive feedback and advice provided on the various documents produced to advance the national constitution, for example. The commitment has also included some travel to various locations by Victorian NHW people, all with the support of the Board.

While Victoria Police had given provisional support to the concept of a national movement, and has agreed to support this as it unfolds, success was always going to be dependent on federal funding, which has now been refused, despite the various verbal indications of support that had been given to the national movement.

Nevertheless, as part of the NHW Board, the reviewers believe that it is important for NHW in Victoria to continue to be a part of the national movement to enable it to both contribute to and gain from the strength of this broader association across Australasia.

Strategic Planning

Another suggestion to strengthen the relationship between police and NHW involves the creation of a three to five year plan aligning NHW with Victoria Police aims and corporate outcomes.

It is felt that NHW has lost its strategic vision resulting in the low level decision making at the Board level as discussed above.

This has manifested itself in the Board concentrating on what local initiatives should be run when it should be creating the long term aims, ensuring the practical ability of its members to achieve those aims through appropriate structures, functions and processes.

The development and launch of a strategic plan would assist in creating the framework in which a strengthened relationship could grow.

Modernising NHW

As indicated above, the original objectives and operations of NHW were conceived in the early 1980s when there was a markedly different crime profile.

The ongoing success of NHW indicates that there is strength in the NHW brand, and obviously there is considerable merit in the basic philosophy of looking after our neighbours.

Since the 1980s however, policing has become more sophisticated, with the advent of DNA and crime scene analysis for instance. A new level of sophistication needs also to be reflected in the activities of NHW and its utilisation of the skills of present and future volunteers.
New technology needs to be embraced. Some examples could include:

- Use of digital photography to support security audits, graffiti identification and hoon drivers.
- Disseminating email newsletters.
- Increasing use of security surveillance.

Professor Jenny Fleming author of “Working Together: Neighbourhood Watch, Reassurance Policing and the Potential of Partnerships” suggests NHW should be assessed for effectiveness against the following criteria:

- The capacity to enhance the relationship between the police and the community;
- The ability to improve feelings of safety and security, and
- The ability to expand community involvement in wider safety and crime prevention initiatives.

By aligning assessment of NHW against these criteria, the movement in Victoria would not only place itself in a position where it could measure success more easily compared to criteria related to crime outcomes, but it would also link more closely to both the objectives of Victoria Police under The Way Ahead and the new SDPs.

It was suggested that there are a number of relatively simple but effective ways to increase the credibility and subsequently improving the relationship between Victoria Police and NHW.

This may include:

- Working more closely with Crimestoppers/Intergraph to include a ‘tick box’ if a person reporting suspicious activity or a crime is a NHW volunteer or resides in a NHW area.
- Conducting an evaluation of what is currently captured on LEAP regarding NHW and whether that data could be used effectively.
- Introducing appropriate reporting and recording procedures that would enable direct assessment and reporting of NHW against the business plan.
- Monitor and generate positive media articles, internally and externally, about NHW and its successes.
- Increase the media profile generally of NHW, as part of a communications strategy.

Included in such initiatives is a need to get NHW more closely linked, understood and utilised by CIUs, Crime, and uniform generally, as well as TMUs, and specialist areas, including CrimeStoppers and other pro-active areas.

As indicated, it is the view of the review team that changing the role of the NHW Coordinators is critical to achieving this.
The only restriction should be the creativity of those involved especially the volunteers and delegates.

It was reported as part of this review that in some areas, NHW relies too heavily on police for both information and initiatives.

It is felt that police should be seeking information from NHW, and not vice versa.

Also, rather than police attempting to gain support for ideas from NHW, an environment should be created where more ideas and initiatives from local volunteers are acted on as part of their role in support of police.

**Changes to Reporting Arrangements**

Issues relating to reporting arrangements have been referred to above, as part of the accountability concerns raised by many about the role of the NHW Coordinators.

It is true that there are no current reporting arrangements for NHW Coordinators, who are able to work in relative independence from the overall NHW movement.

It is also true that there have been many unsuccessful attempts to introduce a reporting system, and that this is a key frustration for those involved at the CPNHWU level.

An issue raised by the reviewers is that accountability for the work of NHW Coordinators should be local rather than central.

This will be especially the case under the new SDPs.

At present, NHW Coordinators are “accountable” to the Board, the CPNHWU, the broader NHW movement, their local NHW volunteers, and their local police hierarchy.

In fact, they should only be responsible to their local managers. The establishment of accountability measures, while offering the possibility of gaining an understanding of what NHW is achieving, is ultimately diminishing the capacity of the coordinators by requiring, that they duplicate their reporting to include the CPNHWU.

A better outcome might be for the CPNHWU and Board to provide support for local managers in seeking to better utilise their NHW personnel rather than requiring additional reporting.

It is also suggested that with the advent of the new SDPs, a better measure of the performance of NHW would be the views of local managers about the extent to which they feel NHW personnel are contributing to policing and strengthening the relationship between Victoria Police and NHW, rather than the actual activities of the coordinators themselves.
Restructure of the Board and CPNHWU

The Board currently has two superintendents, an inspector, a senior sergeant, and occasionally a sergeant or senior constable, with a number of other civilian volunteers. Interestingly at present two key persons on the Board are ex senior police.

The CPNHWU consists of the Board Inspector and Senior Sergeant, two Sergeants, and two Senior Constables. One Senior Constable is virtually full time on production of The Sentinel, the NHW magazine. Most importantly, it should be noted that the CPNHUWU is not only responsible for coordinating NHW. All areas of crime prevention, including the coordination of Crime Prevention Officers (CPOs), and a range of other organisation wide projects is part of the unit’s responsibility.

Nevertheless, when considering the commitment of two superintendents, an inspector and senior sergeant, there is a significant and possible ‘top heavy’ commitment to NHW.

Members of the CPNHUWU state that both their office and the Board is not sufficiently achieving at the strategic level in terms of growing NHW. The CPNHUWU is reported to be pulled in too many directions and in a reactive manner - leading to lack of focus and lack of role clarity.

There is a general acceptance that there are multiple members waiting in the wings to respond to immediate issues, which are proffered as urgent, but frequently are found to not be, when in reality Victoria Police needs NHW and its volunteers to assist it in the work done by police, not the other way around.

The CPNHUWU feel as though there is little appreciation of the resource realities and wide range of non-NHW activities in which they are involved. This lack of understanding applies across all areas of NHW, from volunteers to the Board.

While there are concerns about both the Board and the CPNHUWU, it is considered by those involved that change needs only to occur in the activities and role clarification, rather than in the area of structure.

The current functions of the Board, as indicated above, need to shift to a more strategic focus. The current structure of the Board is felt to be quite able to achieve this.

Similarly, the CPNHUWU functions need to be very clearly focused on statewide coordination, with greatly reduced local level coordination. Again, the existing structure of CPNHUWU would be able to achieve this, particularly if their role shifted from coordinating the activities of NHW Coordinators and CPOs to coordinating a single, generic crime prevention role.

Most importantly there is a need to avoid thinking that changing structure at either the Board or the CPNHUWU will in some way result in reinvigorating NHW.
4. Memorandum of Understanding and Sponsorship Accountability

Memorandum of Understanding

Opinions differed widely in relation to the importance of a Memorandum of Understanding (MOU) between Victoria Police, the NHW Board and NHW. In general it was considered that the creation of an MOU would enable a clearer statement of roles and responsibilities of all involved.

A concern was that it might be too prescriptive leading to a restrictive interpretation and limiting flexibility locally as well as more broadly as things change. Overall, however, it was felt that the benefits would outweigh these concerns, particularly if the MOU was worded in broad terms. There would also be a significant opportunity to use such a document as part of the overall strategy to reinvigorate NHW and remind both the NHW movement and the community more generally about the nature and strength of the Victoria Police commitment to NHW.

Sponsorship Accountability

Over the history of NHW there has been a significant focus on sponsorship and funding. Sponsorship has been organised with major insurance companies, Tattersall’s, and more recently The Good Guys (TGG) chain.

In the earlier years of NHW sponsorship was relatively easy to obtain, and large sums of money were sourced. More recently, funding has been more difficult to obtain, and over the past year increased demands have been placed on NHW from The Good Guys to demonstrate exactly how sponsorship funds are spent and what the net benefit of this is for both NHW and its sponsors.

Over the years sponsorship money has been spent on a variety of purposes ranging from conferences, posters, badges, stickers, specific local projects and paper for newsletters. The relative ease with which funding was obtained in the earlier years of NHW created a culture of reliance on funding, and an expectation amongst a number of people involved in the NHW movement, especially coordinators, that funding was “necessary” for NHW to function.

Over the history of NHW a considerable amount of time and energy has been expended by both the CPNHWU and the NHW Board on the matter of funding. In recent years, for example, an incredible amount of Board time has been spent on this issue. Both the reliance on funding and the actual benefits of it over the history of NHW should be subject to a long term analysis. The focus on funding makes sponsorship an end in itself, rather than being a means of supporting NHW on achieving its objectives. This is not to suggest that funding obtained has been in any way inappropriately used.
There is no evidence or indication of this. On the contrary, this review found that funds obtained by NHW are used appropriately and for good reasons, although there is a tendency by all involved to imagine that the program cannot function without funding. At the local level, however, this is simply not the case.

It should be noted that sponsorship for NHW occurs in many other forms, ranging from local funding within divisions, provision of paper and printing, sponsored vehicles (in some areas this has been occurring for as long as NHW has been running), as well as a variety of other local support.

This sponsorship is organised by local coordinators from local sources, as well as from the Victoria Police budget. An issue raised as part of this review is that at times there is conflict of loyalties with local personnel being more committed to and supportive of local sources of funding rather than “complying” with the requirements of funding at the statewide level.

The questions that arise from considering sponsorship are whether the issues around obtaining funding are a good use of the limited time of the NHW Board and CPNHWU and whether once obtained NHW is always able to demonstrate that funding is clearly linked to the achievements of NHW objectives. At present there are doubts about whether this is the case, because the Board has agreed to receive funds on behalf of NHW based on the activities of staff over which they have no control and at times at best only limited influence.

While this has been done in good faith, it has placed the Board in a difficult situation.

Case Study - ‘The Good Guys’

During the course of this review, the current sponsors of NHW, The Good Guys, provided invaluable support and guidance. Their contribution to our thinking is this area is acknowledged and greatly appreciated.

The Good Guys operates as a franchise, with each of the different Victorian stores contributing sponsorship money that is gathered together by The Good Guys centrally and provided to NHW. The Good Guys provides the central marketing persons who create the liaison point between the franchisees (called Joint Venture Partners or JVPs), the Board, the volunteers and coordinators and Victoria Police, as well as organising significantly the various items produced for promotional purposes.

The Good Guys have clearly stated both their support for NHW as well as their criticism of NHW in terms of its lack of professionalism in conducting its affairs.
While The Good Guys have expressed their unequivocal support, appreciation and desire to remain in partnership with NHW and Victoria Police, they make the following candid observations about the nature of NHW, the behaviour of the Board, and the problems they perceive arising from this:

- NHW suffers from a lack of a clear state/national strategy and that this translates into uncoordinated, disjointed and unaccountable activities on the ground.

- The Board need to appoint a CEO to professionalise NHW and to achieve a clearer, more defined strategic direction for the movement.

- There has been insufficient activity, both in volume and in timeliness, for the money they have provided for the various items purchased, given the agreement that was made about the basis on which the money was provided. The Good Guys acknowledge the reasons for this are the lack of “control” over those actually doing the work, but point out the need for NHW to be run in a more businesslike manner including delivering on promises made.

- There is some disappointment about the nature of the relationship between local NHW Coordinators and The Good Guys. Some observations were made about the need for The Good Guys to appoint a local contact person, as there are frustrations regularly expressed by NHW coordinators about not being able to access Joint Venture Partners (JVP’s) or other senior persons, or simply not having The Good Guys wanting to get involved despite the fact that they have contributed financially. The Good Guys expressed the view that, in line with the lack of a clear strategy, much of this appears to be due to local store not being able to understand how activities actually relate to the core values of either NHW or their partnership with NHW.

- The Good Guys commit 20% of the time of two senior marketing persons to the NHW partnership, but see a limited return in respect to the partnership from either NHW or Victoria Police. This is not a criticism so much as an observation that the current structure of the movement does not enable sufficient coordination to give attention to really working in partnership with a key sponsor.

- There was criticism of the Board in receiving sponsorship money without spending it, as occurred in previous years, because they felt it was difficult for them to demonstrate to their JVPs that they (the JVPs) were getting value for money, when in fact money was being put into establishing a reserve sufficient for NHW to operate into the future. While The Good Guys understand fully that in order for NHW to operate it does need a certain amount of money, and that the money provided was not contractually required to be spent in any particular way, they are disappointed about the impact that this has had on the partnership.
• The strength of the NHW brand and its benefits in the community was acknowledged. The Good Guys also acknowledged that to a large extent they have failed to capitalise on exposure in some of these activities due in part to the dysfunctional relationship between local Good Guys personnel and NHW. The ‘safe screws’ initiative that was initially developed by NHW in terms of number plate offences was one example of this.

• There were some important observations about what The Good Guys perceive to be a dis-connect between NHW and its “audience”. There is a feeling from their perspective that NHW does not understand the needs of its constituency, does not have plans relevant to the problems that they are experiencing, and does not have a structure that could currently support achievement in this area.

• Another important observation made by The Good Guys has been the need for NHW to appoint and capitalise on the benefits of having a NHW patron, as a “flag carrier for the brand”. They suggested that this role could be performed by the Chief Commissioner. Such a person would need to have a media profile and capacity to engage in the media, as well as credibility and a willingness to continually refer to NHW in positive terms. This would benefit the NHW movement, by encouraging volunteerism, and reinforcing the value of their time contribution. It would also benefit The Good Guys by having higher level exposure of their status as major sponsor.

**The Board View of ‘The Good Guys’**

From the perspective of the Board, The Good Guys are seen as a supportive sponsor of NHW with whom a longer association is sought. At the time of writing, The Good Guys have been major sponsor of NHW for three years.

The Good Guys personnel, including very senior persons in the organisation, are strongly linked to NHW in a collegiate and supportive relationship.

In particular the outstanding role of The Good Guys representatives who attend Board meetings is noted.

Since becoming involved with The Good Guys, sponsorship arrangements have been changed. Sponsorship money is supplied directly to the NHW Coordinators by way of providing requested items to assist them with education and community assistance in their local areas.

The role of both the Board and the CPNHWU has been limited in determining how sponsorship money is both spent and allocated.
To ensure this occurred, a workshop was conducted in 2007, with NHW Coordinators and delegates. The object of this workshop was to enable NHW Coordinators to design their own projects in line with both NHW and Victoria Police initiatives. It was clearly stated that the NHW Coordinators and delegates who were present and a part of the workshop could tell the Board, the CPNHWU and The Good Guys how to better support them through the allocation of sponsorship money.

As a result, a range of ideas emerged, and it was expected that each area would hold at least four themed days, along the lines of TFMC or youth, for instance. It was also expected that local TGG would be involved in each of these themed days.

While this is a new approach, and some NHW Coordinators have reacted more slowly than others, others have taken to this approach with great enthusiasm. There have been indications that this is a better and more accountable way of utilising sponsorship funds. The role of The Good Guys in this has been exemplary.

What is disappointing has been the very poor reporting back to The Good Guys and a number of communications problems have occurred. It should be noted however, that The Good Guys have worked very hard to make this work as part of their partnership with NHW.

The question then arises, what do The Good Guys receive for both their money and hard work? In return for sponsorship, The Good Guys are able to use the NHW logo in their promotions and advertisements. It is noted by the Board that the extent to which this occurs has not been as extensive as it could be. This has also been acknowledged by The Good Guys.

In addition The Good Guys are involved in local crime prevention activities, and this provides a means for positive exposure of The Good Guys.

Over the past twelve months the ongoing relationship with NHW has been under threat somewhat with increased demands placed on NHW Coordinators to be involved in a range of specific activities, as discussed above.

It is noted that a very interesting range of reactions from NHW Coordinators has occurred during this period, ranging from enthusiastic cooperation to what could only be described as defiance and blatant negativity.

The good will of The Good Guys has been sorely tested during this period. Despite the efforts of the CPNHWU and the Board, a number of areas have been reluctant to participate in both the activities agreed to and the required support of and advertising of The Good Guys logo on NHW publications, and at the time of writing there is a significant backlog of items purchased by The Good Guys on behalf on and based on the requests of NHW Coordinators.
The behaviour and lack of commitment of some Coordinators adds to the important questions about the culture of reliance on sponsorship and its true nature and benefits to NHW. The whole issue of sponsorship needs to be reconsidered with a view to ensuring that no funding is obtained unless it can be clearly shown that it will benefit both NHW and the sponsor.

A part of this is the need to have a rigorous accountability regime in place for all future arrangements. Obtaining sponsorship based on the activities of operationally based personnel is problematic and in many ways doomed to failure. Sponsorship obtained at the statewide level should be only for activities or exposure at this level.

Accountability Practices for Sponsorship Money - Option of a Grants Scheme

Because of the current arrangements, a number of Coordinators perceive the behaviour of the Board in terms of sponsorship money to be akin to a drip feed. There are contradictory feelings that the Board is too controlling of the sponsorship money, while at the same time having limited accountability on how funds are expended.

One option proposed is to have monies allocated on the basis of a grants scheme, as a separate function to the normal activities of the Board. In this proposal funds would be allocated on the basis of submissions received, with those with the most merit receiving support.

Similar schemes operate in the area of youth with some success. Such a process would enable funds to be allocated on the basis of a test against the objectives of NHW and would raise the standard of those seeking funding. It would also assist in dealing with money issues in a separate, discrete way, with better levels of both perceived and measurable accountability.
5. Other Emergency Services

NHW in Victoria has been committed to maintaining a strong relationship with Victoria Police and this has characterised it from its inception. As part of this, it has also been a key player in the national NHW movement.

There are also strong links to other crime prevention areas, such as CrimeStoppers, and to other police related organisations, such as the Blue Ribbon Foundation. At the local level there are innumerable examples of strong connections to other emergency services, and regular events and activities conducted in partnership.

These relationships however are ad hoc and usually related to a specific event rather than being part of a stronger or broader relationship for mutual benefit.

At a formal level, therefore, there is limited demonstration of a mutually beneficial relationship with other emergency services, despite the obvious benefits that this would have, for example, to fire services (through the NHW focus on householders) and ambulance services (through the NHW typical demographic).

There is potential for significant gains for a number of emergency services through use of the NHW network. This is a significant issue that should be a consideration for the NHW Board.

Examples of where NHW could be more closely linked to other emergency services might include:

 use of the NHW newsletter to provide information about fire prevention, advice from ambulance services and so on
 use of the NHW volunteers to achieve specific outcomes such as installing/regularly checking smoke alarms in the homes of the elderly
 regular attendance by other emergency services at meetings shifting the focus from crime issues to more broader safety issues

The above are local examples only, and it is known that a number of close relationships already occur within some areas between NHW and other emergency services. At a broader level it is suggested that given the commonality of objectives of all emergency services in creating a safer community, ambulance and fire services could easily become partners with NHW on a similar level to police. To achieve this it would be necessary for the objectives of NHW to be interpreted more broadly to reflect community and individual safety in line with other emergency services.

It should be noted that following the development of a local strategy involving NHW at Glen Waverley, the senior sergeant CPNHWU is organising a pilot program that will explore ways of better utilising other emergency services as part of NHW. This is an indication of the direction being taken in improving the partnership between NHW and other emergency services, albeit in its early stages. It is hoped that this initiative will result in a range of ideas and strategies to more effectively partner NHW with other emergency services.
6. Strategies, Plans and Future Directions

Throughout this document, a number of recommendations are made about how to reinvigorate NHW and create a way forward to strengthen it and its partnership with Victoria Police into the future.

This section of the review will be used to bring these together as a series of recommendations with an implementation plan broadly outlining the steps to be taken.

Superintendent De Bruyn Report

It should be noted that prior to this review, another review was conducted by Superintendent De Bruyn in 2005. Owing to the introduction of SDM and the fact that the document pointed to the need for broader more general review, the recommendations of Superintendent De Bruyn’s review were not acted upon.

The De Bruyn Review document has however been considered as part of this review, and a number of his recommendations are incorporated into the recommendations of this document.

Some specific recommendations made by Superintendent De Bruyn include:

- That a Memorandum of Understanding/Service Agreement be established between Victoria Police and the NHW Board of Management to clarify roles and responsibilities.
- That Victoria Police amend/rewrite the Position Documentation of current coordinators to enable them to undertake other partnership based duties in addition to NHW.
- That Victoria Police continues to support NHW a valuable crime prevention initiative.

These recommendations as put forward by Superintendent De Bruyn are fully supported as part of this review.
Conclusions

Despite there being a number of areas that need to be addressed that have been raised as part of this review, NHW is in a very strong position.
It has a very strong volunteer base and is an extremely well known brand.
It is engaged at a number of levels both within Victoria and nationally.
It is involved in a range of well-established, effective partnerships and has expanded into a diverse range of crime prevention and community safety initiatives as well as variations of the traditional NHW theme.

Importantly, with the advent of the new SDPs within Victoria Police, NHW is well placed to support policing in an increasingly diverse range of initiatives.

Recommendations

The following recommendations are presented for consideration.

Neighbourhood Watch Board of Management

It is recommended that the NHW Board:

1. Take the findings and recommendations of this review to the NHW State Conference for the information and consideration of delegates.
2. Provide all persons involved in this review with a copy of this review with an invitation to have input.
3. Create a Strategic Directions Plan for NHW, encompassing the broad findings of this review.
4. Develop a Communications Plan to address all levels of the relationship between NHW and Victoria Police and the community.
5. Conduct market research to determine the needs and wants of the community in terms of NHW.
6. Develop a plan for increasing membership of NHW at all levels
7. Creates a plan for succession planning for NHW.
8. Develops a communications/media strategy for NHW.
9. Create a simple, non-proscriptive document that reflects the mutual commitments, roles and responsibilities between NHW and Victoria Police in the form of a Memorandum of Understanding.
10. Continue to approach other emergency services to identify opportunities for creating partnerships with them at the state-wide level of NHW.
11. Continue to provide leadership in the national NHW movement throughout Australasia.
**Sponsorship**

It is recommended that:

12. The NHW Board develop a policy in relation to sponsorship, both at the local and at the state-wide level.

13. Part of the NHW Sponsorship Policy include a statement requiring that all sponsorship be tested against a checklist that ensures accountability, links to the objectives of NHW and acknowledges what NHW will provide sponsors in return for their sponsorship.

**Neighbourhood Watch State Office (Crime Prevention and NHW Unit)**

It is recommended that the CPNHWU:

14. Ensure the production of an Annual Report into Neighbourhood Watch.

15. Continue to coordinate activities of NHW at the state-wide level.

16. Review Victoria Police commitment to Sentinel and undertake a cost benefit analysis to ensure that it represents value for money and is serving the needs of the NHW movement effectively.

**Neighbourhood Watch Coordinators**

It is recommended that:

17. A new Position Description is drafted in line with the findings of this review (refer Appendix F), encompassing the qualities needed to ensure the future strengthening of NHW and its relationship with Victoria Police through the activities of appointed persons.

18. Following drafting of the new Position Description, positions for NHW Coordinators are spilled and re-advertised in line with the new role description (for the purposes of these recommendations these positions are referred to as Crime Prevention Coordinators - CPCs). (Please note recommendation 30 below.)

19. CPC positions be rated as senior constable, with existing sergeant positions only converted into CPC sergeants on the basis of submissions from divisional and regional management.

20. An equal number of new CPC positions are created and located in accord with identified divisional/police service area needs.

21. A strict tenure of three years is applied to all CPC positions.

22. Consideration is given to including current Crime Prevention Officer positions in this process, following a process of consultation and review of their positions.
Strengthening the Relationship between Victoria Police and NHW

It is recommended that:

23. NHW appoint a Chief Executive Officer to manage the business of NHW.
24. CPCs are represented on Police Service Area (PSA) Tasking Committees.
25. The most significant role of the CPCs involves identifying strategies that strengthen the relationship between Victoria Police and NHW.
26. NHW to be a Corporate Committee sponsored initiative (appoint an Assistant Commissioner to have NHW as a Portfolio obligation).
27. Simple objectives are drafted that align NHW with both The Way Ahead and the new SDPs.
28. The role of volunteers and delegates involved in NHW be expanded to add value and meaning to these roles.
29. Accountability for NHW activities undertaken by CPCs is focused on achieving local initiatives at local levels, with the CPNHWU and Board supporting local police management in requiring outcomes in line with NHW and Victoria Police objectives.

Comments on the Crime Prevention Officer Positions

The terms of reference for this review were focused on NHW. It is felt however that in order to effectively act on the recommendations listed above, the roles and functions of the existing Crime Prevention Officers (CPOs) should also be considered. As with NHW Coordinators, CPOs have been in position within the current structure since 1999, and in most cases, these positions pre-dated the introduction of LPP that occurred at that time.

A rationalisation of all crime prevention positions, both CPOs and NHW Coordinators, would seem to be timely as part of the outcomes of this review. It should be noted that CPOs are also coordinated by the CPNHWU, and some of the comments made above, in relation to length of service and so on, would apply equally to these personnel. There may be some efficiencies to be gained from including all relevant personnel into the results of this review.

It is further recommended therefore:

30. That CPO positions are reviewed with a view to including these positions within the overall outcomes of this review.
Progression Plan

It is firmly believed that the implementation of the above strategies will reinvigorate NHW and strengthen it and its relationship with Victoria Police into the future. With approval, it is hoped that significant inroads into this process will occur over the next twelve months. It is acknowledged however that for those involved, particularly the NHW Coordinators, delegates and volunteers, this process must be taken at an appropriate pace that enables both full understanding of what is occurring, and the opportunity to have input.

Involvement in NHW for many involves a long term voluntary commitment to supporting police, and in acknowledgement of this, any changes proposed must be brought to the NHW State Conference.

With this in mind, however, it should be noted that significantly many of the above recommendations refer to aspects of the Victoria Police commitment to NHW and can be proceeded with. It is broadly hoped that the following broad timetable will be followed:

- **June - August 2007**: Consultation with NHW
- **August - December 2007**: Commencement of implementation of recommendations
- **January - June 2008**: New positions created, advertised and positions filled, training course developed and implemented
Appendix A

Neighbourhood Watch Review
Summary of Terms of Reference

The following terms of reference were agreed to by Chief Commissioner Nixon to form the basis of a review into NHW and its relationship with Victoria Police.

The review will consider, through a consultative process with the NHW Coordinators and the NHW Inc Volunteers, the following issues (the terms of reference have been grouped under the following headings):

Neighbourhood Watch, the Service Delivery Principles and the Victoria Police Strategic Plan The Way Ahead
- The impact of the new Victoria Police Service Delivery Principles on NHW and the NHW Board of Management
- An assessment of the objectives of NHW against The Way Ahead

Strengths, Weaknesses, Risks and Trends
- The strengths and weaknesses of the relationship between NHW, Victoria Police and the NHW Board of Management
- New and emerging risks to NHW
- The current strength & weaknesses of NHW

Strengthening Relationships
- Opportunities to strengthen the relationship between NHW, Victoria Police and the NHW Board of Management
- The structure and functions of the NHW Board of Management and NHW State Office
- The role, function and reporting arrangements for NHW Coordinators/CPOs and their relationship with NHW and the NHW Board of Management
- An assessment of the relationship between NHW in Victoria and the National NHW movement

Memorandum of Understanding and Sponsorship Accountability
- The utility of a MOU between NHW Inc, the Board of Management, and Victoria Police
- Strategies to ensure high level accountability for all sponsorship arrangements

Other Emergency Services
- Consideration of options for achieving a broader relationship with other emergency services
Strategies, Plans and Future Directions

- Strategies to reinvigorate NHW including the development of strategies linked to The Way Ahead
- A progression plan for implementing recommendations made
Appendix B

Neighbourhood Watch Board of Management
Terms of Reference

Date: 10 October 2006

Responsibility: CCPs Representative Superintendents on NHW Board
Superintendent Rod Johns and Superintendent Tony de Ridder

Project Title: Review of the relationship between Victoria Police, NHW and the NHW Board of Management

Background
In recent years there have been a number of occasions when the need to review the relationship between Victoria Police, NHW Inc and the NHW Board of Management has been raised as an issue in need of review. Recently, Superintendent de Bruyn undertook a review that addressed a number of concerns relating to NHW from the Victoria Police perspective. The recommendations that resulted from this review have to date not been accepted and/or implemented by Victoria Police. While supportive in general terms to the findings of this review, it was felt by the NHW Board that the recommendations made by Superintendent de Bruyn did not sufficiently address the key issues relating to strengthening the relationship between Victoria Police, NHW Inc and the NHW Board of Management.

In addition to these concerns, over the past few months, Victoria Police has endorsed a new set of service delivery principles that will in the future underpin the manner in which it delivers policing services. These principles significantly refer to the importance of partnerships as a means of Victoria Police achieving its aims under The Way Ahead as well as pointing to the kinds of expectations the community should have about policing services.

Purpose
In consideration of the above factors it has been decided by the NHW Board of Management that it should undertake a review in order to better position NHW for the future. The purpose of this document is to seek the support of Chief Commissioner Nixon to embark on this review covering the below terms of reference.

Scope
The review will focus on all aspects of the relationship between Victoria Police, NHW Inc and the NHW Board of Management. The term NHW refers to the entirety of the volunteer community that comprises the NHW movement.
Terms of Reference
The review will consider, through a consultative process with the NHW Coordinators and the NHW Inc Volunteers, the following issues:
- The impact of the new Victoria Police Service Delivery Principles on NHW and the NHW Board of Management
- The strengths and weaknesses of the relationship between NHW, Victoria Police and the NHW Board of Management
- New and emerging risks to NHW
- The current strength & weaknesses of NHW
- Opportunities to strengthen the relationship between NHW, Victoria Police and the NHW Board of Management
- The structure and functions of the NHW Board of Management and NHW State Office
- The role, function and reporting arrangements for NHW Coordinators/CPOs and their relationship with NHW and the NHW Board of Management
- Strategies to reinvigorate NHW including the development of strategies linked to The Way Ahead
- The utility of a MOU between NHW Inc, the Board of Management, and Victoria Police
- An assessment of the objectives of NHW against The Way Ahead
- Consideration of options for achieving a broader relationship with other emergency services
- Strategies to ensure high level accountability for all sponsorship arrangements
- An assessment of the relationship between NHW in Victoria and the National NHW movement
- A progression plan for implementing recommendations made

Resources
The review will utilise the resources of the NHW Board of Management.

Reporting Timelines
The review will be finalised by end March 2007 and will report directly to CCP Christine Nixon.

___________________________________   ___/___/___
Chief Commissioner Christine Nixon
Appendix C

**Unit Objectives - Neighbourhood Watch State Coordination & Support Unit**

- Secretarial & Support to Board of Management of Neighbourhood Watch
- Maintain the Neighbourhood Watch (NHW) community based crime prevention program
- Develop strategies and programs to assist in reducing preventable crime, for example burglary and theft
- Increase the incidence and quality of reporting of crime and suspicious activity through maintaining flow of quality information between the Victoria police and the community utilising publications such as The Sentinel, monthly newsletters
- Improve the level of personal and household security through the development of crime prevention programs
- Train, coordinate and assist volunteers and Police coordinators
- Development of program policies and procedures in conjunction with the programs Board of Management

Neighbourhood Watch Unit Unique Functions

Inspector is the Executive Director on the Neighbourhood Watch Board of Management and importantly retains voting rights, thereby ensuring Victoria Police contribution and commitment to the Program.

Senior Sergeant performs a Secretariat role to the Board of Management and provides a monthly report on the status of, and issues impacting on the program presented at the monthly Board of Management meeting.

The unit is responsible for a publication of ‘The Sentinel’ which provides valuable information and updates regarding state wide initiatives to Neighbourhood Watch representatives and the general public.

The unit has sole responsibility for maintaining and updating relevant information on the Neighbourhood Watch Web site. [www.neighbourhoodwatch.com.au](http://www.neighbourhoodwatch.com.au). This includes the Sentinel, the bulletin board as well as the Virtual Suite of crime prevention programs. Members of the unit provide coordination and training for 23 police coordinators with 22 000 civilian volunteers coordinating 1296 designated Neighbourhood Watch areas. This includes 2.9 million Victorians which is roughly 55% of the population who reside in NHW areas state wide.

The Unit uses volunteers to directly assist in the provision of support to the Program such as the maintenance of the Neighbourhood Watch Website and compilation of the Sentinel publication.
Appendix D

The Objectives of NHW

The objectives of NHW appear on its webpage which can be accessed via the Operations Coordination Department’s webpage, via the Crime Prevention and Neighbourhood Watch area.
As can be seen, the objectives of NHW are written as part of section three below (highlighted and enlarged).

From page 1 of the constitution:
The purposes for which the incorporated association is established are:
1. To foster and enhance the partnership between police and the community and thereby improve the safety, security and the quality of life for all Victorians.

2. To manage and provide strategic leadership for the Victorian Neighbourhood Watch Program.

3. To formulate strategies and policies in order to achieve the following objectives:
   (a) To minimise the incidence of preventable crime.
   (b) To deter criminal activity by increasing the probability of apprehension.
   (c) To reduce the fear of crime.
   (d) To increase the reporting of crime and suspicious activity.
   (e) To improve the degree of personal and household security through education programs.
   (f) To expand the program's involvement in wider community safety and crime-prevention initiatives.

4. To serve as an information exchange and the primary conduit between the various Neighbourhood Watch Districts, thus facilitating the formulation and implementation of strategies and policies.
Appendix E

Service Delivery Principles

The four service delivery principles relate to key value areas of Victoria Police’s strategic plan *The Way Ahead*. The principles serve to guide staff in the way they approach their work.

The principles apply to every person within the organisation, regardless of rank or role.

1. Equitable, responsive and client focused service
2. Lawful, ethical and reasonable decisions are supported
3. Priorities are determined and communities strengthened through internal and external collaboration and networks
4. Create an environment to support our people to use their capabilities and resources efficiently, effectively and fairly
Appendix F

**Possible Inclusions in Crime Prevention/NHW Coordinator Position Descriptions**

- Dynamic, positive, flexible, resourceful, innovative and creative.

- Leadership oriented, self motivated and able to work in a consultative manner as part of a variety of teams of small and large.

- High levels of emotional intelligence, interpersonal skill, an ability to persuade and influence.

- Analytical, conceptual.

- Shows initiative and drive

- Focused on personal development and proactive approaches to policing.
Information Required for Annual Report from each PSA

1) Briefly outline the structure of your PSA.
   e.g. List Towns, no. of areas/zones, may include maps.

   City of Bayside.  (Brighton, Highett, Sandringham, Beaumaris)

2) No. of Active NHW Areas

   11 out of 35 launched

3) No. of inactive areas - please list e.g. STN 31

   BSD 1 – 6, BSD 9 – 11, BSD 18 – 22, BSD 24 – 33.

4) No. of approved volunteers  (most important for Insurance purposes)

   268

5) (a) No. of new approved volunteers for 2010.

   Nil

   (b) No. of approved volunteers leaving the NHW program (for whatever reason).

   68

   (Or December Statement as presented to PSA Meeting)

   (b) The balance (as at 31 December 2010) of each Area/Zone account (incl. dormant/in-active areas)

   Not sure what u want here as once an area becomes dormant/inactive they close off their accounts and pay what monies are left into our trust fund.

7) Action Plan: Provide a copy of your NHW Action Plan for 2010-11 and outline:

   (a) Major Achievements/Highlights for 2010

      In Bayside the formation of the PSA Committee

   (b) Number of proactive initiatives undertaken in NHW areas

      Assist with TFMC campaign on rail network within the Municipality by way of awareness campaign at railway station car parks.
(c)  Number of proactive initiatives planned (including dates & locations)

None at this stage. Just trying to keep it together is a challenge on its own.

(d)  Number of Community Forums conducted, attended or planned involving the NHW program

I conducted a number of Confident Living presentations (10) but nothing that directly involved NHW volunteers doing anything outside of their usual duties.

8) The impact of the PSA structural change on the NHW program (in your NHW areas).

Decimated the program. Those that were looking for a way out left. Those that were not felt betrayed and deserted.

9) Suggestions to strengthen the NHW Program

Our image is that of retired people with nothing better to do. We need to go modern, electronic, and try to capture the younger adults and families with the “Safer Communities” philosophy. Get rid of the name and change the logo but retain the faces.

10) Challenges confronting your NHW in your PSA

Trying to maintain some positive interest. Maintaining police support. Encouraging those areas remaining to continue with their local programs albeit meetings and newsletters.

ANNUAL REPORTS are required no later than Friday 4th March, 2011.
Information Required for Annual Report from each PSA

BENALLA PSA NHW

1) Briefly outline the structure of your PSA.
   e.g. List Towns, no. of areas/zones, may include maps.

   PSA includes the following shires:-
   Rural City of Benalla, Mansfield Shire and Murrindindi Shire.

   Major Towns:-
   Benalla, Mansfield, Alexandra, Yea and Eildon

   PSA stretches from North East Victoria, 30 kilometres north of Benalla to the Yarra Ranges, 7 kilometres north of Healesville which is approximately 200 kilometres by road.
   The area is also approximately 130 kilometres wide east to west.

2) No. of Active NHW Areas

   10

3) No. of inactive areas - please list e.g. STN 31

   All inactive have long dissolved. At the peak there were 21 areas operating.

4) No. of approved volunteers (most important for Insurance purposes)

   110.

   With the introduction of the PSA model I asked volunteers to reregister in an attempt to establish exact numbers and ensure that volunteers were suitable for the program. In the past Area Coordinators had been taking on new members without having them correctly registered. I have managed to receive 110 re-registrations however this does not reflect the true number which would be closer to 200. Many groups were very reluctant to the point of being critical of re-registration with the view “why should we fill out another form”. Very disappointing for me as it is the first form that I have asked them to fill out in 4 years.

5) (a) No. of new approved volunteers for 2010.

   29

   (b) No. of approved volunteers leaving the NHW program (for whatever reason).

   14
6) **Finances:**

(a) Audited Financial Statement for 2010.
(Or December Statement as presented to PSA Meeting)

Balance as of 22/03/11: $3,183.92

(b) The balance (as at 31 December 2010) of each Area/Zone account (incl. dormant/in-active areas)

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEN 1</td>
<td>$400</td>
</tr>
<tr>
<td>BEN 2</td>
<td>$350</td>
</tr>
<tr>
<td>BEN 5</td>
<td>$1,078</td>
</tr>
<tr>
<td>BEN 7/9</td>
<td>$340</td>
</tr>
<tr>
<td>BEN 11</td>
<td>$437</td>
</tr>
<tr>
<td>MAN 2</td>
<td>Nil</td>
</tr>
<tr>
<td>MAN 3</td>
<td>$900</td>
</tr>
<tr>
<td>MUR 2</td>
<td>$1,763</td>
</tr>
<tr>
<td>MUR ¾</td>
<td>$1,890</td>
</tr>
<tr>
<td>MUR 6/7</td>
<td>$3,147</td>
</tr>
</tbody>
</table>

7. (a) **Major Achievements/Highlights for 2010**

Yea NHW was able to purchase, with the help of grants, a NHW display trailer which is being used in the Murrindindi Shire area. Yea NHW held its annual Christmas party for the community which has become an annual event and attracts several hundred locals each year. They also participated in the Yea Autumn Feast featuring a NHW display and a children’s colouring competition.

Kinglake ranges NHW is back up and running again after the Black Saturday fires. They have received support from Neighbourhood Watch (District, Headquarters and Eastern Suburbs) to replace metal street signs, gate plaques, window stickers and equipment (engravers and ultra-violet pens) that was destroyed in the Black Saturday fires. They intend to implement programs using this support during 2011. They have been able reinstate monthly contribution on public and personal safety information in a community magazine that is distributed to Kinglake and district residents.

Glenburn/Flowerdale NHW was able to purchase of Colour photo copier for NHW and to be made available to community.

Benalla NHW held participated in an information display in conjunction with the Blue Ribbon Foundation at the annual ‘Day in the Gardens’ event in November. Great support for the Blue Ribbon Foundation and flying the NHW flag.

Woods Point NHW held its annual Cup Day fun run which was successful again this year. A big event for a small isolated community.

NHW trailer manned at a number of events such as Benalla Market, Tatong Market, Benalla Show, Mansfield Show, Yea Festival and Benalla ‘A Day in the Gardens’

(b) **Number of proactive initiatives undertaken in NHW areas**

Benalla NHW groups conducted property marking days in local primary schools with police member attending (police coord) also. This is the only police contact with some children in outlying small country schools.
Large volume letter drops were conducted in most towns to address issues such as theft from and of motor vehicles. Car park checks conducted to address issue of unlocked cars. Bicycle marking and information distributed regarding bicycle theft.

Most areas have been working on the development of telephone trees to aid in early warning in the event of an emergency. CFA personnel attended most areas meetings to assist in telephone tree development.

Ski marking was offered at the Mt Buller Ski Resort to help kerb ski/snow board theft.

8) The impact of the PSA structural change on the NHW program (in your NHW areas).

The PSA concept has been difficult to implement, the main issue being the tyranny of distance. It is approximately 200 kilometres from the north end to the south end of the Benalla PSA. PSA committee meetings therefore become an issue as no matter where they are held some volunteers have to drive long distances. It is also difficult to manage NHW on this PSA level as what is applicable to one shire is very different to another. Most areas are reluctant to engage in any activities outside their old boundaries. An example of typical comments “We don’t want to travel to XXXXX town, we are only interested in our town.” Difficult to get NHW volunteers to do anything outside of delivering newsletters and have meetings. They are very set in their ways.

9) Suggestions to strengthen the NHW Program

The difficulty in expanding the NHW concept seems to be the perception that the community has of the volunteers of the program, old person’s tea club. Although we need to get younger persons on board this is also very difficult with our modern selfish society. NHW is not the only organisation that struggles as we see exactly the same problem in volunteer groups such as the CFA, SES, Lions, Rotary, Legacy etc, where the average age of volunteers is much greater than 50 yrs. How do you attract younger persons – no idea unless you can change their ‘me only’ attitude.

10) Challenges confronting your NHW in your PSA

Making it relevant. NHW seems to be stronger in areas that don’t actually need it. Some communities never have any crime reported in their areas yet NHW still ticks along, perhaps it is being used as a social gathering. In the major towns where crime actually occurs and NHW would be relevant and could help proactively the local population shows no interest in it.
1st March, 2011

Mr Andrew Brideson,
President,
Neighbourhood Watch Victoria Inc

Subject: Annual Report, Western Region Division 5

Dear Andrew,

A summary of our NHW program within this Police Division is outlined as follows.

We have no PSA committees as such.

The City of Greater Bendigo has had a Divisional Committee since 1988. In 1998 after receiving Legal Advice from a local Solicitor this committee became Incorporated as Central District NHW Inc. The membership is drawn from properly Elected delegates from individual NHW areas within the division. Historically only local NHW areas close to Bendigo have been represented on this committee. Currently 4 NHW areas supply delegates to this monthly meeting.

When the restructure of NHW and the move to PSA committees came, I outlined the changes to the committee and tabled all correspondence from the BOM and the matter was discussed at length at several monthly committee meetings. Ultimately there was a motion moved and passed that the Divisional committee remain, “as such” and that it not change in structure to become a PSA Committee. That decision was unanimous. A number of committee members indicated to me privately that if a move to a PSA based committee was forced upon them, they would resign and walk away from the Divisional Committee. I took the view that it was a far better option to continue his committee is its current format than to continue to push for a change to a PSA based committee and risk losing the volunteer base that we had.

The Campaspe Shire does not have a PSA based committee. With the change of boundaries in July, I inherited 8 NHW areas in the change. I encouraged these areas to form a PSA based committee and forwarded all relevant correspondence to Area Coordinators. There was no interest from any areas within the LGA to form a PSA based committee, each indicating a strong preference to continue to function as an ‘area based committee’ looking after local issues.
The Shire of Loddon does not have a PSA based committee. There are 5 NHW areas within this LGA. As with Campaspe, there was no interest whatsoever in forming a PSA committee, each area indicating a strong desire to continue to function as individual NHW areas.

The Central Goldfields Shire does not have a PSA based committee. With the changes of boundaries in July, I inherited 3 NHW areas the change, 1 of which was considering folding and subsequently has. Of the 2 areas left, neither showed any interest in forming a PSA committee.

Whilst the outcomes have not been in line with NHW BOM Policy, after working closely with NHW volunteers within the division for the past 20 years I see no value in trying to force Volunteers into doing something they do not want to do.

A list of active NHW areas is as follows:

**City of Greater Bendigo**

- North Bendigo BGO5, East Bendigo BGO9, Epsom BGO13, Eaglehawk, BGO14, Maiden Gully, BGO21, Long Gully BGO26 and Golden Square BGO27.

**Campaspe Shire**


**Loddon Shire.**


**Central Goldfields Shire.**

Dunolly GCF5, Carisbrook GCF6

The number of Inactive areas are:

**City of Greater Bendigo.**

Quarry Hill, BGO2, Kennington BGO2, West Bendigo BGO3, Kangaroo Flat BGO4, Strathdale (1) BGO6, Strathdale (2) BGO7, Golden Square (1) BGO8, Elmore BGO10, Goornong BGO11, Heathcote BGO12, Spring Gully BGO15, Weeroona BGO17, Axedale BGO17, Eaglehawk (2) BGO18, Kangaroo Flat(2) BGO19, Marong BGO20, Eaglehawk (3) BGO22, Flora Hill BGO23, Tysons Reef, BGO24,
**Campaspe Shire**

Kyabram, CAP1, Kyabram CAP2.

**Loddon Shire,**

Boort, LOD1, Korong Vale, LOD5

**Central Goldfields Shire.**

Maryborough CGF6

**Finances.**

Attached is the Audited Financial Statement for the NHW Divisional committee.

Balance as at 31.12.2010  8010.78

Attached is a list of NHW area balances as at 31.12.2010.

<table>
<thead>
<tr>
<th>Area</th>
<th>Balance</th>
<th>Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarry Hill BGO1</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Kennington BGO2</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>West Bendigo BGO3</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Kangaroo Flat BGO4</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>North Bendigo BGO5</td>
<td>1526.17</td>
<td>32</td>
</tr>
<tr>
<td>Strathdale BGO6</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Strathdale BGO7</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Golden Square (1) BGO8</td>
<td>1288.16 (Held in Trust Acc)</td>
<td></td>
</tr>
<tr>
<td>East Bendigo BGO9</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Elmore BGO10</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Goornong BGO11</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Heathcote BGO12</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Epsom BGO13</td>
<td>282.15</td>
<td>35</td>
</tr>
<tr>
<td>Eaglehawk (1) BGO14</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Spring Gully BGO15</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Weeroona BGO16</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Axedale BGO17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eglehawk (2) BGO18</td>
<td>Nil</td>
<td></td>
</tr>
<tr>
<td>Kangaroo Flat (2) BGO19</td>
<td>Nil</td>
<td></td>
</tr>
</tbody>
</table>
We have lost a significant number of NHW volunteers, due to closing of areas, old age and people moving out of the area, the exact number not determined at this stage.

**Action Plan.**

We don’t have a Action Plan as such, either using the Monthly themes as outlined or targeting local crime and safety issues.

**Key issues from areas to address re Strengthening Program/Challenges**

- Lack of/poor/nil attendance of Police at Area Meetings
- Ageing volunteers
• Unable to attract significant numbers of younger volunteers
• More Police involvement with School children
• Re instate local crime statistics
• Percieved lack of support from current Chief Commissioner
• Lack of current Sponsor
• Far more interest in what is happening in local area as opposed to PSA based areas
• Lack of professional external marketing.

Initiatives planned to date.

Divisional Committee
• NHW Displays at CEPA Farm Supplies Open Day, Bendigo Agricultural Show, Elmore Field Days, Rochester Farm Safe day

Area Committees
• Dunolly/ Safe Plate Day at Saturday Football-date TBA
• Rochester/Safe Plate Day/TBA
• Echuca/Safe Plate Day- 12/3/11
• Rushworth/Safe Plate Day- TBA
• Long Gully /Safe Plate Day- TBA
• Golden Square/Safe Plate Day-13/5/11
• Maiden Gully/Safe Plate Day-TBA
• Epsom / Safe Plate Day-TBA

Rod Brown
Leading Senior Constable 20286
Western Region-Division 5
Bendigo
Information Required for Annual Report from each PSA

BOROONDARA

1) Briefly outline the structure of your PSA. **City of Boroondara**  
   E.g. List Towns, no. of areas/zones. **It appears that all 63 were started and then numerous were closed. There are 5 areas on my office map that were never numbered. Originally, up to 63? Areas were designated though not all were started up.**

2) No. of Active NHW Areas  **18**

3) No. of inactive areas - please list e.g. STN 31 **When Areas close, activities cease and funds transfer to the Divisional (ERD1) Treasurer. Funds on closure are embargoed for three years to allow for re-launch of the Area. Volunteer data s may be kept on Co-ordinator’s database for such a period. The 45 closed areas are identified on the electronic data base held by Police Co-ordinator.**

4) No. of approved volunteers (most important for Insurance purposes) = **533 inc. BRD 062 (31)**

5) **(a) No. of new approved volunteers for 2010. = 28**
   **(b) No. of approved volunteers leaving the NHW program (for whatever reason).= 427 in the time prior to 2010 whose details remain on the database. 138 left the program in 2010**

6) **(a) Audited Financial Statement for 2010. (Or December Statement as presented to PSA Meeting)**  
   **A copy of the Audited Financial Statement of the ER Division 1 for the year ended 30th September 2010 was previously sent to you by Graeme Elder, President ERD1, which records total funds of $48,003. Of this, approximately $18,000 is being held in trust (for up to three years) for closed Areas. For the purpose of this PSA Annual Report it is assumed that as one of the four PSAs in the Division, BOROONDARA will report $7,500 as the funds currently available to the PSA.**
   **(b) The balance (as at 31 December 2010) of each Area/Zone account (incl. dormant/inactive areas)**

   Financial information for Areas:
   - From the above 6(a) “inactive” $18,000/4 = $4,500
   - “Camberwell Sector” the previous Committee $3,295 (For use by B’dara NHW)
   - BRD 036 126
   - BRD 006 513
   - BRD 010 1,155
   - BRD 020/021 3,625
   - BRD 024 788
   - BRD 027 1,099
   - BRD 040 3,030
   - BRD 062 3,703
   - BRD 034/043/054 closed. Awaiting info.& $$ 1,000
   - BRD Areas that haven’t yet provided data (9) est $10,000

   **Estimated total value of $32,834**

   **Total Boroondara funds then estimated at $40,334**
7) Action Plan: Provide a copy of your NHW Action Plan for 2010-11 and outline: No formal plan. New Inspector starts in May 2011. He will be the fourth incumbent in the past year. A local NHW PSA web site allowing for local sponsors ($$), Facebook and blogs is in development for use by the Committee and to deliver a regular e-newsletter. Only cost will be domain name registration. Major Achievements/Highlights for 2010. Set up PSA Committee and subordinate North and South Sectors to better manage the Areas and volunteers. Maintained newsletter distribution even with the perceived difficulty of no local crime stats. Actually undertook some activities….see below.


Number of pro-active initiatives planned (including dates & locations) Nil to date

Number of Community Forums conducted, attended or planned involving the NHW program Nil

8) The impact of the PSA structural change on the NHW program (in your NHW areas). Eight Areas closed since February 2010 to February 2011. My opinion is that half of these were because of the structural change and the other half through a view of “it’s time”.

9) Suggestions to strengthen the NHW Program Working on this- requires lots of thought

10) Challenges confronting your NHW in your PSA Strengths include low crime levels and a good core of Area Managers still pushing the program along. Police doing a good job. Boroondara recorded the third best crime reduction in the State for Calendar Year 2010 (16.4 percent). Property crime was down 16 percent. Good awareness of what NHW is about. Weaknesses include long-term volunteers retiring from the program and a general lack of interest in NHW by the community.

BLUE lines are input from Steve Grimshaw. Thank you Steve

AMBER lines are comment, data from J. Lagzdins, 21st April 2011
INFORMATION FOR ANNUAL REPORT NWH VICTORIA

We currently have four areas still running 21.

1. DAN 8, DAN 9, DAN 11 and DAN 21 are still active.

2. DAN 1, DAN 2, DAN 3, DAN 4, DAN 5, DAN 6, DAN 7, DAN 10, DAN 12, DAN 13, DAN 14, DAN 15, DAN 16, , DAN 18, DAN 19, DAN 20, DAN 22, DAN 23, DAN 24, DAN 25, DAN 26, DAN 27, DAN 28, DAN 29, and DAN 30 are inactive. **DAN 17 and DAN 31 - I am still waiting on information.**

3. **NUMBER OF VOLUNTEERS DAN 8 – still waiting on numbers, DAN 9 – 17, DAN 11 – 23 and DAN 21 – 14, NHW GREATER DANDENONG PSA NOT IN DAN GROUP - 3 TOTAL 57.**

4. Volunteers
   a. Number of approved volunteers for 2010 **56**
   b. Number of approved volunteers leaving for 2010 **92. I have been advised most of these member groups closed prior to 01.07.10.**

6. Finances
   a. **NHW Greater Dandenong – 31.12.10 $2217.24 Plus $37.00 Petty Cash = $2254.24**
   b. **Region 5 Division 2 - $15148.02 to be evenly split between Greater Dandenong, Casey and Cardinia. This has not yet been distributed, Refer Lynn Hall.**
   c. **DAN 8 $1355.29, DAN 9 $3128.66, DAN 14 $64.25, DAN 21 $392.69, DAN 22, $586.81, DAN 24 $628.17 and DAN 28 $162.19. Still waiting to hear from DAN 17 and DAN 31.**

7. Action Plan
   a. Major Achievements/Highlights for 2010, Website, Facebook up and running, newsletters going out electronically and hand delivery, attended Dandenong Show, Greater Dandenong Music in the Park, Public meeting guest speakers, Inspector and Noble Park CFA, Noble Park Football Club Christmas Party, handed out information at all of the above events.

   b. Keep in touch with Council and attend up coming events, several members have been attending Noble Park Community Action Group meetings. 19 March 2011 Drum Festival at Dandenong approached shopkeepers and shoppers with pamphlets preventing theft, armed robberies, keeping hand bags safe, car safety, etc. Public meeting guest speaker L2P Progam 16th March 2011

   c. 30 March 2011 to attend Dandenong City Safe Operation, NHW AGM, Dawn Vernon is to speak with Community groups each month and is working on a program.

   d. **NHW Greater Dandenong Public Meeting June, Sept and Dec. Noble Park Community Action Group forum 13 April 2011, our group is speaking at this Forum, we are also advertising it on our Website when information comes through. It has also been suggested to join Community Safety Committee and Vic Urban; we are going to look into this.**

8. The impact of the PSA structural changes on the NHW problem has been mixed. A number of groups have closed prior to 01.07.10 when NHW Greater Dandenong PSA took over, but had not passed on the funds. Other groups closed after negative meetings prior to 01.07.10 when advised police were not interested in NHW. Greater Dandenong had not had a Police Coordinator for some time and people became disinterested. Others age has caught up with them. A lot of members have been involved since the beginning. **NHW Greater Dandenong PSA is keen to get things going again.**

9. See action Plan to be mailed, also get involved with Community and more Direction from NHW Victoria and a Statement of Purpose.

10. Challenges confronting – trying to get younger people to participate.
Information Required for Annual Report from each PSA

1) Briefly outline the structure of your PSA.
   e.g. List Towns, no. of areas/zones, may include maps.
   City of Kingston. (Moorabbin, Cheltenham, Mordialloc, Chelsea.)

2) No. of Active NHW Areas
15 out of 55 launched

3) No. of inactive areas - please list e.g. STN 31

4) No. of approved volunteers (most important for Insurance purposes)
361

5) (a) No. of new approved volunteers for 2010.
   Nil
   (b) No. of approved volunteers leaving the NHW program (for whatever reason).
   160

   (Or December Statement as presented to PSA Meeting)
   (b) The balance (as at 31 December 2010) of each Area/Zone account (incl.
   dormant/in-active areas)
   Not sure what you want here as once an area becomes dormant/inactive they
   close off their accounts and pay what monies are left into our trust fund.

7) Action Plan: Provide a copy of your NHW Action Plan for 2010-11 and outline:
   (a) Major Achievements/Highlights for 2010
   In KINGSTON the formation of the PSA Committee
   (b) Number of proactive initiatives undertaken in NHW areas
Assist with TFMC campaign along the foreshore areas within the Municipality by way of letterdrops including Op BeachSafe. Through Bunnings conduct Op Safe Plate and Crime Prevention information evenings at speciality nights. Monthly radio program on Sth FM.

(c) Number of proactive initiatives planned (including dates & locations)

None at this stage. Just trying to keep it together is a challenge on its own.

(d) Number of Community Forums conducted, attended or planned involving the NHW program

I conducted a number of Confident Living presentations (10) but nothing that directly involved NHW volunteers doing anything outside of there usual duties.

8) The impact of the PSA structural change on the NHW program (in your NHW areas).

Decimated the program. Those that were looking for a way out left. Those that were not felt betrayed and deserted.

9) Suggestions to strengthen the NHW Program

Our image is that of retired people with nothing better to do. We need to go modern, electronic, and try to capture the younger adults and families with the “Safer Communities” philosophy. Get rid of the name and change the logo but retain the faces.

10) Challenges confronting your NHW in your PSA

Trying to maintain some positive interest. Maintaining police support. Encouraging those areas remaining to continue with their local programs albeit meetings and newsletters.

**ANNUAL REPORTS are required no later than Friday 4th March, 2011.**
MANNINGHAM NEIGHBOURHOOD WATCH
REPORT TO 31 DECEMBER 2010

1. Structure of Manningham NHW

The City of Manningham covers an area of about 114 square kilometres and is now home to about 120,000 people. NHW was established in the City of Manningham in the first half of 1985, some two years after the organisation started in Victoria. At that stage, it was common to have 10 to 12 crimes reported for the month in a NHW Area of 1,000 properties.

In early 2010, the police at the Doncaster Station divided the City of Manningham into eight sectors for their operations. A small team of police officers, led by a Sergeant has been attached to each sector. The aim of the structure was for the police to become familiar with their particular area and the policing issues involved.

On 1 July 2010, following the restructure of the Victoria Police operations, the Manningham PSA became part of Eastern Region Division 1. The Manningham NHW has adopted the same sector structure as that used by the police. However, at this point there are no NHW activities in Sectors 1 and 2, and there never have been any. A map showing the Sectors is attached as Appendix 1.

The membership of the various sectors is drawn from the NHW Areas that are located within the sector boundaries. The number of Areas in a sector range from two to seven. At this point, seven of the NHW Areas still meet in their own right as well as being members of their local sector.

In contrast to when NHW started in Manningham, in the period up to October 2009, when Area crime statistics were available, some Areas had recorded no crimes for the month on a number of occasions.

2. Active NHW Areas

Over a number of years, generally to address the lack of office-bearers, some NHW Areas in Manningham have operated as amalgamated groups. There have been up to eight dual groups and one quadruple group in operation. This grouping has been increased as a result of the sectors being established. Therefore to make any assessment based on active “Areas” is quite misleading.

A much more useful measure would be to consider the number of NHW volunteers who service the municipality or the population serviced by NHW. In fact, if the adoption of the sector structure in Manningham proceeds to its logical conclusion and the NHW Areas cease to operate in their own right, there would only be eight Areas (Sectors) in the municipality when there used to be over 30!
3. **Inactive NHW Areas**

Putting aside the Areas that closed over the last 12 months due to the changes in the operation of NHW (see further comments below), there is only one Area, MNH 028/029, (which is located in Sector 6), which is in recess, awaiting possible changes in the operation of NHW as a result of the election of a Coalition Government.

4. **Accredited Volunteers**

As it will be appreciated, the number of volunteers accredited to assist NHW is constantly changing. As best as can be determined, at 1 March 2011, there were 747 accredited volunteers in the Manningham PSA on the register (including 43 attached to MNH 028/029 in recess).

5. **Changes to Volunteer Numbers in 2010**

**Additions**
The Manningham volunteer register shows that 41 people joined NHW over 2010.

**Reductions**
The volunteer register shows that 101 people left NHW in 2010. It should be noted that a further 43 would be added to this total if MNH 028/029 decided to permanently cease operations.

6. **Finances**

In September 2010, the funds held by the Manningham NHW were pooled with those held in Eastern Region Division 1 and are not separately accounted.

Attached as Appendix 2, is a copy of the Audited Financial Statement of the Division for the year ended 30 September 2010 which records total funds of $48,000. Of this, approximately $18,000 is being held in trust (for up to three years) for closed Areas. The Manningham PSA contributed $8,250 to the Divisional funds and this amount is available for use by the PSA.

The total amount of money held locally by the Sectors and Areas in Manningham at the end of 2010 was $28,200.

7. **Business Plan**

Manningham NHW, and its predecessor organisation, Region 4 Division 1, has for some years prepared a Business Plan to guide its activities over a 12 month period. The plans are based on financial years to match the periods over which funds are accounted. A copy of the Business Plan for 2010/2011 is attached as Appendix 3. Comments on the previous and current Business Plans are provided below.
Major Achievements/Highlights for 2009/10
Without doubt, the major achievement of 2009/10 was that the Manningham NHW survived the year. For most of the period, the debate about the withdrawal of crime statistics with no alternative being offered by the police, occupied the minds of the NHW volunteers. In addition, due to a large number of vacancies at the Doncaster Police Station, there was limited support from the local police at a time when it was most needed.

It is a testament to the dedication of the majority of NHW volunteers that they remained in the program in the hope that the operational issues would ultimately be resolved.

As a consequence of the angst and disruption throughout 2010, very little of the Business Plan was achieved.

Initiatives Undertaken in 2010/11
Generally, NHW activities in Manningham are supported by all sectors in the municipality. However, in August 2010, Sector 8 based at Warrandyte held a Safe-Plate Day for motorists living in their immediate area.

The Manningham NHW in September 2010 had discussions with the Eastern Road Safety Council with the view of supporting their road safety initiatives. In October, the NHW had a display at the Manningham City Community Road Safety Expo. In the same month, we supported the NHW Victoria effort at the Community Safety Day at Docklands.

In November, the Manningham NHW undertook a Safe Plate Day at the Doncaster Park n Ride. We were supported by the SES and the Donvale Lions. In December, one of our volunteers attended training so that they could be qualified to assist Council staff at the Emergency Management Centre in the event of an emergency in Manningham.

Planned Initiatives for 2010/11
The Business Plan shows the initiatives planned for 2010/11. Timelines for the individual projects are established progressively based on the available volunteer and police resources.

At present, work is nearing completion on the major project to encourage Manningham car dealers to install one-way screws as cars pass through their yards. In addition, trials of a number of techniques to bring crime prevention information to areas of the municipality not directly covered by NHW, are continuing. We are also attending community events, such as the Good Neighbour Day celebrations, as they are identified. Work is starting on a competition for primary school children, to introduce them and as a consequence their parents, to NHW.

We have arranged the printing of brochures so that we have crime prevention information available to distribute to the public and we have done preliminary work on local marketing material and on brochures for people from non-English speaking backgrounds.
Work is continuing on exploring ways of obtaining financial support to help us carry out our crime prevention activities. Other projects in the plan will commence as current projects are completed.

8. **Impact of Structural Change**

As indicated previously, NHW activity in Manningham ground to a halt due to the poor handling at the State level of the transition arrangements from the old structure to the new. There has been a loss of well over 10% of our NHW volunteers including a number of office-bearers and long-standing members. With the closure of four NHW Areas and a fifth in recess, sizeable sections of the municipality are no longer serviced by NHW. It is most regrettable that we now have to re-introduce NHW to parts of Manningham that were well-serviced by the organisation for many years up to 2010!

There was strong feeling amongst all volunteers that their efforts were not appreciated and that the Victoria Police, from the Chief Commissioner down, don’t care whether NHW continues or not. A consequence of this was that it has been difficult to find office-bearers from the remaining volunteers. Presumably, they do not want to make a commitment to continuing with the organisation in case they decide that the new structure is not for them.

Interestingly, because of the care and attention given by successive managers and teams in the NHWs in Manningham over many years, we are in a sound financial position as the organisation rebuilds.

9. **Strengthening the NHW Program**

It must be appreciated that NHW stands or falls by the efforts of its volunteers. These are not paid staff and should not be treated as such. The work that they do is accommodated within their lives outside NHW. This means that long lead times are required when organising activities and there must be an understanding that some people will be less actively engaged in NHW than others. Using a “one size fits all” approach doesn’t work with paid staff and certainly won’t work with volunteers.

It is critical that the Board of Management sets high level policy and direction for NHW and leaves implementation to the Divisions and their PSAs. However, close liaison should be maintained between the Divisions to ensure that successes are shared and the lessons learned from any mistakes. Occasional visits by Board members to PSAs would be welcomed and beneficial to the Board in its deliberations.

In a number of areas in Victoria, including the Manningham PSA, the level of crime has been progressively dropping. Therefore, there is a need to broaden the activities of NHW beyond the traditional areas of theft and burglary. Examples of these other activities include reducing hoon driving and addressing graffiti. Progress is already being made in our PSA with enlarging the scope of NHW to encompass activities that would make Manningham a better and more caring community. This approach could be explored further by the State Board.
There is a feeling that the State Board is out of touch with the daily activities of NHW. One way of addressing this situation, whether it is a perception or fact, is to establish sub-committees drawn from throughout the Divisions, to address specific issues. Reports from the sub-committees could be submitted to the Board for consideration and endorsement. This would spread the load, provide input from the front-line, and give a wider group of volunteers experience in working at the Board level.

10. Challenges for the PSA

The major challenge confronting the Manningham PSA is to give the volunteers confidence that NHW is here for the long term. They find it impossible to reconcile a situation where 18 months ago, there were about 25 NHW meetings each month and every one was attended by a police officer. Now we have a maximum of six larger meetings each month and despite the efforts of the police, not all meetings have a police member in attendance.

The question of police commitment to NHW is constantly raised by the volunteers. The senior police say they are committed but these are the same people who brought NHW to its knees in 2010. So can we believe them?

Geoff Kloot
Chairman
Manningham NHW
### Neighbourhood Watch - Region 4, Division 2 Inc. - A0020323D

**STATEMENT OF FINANCIAL POSITION**

on 30th September, 2010

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>2,051.64 General Account - ANZ Doncaster</td>
<td>8,837.10</td>
</tr>
<tr>
<td>37,509.97 Investment Account - ANZ V2+</td>
<td>37,700.31</td>
</tr>
<tr>
<td>100.00 Office and PSA Petty Cash Imprests</td>
<td>700.00</td>
</tr>
<tr>
<td>164.14 GST Receivable</td>
<td>765.59</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>48,003.00</strong></td>
</tr>
<tr>
<td><strong>Non-current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>1,124.64 Computer</td>
<td>1,124.64</td>
</tr>
<tr>
<td>1,000.00 less Provision for Depreciation</td>
<td>1,124.64</td>
</tr>
<tr>
<td>124.64</td>
<td>0.00</td>
</tr>
<tr>
<td>7,682.05 Trailer</td>
<td>7,682.05</td>
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<tr>
<td>960.00 less Provision for Depreciation</td>
<td>1,920.00</td>
</tr>
<tr>
<td>6,722.05</td>
<td>5,762.05</td>
</tr>
<tr>
<td><strong>Total Non-current Assets</strong></td>
<td><strong>53,765.05</strong></td>
</tr>
<tr>
<td><strong>$46,672.44 TOTAL ASSETS</strong></td>
<td><strong>$53,765.05</strong></td>
</tr>
</tbody>
</table>

### EQUITIES

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>1,300.00 Grant Funds Held in Trust for Areas</td>
<td>1,300.00</td>
</tr>
<tr>
<td></td>
<td>1,300.00</td>
</tr>
<tr>
<td><strong>Accumulated Funds</strong></td>
<td></td>
</tr>
<tr>
<td>38,276.82 Balance at 1st October, 2009</td>
<td>45,372.44</td>
</tr>
<tr>
<td>9,272.43 plus Funds from Closed Areas</td>
<td>5,962.37</td>
</tr>
<tr>
<td>47,549.25 +/-Net Operating Result</td>
<td>51,334.81</td>
</tr>
<tr>
<td>-2,176.81</td>
<td>+1,130.24</td>
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<tr>
<td></td>
<td>52,465.05</td>
</tr>
<tr>
<td><strong>45,372.44</strong></td>
<td></td>
</tr>
<tr>
<td><strong>$46,672.44 TOTAL EQUITIES</strong></td>
<td><strong>$53,765.05</strong></td>
</tr>
</tbody>
</table>

**Auditor's Report to the Members of Neighbourhood Watch R4, D2 Inc.**

I hereby certify that I have inspected the accounting records of Neighbourhood Watch R4, D2 Incorporated A0020323D for the year ended 30th September, 2010 and state that the above Statement presents fairly the financial position of Neighbourhood Watch R4, D2 Inc. as at that date.

John M. Angelico, C.P.A., Honorary Auditor

Date: 8 Nov 2010
MANNINGHAM PSA NEIGHBOURHOOD WATCH  
2010/2011 Business Plan

OBJECTIVES:
Objective 1 Establish the needs of our local community from NHW
Objective 2 Conduct activities throughout the PSA to assist the community with crime prevention
Objective 3 Participate in activities to enhance the relevance of NHW to the community
Objective 4 Recognise the efforts of our volunteers
Objective 5 Undertake actions to recruit new members to NHW
Objective 6 Form strategic partnerships with other community organisations
Objective 7 Undertake sound management of the PSA’s finances

PROJECTS:

Higher Priority Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Obj</th>
<th>Estimated Cost</th>
<th>Total Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold one-way screw (Safe Plate) fitting days</td>
<td>Organise several fitting days over the 12-month period.</td>
<td>2, 3, 6</td>
<td>2 fitting days at $15 each for screws, refreshments, NHW brochures and donations to partners Partners - SES and Lions</td>
<td>$30</td>
</tr>
<tr>
<td>Encourage car dealers to install one-way screws in car number plates</td>
<td>Work with car dealers to install the screws in number plates of cars passing through their premises</td>
<td>2, 3, 6</td>
<td>Screws, removal tools and refreshments at $60 each for 12 dealers</td>
<td>$720</td>
</tr>
<tr>
<td>Complete the New Residents’ Welcome Pack</td>
<td>Print packs to improve knowledge of NHW and recruit new supporters</td>
<td>2, 3</td>
<td>$400 for printing 150 packs</td>
<td>$400</td>
</tr>
<tr>
<td>Hold car park audits</td>
<td>Enhance the relevance of NHW and ensure that the security message is being heard</td>
<td>2, 3</td>
<td>2 audits at $25 each (refreshments)</td>
<td>$50</td>
</tr>
<tr>
<td>Develop techniques to bring NHW to parts of the municipality not currently serviced</td>
<td>Develop alternative ways to provide NHW services in locations where traditional “Areas” did not operate eg Donvale</td>
<td>5, 2, 3</td>
<td>$100 for printing brochures and posters</td>
<td>$100</td>
</tr>
<tr>
<td>Hold displays at community events and festivals</td>
<td>Regularly provide displays at events with the opportunity to expose more of the community to the work of NHW.</td>
<td>5, 2, 3</td>
<td>4 events at $12 each for publicity material and refreshments</td>
<td>$50</td>
</tr>
<tr>
<td>Maintain supplies of safety and security publicity materials</td>
<td>Print the most relevant brochures for use by NHW volunteers to educate the public on safety and security</td>
<td></td>
<td>2500 Home Security brochures - $600, 2500 Personal Security brochures - $600, 3000 All Valuables cards - $450</td>
<td>$1,650</td>
</tr>
<tr>
<td>Develop local NHW marketing materials</td>
<td>Provide a range of NHW materials that encourage local involvement in NHW</td>
<td>3, 5</td>
<td>$250 for materials and advertising</td>
<td>$250</td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
<td>Obj</td>
<td>Estimated Cost</td>
<td>Total Costs</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------</td>
<td>-----------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Further develop the NHW in schools program</strong></td>
<td>Broaden knowledge of NHW through programs for school children</td>
<td>2, 3</td>
<td>$200 for prizes for competitions</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Further develop the NHW materials for people from non-English speaking backgrounds</strong></td>
<td>Print key NHW materials in languages other than English</td>
<td>2, 3, 6</td>
<td>$250 for small print runs of brochures</td>
<td>$250</td>
</tr>
<tr>
<td><strong>Develop new methods of communication with young adults</strong></td>
<td>Trial new ways of imparting the NHW message by use of electronics eg twitter</td>
<td>2, 3, 5</td>
<td>$200 for registration costs</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Further develop graffiti removal arrangements</strong></td>
<td>Develop a program with kits of supplies to remove graffiti from private property and report it on other property.</td>
<td>3, 6</td>
<td>$50 for kits Partner with Manningham Council</td>
<td>$50</td>
</tr>
<tr>
<td><strong>Develop NHW materials for Primary and pre-school children</strong></td>
<td>Produce materials eg colouring books that would be of interest to younger children</td>
<td>2, 3, 6</td>
<td>$250 for the printing and production of suitable materials</td>
<td>$250</td>
</tr>
<tr>
<td><strong>Support Divisional projects that enhance safety and security</strong></td>
<td>Contribute to projects that could be used in all PSAs in the Division eg covert video cameras</td>
<td>2, 3, 6</td>
<td>$800 for the Manningham contribution to the project/s</td>
<td>$800</td>
</tr>
<tr>
<td><strong>Further explore financial support arrangements with commercial organisations</strong></td>
<td>Continue to work with Bendigo Bank and develop the funding proposal with Aussie Farmers Direct</td>
<td>6, 7</td>
<td>$100 for seed funding to be recovered from supporter</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$5,000</strong></td>
</tr>
</tbody>
</table>

**Lower Priority Projects**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Obj</th>
<th>Estimated Cost</th>
<th>Total Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undertake further resident surveys (as needed) to review their needs from NHW</strong></td>
<td>Take further surveys (including new questions) from our community to ensure that NHW addresses their needs</td>
<td>1, 2, 3</td>
<td>$250 for printing of materials and “Reply Paid” costs</td>
<td>$250</td>
</tr>
<tr>
<td><strong>Support the older and infirm members of the community</strong></td>
<td>Develop programs that make older members of the community feel safer eg establish a support/reporting system for older people</td>
<td>2, 3, 6</td>
<td>$400 for printing of materials Partners include the Manningham Council</td>
<td>$400</td>
</tr>
<tr>
<td><strong>Develop a Manningham NHW website</strong></td>
<td>Develop a website further to provide a resource for newsletter editors and an event calendar for volunteers</td>
<td>2, 3, 4</td>
<td>$150 for the first year</td>
<td>$150</td>
</tr>
<tr>
<td><strong>Develop new programs for security and safety products/services</strong></td>
<td>Facilitate the supply of useful personal or home security devices.</td>
<td>2, 3, 6</td>
<td>Two new programs at $100 each for seed funding</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$1,000</strong></td>
</tr>
</tbody>
</table>
WR D6 PSA Annual Report

1. Briefly outline the structure of your PSA

**Mildura**
- The Mildura PSA is completely covered by Area 21.
- Towns include but are not limited to:
  - Mildura
  - Merbein
  - Red Cliffs
  - Donald
  - Irymple
  - Birchip
  - Underbool

2. Number of Active NHW areas

- MDA 1 & 2 – Combined area
- MDA 4
- MDA 5
- MDA 13
- Note: All above areas operate in the Mildura area meeting bi-Monthly and operate in a supporting role to Area 21 committee. These areas are not financial and are supported by the PSA when required or support of local businesses in relation to stationary and printing costs.
- MDA 8 – Merbein
- BUL 5 – Donald

3. Number of inactive areas

- Since taking on the role of Police coordinator in 2009 there have been no inactive areas.

4. Number of approved volunteers

- 195

5. (a) Number of new approved volunteers 2010

- 7

(b) Number of Volunteers leaving the NHW Program

- 30
6. (a) **Audited Financial Statement for 2010 (Or December statement)**

- Find attached

(b) **The balance (As at 31 December 2010) of each area/Zone account**

- Find attached

7. **Action plan: Provide a copy of your action plan for 2010-2011 and outline**

(a) **Major achievements and highlights for 2010**

- Completion of communication strategy including North West Safety web site.
- Introduction of NHW Crime beat published in both local Newspapers fortnightly.
- Increased level of support to Victoria Police resulting in increased credibility and outstanding support from local Police management.
- Development of partnership between NHW and local council.
- Strengthening partnership between NHW and CLaSP (Community Liaison and Support Program).
- Receipt of recognition award from the local Aboriginal community for NHW contribution to NAIDOC week.
- The introduction and success of crime bulletins.
- Sponsorship of Chaffey Secondary College in the solar challenge.
- Implementation of formalised recognition awards for volunteers.

(b) **Number of proactive initiatives undertaken in NHW areas.**

- Monash wetlands crime bulletin (target specific re: burglary).
- Irymple Crime bulletin (target specific re: unsociable behaviour).
- Sheducation brochure (target specific re: Shed burglary).
- Kids on bikes program (Education of school children re: road safety)
- Car park audits (Target specific to crime hot spots)
- Lock it or lose it.
- Safe plate days.
- Personal safety awareness days and local schools.
- Bike marking.
- Numerous information displays including Mildura show
- Weekly committee meeting in Langtree mall (Taking public enquiries)

(c) **Number of proactive initiatives planned**

- Continuation of Car park audits as per T&C requirements
- Continuation of Crime bulletins as per T&C requirements
- Safe plate day in partnership with RACV (March 2011)
- Rewards program for securing vehicles (February – April 2011)
- Kids on bikes (Commencing February 2011)
- Property marking (March 2011)
- Participation in NAIDOC week (July 2011)
- Participation in the Mildura Mardi gra (March 2011)
- Partnering Sunraysia community Health in walk to school days

**(d) Number of Community forums conducted, attended or planned involving the NHW program**

- In 2010 NHW was involved and/or conducted many community forums throughout the entire division. These included but were not limited to
  - Senior Citizens groups
  - Council groups
  - Community volunteer organizations
  - Community crime prevention program
- In 2011 this will continue. At this stage there are already several events on the NHW calendar including
  - Red Cliffs Traders (15/02/2011)
  - Red Cliffs Senior citizens (TBA due to floods)
  - Mildura Rural City Council (Volunteers week May, 2011)

8. **The impact of the PSA structural change on the NHW program (in your NHW areas)**

- The impact of the structural changes to NHW in RW D6 have been minimal.
- There was early unrest in relation to crime statistics. This has been dealt with by the implementation of a new comprehensive communication strategy.

9. **Suggestions to strengthen the NHW program**

- Sourcing of funding.
- Increased resources (signs, stickers, pamphlets etc.)
- Funding for the development and running of programs targeting youth.

10. **Challenges confronting NHW in your PSA**

- Uncertainty surrounding the Police coordinator role.
- An ageing volunteer group.
- Rising crime rate.
- Lack of funding.
- Lack of resources.
Mitchell/Strathbogie PSA – Neighbourhood Watch

The Police Service Area of Mitchell incorporates the shires of Mitchell and Strathbogie. Mitchell shire includes the townships of Beveridge, Wallan, Kilmore, Pyalong, Broadford, Tallarook and Seymour. Strathbogie shire consists of the small rural towns of Nagambie, Euroa, Longwood, Strathbogie and Violet Town.

The remaining areas are rural, with the primary industries being farming, horse studs, tourism and wineries.

I was unable to form a Police Service Area based NHW; information sessions were held with all the groups and a large media campaign instigated – but to no avail. An initial meeting was held, with six people attending, with the second meeting only attracting two interested people. The main problem was attributed to the size of the PSA and the distance which the volunteers needed to travel.

A central point for the meetings was at Seymour, which from the northern and southern boundaries is over an hours drive each way, and due to the ageing volunteers, driving long distances, in particular at night, was not a viable option for some interested parties. Also, people are still very much focused on their own communities, whether it is the local town or rural community.

This PSA has several active Police & Community Consultative Committees, which volunteers feel has taken over some of the roles of NHW.

The PSA based structure has not affected my active groups as they are still functioning with the support of their local police. The police, depending on operational needs, still attend individual meetings as they believe it is a way of building relationships with the rural people and exchanging information.

There are seven (7) active NHW groups in the PSA

<table>
<thead>
<tr>
<th>Group</th>
<th>Location</th>
<th>Type</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>STB 1</td>
<td>Ruffy/Creightons Creek.</td>
<td>(rural)</td>
<td>$420</td>
</tr>
<tr>
<td>STB 2</td>
<td>Moglonemby/Miepoll</td>
<td>(rural)</td>
<td>$1,500</td>
</tr>
<tr>
<td>STB 3</td>
<td>Longwood</td>
<td>(rural)</td>
<td>$57</td>
</tr>
<tr>
<td>STB 5</td>
<td>Kirwans Bridge/Ballieston</td>
<td>(rural)</td>
<td>$1,200</td>
</tr>
<tr>
<td>STB 8</td>
<td>Violet Town</td>
<td></td>
<td>$317</td>
</tr>
<tr>
<td>MHL 2</td>
<td>Willowmavin</td>
<td>(rural)</td>
<td>Nil</td>
</tr>
<tr>
<td>MHL 5</td>
<td>Wandong/Heathcote Junction</td>
<td></td>
<td>$713</td>
</tr>
</tbody>
</table>

STB 6 & 7 – Euroa – has been inactive for several years, but is currently trying to amalgamate with STB 1, STB 2 and STB 3 to form a Strathbogie shire NHW group.
This is still very much in the development phase, with the deputy mayor being very supportive of the merging and taking a lead role in same. There is approximately 10 – 15 people interested, but the difficulty will be getting volunteers to take on leadership roles.

There are five dormant groups in the Mitchell shire.

**MHL 3** – Pyalong  
**MHL 4** – Hidden Valley  
**MHL 6** – Kilmore East  
**MHL 7** – Seymour (renewal area)  
**MHL 8** – Kilmore South

MHL 8 become dormant about 12 months ago with the others being inactive prior to me taking over the CPO/NHW position almost two years ago. In particular MHL 7 (Seymour) was registered, but never went any further.

MHL 8 & MHL 6 (Kilmore) have both closed their accounts with the money being allocated to erect a seat (with plaque) at the Kilmore skate park. The monies are currently placed in the Kilmore Police & Community Consultative Committee bank account, who are assisting with organising the seat.

MHL 3 (Pyalong) has their monies allocated to replacing NHW signs in and around the Pyalong township.

MHL 4 (Hidden Valley) is in the process of donating money to a local safety initiative.

These two groups only have approximately $100.00 each to distribute.

Of the groups still operating, there has been no actual movement of members, no one leaving, but no new members either. The main problem being that the groups are not attracting new younger community members, and those who have taken quite active roles for several years are finding it difficult to be replaced when they want a break from being committee members. The majority of our volunteers are from the retired older residents.

Each group has approximately 10 – 15 approved members, but usually only have 5 – 10 people attending the meetings. Most groups have gone from monthly to bi-monthly meetings.

I believe another factor in the declining interest, in particular in this area, is due to the fact of not having a large metropolitan area, where usually the most crime related issues are prevalent.

Seymour is the largest town in the PSA with a population of just over 6,000 and Wallan has approximately 5,500 residents. The largest town in Strathbogie shire, Euroa, has a population of just over 2,000 people
Groups are finding it difficult to develop relevant crime prevention strategies, as in comparison to larger metropolitan areas, the crime rate is relatively low.

The volunteers also feel that the changes which have been put in place are very “citycentric” and have not considered rural areas where distances are a lot greater.

The number of approved volunteers for the Mitchell/Strathbogie PSA is 95.

Initiatives planned for the coming months:

Violet Town will be distributing Remove it Lock Lose it pamphlets at the Market day in March and plan to utilise the NHW trailer at the October market to hand out crime prevention and personal safety brochures. This market is held monthly and attracts thousands of people from quite far afield.

The Kirwan’s Bridge group is still involved in the Save Kirwan’s Bridge campaign by distributing handouts and has a clean up day around their part of Lake Nagambie in April.

Wandong/Heathcote Junction is continuing with their partnership with the primary school presenting awards to students who display good citizenship behaviour and will have a presence at the Wandong Country Music Festival, handing out crime prevention brochures and also hosts a quarterly sausage sizzle to raise awareness of the group and again hand out appropriate crime prevention information.

Most groups are still continuing with newsletters, which in two cases – Violet Town and Wandong/Heathcote Junction – is distributed with the local monthly community newspaper, substantially reducing the manpower needed to distribute same.

Leading Senior Constable Wendy Willingham 23228
Crime Prevention Officer/NHW Co-ordinator
Mitchell/Strathbogie PSA
Information Required for Annual Report from each PSA

1) Briefly outline the structure of your PSA.
   e.g. List Towns, no. of areas/zones, may include maps.
   Southern Grampians PSA encompasses the shires of Southern Grampians & Glenelg. Within these shires exist the cities/towns of Casterton, Dartmoor, Merino, Heywood, Portland (Glenelg) Balmoral, Colerain, Branxholme, Cavendish, Hamilton, Penshurst, Dunkeld (Southern Grampians). Currently there are no NHW groups in the Southern Grampians Shire. The Glenelg Shire has NHW groups in Portland, Heywood, Merino.

2) No. of Active NHW Areas
   Three.- Portland, Heywood, Merino.

3) No. of inactive areas - please list e.g. STN 31
   Three.- Casterton, Hamilton, Dunkeld.

4) No. of approved volunteers (most important for Insurance purposes)
   Thirty who are active. Twenty who are inactive (attend meetings only) Fifty in total.

5) (a) No. of new approved volunteers for 2010.
   Five
   (b) No. of approved volunteers leaving the NHW program (for whatever reason).
   None officially but approximately twenty who don’t have a NHW group close enough to be able to attend meetings.

   (Or December Statement as presented to PSA Meeting)
   Not applicable
   (b) The balance (as at 31 December 2010) of each Area/Zone account (incl. dormant/in-active areas)
   Portland: $727.85
   Heywood: $4355.29
   Merino: $3500.00
   Hamilton & Portland Co- Ordinators $3675.63

7) Action Plan: Provide a copy of your NHW Action Plan for 2010-11 and outline:
   (a) Major Achievements/Highlights for 2010
   Safe Plate days held in Portland and Heywood.
   (b) Number of proactive initiatives undertaken in NHW areas
twelve
   (c) Number of proactive initiatives planned (including dates & locations)
   None – until I know what the future of the police nhw co-ordinator will be.
   (d) Number of Community Forums conducted, attended or planned involving
   the NHW program
   Four

8) The impact of the PSA structural change on the NHW program (in your NHW areas).
It has made an already weak program even weaker. Volunteers have no interest in what is occurring in a town 150 km away. They are only interested what is going on in their own town/city or in some cases street.

9) Suggestions to strengthen the NHW Program

10) Challenges confronting your NHW in your PSA
Volunteers dwindling due to old age and death.

ANNUAL REPORTS are required no later than Friday 4th March, 2011.
Swan Hill PSA Annual Report

1. Briefly outline the structure of your PSA

**Swan Hill**

- The Swan Hill PSA area covers Swan Hill and the surrounding area.
- Towns include but are not limited to:
  - Swan Hill
  - Kerang
  - Cohuna
  - Charlton
  - Sea Lake
  - Wycheproof

2. Number of Active NHW areas

- Swan Hill
- Cohuna

3. Number of inactive areas

- Nil

4. Number of approved volunteers

- 40

5. (a) Number of new approved volunteers 2010

- 6

(b) Number of Volunteers leaving the NHW Program

- 30

6. (a) Audited Financial Statement for 2010 (Or December statement)

- Find attached

(b) The balance (As at 31 December 2010) of each area/Zone account

- Find attached
7. **Action plan: Provide a copy of your action plan for 2010-2011 and outline**

(a) **Major achievements and highlights for 2010**

- Introduction of communication strategy with local Newspapers.
- Increased level of support to Victoria Police resulting in increased credibility and outstanding support from local Police management.
- Development of partnership between NHW and local council.
- Receipt of NHW state award for L/S/C Downes.
- The introduction and success of Target specific letter drops.
- Development of partnership between NHW and local car yards re: safe plate

(b) **Number of proactive initiatives undertaken in NHW areas.**

- Car park audits (Target specific to crime hot spots)
- Lock it or lose it.
- Safe plate days.
- Personal safety awareness days and local schools.
- Bike marking.
- Numerous information displays including
  - Swan Hill show
  - Cohuna Show
  - Robinvale show
  - Kerang show
  - Robinvale Ski races
  - Nyah west Christmas Parade

(c) **Number of proactive initiatives planned**

- Continuation of Car park audits as per T&C requirements
- Continuation of letter drops as per T&C requirements
- Safe plate program in partnership with local car yards (2011)
- Property marking (March 2011)
- Participation in Shows listed above

(d) **Number of Community forums conducted, attended or planned involving the NHW program**

- In 2010 NHW was involved and/or conducted many community forums throughout the entire division. These included but were not limited to
  - Senior Citizens groups
  - Council groups
  - Community volunteer organizations
- In 2011 this will continue.
- Business security forums involving local traders
8. The impact of the PSA structural change on the NHW program (in your NHW areas)

- The impact of the structural changes to NHW in the Swan Hill PSA have been minimal.
- There was early unrest in relation to crime statistics. This has been dealt with by the implementation of a new communication strategy.

9. Suggestions to strengthen the NHW program

- Sourcing of funding.
- Increased State funded resources (signs, stickers, pamphlets etc.)
- Strengthening the partnership between Victoria Police and the NHW volunteers.

10. Challenges confronting NHW in your PSA

- An ageing volunteer group.
- Lack of funding.
- Lack of resources.
- Getting young people interested in NHW
Information Required for Annual Report from each PSA

1) Briefly outline the structure of your PSA.
e.g. List Towns, no. of areas/zones, may include maps.

**Warrnambool PSA encompasses the shires of City of Warrnambool, Moyne Shire & Corangamite Shire. Within these shires exist the cities/towns of Macarthur, Port Fairy, Koroit, Mortlake (Moyne Shire). Terang, Timboon, Port Campbell, Cobden, Camperdown, Lismore, Skipton (Corangamite Shire). Warrnambool is the only city in the City of Warrnambool Shire. Currently there are no NHW groups in the Moyne Shire. Warrnambool has a NHW but it is very weak. The Corangamite Shire has NHW groups in Camperdown and Skipton.**

2) No. of Active NHW Areas
**Three- Warrnambool, Camperdown, Skipton.**

3) No. of inactive areas - please list e.g. STN 31
**Three- Cobden, Lismore, Terang.**

4) No. of approved volunteers (most important for Insurance purposes)
**Thirty who are active. Twenty who are inactive (attend meetings only) Fifty in total.**

5) (a) No. of new approved volunteers for 2010.
**Five**
(b) No. of approved volunteers leaving the NHW program (for whatever reason).
**None officially but approximately twenty who don’t have a NHW group close enough to be able to attend meetings.**

**Not applicable**
(b) The balance (as at 31 December 2010) of each Area/Zone account (incl. dormant/in-active areas)

**Warrnambool: $1901.97**
Skipton: $600.00
Camperdown: Not available

7) Action Plan: Provide a copy of your NHW Action Plan for 2010-11 and outline:

(a) **Major Achievements/Highlights for 2010**
Safe Plate days held in Warrnambool and Skipton. Electrical goods marking day in Warrnambool. Bike engraving day in Warrnambool.
(b) Number of proactive initiatives undertaken in NHW areas **twelve**
(c) Number of proactive initiatives planned (including dates & locations) **None – until I know what the future of the police nhw co-ordinator will be.**
(d) Number of Community Forums conducted, attended or planned involving the NHW program **Four**
8) The impact of the PSA structural change on the NHW program (in your NHW areas).
   *It has made an already weak program even weaker. Volunteers have no interest in what is occurring in a town 150 km away. They are only interested what is going on in their own town/city or in some cases street.*

9) Suggestions to strengthen the NHW Program

10) Challenges confronting your NHW in your PSA
   *Volunteers dwindling due to old age and death.*

   **ANNUAL REPORTS are required no later than Friday 4th March, 2011.**
NHW Whitehorse Annual Report 2010

1) The Whitehorse Police Service Area matches the boundaries of the City of Whitehorse and includes the suburbs of Blackburn, Box Hill, Burwood, Forest Hill, Mitcham, Mont Albert, Nunawading, Surrey Hills and Vermont.

It covers an area of 64 square kilometres and is located 15 kilometres east of Melbourne.

Whitehorse is home to 151,000 residents of whom slightly more than 25% were born overseas and 23% are from non-English-speaking backgrounds.

Neighbourhood Watch has been very successful locally, with 46 Areas being established between 1984 and 1996. Of these, some 29 are still meeting regularly, keeping their local residents informed via the distribution of Newsletters and providing the volunteer resources necessary for NHW activities in conjunction with Victoria Police – eg “Look, Lock, Leave” and “Safe Plate”.

The 29 operating Areas are sub-divided into two Sectors to facilitate communication and consultation with Area Managers.

NHW Whitehorse is one of four PSAs within Eastern Region Division 1 – the others being Boroondara, Manningham and Monash.

Each PSA operates as an independent Committee under the umbrella of the Divisional Executive which is incorporated and provides an administrative structure and support, including finance, personal accident insurance, etc.

2) There are currently 29 Active Areas – but a few of these are definitely “in danger”.

3) As indicated previously, 17 Areas have closed over the years – 6 in the past twelve months and another 4 or 5 will most likely close shortly.

Currently there are 6 inactive or “dormant” areas

WHS008 – unable to recruit Zone Representatives
WHS026 – lack of Office Bearers (currently the PSA Committee is investigating a merger with adjacent Areas)
WHS028 – Currently meeting with another Area and investigating a merger
WHS042 – Loss of Office Bearers
WHS045 – Lack of Office Bearers (situation to be reviewed)
WHS046 – Loss of Office Bearers

4) There are approximately 950 approved volunteers in the Whitehorse PSA. This will decrease significantly with the foreshadowed closures of Areas.
5) (a) There were 21 new approved volunteers in 2010.

(b) At least 150 approved volunteers left the NHW program – with many more certain to follow.

6) **Finances:**

(a) The financial records of the four PSAs in Eastern Region Division 1 are managed by the Divisional Executive with each PSA Committee submitting accounts for payment from Divisional funds.

Attached is a copy of the Audited Financial Statement of the Division for the year ended 30th September 2010 which records total funds of $48,003. Of this, approximately $18,000 is being held in trust (for up to three years) for closed Areas.

For the purpose of this PSA Annual Report it is assumed that as one of the four PSAs in the Division, Whitehorse will report $7,500 as the funds currently available to the PSA.

It should be noted that in the past month orders have been placed by the Division for around $5,000 worth of promotional material to enable the PSA Committees to continue their program and it will be necessary for such expenditure to continue. Due to a lack of sponsorship funds, there has been no promotional material available from NHW Victoria for a considerable time.

(b) Our enquiries indicate that a total of approximately $45,000 is held by Areas within the Whitehorse PSA. This is an average of slightly less than $1,500 per Area (including “dormant” areas).

7) The Action Plan for NHW Whitehorse is a “living” document and subject to continuous update. Attached is a current version of the Plan which is reviewed each month at our PSA Committee Meeting. When considering the activities of the PSA it should be borne in mind that the restructure only occurred in July 2010 and that NHW Victoria has still not been relaunched publicly.

Major achievements include:

- The formation of a PSA Committee with the support of the PSA Manager
- The development of a monthly Newsletter delivered by email
- A close working relationship with members of the Whitehorse Proactive Policing Unit – NHW Coordinator, Crime Prevention Officer and Youth Resources Officer
- Involvement of NHW volunteers in activities requested by Police – “Look, Lock. Leave” and “Safe Plate”.
- The development of a relationship with local community radio and press for ongoing promotion
- The retention of the majority of the “grass-roots” support of NHW in Whitehorse

The individual NHW Areas have not undertaken many individual proactive initiatives, but have continued with regular meetings and the production and distribution of Newsletters to local residents. The volunteers for PSA initiatives are sourced from these Areas.
The PSA Annual Action Plan includes the following planned proactive initiatives:

- Monthly public meetings
- Monthly crime prevention activities
- Safe Plate Days X 2
- Promotion of NHW at local markets, fairs and fetes
- Monthly email Newsletter
- Ongoing media promotion

Since the PSA Committee was formed, there have been two public forums and we plan to hold one each month – alternating between daytime and night-time events

8) The PSA structural change has had a profound impact on the program in the NHW areas.

The withdrawal of Area Crime Statistics and the non-attendance of police at Area meetings have resulted in a considerable drop-off of support for the NHW program at the local grassroots level. It is at this level that volunteers can be recruited and then involved in PSA crime prevention activities.

The program was already in decline prior to this change due to aging volunteers and our ability to recruit younger replacements – but this has accelerated the loss of Zone Representatives and Office Bearers.

9) The most obvious suggestion to strengthen the NHW Program is the recruitment of a younger, more diverse band of volunteers.

Whilst PSA Committees can play a role, this can only be achieved by a concentrated campaign at a state level which creates a valid and compulsive argument for involvement in NHW.

10) The following challenges confront NHW Whitehorse:

- Our ability to retain the support of the long-term volunteers – many of whom now feel disenfranchised by the withdrawal of statistics and police attendance at meetings
- Our inability to recruit younger volunteers from a more diverse background
- Our inability to attract sufficient skilled volunteers for the required committee roles

It should be noted that the inability to recruit suitable volunteers is not confined to NHW. There are many reasons why residents do not become involved in today’s society.

To gain and enhance the support of the Whitehorse City Council in our community safety and crime prevention activities.

With the closure of Areas and loss of volunteers it will be increasingly difficult for NHW Whitehorse to find resources for proactive initiatives. Even now it is difficult to attract more than 20 volunteers to an event.