

# **LEGISLATIVE COUNCIL**

## **BUDGET AND FINANCE COMMITTEE**

Old Parliament House Chamber, Old Parliament House

Monday, 19 June 2023 at 10:10am

BY AUTHORITY OF THE LEGISLATIVE COUNCIL





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## MEMBERS:

Hon. H.M. Girolamo MLC (Chairperson)  
Hon. T.A. Franks MLC  
Hon. L.A. Henderson MLC  
Hon. J.M.A. Lensink MLC  
Hon. R.B. Martin MLC  
Hon. F. Pangallo MLC  
Hon. I. Pnevmatikos MLC

## WITNESSES:

WILLIAMS, LINDA, Acting Commissioner of Police, South Australia Police

BAMFORD, NOEL, Acting Deputy Commissioner of Police, South Australia Police

JOHINKE, STEPHEN, Executive Director, Business Service, South Australia Police

3541 The CHAIRPERSON: Welcome to the meeting. The Legislative Council has given the authority for this committee to hold public meetings. A transcript of your evidence today will be forwarded to you for your examination for any clerical corrections. The uncorrected transcript of your evidence today will be published immediately upon receipt from Hansard, but the corrected transcript once received from you will replace the uncorrected transcript.

I advise that your evidence today is being broadcast via the Parliament of South Australia website. Should you wish at any time to present confidential evidence to the committee, please indicate and the committee will consider your request. Parliamentary privilege is accorded to all evidence presented to a committee; however, witnesses should be aware that privilege does not extend to statements made outside of this meeting. All persons, including members of the media, are reminded that the same rules apply as in the reporting of parliament.

Good morning. I am Heidi Girolamo, the Chair of the Budget and Finance Committee. I will introduce you to my colleagues: the Hon. Michelle Lensink, the Hon. Tammy Franks, the Hon. Irene Pnevmatikos, the Hon. Reggie Martin and the Hon. Frank Pangallo. Thank you, acting commissioner. Would you please introduce your team and if you have a brief opening statement, then we will go straight into questions.

Acting Cmmr WILLIAMS: Thank you. Good morning. I am Linda Williams. I am the Acting Commissioner of Police, and I would like to commence with the introduction of the officers and staff I have with me today, followed by a brief opening statement. I have Acting Deputy Commissioner Noel Bamford; Stephen Johinke, Executive Director of Business Service; and Acting Superintendent Jacob Stubing, my Chief of Staff.

SAPOL is committed to delivering safer communities. The achievement of safer communities involves an organisational focus on managing key issues facing SAPOL and the ongoing allocation of dedicated resources. Today I will outline some of the key issues that SAPOL has been managing that may be of interest to this committee.

The pandemic major emergency declaration ceased on 24 May 2022, and SAPOL, like all other organisations, has been slowly returning to business-as-usual operations. This year has seen calls for police assistance returning to pre-COVID levels, with police attendance to matters increasing significantly. Like all police services across Australia, SAPOL has experienced an unusually high increase in staff separations due to both retirements and employees seeking other opportunities—the so-called great resignation. This has presented challenges to SAPOL as businesses and other service organisations are now actively competing to recruit from the same pool of prospective employees.

As a consequence, SAPOL is holding a high number of vacant positions, which has a direct impact on our remaining staff, who are feeling the pressure of increased workloads resulting from greater time being spent on tasks and fewer resources available to attend those tasks. While other police jurisdictions across Australia are facing similar issues, there are a number of strategies SAPOL are currently exploring to alleviate these pressures.

The district policing model was introduced in 2018, and since that time the population of South Australia has increased by approximately 85,000, resulting in increase in demand for police services. Since the implementation of the model, staff turnover has been high, coupled with higher than usual attrition rates and lower recruiting numbers. This is a situation that is currently impacting on all policing jurisdictions across Australia.

As a result of these resource challenges, we are, on average, holding approximately 200 police vacancies at any given time. We acknowledge the pressure this situation places on our employees and the excellent work that they continue to do. Notwithstanding the known resourcing challenges for SAPOL, the district policing model has received criticism and has been publicly branded as a failure. Our position is the model is not a failure but is impacted by resource challenges placing our staff under pressure to maintain services to the community.

We have conducted research and undertaken a comprehensive schedule of staff consultation across the SAPOL work group. This staff engagement has indicated that the model is not flawed but rather is suffering as a result of our resourcing issues. This consultation has provided invaluable feedback, and we are currently examining the staff suggestions with a view to making modifications to the model to increase efficiency and to improve management of police demand.

Accelerated recruiting initiatives has been another area of focus for SAPOL. The state budget has provided \$12.2 million over three years, from 2023-24, to accelerate cadet recruitment by increasing the number of courses delivered via the Police Academy and in engagement of recruitment campaigns and in improving our vocational pathways.

Our target is to reach our funded establishment as soon as possible. SAPOL have moved to operating the academy at capacity, a course every month and expanded course numbers. We are estimating that even with the additional courses and additional course numbers we won't reach establishment until around the middle of 2026. Therefore, overseas recruitment is being explored as an opportunity to bring that forward by 12 months to early or middle of 2025, attracting officers with at least three years' experience. This is subject to factors that are to a degree outside of our control, including visas being granted in a timely way and the number and suitability of applicants received.

These initiatives will accelerate recruitment and training to address existing vacancies and attrition within SAPOL. SAPOL has been funded for an additional 189 police security officers to provide direct support to the frontline members working across metropolitan Adelaide in the district policing model. Approximately 120 of the 189 have already been employed, trained and deployed. These officers will undertake duties of a security nature that until now have been undertaken by police. Examples of these duties include security, prisoner guards and transport, and crime scene and hospital guards, allowing for the redirection of existing sworn police officers to other priority frontline operations.

A total of 55 PSOs will be deployed to cell guard duties across metropolitan Adelaide, freeing up 45 police to undertake other duties. The remainder will provide mobile support for the four metropolitan police districts. As more police security officers are recruited, we look to expand their duties to maximise the relief able to be provided to frontline police officers. The deployment of these officers has already assisted to mitigate the pressure being caused by the current vacancy rate.

In June 2022, SAPOL commenced the district support section trial, with police security officers assisting frontline police on a 24/7 basis for undertaking expanded duties involving the security of people. This trial has been an overwhelming success, and as of 2 June this year the collective performance by the trial staff has seen over 3,536 tasks removed from frontline police, amounting to a total of over 22,872 hours of frontline policing time being able to be invested back into urgent response duties.

We are currently working with the Northern Adelaide Local Health Network in a trial Mental Health Co-Response program. The trial sees a police officer and a mental health clinician

work together to respond to mental health-related events and conduct an onsite assessment of people experiencing a mental health crisis. The trial commenced in September 2022 and is achieving positive outcomes by reducing the amount of time police and SAAS spend responding to mental health-related incidents.

Further to this, the ability to provide an assessment of a person on-scene also allows us to reduce the number of people that are required to be transported to an emergency department for mental health assessment. The program is providing better outcomes for people experiencing a mental health crisis by providing timely access to mental health assessments and ensuring appropriate referrals are made to community-based mental health agencies.

Our custody nurse program is another medical-related initiative that has saved SAPOL and SA Health significant time by diverting non-urgent matters away from the public hospital emergency departments. Running since April 2020, this initiative sees nurses located at a range of custody facilities across the metropolitan area, where they ensure the medical needs of detainees are appropriately managed and that onsite treatment is provided for minor medical issues. This service reduces the significant impact on police resources typically involved with transporting and guarding detainees who would otherwise be taken to an emergency department.

As of January this year, Pop-Up Health began providing these services to SAPOL. A review of the program showed that from 1 January 2023 to 30 April 2023, nurses administered care to detainees in police custody on 2,417 occasions.

3542 The CHAIRPERSON: Thank you, acting commissioner. We might go into questions now, and then we can always cover other issues as we are working through. The commissioner was meant to be here today. I am told he is on annual leave, but he had also confirmed to be at this meeting up until recently. Why isn't he here?

Acting Cmmr WILLIAMS: My understanding is the request was for the Commissioner of Police to be here. I am the Acting Commissioner of Police. I also understand a couple of weeks ago we did ask if there was a possibility of changing the date, and we were advised that wasn't possible.

3543 The CHAIRPERSON: We were not advised of that, no. That is disappointing, because it is common practice to have the commissioner or to have the chief executive of a particular department present at what is a very important committee.

I will start with the Thebarton barracks unit. Can you please provide some context into the day-to-day operations of the mounted police unit? What kind of activities do they undertake, do any of these activities occur in the evening or at night, and what kind of response time do these units typically have?

Acting Cmmr WILLIAMS: I would be happy to answer the question. I will pass over to Noel Bamford, who actually has the finer detail on this.

Acting Dep. Cmmr BAMFORD: Is your question purely around mounted or the operations at Thebarton barracks?

3544 The CHAIRPERSON: At this stage, around the operations of the mounted police unit.

Acting Dep. Cmmr BAMFORD: Mounted operations, as you know, come out of Thebarton barracks. They essentially operate day and afternoon shifts seven days a week, and provide a service across the state. For some evenings of every week they are present in Hindley Street, and they also respond to any rallies or protest activity, certainly in the CBD or elsewhere, and their response times in the CBD will depend on the time of day and the nature of the event.

3545 The CHAIRPERSON: Can you please provide some insight into the criteria that led SAPOL to choose Park 21 West as its preferred site for relocation of the mounted police unit?

Acting Dep. Cmmr BAMFORD: A combination of things: its close proximity to this house, plus the Hindley Street precinct, which is where the mounted do a lot of their work; 85 per cent of their normal operational work is done in the CBD, so to maintain that access as we have at the moment with Thebarton, Park 21 West was a good site.

Equally, it had good main road access with traffic lights available so that we could get in and out with our heavy equipment. Being on the Parklands, the training of horses is easily facilitated. That particular site was a flat, vacant site having no buildings on it, and it had no sporting users or recreational users to be displaced. Having said that, we acknowledge that there are interested stakeholders in that parkland site.

3546 The CHAIRPERSON: How did Park 21 West meet the operational needs of the mounted police unit?

Acting Dep. Cmmr BAMFORD: As I said, it's very close to Hindley Street and this house, a similar distance as Thebarton barracks is to the same location. From a perspective of operating horses on roads, there were no multilane roads to cross to actually get here. We could essentially come up Morphett Street to get to Hindley Street.

3547 The CHAIRPERSON: What is the newly announced location for the mounted operations—one of those initial sites preferred by SAPOL?

Acting Dep. Cmmr BAMFORD: Sorry, I didn't quite understand that.

3548 The CHAIRPERSON: Was the newly announced location for the mounted operations one of those initial sites preferred by SAPOL?

Acting Dep. Cmmr BAMFORD: The government has announced that we are now investigating three different sites: two in the vicinity of the Adelaide Airport and one at Gepps Cross.

3549 The CHAIRPERSON: Were they a preferred location for SAPOL nor not?

Acting Dep. Cmmr BAMFORD: None of those sites were provided to us to consider until recently.

3550 The CHAIRPERSON: So you weren't aware of any of those sites, and none of those sites were your preferred location?

Acting Dep. Cmmr BAMFORD: I think I need to clarify: we were provided with a list of sites to consider that met our ideal parameters, which was within three to five kilometres of the CBD, and that was when we identified Park 21 West as our preferred site.

3551 The Hon. T.A. FRANKS: Who provided you with that list of sites?

Acting Dep. Cmmr BAMFORD: Renewal SA.

3552 The Hon. F. PANGALLO: How much was spent on that initial investigation into those three sites? What now has to be spent on the Airport site, not so much now that you're there, but any other aspect that could be there, like contamination?

Acting Dep. Cmmr BAMFORD: I don't have advice on how much we have spent investigating these sites.

3553 The Hon. F. PANGALLO: Can you take it on notice?

Acting Dep. Cmmr BAMFORD: I can.

3554 The Hon. F. PANGALLO: The government did allocate some funding.

Acting Dep. Cmmr BAMFORD: Yes. We have been allocated \$2 million to undertake planning for a new site. We haven't exhausted those funds yet.

3555 The CHAIRPERSON: Out of the three sites that have been put up as options by the government, SAPOL weren't necessarily aware of those sites before they came through. You mentioned about being within three to five kilometres. The Airport is not within three to five kilometres either; is that correct?

Acting Dep. Cmmr BAMFORD: That's correct.

3556 The CHAIRPERSON: So it wasn't a preferred location?

Acting Dep. Cmmr BAMFORD: It was not preferred in our initial advice to government, but discussions have occurred in relation to the availability of sites, and the decision was made that the parkland site was not going to be made available to us. So, we identified an

alternative approach, which is to have our main site further out than the five ks that we initially asked for, but we would supplement that with a CBD site as a staging point so we can maintain our operational access.

3557 The CHAIRPERSON: So SAPOL pitched the Supreme Court and the Adelaide Airport solution to the government or vice versa?

Acting Dep. Cmmr BAMFORD: No, the other way. Renewal SA identified various sites that met the new criteria and we have started examining them.

3558 The CHAIRPERSON: And because the new criteria wasn't sufficient, you had to then propose the location near the Supreme Court?

Acting Dep. Cmmr BAMFORD: No. Part of the instructions to Renewal SA was to identify both a CBD site as a staging point and another site for mounted's main accommodation.

3559 The CHAIRPERSON: So, does the new site present different operational requirements to its current site at Thebarton Barracks and, if so, what are the differences?

Acting Dep. Cmmr BAMFORD: Thebarton Barracks currently accommodates 15 different business units, not just mounted, and we are looking at a range of alternatives to see what we can co-locate versus what we will locate at standalone sites. There are no plans, at this point, to recreate Thebarton Barracks at a different location.

3560 The CHAIRPERSON: At this stage, does the new site present any operational challenges or risks and, if so, what are they?

Acting Dep. Cmmr BAMFORD: We haven't identified a new site yet. We are exploring three different sites. They will all have different aspects of utility to us and, potentially, some detractors. That is why we are doing a feasibility study, essentially, on the sites now. It depends on how big the site is, its road access and its access into the city. All these factors will impact on which one we will identify as the preferred one.

3561 The CHAIRPERSON: To clarify, SAPOL wasn't in favour of the three that have been put before you; it was Renewal SA that put them forward?

Acting Dep. Cmmr BAMFORD: It wasn't a matter of not being in favour. We hadn't considered anything outside of the five-k radius of the city. These are 10 ks out.

3562 The CHAIRPERSON: Yes, significantly further than what was originally in mind.

Acting Dep. Cmmr BAMFORD: Yes, absolutely.

3563 The Hon. F. PANGALLO: Mr Bamford, could you tell us what the other two sites are?

Acting Dep. Cmmr BAMFORD: There are two at the airport and one at Gepps Cross.

3564 The Hon. F. PANGALLO: There's the airport, Gepps Cross and where else?

3565 The CHAIRPERSON: There are two at the airport.

Acting Dep. Cmmr BAMFORD: There are two at the airport.

3566 The Hon. F. PANGALLO: At the airport? Whereabouts? Is that the one that is currently used by the equestrian—

Acting Dep. Cmmr BAMFORD: Outside of the airport boundary there is the old SA equestrian site, which is on the southern end of the airport, and, essentially, at another plot west of Harbour Town there is an On the Run.

3567 The Hon. F. PANGALLO: Who suggested those sites? Renewal SA?

Acting Dep. Cmmr BAMFORD: Renewal SA.

3568 The Hon. F. PANGALLO: What about the government, the minister or the Premier? Did they have discussions with the commissioner about where to move?

Acting Dep. Cmmr BAMFORD: The Thebarton Barracks relocation project is being overseen by a subcommittee of the Budget Cabinet Committee, so, to some extent, I'm restricted in what I can talk to you about on the basis of it being cabinet-in-confidence. I'm comfortable in speaking about anything that has been publicly announced by the government, but, as to their deliberations, as you can appreciate, I need to be cautious.

3569 The Hon. F. PANGALLO: There is an issue around airports right around the country about PFAS contamination. Is this part of the investigation that SAPOL are going to have to undertake to see if there is any PFAS contamination that may affect the health of the horses if they have to agist there?

Acting Dep. Cmmr BAMFORD: Yes, it is. It's not just the horses I'm worried about, it's my staff, and so, yes, PFAS will be part of the due diligence that we are doing on those sites.

3570 The Hon. F. PANGALLO: How much is that going to cost? Have you got any idea?

Acting Dep. Cmmr BAMFORD: I don't know. The project involves the Department for Infrastructure and Trade, which has the role of doing the testing and will actually oversee the building of the site. We are the clients in this matter.

3571 The Hon. F. PANGALLO: PFAS, if it's there in a large amount, could have an effect and it will be very expensive to clear up as has been shown at other airports. That could effectively rule out the airport as a site.

Acting Dep. Cmmr BAMFORD: Yes, potentially it could.

3572 The CHAIRPERSON: Ms Franks, did you have a supplementary?

3573 The Hon. T.A. FRANKS: Yes, I did. Is it fair to say that our Mounted Operations Unit here in South Australia is the largest in the country?

Acting Dep. Cmmr BAMFORD: It's not the largest. I understand that per capita it's the largest. That's what I've been told.

3574 The Hon. T.A. FRANKS: In terms of the number of horses, we have over 40 horses, according to a parliamentary library document I requested, Queensland has nine, New South Wales has 32, Victoria has just over 20, WA has 20, Northern Territory has seven and, of course, Tasmania has none. Who has the larger number?

Acting Dep. Cmmr BAMFORD: We currently have 32 horses.

3575 The Hon. T.A. FRANKS: Okay.

Acting Dep. Cmmr BAMFORD: I don't have the numbers that you have been provided with to verify.

3576 The Hon. T.A. FRANKS: Well, 32 would still be the largest.

Acting Dep. Cmmr BAMFORD: I will have to accept your word for that. I haven't been advised.

3577 The Hon. T.A. FRANKS: I asked the parliamentary library who actually then asked SAPOL for this information, so can you explain the discrepancy there between SAPOL's information to the parliamentary library?

Acting Dep. Cmmr BAMFORD: I don't know who provided that information to you, but I can tell you that it is 32 horses.

3578 The Hon. T.A. FRANKS: Okay. Why do we have the largest mounted police operations unit in the country, even if it is on a par here with New South Wales, which you would have to admit is a much larger jurisdiction than ours?

Acting Dep. Cmmr BAMFORD: There are no rules about how big a Mounted Operations Unit should be, and there is no requirement to have one, but it is at the discretion of each commissioner to decide how he or she will deploy the finances and the staff and the animals to create it. Our operation is a—I won't say it is unique, but it is expansive compared to some of the other jurisdictions.



Our mounted operations are not purely for ceremonial purposes. They do a wide range of things, and that could go from operational patrols such as Hindley Street on a Friday and Saturday night through to riot control, public order management, dispersing crowds at sporting matches right through to search and rescue for missing persons. We do a comprehensive range of operations with our horses that some of the other jurisdictions don't.

3579 The CHAIRPERSON: What do the officers in the mounted police unit think about the new site options, and are you aware of any concerns being raised by your officers?

Acting Dep. Cmmr BAMFORD: We are consulting continuously with all the business units that are involved at the appropriate time, and the commissioner and I met with the staff at Mounted about two weeks ago, and spoke to them at length about the changes in direction as far as the Airport sites, and the Gepps Cross site, and we had no major concerns raised by them. The proposal to have a staging point in the city means that we will have almost as good operational capability as we do from Thebarton barracks.

3580 The CHAIRPERSON: How long will it take to get the horses from Adelaide Airport to the staging area at the Supreme Court, and how long will it take to prepare the horses at the Supreme Court to get them ready for operations?

Acting Dep. Cmmr BAMFORD: I am not a member of Mounted, so I can't give you all the details of how long it takes to tack up the horses, and things like that, but I can say to you that it is a 10-k drive from the Airport into the CBD site, and it will depend on the time of day as to how long that will take; it's anything from 20 minutes to 50 minutes I imagine.

3581 The CHAIRPERSON: In regard to that, at the moment they would be sort of set up and then straight into town, whereas there you have 10 kilometres to be travelled in, getting them set up and then into operation. Is there a risk in an emergency? If the roads were blocked, say, down Sir Donald Bradman Drive, how would you manage that situation, for example, and the horses were required to be in town within a short amount of time? How would we go with that?

Acting Dep. Cmmr BAMFORD: For most of our deployments into the city they are pre-planned. We will use that staging point to pack the horses up, bring them in, and they will spend the entire shift at that location. We are looking at what facilities we will need to provide them with, and that will probably include some stalls for the horses, so they are not actually tied up at the time. They can have their saddles taken off, rugs taken off, and they can be rested. They will be watered and fed there if necessary, and there will be facilities for the police officers to have breaks and muster with other police to respond to incidents in the CBD.

3582 The CHAIRPERSON: Is there any risk that the new site arrangements could increase the time it takes for mounted police units to respond to incidents?

Acting Dep. Cmmr BAMFORD: Yes, it will.

3583 The CHAIRPERSON: It will definitely increase?

Acting Dep. Cmmr BAMFORD: There is a possibility that if we were responding to something in an emergency that was not pre-planned, then it will take longer to get here than it does to ride from the Thebarton barracks.

3584 The CHAIRPERSON: What about events that are not pre-planned? That's when you are likely to face considerable delays from getting the horses in an emergency or for an event where it does require the mounted police to be present.

Acting Dep. Cmmr BAMFORD: Part of our criteria for selecting a site will be to ensure that there's not just one access point in and out of that facility or in and out of the city. For instance, with the Airport sites you can go in multiple directions and if one road was blocked you could get in from another road. Keep in mind that horses are not a lights and sirens emergency response; police will respond in police cars to do that. They will come along to assist in any sort of management of large crowds or civil disobedience.

3585 The CHAIRPERSON: Will any of the horses or officers stay at the Supreme Court area of an evening or overnight?

Acting Dep. Cmmr BAMFORD: Mounted works essentially 18 hours a day and can work longer if they need to, so we anticipate that they will bring horses in for a complete shift. They will come in, get them out of the horse floats, tack them up, ride them through the city, go back to that staging point for rest breaks and do more patrols. At the end of their shift they will pack the horses up and take them back to the new site.

3586 The CHAIRPERSON: What's the expected timing of arrival and departure each day?

Acting Dep. Cmmr BAMFORD: It will depend on the shifts: the nature of what their taskings are for the day. They are like any operational policing area. To some extent they will be deployed based on the demand of what's happening at the time, and other times they will be doing proactive policing on their own volition.

3587 The CHAIRPERSON: How will this staging location impact on the day-to-day operations of the mounted police unit and will this have an impact on the working hours for both the horses and the officers?

Acting Dep. Cmmr BAMFORD: To some extent, they will have better amenity than they do today. Thebarton barracks is 106 years old. The facility is well past its use-by date and their actual mounted facilities for the staff especially are not great. Building a new staging point in the CBD which is probably a kilometre from Hindley Street versus the two or three kilometres it is today means that once they get into the city for their shift—whether it is during the day or in the evening—they will actually have more amenity available to them to actually spend more time on deck.

3588 The CHAIRPERSON: How many times each day does SAPOL expect to be transporting horses from, say, Adelaide Airport to the staging area?

Acting Dep. Cmmr BAMFORD: That would be based on operational need. Whether it's once or twice a day will depend on essentially what's going on in the city. We don't always deploy to the city on every day of the week.

3589 The CHAIRPERSON: How long will it take for a horse truck or float to reach the staging location from the Adelaide Airport?

Acting Dep. Cmmr BAMFORD: It will depend on the time of day. We have estimated anything from 20-odd minutes to 50 minutes, depending on essentially what the traffic is like.

3590 The CHAIRPERSON: Is SAPOL confident that there is no risk to animal welfare from the regular transportation of horses?

Acting Dep. Cmmr BAMFORD: Yes.

3591 The CHAIRPERSON: How is this being monitored or determined or consulted on?

Acting Dep. Cmmr BAMFORD: The horses are routinely floated and that's part of what they are trained to do. The staff are trained in how to manage horses. They are all experts in that. I have faith in the fact that we have good equipment—cars, floats, well-trained horses, well-trained staff—and no concerns at all have been raised with me in relation to floating horses around. We do it routinely.

3592 The CHAIRPERSON: What sort of infrastructure will be required at the staging location behind the Supreme Court and will the staging area duplicate any facilities or equipment elsewhere?

Acting Dep. Cmmr BAMFORD: We haven't gone into design phase yet, but from a concept perspective we anticipate there will be a set of stalls with a roof for the horses—up to 12 horses—car parking for six floats and there will be a building which will contain equipment rooms, briefing rooms, a kitchenette and toilet facilities for the staff.

3593 The CHAIRPERSON: Does the Courts Administration Authority own the land behind the Supreme Court?

Acting Dep. Cmmr BAMFORD: That's not my understanding.

3594 The CHAIRPERSON: So who owns it?

Acting Dep. Cmmr BAMFORD: I believe it's the Department for Infrastructure and Transport—the minister responsible.

3595 The CHAIRPERSON: Is the staging area behind the Supreme Court a temporary or a permanent solution?

Acting Dep. Cmmr BAMFORD: If this all goes ahead—because it is currently in feasibility study stage—we would be looking for that to be an ongoing, permanent location.

3596 The CHAIRPERSON: What agency is managing this development for SAPOL? Is it Renewal SA? What involvement does SAPOL have in this?

Acting Dep. Cmmr BAMFORD: I mentioned before, we are the client in the matter. DIT is the agency that's managing the build and the procurement of services and so on and so forth. Renewal SA's role is to identify land for government and that's what they have done for us.

3597 The CHAIRPERSON: So Renewal SA are telling you the locations. Does SAPOL have any say or any involvement?

Acting Dep. Cmmr BAMFORD: Absolutely. Renewal SA identify land parcels according to the specifications we have identified and they put them to us and we, with DIT, do the feasibility study and we will report to the subcommittee of BCC on our findings.

3598 The CHAIRPERSON: But the three locations that have been suggested weren't on your radar necessarily because they are quite substantially further out from the CBD than the five kilometres that you have mentioned before.

Acting Dep. Cmmr BAMFORD: That's correct.

3599 The CHAIRPERSON: So do you have concerns with the locations that are being considered?

Acting Dep. Cmmr BAMFORD: My concerns were allayed when it was agreed that we would identify a staging point in the CBD.

3600 The CHAIRPERSON: Are there any heritage aspects to the site that need to be protected?

Acting Dep. Cmmr BAMFORD: The staging point site?

3601 The CHAIRPERSON: Your current location.

Acting Dep. Cmmr BAMFORD: Thebarton barracks?

3602 The CHAIRPERSON: Yes. Is there anything that needs be protected there?

Acting Dep. Cmmr BAMFORD: With the Thebarton barracks site, we will provide vacant possession back to the government, and that's a matter for the government.

3603 The CHAIRPERSON: You have 15 business units currently located at Thebarton barracks. Where are they going to be all located?

Acting Dep. Cmmr BAMFORD: We are working with DIT and the subcommittee of the budget cabinet committee to identify suitable accommodation for all of the 15 business units. We are still working through the process of identifying where they are going to go. That will include some leasing of premises and fit-outs.

3604 The CHAIRPERSON: What is the budget to move all of these, and is it sufficient?

Acting Dep. Cmmr BAMFORD: No budget has been allocated to us at this point. We are identifying suitable locations and putting proposals to the subcommittee of the budget cabinet committee to request funds.

3605 The CHAIRPERSON: Apologies, can I just clarify that. I was referring to the staging point relating to the courts area, whether there were any heritage elements there.

Acting Dep. Cmmr BAMFORD: I am not aware of any heritage element to that block of land. It's essentially a car park at the moment.

3606 The Hon. T.A. FRANKS: Just on that then, in Agency Statements, Volume 3, page 192, there is a line item under income expenditure summary for Security Works—Thebarton Barracks relocation. What does that apply to then?

Acting Dep. Cmmr BAMFORD: I am not sure of the document you are talking about.

3607 The Hon. T.A. FRANKS: The budget documents from last week.

Acting Dep. Cmmr BAMFORD: There is a site that we currently lease that is going to be used for one of the business units that we are moving from Thebarton, and that's to increase the security on that physical site so that we can move them to it.

3608 The Hon. T.A. FRANKS: And that's all that that budget line applies to?

Acting Dep. Cmmr BAMFORD: Yes.

3609 The Hon. T.A. FRANKS: Chair, I did have a few supplementaries as you were going.

3610 The CHAIRPERSON: Sure.

3611 The Hon. T.A. FRANKS: Have you had conversations with the Victorian mounted police unit that had to move their operations from Southbank in 2016, and moved, coincidentally, to Attwood, just near the Melbourne Airport?

Acting Dep. Cmmr BAMFORD: I haven't personally; however, the officer in charge of our Mounted Operations Unit has conferred with them and has recently visited their site.

3612 The Hon. T.A. FRANKS: Do they struggle to run their mounted operation unit from Attwood?

Acting Dep. Cmmr BAMFORD: Yes, they do.

3613 The Hon. T.A. FRANKS: What are the problems that they have indicated?

Acting Dep. Cmmr BAMFORD: The time that it takes to get into the CBD of Melbourne, and they have no staging point.

3614 The Hon. T.A. FRANKS: So they don't have a similar solution that you have now identified in the city behind the courts.

Acting Dep. Cmmr BAMFORD: That's right, yes, and their site is I think more like 20 kilometres out—

3615 The Hon. T.A. FRANKS: Yes, it is. It's much further.

Acting Dep. Cmmr BAMFORD: —and Melbourne has a significantly higher level of traffic.

3616 The Hon. T.A. FRANKS: And it has much more traffic than we do.

Acting Dep. Cmmr BAMFORD: Yes. But not withstanding—

3617 The Hon. T.A. FRANKS: So I can imagine that the proximity of the Adelaide Airport or indeed Gepps Cross poses far fewer barriers to your taskings.

Acting Dep. Cmmr BAMFORD: That's correct.

3618 The Hon. T.A. FRANKS: On that, though, you've noted that the taskings for mounted police are rarely in an emergency. They are largely pre-planned. How many times have the mounted police unit been tasked as an emergency response in the past year?

Acting Dep. Cmmr BAMFORD: I would have to take that on notice, I'm sorry.

3619 The Hon. T.A. FRANKS: Would you have any indication of that number of times?

Acting Dep. Cmmr BAMFORD: No, I don't.

3620 The Hon. T.A. FRANKS: Have we had any riots lately?

Acting Dep. Cmmr BAMFORD: No, we haven't. However—

3621 The Hon. T.A. FRANKS: What other incidents would have required an emergency response? You mentioned riots earlier in an answer, so I referred to riots.

Acting Dep. Cmmr BAMFORD: I would not describe their response as an emergency response. We have a number of gradings for our taskings. A grade 1 is an emergency response; it's life-threatening. That would be the lights and sirens as patrols turn up. It would not be mounted.

3622 The Hon. T.A. FRANKS: Yes.

Acting Dep. Cmmr BAMFORD: Next one down is an immediate response. That's where we need to get police there within 30 minutes.

3623 The Hon. T.A. FRANKS: Is that grade 2?

Acting Dep. Cmmr BAMFORD: Grade 2, yes.

3624 The CHAIRPERSON: So what would have happened in—

3625 The Hon. T.A. FRANKS: I hadn't finished, Chair. So if you could indicate how many times, according to the grades, the mounted police unit has been deployed—grade 1, grade 2; I'm assuming there is grade 3—

Acting Dep. Cmmr BAMFORD: There is grade 3.

3626 The Hon. T.A. FRANKS: —yes—for the last year, that would be useful. I'm obviously going to ask for that on notice. Finally, the Ombudsman has directed SAPOL to release information requested under FOI by former Senator Rex Patrick. What's the status of that information being released?

Acting Dep. Cmmr BAMFORD: My understanding is that the commissioner is seeking advice from the Crown Solicitor's Office in relation to that.

3627 The Hon. T.A. FRANKS: How long ago did the commissioner—and I assume the commissioner, not the acting commissioner, but if you could clarify that in the answer that would be useful—seek that advice?

Acting Dep. Cmmr BAMFORD: Yes, it was Commissioner Stevens who has requested that advice. I think it was one to two weeks ago, and my understanding is there is a 30-day period for him to consider his position on that.

3628 The Hon. T.A. FRANKS: On top of a number of challenges and the fact that the Ombudsman has directed that this information—

Acting Dep. Cmmr BAMFORD: That's correct.

3629 The Hon. T.A. FRANKS: So has the Crown advice been received by SAPOL?

Acting Dep. Cmmr BAMFORD: No, it hasn't.

3630 The Hon. T.A. FRANKS: So it's still underway?

Acting Dep. Cmmr BAMFORD: That's correct.

3631 The Hon. T.A. FRANKS: How much has it cost to get that Crown law advice?

Acting Dep. Cmmr BAMFORD: I don't have that information.

3632 The Hon. T.A. FRANKS: What are the processes around seeking that Crown law advice? Does the commissioner do that of his own volition, or is there a process around requesting that information and that legal counsel?

Acting Dep. Cmmr BAMFORD: My understanding is any agency can avail itself of Crown Solicitor's advice. From our perspective, our Office of General Counsel is the conduit between SAPOL and the Crown Solicitor's Office, and they would have carriage of it.

3633 The CHAIRPERSON: Just in regard to the budget for the move, can I just confirm what the estimated cost will be for each of the locations and what the time frame for this infrastructure and the investment to be able to get everything up and running is?

Acting Dep. Cmmr BAMFORD: I can tell you that the time frames are we're targeting the end of March 2024 to completely vacate the site. In relation to the budget, because it's a budget cabinet committee matter, and they are still deliberating, I can tell you no budget has been located. I can't give you advice on what the dollars are.

3634 The CHAIRPERSON: So there isn't a range of the estimated cost at this stage?

Acting Dep. Cmmr BAMFORD: No. There's nothing that I can share with you on that given that it's cabinet-in-confidence.

3635 The CHAIRPERSON: So from a time frame perspective you're having to move out by the end of the year. What's the plan there? I assume a substantial amount of building and infrastructure will have to go into place very quickly, then, for you to relocate.

Acting Dep. Cmmr BAMFORD: That's correct.

3636 The CHAIRPERSON: Are there concerns that we don't have any estimate of the cost of this at this stage?

Acting Dep. Cmmr BAMFORD: It's a process that we are working through with the subcommittee of the budget cabinet committee, and as I said I can't discuss the deliberations of a cabinet matter.

3637 The CHAIRPERSON: Is there any contingency in the budget to cover the cost of this?

Acting Dep. Cmmr BAMFORD: I can't answer that question, I'm sorry.

3638 The CHAIRPERSON: At this stage I will leave questions there regarding the relocation, but we may circle back later in the piece. Can you please provide an update on reports of crimes and antisocial behaviour in the CBD, has SAPOL received any reports or concerns from local businesses in the CBD in relation to antisocial behaviour, and how does SAPOL engage with CBD businesses on these?

Acting Cmmr WILLIAMS: I will take that question. We are aware that there is a general concern with crime in the CBD. What we have seen is crime returning in most areas across the state to pre-COVID levels. We obviously understand people's perception of crime. We work with a range of stakeholders in the CBD, from the Adelaide City Council to business owners, to hotel owners, to a variety of people. There is a stakeholder group that meets. We have Operation Paragon in place at the moment—we have had that for some time—which focuses on these issues in the CBD, and not only is it working in terms of surging our police resources when they are available from a variety of areas, depending on taskings, but it has a strong focus on stakeholder engagement and collaboration.

I would also add that it is not just SAPOL that is working in this arena. There are other government departments, particularly DHS, in terms of opportunities that they can bring in to assist with the problems, because as you would understand police are there for responding to crime and public disorder, but there are complex issues as to why some of these things are occurring in the CBD by people who might be affected by drugs or alcohol or, in fact, are homeless. It is about how we assist those people to get to the root of the problem, which is for the other agencies and our partners.

3639 The CHAIRPERSON: Who is included in the other stakeholder groups?

Acting Cmmr WILLIAMS: Off the top of my head, Adelaide City Council, the Hotels Association, business representatives and other non-government agencies in the non-government arena. I don't have all of the stakeholder list with me but—

3640 The CHAIRPERSON: Are you able to take that on notice, please?

Acting Cmmr WILLIAMS: I will, but if I can answer it later on if I have that list I will provide it to you in the meeting.

3641 The CHAIRPERSON: Thank you. Can you provide further details on how these operations are undertaken by SAPOL to deal with antisocial behaviour in the CBD?

Acting Cmmr WILLIAMS: There is police response to events that are occurring. There is, where we can, a high visibility presence, which is to reassure people that police are there, but, as I say, it is depending on the number of taskings and the prioritisation of those taskings. Then, of course, we are working with our stakeholders to identify what they see as opportunities in terms of whether it is access to limiting alcohol, access through our partners at Business and Consumer Services, or whether it is providing transport and safe relocation of people out of the CBD in circumstances through other government agencies. There is the MAP's van, the mobile assisted patrol, who assist in taking people home for their safety and because that is what they want. We work with those various agencies.

3642 The CHAIRPERSON: What resources have been allocated to the CBD in reaction to recent concerns about high levels of antisocial behaviour and crime?

Acting Cmmr WILLIAMS: We have made available some of our other operational units when they are able to deploy what we call a directed patrol tasking. They include people like the Licensing Enforcement Branch, state response areas—there are various other areas—police security officers.

3643 The CHAIRPERSON: How many additional police resources have been allocated?

Acting Cmmr WILLIAMS: It is hard to give a number because they are tasked to go there when they are available, so it is not a fixed number.

3644 The CHAIRPERSON: But there haven't been any additional resources allocated specifically for the CBD?

Acting Cmmr WILLIAMS: I can give you more detail on Operation Paragon. I will take that on notice to give you the details, but it is not always a fixed number. It is about availability as well, but there is an increase, yes.

3645 The CHAIRPERSON: From what to what?

Acting Cmmr WILLIAMS: There are the dedicated patrols that work in the eastern district and they are supplemented from time to time by those other areas, which I said include licensing enforcement, and SRS, when they are available, will deploy to that area. It is about being able to deploy when they are not on other tasks as a dedicated patrol tasking.

3646 The CHAIRPERSON: Given the increase in crime, I guess there is a need for additional resources, but have there been any specific number of additional resources, additional police, that have been allocated to the CBD to try to combat this?

Acting Cmmr WILLIAMS: Perhaps if I return to what I said at the beginning, when I said that crime is returning to pre-COVID levels, I don't think there is a vast increase. There are some areas where crime is increasing.

3647 The CHAIRPERSON: I think a lot of businesses and people within the CBD would disagree. I think it has increased significantly.

Acting Cmmr WILLIAMS: No, there is a perception, and then there is the reality of the crime stats, which is what I am referring to. I understand people's perceptions of that, and that is why we are trying to increase our patrol responses when we can, with these additional resources to assist the eastern district.

3648 The CHAIRPERSON: How many additional resources? Is it one, two, 10?

Acting Cmmr WILLIAMS: As I said to you, it varies from shift to shift depending on who is available, but I will get the staffing levels for Operation Paragon for you.

3649 The CHAIRPERSON: In regard to that, are you concerned that the current resourcing levels are not sufficient, given that there are still major concerns around crime and antisocial behaviour within the CBD?

Acting Cmmr WILLIAMS: I'm not concerned about the level of police resources because I know that we are focusing on the problem and we are working with our partner agencies. As I say, police are one solution to the problem. We can revisit the area time and time again, but if

we are not actually helping people and understanding what the issues are in terms of alcohol consumption, drugs or homelessness—we need to deal with those issues as well.

3650 The CHAIRPERSON: Is it concerning that we don't have a clear picture of the number of police resources that are allocated within the CBD?

Acting Cmmr WILLIAMS: I can give you the number of police resources that are dedicated to the eastern district in terms of patrol because that is a static number, and then it's about supplementing with Operation Paragon and then supplementing with other areas when they are available to assist. As the priority, rather than maybe going to other areas, they are focusing on the CBD.

3651 The CHAIRPERSON: 'When they are available.' How often are they available, and can we have some clarity in regard to the numbers?

Acting Cmmr WILLIAMS: I will give you more details about Operation Paragon, how it works and where we can increase. We can give you some numbers of Operation Paragon, but it does vary from shift to shift. I can't say, 'Every shift, it is this amount.' It will depend.

3652 The CHAIRPERSON: What are the static numbers of the eastern district?

Acting Cmmr WILLIAMS: I will confer and get you the number.

3653 The CHAIRPERSON: Thank you.

Acting Cmmr WILLIAMS: There are approximately 135 police officers on response, which is one part of the eastern district. We can give you a breakdown of eastern district's FTE on notice, and we can tell you the comparison between each of the districts so that you get an understanding that eastern district has extra resources because of the issues in the CBD and events, sporting events and things—

3654 The CHAIRPERSON: How many additional resources, though?

Acting Cmmr WILLIAMS: I said I will give you that breakdown. I don't appear to have it here at the moment, but my team is trying to locate it because I know it's important to be accurate.

Acting Dep. Cmmr BAMFORD: The establishment is 145 response teams for eastern district. They essentially have 151 active at the moment, so they are above establishment slightly. That's not all the uniform police in the eastern district, though. That's the response.

3655 The CHAIRPERSON: In regard to the CBD, what were the numbers like in the previous year? What I'm trying to get at is: have we increased the numbers? It sounds like there might be at different times, but there is no additional allocation of additional resources.

Acting Dep. Cmmr BAMFORD: If you're expecting to hear we have stood up a task force of 150 people, that hasn't happened.

3656 The CHAIRPERSON: No, I am just wondering how many additional resources there are to combat the increase in crime and antisocial behaviour within the CBD.

Acting Dep. Cmmr BAMFORD: We haven't assigned a specific number of new resources to the CBD. We are redirecting existing resources depending on the shift and the time of day to pay attention, in other words to increase the policing presence, in that environment.

3657 The CHAIRPERSON: So there are no specific resources that are allocated to combat the issues within the CBD within the pooled resources?

Acting Cmmr WILLIAMS: There are additional police officers who are not part of eastern district whose priority when they are not on other taskings is to deploy into the CBD to increase the presence of police, which I know can provide reassurance to people in terms of seeing more police here.

3658 The CHAIRPERSON: How frequently are they based in the CBD?

Acting Cmmr WILLIAMS: As I say, it depends on their availability and it depends on the shift.



3659 The CHAIRPERSON: On a weekend or during a surge, would the numbers increase?

Acting Cmmr WILLIAMS: It varies on weekends because you have more activity in the CBD. For example, if there's sporting activity occurring, then they will be supplemented from the other districts in terms of police coming in to police that event as well and the surrounds of that event, so that's why it will vary up in that surge capacity. If there are events at Adelaide Oval, police come in on what we call sometimes 'voluntary return to service'. They volunteer to come in and work extra shifts, so you will see that increase as well. That's why it's difficult to say it's a set number on each shift or each day of the week, because it does vary. Obviously, when there's more activity in the CBD, then we can supplement more police because of the other activities as well.

3660 The CHAIRPERSON: So you are not able to give a hard number in relation to that. Is that a concern, that we are still facing very high rates of crime and antisocial behaviour within the CBD but we don't necessarily have clarification over if the resources are sufficient or not?

Acting Cmmr WILLIAMS: I believe the resources are sufficient. In any policing environment what we have to be able to do is flex and be agile to the circumstances, and that was what we do in terms of regularly realigning the resources, directing different patrols to assist eastern district as is required. For event planning as an example, obviously we supplement from the other districts—people coming in to assist.

That can include a whole range of different units depending on what their requirements are and the availability. That's why it's difficult to give you an exact number unless we go to an exact point in time. It's how we police regularly in terms of, if there was an issue not based in the CBD that we needed to deal with and we needed to surge people for, that's what we would do, depending on the circumstances. We need to be agile enough to do that.

3661 The CHAIRPERSON: Basically you are telling the committee that for the resources that are being put into the CBD we are not necessarily sure how many extra there are or anything.

Acting Cmmr WILLIAMS: I know there's extra, but you are asking—

3662 The CHAIRPERSON: You are comfortable that there are enough resources despite the fact that the rates of crime and antisocial behaviour are very high?

Acting Cmmr WILLIAMS: You use the words 'very high'. I say there has been an increase in some areas and not necessarily others. I understand people's perceptions because of how they see these issues unfolding and their perceptions, and that's very important. There definitely are extra police coming into the CBD, but, as I say, it's not a fixed number that I can give you a single answer to.

3663 The CHAIRPERSON: How many calls from businesses are unattended by police officers?

Acting Cmmr WILLIAMS: You would have to tell me what kind of calls, and I would have take the question on notice.

3664 The CHAIRPERSON: I am still referring to the CBD.

Acting Cmmr WILLIAMS: I would have to take that on notice because I can't quantify that.

3665 The CHAIRPERSON: How do you track response times to calls in the CBD?

Acting Cmmr WILLIAMS: We track response times through the dispatching of patrols—the calls coming in, patrols going out and the grading of various taskings, which was referred to before. Perhaps, Noel, if you want to talk about how we do the grading of taskings. That would be one way.

Acting Dep. Cmmr BAMFORD: Sure. There are five gradings for response by police. Grade 1 is the emergency response—lights and sirens; it's life-threatening. Grade 2 is an immediate response. Grade 3 is a routine response. Grade 4 is schedule, which means we will make an appointment to come and see you. Grade 5 is when we are not responding because it's not a matter that requires police attendance.

When a caller rings 000 or 131 444, the call-taker will assess and triage the matter and will assign one of those gradings to the job as it goes on to the Computer Aided Despatch system. It will then go to police communications, where a dispatcher will allocate it to a patrol to attend. If there are no patrols available, the dispatcher will work with the patrol supervisor of the area. If there are still no patrols to attend and we need to go, a resource from another district will be called in to go to that job.

3666 The CHAIRPERSON: Are calls sometimes closed without any further action or follow-up?

Acting Dep. Cmmr BAMFORD: Yes, they are.

3667 The CHAIRPERSON: Why?

Acting Dep. Cmmr BAMFORD: Because there's no requirement to attend, or they are not a police matter, or the inquiry has been dealt with.

3668 The CHAIRPERSON: Are we able to get copies of stats relating to those call response times, specifically within the CBD but there may be other areas that members are requesting? I'm happy if you would like to take that on notice.

Acting Dep. Cmmr BAMFORD: Can I ask what level of detail you are looking for?

3669 The CHAIRPERSON: I guess the average time response and the number of calls, being able to see those categories as well that you mentioned, if we are able to get a further breakdown.

Acting Dep. Cmmr BAMFORD: I can help you with some of that information now. In the current year to date in the metropolitan area, we have responded to 91 per cent of all grade 1 calls within 15 minutes, we have responded to 76 per cent of all grade 2 events within 30 minutes, and we have responded to 83 per cent of all grade 3 calls within two hours.

3670 The Hon. R.B. MARTIN: What is the target on the grade 2?

Acting Dep. Cmmr BAMFORD: Grade 2 is 80 per cent within 30 minutes.

3671 The CHAIRPERSON: And the target for grade 3?

Acting Dep. Cmmr BAMFORD: Eighty per cent within two hours.

3672 The Hon. T.A. FRANKS: You have talked about public perception and the current policing model; however, the Police Association's survey of members—their members are police officers—has indicated an overwhelming lack of support from frontline police for the district policing model. What has SAPOL done to address that lack of confidence in the model and substantial morale among police?

Acting Cmmr WILLIAMS: I mentioned in my opening address that more recently we have met with a range of our frontline officers from the four districts. The commissioner, Assistant Commissioner Bamford and I met with them. They came in and we spent time talking about what their concerns were. We found that very useful.

Overwhelmingly, what they were saying was they're not against the model—in fact, they like the model—but they understand the reason why the model can't work to its maximum effect is because of the resources and the recruiting issues and the challenges we have there. They have also provided us with a range of suggestions that they say would help them on a day-to-day basis in terms of being more effective and efficient.

We have taken that log of things that they have raised to make greater efficiencies. We are working through that at the moment, we have a dedicated assistant commissioner who is working through that. Then we are allocating what are the things that we can achieve—because there are some really good suggestions put forward, what are the things they have requested that we can do quickly, and what are the things that might take a little bit more time. Then we are going back to the workforce with that plan. We are going to be very open with them about how we are going to manage that, how we are going to achieve it, because of the suggestions that they have made. That has been conducted just recently.

3673 The Hon. T.A. FRANKS: What funding did SAPOL receive from government in the recent state budget, outside of PSOs, to address the shortfall in numbers?

Acting Cmmr WILLIAMS: I will just get you the numbers. The accelerated police recruitment was a new budget measure. That was \$12.2 million over three years from 2023-24 to accelerate cadet recruitment by increasing the number of courses delivered by the Police Academy. That is actually maximising what the academy can take and also increasing the number of participants on each course from what has been about 24, gradually taking that up to 26, with an increase to possibly 30 per course. We have to scale up the workforce there to be able to do that in terms of the Police Academy. It is also for engaging in recruit campaigns and vocational pathways and, obviously, one of the initiatives we are exploring will be overseas recruitment.

3674 The Hon. T.A. FRANKS: Take me through one of those courses for new recruits, first reflecting on how Recruit 313 as a program was rolled out. What is involved for somebody to be recruited, what is required of them, what is the time frame and what is the investment by SAPOL in that recruitment per potential officer?

Acting Cmmr WILLIAMS: There is the recruiting phase, where there is a set process in terms of the applicant putting their hand up. There is an entrance test, which we fund rather than the—

3675 The Hon. T.A. FRANKS: Sorry, a what?

Acting Cmmr WILLIAMS: An entrance test. We fund that, so it is not coming out of a person's pocket.

3676 The Hon. T.A. FRANKS: What does that involve? What is the entrance test and how much does it cost per potential recruit?

Acting Cmmr WILLIAMS: Excuse me for a moment. We will just find that for you. So we pay for the SAPOL recruit entry test delivered by TAFE SA, and that is a saving to candidates of \$148 per test sitting.

3677 The Hon. T.A. FRANKS: So candidates don't ever pay that \$148 for the test?

Acting Cmmr WILLIAMS: Historically it was paid by the candidate but for some time SAPOL has been paying for that so that the candidate doesn't—

3678 The Hon. T.A. FRANKS: Sometimes SAPOL pays for it now or—

Acting Cmmr WILLIAMS: No.

3679 The Hon. T.A. FRANKS: —all the time SAPOL pays for it now?

Acting Cmmr WILLIAMS: No, we pay for it all the time now, but there was a time in the past when the candidate paid for it. I don't have the date that changed.

3680 The Hon. T.A. FRANKS: Could you take on notice the date that that changed? With the previous recruit 313 process, how many candidates did pay the \$148 TAFE entrance test fee, and how many didn't?

Acting Cmmr WILLIAMS: I would have to take that on notice.

3681 The Hon. T.A. FRANKS: What was the case for previous recruits to pay the entrance test in terms of how was it determined that some fees were waived and some fees were required of a candidate?

Acting Cmmr WILLIAMS: I will have to take that on notice.

3682 The Hon. T.A. FRANKS: How typical was it that fees were waived for previous recruit 313 candidates?

Acting Cmmr WILLIAMS: I will have to take that on notice.

3683 The Hon. T.A. FRANKS: Do you have the date that this policy changed?

Acting Cmmr WILLIAMS: No.

3684 The Hon. T.A. FRANKS: Why did the policy change?

Acting Cmmr WILLIAMS: I will have to take that on notice, but I think broadly it was a method of trying—because we are in a different recruiting challenge now—to make things as easy as possible and remove as many barriers.

3685 The Hon. T.A. FRANKS: So the entrance test is conducted largely by TAFE. Were there ever occasions that it wasn't conducted by TAFE previously?

Acting Cmmr WILLIAMS: I will have to take that on notice.

3686 The Hon. T.A. FRANKS: If you could provide details of where it wasn't conducted by TAFE as opposed to where it was, a breakdown by months, if you like. What happens next after the entrance test? Can we just clarify: the entrance test is for literacy and numeracy requirements only, or are there any additional requirements there?

Acting Cmmr WILLIAMS: Broadly speaking, I think it's literacy and numeracy.

3687 The Hon. T.A. FRANKS: Is there any reason why somebody wouldn't need to do that entrance test?

Acting Cmmr WILLIAMS: I would have to take that on notice, but I think there's—

3688 The Hon. T.A. FRANKS: Would their ATAR scores count?

Acting Cmmr WILLIAMS: There is a link to an ATAR score, but I wouldn't be accurate in my response.

3689 The Hon. T.A. FRANKS: My understanding of it was that if you didn't have an ATAR score of 70, but I am going on—I haven't got that in front of me right now.

Acting Cmmr WILLIAMS: Neither do I.

3690 The Hon. T.A. FRANKS: So if can provide that level of detail as well. What happens after the entrance test?

Acting Cmmr WILLIAMS: There are various tests that are conducted. I am happy to break it down in more detail. I will just see if I have the detail here.

3691 The Hon. T.A. FRANKS: Was the \$148 for TAFE to do that entrance test on literacy and numeracy on a cost-recovery basis, or did TAFE make any money out of that previously?

Acting Cmmr WILLIAMS: That would have to be a question for TAFE.

3692 The Hon. T.A. FRANKS: It would have been handy if the finance and procurement officer had been here as expected for these questions, I imagine. What happens after the entrance test? What is the next stage?

Mr JOHINKE: I am the Executive Director of Business Service.

3693 The Hon. T.A. FRANKS: So you don't know when this test regime changed from when a candidate for recruitment paid it themselves, went through TAFE, or SAPOL decided they got a waiver on something that you can't tell me what the waiver would have been determined on. Was it socio-economic status? Was it some other scholarship approach? Was it because somebody might be from a targeted background in terms of diversity in the ranks of SAPOL? I have had very little detail so far on something that has now been identified clearly as a barrier to the entrance test.

Mr JOHINKE: Just to be clear, I am not in charge of recruitment, so I won't be able to talk about the waiver or anything like that. When answering in a session like this we like to be accurate, so we will get you a date that the payment of the fee changed. We know roughly when it changed, but I would prefer to be accurate.

3694 The Hon. T.A. FRANKS: What happens next after the entrance test?

Acting Cmmr WILLIAMS: There are a variety of tests that are conducted. There are medical requirements, there are physical requirements and I think there's an interview and there is some psychological testing and then that's all looked at as one package and then a person is accepted into the police academy. That's a 9½ month Constable Development Program. That was implemented in August 2020.

Recruits do six months of training as a cadet at the Police Academy, so that's phases 1, 2 and 3, before appointment as a police officer. They then complete phases 4 and 5, which consist of 3½ months of training at the academy, but also out phases, incorporating some operational duties under supervision, a bit like an apprenticeship.

Phases 6 and 7 of the Constable Development Program are completed during probation, so that's after they have graduated, leading to permanent appointment. They have a workbook that they complete, which is broken down to certain tasks that they have to demonstrate they are proficient in, and they have a supervisor and a training officer who assist them in completing that workbook.

3695 The Hon. T.A. FRANKS: What is the expected cost of this process?

Acting Cmmr WILLIAMS: The whole recruitment process?

3696 The Hon. T.A. FRANKS: The whole package. How much are we talking for a recruit?

Acting Cmmr WILLIAMS: For a recruit? If we just focus on the 9½ months of cadet training, the total cost for 2022-23, as an example, is \$133,296, but that is a cadet salary and then the probationary constable salary and it includes the training expenses. The costs are broken down to superannuation, payroll tax, uniform cost per member and then the training expenses, which includes the instructors' salaries at the academy. That totals \$133,296 per cadet.

3697 The Hon. T.A. FRANKS: Thank you.

3698 The CHAIRPERSON: Okay, supplementary.

3699 The Hon. J.M.A. LENSINK: What is the target—

3700 The Hon. I. PNEVMATIKOS: I haven't asked one question yet.

3701 The Hon. J.M.A. LENSINK: Sorry, I missed that.

3702 The Hon. I. PNEVMATIKOS: I indicated earlier on.

3703 The CHAIRPERSON: I know, I was making my way around to all members. We still have 40 minutes.

3704 The Hon. I. PNEVMATIKOS: Okay, let's make our way around.

3705 The CHAIRPERSON: We have plenty of time for questions.

3706 The Hon. I. PNEVMATIKOS: Sure.

3707 The Hon. J.M.A. LENSINK: What's the target workforce for 2023?

Acting Cmmr WILLIAMS: I'm sorry, I can't hear you.

3708 The Hon. J.M.A. LENSINK: What's the target workforce for 2023? While you are looking for that figure, can we also get the current sworn FTE count?

Acting Cmmr WILLIAMS: The commitment was originally 4,713 FTEs in 2017-18, but that has since been adjusted downwards by 39 FTEs, so that's now 4,684.

3709 The Hon. J.M.A. LENSINK: Okay, so you are down by 39, did you say?

Acting Cmmr WILLIAMS: There are reasons. Those 39 FTEs are down because we have employed civilian solicitors and we have employed, under our HR structure, civilians in HR who used to be police and in our e-crime area, e-crime specialists.

3710 The Hon. J.M.A. LENSINK: For 2022-23, can you tell us how many operational officers you have and how many of the FTEs are police security officers versus community constables, administration and road safety?

Acting Cmmr WILLIAMS: We are forecasting, for 30 June this year, for police and community constables to be 4,467, with 123 cadets in the academy.

3711 The Hon. J.M.A. LENSINK: Do you know what your attrition rate is, officers leaving versus new ones coming in?

Acting Cmmr WILLIAMS: About 5.1 to 5.3 per cent.

3712 The Hon. J.M.A. LENSINK: What does that translate to in numbers?

Acting Cmmr WILLIAMS: In the whole of workforce? Hold on.

3713 The Hon. J.M.A. LENSINK: Perhaps while Mr Johnke is doing that, are you able to comment at all on the reasons that police officers leave?

Acting Cmmr WILLIAMS: I have some information. As at 30 April 2023, the police attrition rate was 228. In terms of reasons—

3714 The CHAIRPERSON: In the interest of time, if you are happy to, we might proceed with some further questions and then circle back to that, or I am happy for you to take them on notice.

Acting Cmmr WILLIAMS: I have the answer. In terms of separations for 2022-23, as I said up to 30 April, 107 resigned and 107 retired, so age retirement and then resignation. There were another 14 where people had other reasons in another category, so they could be deceased, dismissed, invalidity.

3715 The Hon. I. PNEVMATIKOS: I was interested in hearing your responses to the Hon. Tammy Franks' questions in terms of the training for a police cadet to a police officer. How does it differ from training and any entry requirements/qualifications for police security officers?

Acting Dep. Cmmr BAMFORD: There have been some recent changes in the pass mark for the literacy and numeracy testing. Until recently, to be a cadet you needed a 70 per cent pass mark, and to be a PSO it was a 60 per cent pass mark. There is also psychometric testing that is done on all candidates. A point of difference in relation to cadets versus PSOs is sometimes that an applicant to be a police cadet doesn't have sufficient life experience or maturity to easily slip into the cadet program and become a police officer straightaway, but they are suitable to be a police security officer, which will give them experience and an opportunity to grow to become suitable to be a police officer in the future.

3716 The Hon. I. PNEVMATIKOS: What training do they have?

Acting Dep. Cmmr BAMFORD: Who?

3717 The Hon. I. PNEVMATIKOS: PSOs.

Acting Dep. Cmmr BAMFORD: PSOs currently are doing a 15-week training program. That has been expanded from a nine-week training program as a consequence of us introducing the district support model, where PSOs are now undertaking a broader range of services. The acting commissioner mentioned the 189 additional PSOs and the security work that they are doing that has been traditionally done by police officers, so they are now getting another six weeks' training to ensure that they are able to do that additional work.

3718 The Hon. I. PNEVMATIKOS: How does one transition from a PSO to a police officer?

Acting Dep. Cmmr BAMFORD: Essentially, if they meet the criteria at a given point, they will be programmed into a cadet training program, and they will start at the academy with a cadet training program.

3719 The Hon. I. PNEVMATIKOS: So there's an expectation that they will go through a full training program as do police officers?

Acting Dep. Cmmr BAMFORD: Yes.

3720 The Hon. I. PNEVMATIKOS: What additional areas of expansion in terms of responsibility is being projected for PSOs?

Acting Dep. Cmmr BAMFORD: At the moment we have expanded them into the cell guard role and they are doing conveyancing and guarding of prisoners and detainees, conveying people to hospitals, guarding them at emergency departments, and they will convey children who are under guardianship orders—they will take them home instead of police officers driving them home. They will do prisoner transports from regional South Australia, which police officers have traditionally driven out, picked them up and brought them back.

Our second stage of this initiative will see them conveying and guarding exhibit property. They will go to crime scenes and be the guards on those instead of police officers. They may do traffic cordons at serious incidents. They will attend jobs where it's an abandoned vehicle that may be stolen, so they can turn up and do the checks on that. They will also do welfare checks for vulnerable people, depending on the nature of the job. It's those sort of roles that we are looking to expand them into.

3721 The Hon. I. PNEVMATIKOS: How does the regular police force feel about this two-tiered structure of policing?

Acting Dep. Cmmr BAMFORD: It's been hugely successful and overwhelmingly accepted by the police officers and supervisors and managers. The feedback we are getting is this is an excellent service and we just want more of it. It frees up police officers to do the other taskings that are coming along that, at the moment, the member of the community may be waiting some time for—especially a routine job which is a grade 3 job—because they are waiting for a police officer to become free and until recently the police have been busy guarding prisoners at emergency departments and things like that.

3722 The Hon. I. PNEVMATIKOS: What training do police officers have to be involved in working with mental health patients?

Acting Dep. Cmmr BAMFORD: I can't give you the detail of exactly the course content, but part of their recruit training deals with mental health and vulnerable people, and the PSOs are receiving exactly the same training.

3723 The Hon. I. PNEVMATIKOS: It would be appreciated if you could, on notice, give that information back to the committee.

Acting Dep. Cmmr BAMFORD: Sure.

3724 The CHAIRPERSON: Just a quick supplementary on that in regard to the PSO training time: the 120 PSOs that you mentioned that are already deployed—how many have done the additional training to transferring to police officers?

Acting Dep. Cmmr BAMFORD: We are working through the entire cohort of PSOs, not just the new ones who are coming on board, but we are running transition courses of four weeks plus a two week's outlay—so six weeks additional training for every PSO.

3725 The CHAIRPERSON: How far through that are you?

Acting Dep. Cmmr BAMFORD: I don't have the numbers to hand, but I can find out.

3726 The CHAIRPERSON: If you could take that on notice, that would be great.

3727 The Hon. F. PANGALLO: Acting Commissioner, you announced last Friday that Assistant Commissioner Fellows was exonerated and cleared by an internal section investigation or assessment, and that the OPI into her role and conduct as a paid board member of the Adelaide Football Club and her role as the Assistant Commissioner in charge of Operations Support service, which includes the Licensing Enforcement Branch, in not opposing the Adelaide Oval Stadium Management Authority variation to its liquor licence to sell alcohol in cans at the Adelaide Oval. I am far from satisfied by your assurances via a media release that there was nothing to see here. Frankly, I can't see how it passes the pub test, and it's not just me saying that, but lawyers I have consulted. Who ordered the inquiry or was it based on the complaint or question I made in parliament?

Acting Cmmr WILLIAMS: All I can say is I released a statement last week which was obviously available to you that was provided to the media, and that's the limited nature of what I am prepared to say about this matter. You know the process outside of the matter that's run in terms of OPI, the Office of Public Integrity. There is a robust process that looks at these matters.

3728 The Hon. F. PANGALLO: I will go through that in a moment with you. Was it my complaint that spurred that investigation, or was it somebody else?

Acting Cmmr WILLIAMS: As I say, this is subject to the Police (Complaints and Disciplinary Proceedings) Act; I am not prepared to say any more on the matter.

3729 The Hon. F. PANGALLO: You are not, but by putting out that statement and statements that had already been made under parliamentary privilege by the minister, you have already released in part the fact that there was an investigation. So why aren't we entitled to get the full substance of that investigation?

Acting Cmmr WILLIAMS: The Police (Complaints and Disciplinary Proceedings) Act deals with issues that are internal in nature in terms of a person's employment, and we take the view that in some circumstances maybe the outcome will be released, and in this case it was because there had been some media reporting about the matter previously, so I chose—

3730 The Hon. F. PANGALLO: There hadn't been. There had been statements that I had made in relation to the fact that she should have recused herself, but the fact that there was a secret investigation only came to light when the minister responded to my question. Nobody knew that there was an investigation going on until the minister said it. Was he authorised to make that statement?

Acting Cmmr WILLIAMS: Advice was provided to the minister.

3731 The Hon. F. PANGALLO: By whom?

Acting Cmmr WILLIAMS: I would have to check who signed that document.

3732 The Hon. F. PANGALLO: Can you, and let us know that? Are you across the investigation? You made comments. Were you able to review what the IIS found? Did you have a look at it?

Acting Cmmr WILLIAMS: As I said to you, under the Police (Complaints and Disciplinary Proceedings) Act, I am not prepared to make any further comment.

3733 The Hon. F. PANGALLO: Okay, well I will go through some of the aspects of the PCDA, which you would be familiar with. You are lawyer, I gather. You have a law degree?

Acting Cmmr WILLIAMS: I have a law degree. I am not a practising lawyer.

3734 The Hon. F. PANGALLO: Doesn't the chief inspector have to report to the assistant commissioner in this matter, before any decision is made?

Acting Cmmr WILLIAMS: I think there has been previous comment made that the delegate was the chief inspector who had the delegated authority.

3735 The Hon. F. PANGALLO: Are you expecting us to believe that the person in charge of the licensing branch bears no responsibility whatsoever for the final decision?

Acting Cmmr WILLIAMS: As I say, there has been an investigation and no misconduct was found.

3736 The Hon. F. PANGALLO: No misconduct at all? Chair, I received a considerable number of documents through FOI on this matter when asking for any evidence that AC Fellows had declared any conflict that she may have had. There wasn't any, I was told. However, I did get an email trail, which clearly showed AC Fellows not only being kept in the loop by Detective Chief Inspector Greg Hutchins but also stating they needed to talk in relation to the variation of the licence. She also signed off on it in commissioner's briefing paper. I now seek leave to table all those emails, just to set the record straight.

Moved by Hon. F. Pangallo.

Seconded by Hon. T.A. Franks.

Carried.

3737 The CHAIRPERSON: You can table those, Mr Pangallo, thank you.

3738 The Hon. F. PANGALLO: Here is a copy. I don't know if you want a copy, Chair? Do you want to have a look at one?

3739 The CHAIRPERSON: If you could pass it.

3740 The Hon. F. PANGALLO: So the question needs to be asked whether the investigation by IIS investigated this aspect of the communication trail and were they interviewed



over the specific document, as well as what eventuated in that talk that Mr Hutchins wanted. Are you aware of that?

Acting Cmmr WILLIAMS: As I say, I am not commenting on this matter.

3741 The Hon. F. PANGALLO: You're not?

Acting Cmmr WILLIAMS: No.

3742 The Hon. F. PANGALLO: Okay. Before I ask some specific questions about the process followed under the PCDA in this matter, so we can all be clear and confident that this wasn't merely a whitewash, I would like to ask you your definition of what is a conflict of interest?

Acting Cmmr WILLIAMS: There is a general order where we outline conflict of interest. I am happy to provide that, but I don't have it in front of me.

3743 The Hon. F. PANGALLO: Even just anecdotally, what do you think could constitute a conflict of interest or a perceived conflict of interest? You don't know that?

Acting Cmmr WILLIAMS: I said that I am guided by the general order; I am happy to provide that.

3744 The Hon. F. PANGALLO: Let me help you. Have you ever seen this document? It's the awareness program, which is a guide to the code of ethics for the South Australian public sector. I imagine police would be subjected to that, wouldn't they, being public sector employees?

Acting Cmmr WILLIAMS: We are guided by the SAPOL Code of Conduct and the Police Act.

3745 The Hon. F. PANGALLO: You would also be covered by the South Australian public sector code of ethics, wouldn't you?

Acting Cmmr WILLIAMS: We take notice of it, but—

3746 The Hon. F. PANGALLO: You take notice of it?

Acting Cmmr WILLIAMS: Well, I will explain to you. The Police Act applies to police officers, and the police code of conduct applies to police officers. I don't think the two would necessarily be—

3747 The Hon. F. PANGALLO: But there's a difference.

Acting Cmmr WILLIAMS: —out of sync. Well, I don't know the wording of that one by comparison—

3748 The Hon. F. PANGALLO: You're telling me there's a difference between—

Acting Cmmr WILLIAMS: Fundamentally, there may not be, but I'm telling you the documents that we are guided by.

3749 The Hon. F. PANGALLO: Well, let me just—

Acting Cmmr WILLIAMS: Can I just add that the public servants in SAPOL are obviously bound by that, because they are public sector employees—

3750 The Hon. F. PANGALLO: Of course they would be, and you also—

Acting Cmmr WILLIAMS:—but you're asking me about police.

3751 The Hon. F. PANGALLO: You would also be bound by another one of the acts as well in terms of accountability. Let me just quote from this document where it talks about conflict of interest or whatever, right? It deals with potential conflicts, and it says:

They must be avoided despite there being no actual conflict of interest or no person deriving a benefit.

It says here:

There must be a real or significant possibility of a conflict. It is not sufficient for someone to simply be able to imagine circumstances where a conflict may arise. Failure to disclose a potential conflict of interest may be treated as misconduct. This applies to any conduct that is contrary to that potential conflict of interest.

I have to say that even in this place we are still confused and paralysed by the Ombudsman's finding in this state as to what constitutes a conflict, so I can understand you're also confused—I'm not sure. But here's what the Victorian Public Sector Commission has to say about a conflict of interest:

A conflict of interest is where an employee or director has private interests that could improperly influence, or be seen to influence, their decisions or actions in the performance of their duties.

They then go on to list four types: actual, potential, perceived and those that represent a conflict of duty; that's when 'when a person is required to fulfil two or more roles that may actually, potentially or be perceived to be in conflict with each other'. It goes on to list and define categories of direct interests, indirect interests, financial interests and non-financial interests.

So excuse me, along with several lawyers I have consulted, we are still scratching our heads in disbelief at the two hats that Assistant Commissioner Fellows wears and wore during this process and why I feel she should have recused herself and handballed it to another assistant commissioner to avoid any smidgen of doubt. Yet she didn't. I specifically requested through FOI any evidence that she had declared one, and I was told it didn't exist. Did you find it? Did IIS find it? Did they go looking for that?

Acting Cmmr WILLIAMS: As I said to you, this matter's covered by the Police (Complaints and Disciplinary Proceedings) Act. I'm not prepared to say any more.

3752 The Hon. F. PANGALLO: Okay. You would agree that this complaint, under sections 8(a),(b) and (c) of the PCDA raised an issue of potential or implied corruption. Would you agree with that? I've got a copy of the act, if you want to have a look at. Would you like to have a look at it while I go through this?

Acting Cmmr WILLIAMS: No.

3753 The Hon. F. PANGALLO: No? Okay. And that there are procedures that IIS and Police Commissioner Stevens had to comply with if it was an IIS assessment?

Acting Cmmr WILLIAMS: As I say, this matter was under the auspices of the Police (Complaints and Disciplinary Proceedings) Act, and it was overseen by the Office for Public Integrity, and the matter has been closed.

3754 The Hon. F. PANGALLO: Well, I'm just going through the PCDA and what you should have done. Under section 8, and if there was an issue of potential corruption, shouldn't the matter have been referred to ICAC by IIS under sections 14(1)(a) or (c) or by OPI reassessment under sections 28(1)(a) and (b)? Was it referred to ICAC?

Acting Cmmr WILLIAMS: As I say, the matter was guided by the Police (Complaints and Disciplinary Proceedings) Act, and was oversighted by OPI.

3755 The Hon. F. PANGALLO: Should it have been referred to ICAC, particularly considering the officer concerned, Assistant Commissioner Fellows, outranked the IIS officer, who I gather was a chief inspector?

Acting Cmmr WILLIAMS: The matter was undertaken under the Police (Complaints and Disciplinary Proceedings) Act and was overseen by the Office for Public Integrity.

3756 The Hon. F. PANGALLO: Okay. If only to ensure public confidence in law enforcement the process of investigation should not have been allowed to be determined unless it was at the highest level. Would you agree with that?

Acting Cmmr WILLIAMS: As I say, the matter was guided by the Police (Complaints and Disciplinary Proceedings) Act and overseen by the Office for Public Integrity.

3757 The Hon. F. PANGALLO: I am going through sections of that act and I am asking you questions in relation to it, and you just seem to be batting away.

Acting Cmmr WILLIAMS: I am not batting away. I have told you the matter is undertaken under that act and overseen by an independent Office for Public Integrity.

3758 The Hon. F. PANGALLO: Do you agree that the complaint fell within section 14(1)(a), (b) and (c) for it to be referred to the OPI under section 14(4)?

Acting Cmmr WILLIAMS: The matter was undertaken under the Police (Complaints and Disciplinary Proceedings) Act and overseen by the Office for Public Integrity and the processes they follow.

3759 The Hon. F. PANGALLO: In the interests of transparency and openness, and the fact that you have already disclosed part of the substance of the complaint, I think it is now incumbent upon you to fully disclose all the details of the investigation and assessment. I think it is a legal precept. I would like the committee—

3760 The CHAIRPERSON: Ms Franks has a supplementary.

3761 The Hon. F. PANGALLO: Can I finish on this?

3762 The CHAIRPERSON: Sure.

3763 The Hon. F. PANGALLO: I would like the committee to now request that SAPOL produce the IIS complaint management system entries for the matter, and that OPI also be asked to produce their case management system entries so the probity of the entire investigation can be assessed by the parliament. I will move that.

3764 The Hon. R.B. MARTIN: Can you go through that again, please?

3765 The Hon. F. PANGALLO: I am asking that the committee request that SAPOL produce the IIS complaint management system entries for this matter, and that OPI also be asked to produce their case management system entries so the probity of the entire investigation can be assessed by this committee.

3766 The Hon. R.B. MARTIN: Should that be something that should be discussed in our normal committee process and not in our submission process?

3767 The Hon. F. PANGALLO: No.

3768 The Hon. R.B. MARTIN: Because I am not prepared to vote on it until we have had a discussion, and I am not prepared to have the discussion in a hearing.

3769 The Hon. F. PANGALLO: The fact is that SAPOL have already released in part the substance of that investigation. What I am saying is: can we now view what they investigated?

3770 The Hon. R.B. MARTIN: I understand that you can ask for that, but I think that is a deliberation and this isn't the deliberation part of the meeting.

3771 The Hon. F. PANGALLO: We can do that afterwards.

3772 The CHAIRPERSON: We can deliberate on that afterwards.

3773 The Hon. T.A. FRANKS: I have some supplementaries, and I am sure we can deliberate afterwards.

3774 The Hon. R.B. MARTIN: Can I just say, though, that instead of going through a motion are you prepared to provide the Hon. Mr Pangallo and the committee that information?

Acting Cmmr WILLIAMS: I am not offering to provide that, no.

3775 The Hon. F. PANGALLO: No, of course not.

3776 The Hon. R.B. MARTIN: Then we will deal with it in the deliberative section.

3777 The Hon. T.A. FRANKS: On Friday, *The Advertiser* reported that they had been granted special permission to publish the information with regard to the topic that we are talking about at the moment. How was that special permission granted? What were the processes?

Acting Cmmr WILLIAMS: Two media outlets had made contact regarding the matter, and they were provided with a response.

3778 The Hon. T.A. FRANKS: Who were those two media outlets?

Acting Cmmr WILLIAMS: InDaily and *The Advertiser*.

3779 The Hon. T.A. FRANKS: So no media permission was granted to the ABC or Channel 7 or Channel 9 or any other media outlet?

Acting Cmmr WILLIAMS: No-one had asked the question.

3780 The Hon. T.A. FRANKS: How would they know to ask the question?

Acting Cmmr WILLIAMS: I don't know they—

3781 The Hon. T.A. FRANKS: What if they were to ask the question now? Would they be granted permission?

Acting Cmmr WILLIAMS: I would take a request and deal with it on each occasion.

3782 The Hon. T.A. FRANKS: The relevant section, I assume, we are referring to here is section 45(1) of the Police Complaints and Discipline Act 2016; is that the case?

Acting Cmmr WILLIAMS: I would have to refer to the relevant section. I don't have the act.

3783 The Hon. T.A. FRANKS: My understanding is that the police commissioner or the ICAC commissioner is authorised to disclose particular information under that section 45(1). What is the formal process for authorising disclosure of this type of information under this section? Given you did it last week, I am assuming you will be quite familiar with it at the moment.

Acting Cmmr WILLIAMS: I have done it once.

3784 The Hon. T.A. FRANKS: On Friday or Thursday?

Acting Cmmr WILLIAMS: I don't know the exact date; I would have to check. Obviously you turn your mind to whether there is good reason: there is a request, there is reason—or not reason—and make a considered decision about it at the time on a case-by-case basis.

3785 The Hon. T.A. FRANKS: So you are left basically to your judgement on the implementation of this section, or is there any guidance document provided to you?

Acting Cmmr WILLIAMS: There's no guidance document.

3786 The Hon. T.A. FRANKS: In terms of the police commissioner going on ABC radio earlier this year to identify that the alleged author of a letter that was critical of the police commissioner was subject to the Police Complaints and Discipline Act, how was that authorisation made?

Acting Cmmr WILLIAMS: You would have to ask the commissioner.

3787 The Hon. T.A. FRANKS: An answer we got to parliament was that there were no formal processes, so how is it that the police commissioner can authorise himself—where he has a conflict of interest—to basically say that the alleged author of a letter that is critical of the police commissioner is subject to police complaints and discipline proceedings, and yet any other particular occurrence of somebody referred under this act is automatically secret?

Acting Cmmr WILLIAMS: You would have to ask the commissioner the particular—

3788 The Hon. T.A. FRANKS: I would have to ask Commissioner Stevens, who is not here at the moment.

3789 The CHAIRPERSON: That would have been good.

3790 The Hon. T.A. FRANKS: Yes, we look forward to that.

Acting Cmmr WILLIAMS: I'm sure you do.

3791 The Hon. F. PANGALLO: I've got some questions on the district policing model, which I want to put to Mr Bamford, but I will just finish off with this telling remark that was made to another committee I chaired by the former ICAC, Mr Lander, back in November 2021 when he said he wanted to release his report into nepotism in SAPOL as part of the Recruit 313 investigation. He said that the evidence established that there was a culture of entitlement among senior police officers at SAPOL that they would look after themselves, and a number of senior police officers thought they

were entitled to behave in a particular way because they were senior police officers. Has SAPOL's top brass addressed that culture?

Acting Cmmr WILLIAMS: In what way do you mean 'the culture'?

3792 The Hon. F. PANGALLO: This entitlement. The former ICAC was quite critical of the behaviour of senior police in that matter. Is there an issue about entitlement or is there a culture, as he says, of entitlement in the senior top brass?

Acting Cmmr WILLIAMS: I don't know what he based that on, because I don't—

3793 The Hon. F. PANGALLO: It was based on the Recruit 313 investigation, which he actually wanted to release but didn't. You're not aware of it?

Acting Cmmr WILLIAMS: I have no comment.

3794 The Hon. F. PANGALLO: Okay. I just want to get to the district policing model. Clearly, it is not working for a lot of reasons. This is a copy of the district policing model's stage 1 audit, which I received as a result of freedom of information. I will seek leave to table that document.

3795 The CHAIRPERSON: Thank you.

3796 The Hon. F. PANGALLO: Are you the author of this, Mr Bamford?

Acting Dep. Cmmr BAMFORD: No, I'm not.

3797 The Hon. F. PANGALLO: You're not? Have you read it?

Acting Dep. Cmmr BAMFORD: I have.

3798 The Hon. F. PANGALLO: There are not many pages in here that are in glowing terms of the way it is operating at the moment. You are aware of that, aren't you?

Acting Dep. Cmmr BAMFORD: That's an audit of stage 1. Stage 2 was implemented in March 2020, so that relates to the initial—

3799 The Hon. F. PANGALLO: So this is an old model?

Acting Dep. Cmmr BAMFORD: It's stage 1 of the district—

3800 The Hon. F. PANGALLO: So this is old, this document?

Acting Dep. Cmmr BAMFORD: Yes, it is.

3801 The Hon. F. PANGALLO: Can we have the new one?

Acting Dep. Cmmr BAMFORD: There is no other one.

3802 The Hon. F. PANGALLO: There is no other one. Well, let me go on this one here and just some of the findings that appear in it. It still shows that there are some problems to iron out, which I think you have already outlined here, but there were instances of noncompliance with standard operating procedures and inconsistencies in operations between areas within CCS and OCS. Are you aware of what they were, and do they still exist—the noncompliances? Do you know what it is referring to there?

Acting Dep. Cmmr BAMFORD: I'm not aware of the detail. That is some years old.

3803 The Hon. F. PANGALLO: And how it's affecting the efficiency and consistency of operations?

Acting Dep. Cmmr BAMFORD: The purpose of the audit was to identify whether the four districts were operating in accordance with the model that we were in the throes of implementing. It identified, as you would expect with a new operating model, that some areas were not consistent. The assistant commissioner in charge of MOS (metropolitan ops) at the time used that to ensure that the four districts were working according to plan.

3804 The Hon. F. PANGALLO: Right, and perhaps you can tell us if things have improved at the State Crime Assessment Centre, where this report found that they were not consistently and

rigorously assessing crime as per the standard operating procedures and as intended under the district policing model. Has that improved?

Acting Dep. Cmmr BAMFORD: That is my understanding; yes, it has.

3805 The Hon. F. PANGALLO: It has?

Acting Dep. Cmmr BAMFORD: Yes.

3806 The Hon. F. PANGALLO: Significantly? What impacts was this having throughout the organisation, the fact that they weren't consistently and rigorously assessing crime?

Acting Dep. Cmmr BAMFORD: I am not privy to what the detail of that assertion was. What I can say is that the State Crime Assessment Centre was subject to a review, and steps were taken to ensure that it was appropriately staffed and that the staff were appropriately trained to undertake their roles, and that has taken place.

3807 The Hon. F. PANGALLO: Going by that 'to whom it concerns' letter which is quite recent, it's obvious that there are still problems there with the district policing model. You have seen that document. That's the one that led to Commissioner Stevens announcing that he was investigating the author of that. You didn't see that document?

Acting Dep. Cmmr BAMFORD: Yes, I have seen it. It's full of assertions. I think that matter has been dealt with, and I am unsure of the relevance to our discussion today.

3808 The Hon. F. PANGALLO: Alright, so it's not a dud, as the acting commissioner pointed out.

Acting Dep. Cmmr BAMFORD: Say again, sorry?

3809 The Hon. F. PANGALLO: It's not a dud, the district policing model. It's not a failure?

Acting Dep. Cmmr BAMFORD: I am wholly supportive of the district policing model, and my view is that it is under-resourced because of our challenges with our attrition rate at the moment.

3810 The CHAIRPERSON: I have a supplementary on that: how under-resourced are you, and what is the gap?

Acting Dep. Cmmr BAMFORD: On any given day we are roughly 200 staff short of our funded establishment. But there are 120 cadets in training at the moment.

3811 The Hon. F. PANGALLO: Can I point out—and I have been around a while over the years—that it's a decades old problem for SAPOL to meet its recruiting targets. Would you agree with that?

Acting Dep. Cmmr BAMFORD: No.

3812 The Hon. F. PANGALLO: No? When was the last time you met your recruiting targets? You didn't meet it with 313.

Acting Dep. Cmmr BAMFORD: I think you're talking about two different things here, I think. You're talking about an increase in staff numbers which resulted in Recruit 313 being launched, versus recruiting against attrition. Until, I think, roughly 2020, during COVID, we were meeting our targets to recruit against attrition.

3813 The Hon. F. PANGALLO: I am a bit confused, Mr Bamford, because the police commissioner is asking for additional resources to bring protective services guys in so that you have more frontline workers going out. You are telling us that there have been issues with finding police officers since COVID. This report points out that there were shortages of police officers in all the districts. There was a move a few years ago to recruit police officers from the United Kingdom, which wasn't successful and has been abandoned. There has always been this issue with police trying to recruit.

Acting Cmmr WILLIAMS: Let me say this: we are always in the recruiting market due to attrition, and that's trying to keep to the baseline. Recruit 313 was an extra injection of officers into SAPOL, so that's I think what Mr Bamford is referring to there. At the present time, in terms of

the challenges that every business is facing, there is a challenge in recruiting people generally in any workforce.

3814 The Hon. F. PANGALLO: But why not the police force? Why can't you attract the numbers you require in the police force?

Acting Cmmr WILLIAMS: We are attracting—

3815 The Hon. F. PANGALLO: I mean, it's a challenging role, and I will put it to you that your frontline workers do have challenges.

Acting Dep. Cmmr BAMFORD: Absolutely.

3816 The Hon. F. PANGALLO: We know that, but why is it that you're finding it difficult to attract people to that profession?

Acting Cmmr WILLIAMS: I think every business is finding it difficult to attract people in the current market. We do have people at the academy so we actually have a level of interest; it's just that we need more people. Part of it is diversification of the workforce, so police security officers, and as we mentioned before, bringing in solicitors where it's more appropriate to use solicitors as prosecutors. In this evolving world of complex crime we need some people who are very skilled in e-crime, and that's not necessarily what we bring people into the academy to do, so that diversification is also required. It's a complex beast in that sense.

3817 The Hon. F. PANGALLO: Just one last question in relation to the antisocial behaviour that has been reported in the city and whatever. When was the last time either of the two of you walked the beat in this area or in Hindley Street or whatever to have a look at what's going on, or got into a patrol car? Has the police commissioner ever done that, just to see what the problem is? Have you done that?

Acting Cmmr WILLIAMS: What we do is go out and meet with our troops and we talk to them about what the issues are.

3818 The Hon. F. PANGALLO: Yes, but do you go out with them on patrol? Do you go out when all this stuff is going on in the city?

Acting Cmmr WILLIAMS: No, I don't. I talk to them about what the issues are, but—

3819 The Hon. F. PANGALLO: But you don't go and experience just to see what pressures they are being put under?

Acting Cmmr WILLIAMS: Well, I have experienced it and I think they are very open about what the pressures are, what they require—

3820 The Hon. F. PANGALLO: When did you experience it?

Acting Cmmr WILLIAMS: When did I experience it? When I worked in Hindley Street.

3821 The Hon. F. PANGALLO: When you worked there?

Acting Cmmr WILLIAMS: Yes, I did.

3822 The Hon. F. PANGALLO: How long ago was that?

Acting Cmmr WILLIAMS: Some years ago now. Obviously, I have progressed—

3823 The Hon. F. PANGALLO: That was many years ago.

Acting Cmmr WILLIAMS: Many years because I have progressed through my career, but you don't forget those things and you don't forget how to engage with the troops, which is what we have been doing more recently. We are often out visiting stations and often out visiting and talking to people in the districts and in the country—various areas. That is how we engage. We also listen to our workforce because they do write us emails. They have other systems where they can have their say. We have workplace consultative committees, so that we do share those experiences.

3824 The Hon. F. PANGALLO: Mr Bamford, have you got into a patrol car with some of these people who are having problems with the district policing model just to see what problems they are experiencing and what they are complaining about?

Acting Dep. Cmmr BAMFORD: I haven't, but I need to say that we understand and accept that our staff are under significant pressure at the moment. We are not denying any of that.

3825 The Hon. F. PANGALLO: But wouldn't you like to do that? We saw the Premier get into an ambulance when there was ramping and whatever. He wanted to experience it himself. I would have thought that you would have wanted to get into a patrol car with some of your police officers and talk it through with them and have a look or go on the beat.

Acting Dep. Cmmr BAMFORD: I think the best assistance I can give the good men and women of SAPOL is to manage projects and put submissions to government in relation to our staff numbers and our requirements. I have led the team for the Premier's task force and the police resources and the union has been in the room for every one of those meetings. I have personally led submissions about the state of SAPOL and how much pressure we are under. I don't deny that.

3826 The Hon. F. PANGALLO: I would commend your frontline services—

Acting Dep. Cmmr BAMFORD: Absolutely.

3827 The Hon. F. PANGALLO: —and your frontline police officers and the ones I came across. Okay, thank you, Chair. I enjoyed that.

3828 The Hon. T.A. FRANKS: I just wish to clarify, going back to the issue of the IIS investigation of Assistant Commissioner Fellows. In the statement to *The Advertiser* you are quoted, Acting Commissioner Williams, as saying:

For the avoidance of doubt, pursuant to section 46 of the Police Complaints and Discipline Act—  
yourself is in brackets—  
...has authorised publication of the information contained in this statement.

I note that previously in an answer to a question that I placed in the parliament, the section that was cited was 45(1). Barring the differences in those particular sections, I also note that previously no permission was granted to report a statement that Minister Szakacs had previously made to the parliament—a parliamentary statement—that had been tabled after questions from the Hon. Frank Pangallo. Why was no permission granted for media to report on a statement that was made in parliament?

Acting Cmmr WILLIAMS: I think I'm going to have to take that question on notice because it was not when I was Acting Commissioner.

3829 The Hon. T.A. FRANKS: Then it goes on, in terms of the story in *The Advertiser*, to say that, 'SAPOL has been notified by OPI that their review is now complete'. On what date was that notification received by OPI?

Acting Cmmr WILLIAMS: I will have to take that on notice to get the date for you.

3830 The Hon. T.A. FRANKS: Just for the sake of observing the extraordinary situation we find ourselves in, where media have to seek permission to report something that has been said in parliament, do you give your permission now for media to report on the conversations that we have had in this committee hearing today with regard to those two investigations aforementioned?

Acting Cmmr WILLIAMS: I will take that under consideration.

3831 The Hon. T.A. FRANKS: So you don't give your permission to media to report on what has just happened in a public hearing of a parliamentary committee?

Acting Cmmr WILLIAMS: It's a public hearing. I don't know the legalities of that, whether you even need my permission, so I will take advice.

3832 The Hon. T.A. FRANKS: Well, why was permission denied to report a ministerial statement in parliament with regard to an answer to a question placed on notice to the parliament that was then provided to the parliament, but then the current commissioner, who is not here today, denied permission to print to media?



Acting Cmmr WILLIAMS: I can't answer—

3833 The Hon. T.A. FRANKS: Isn't this an extraordinary situation—

Acting Cmmr WILLIAMS: I can't answer the question for someone else.

3834 The Hon. T.A. FRANKS: —Kafkaesque, if not farcical, depending which media outlet you want to have report on this. Can media report on what happened today with the security that they won't be falling foul of the Police Complaints and Discipline Act or any other relevant legislation?

Acting Cmmr WILLIAMS: My understanding is that what is being said in here can be reported.

3835 The CHAIRPERSON: How many additional officers have been recruited because of SAPOL's change in policy around visible tattoos and long hair?

Acting Cmmr WILLIAMS: I don't think we have data that we have kept on asking people, 'Was this a game changer for you?' We are just looking at being contemporary with our standards, and if that was a barrier to people then we reviewed it. We said, 'We are trying to represent the community that we serve.'

3836 The CHAIRPERSON: I know members will probably have a number of questions to take on notice, particularly for us around regional policing and Port Augusta, so we will collate questions that will be sent through to you this week. We appreciate your time, and please note that we will be calling upon the police commissioner in due course to attend this committee. Thank you for your time.

THE WITNESSES WITHDREW



**SOUTH AUSTRALIA POLICE**  
**KEEPING SA SAFE**

# **District Policing Model Stage 1**

## **Audit**

u p r e b t e e a i n P o r m a d



**Government  
of South Australia**

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**\*\*Appendix 1 & 2 are separate documents to this report\*\***

## EXECUTIVE SUMMARY

This Audit has analysed documentation and consulted with relevant internal stakeholders. The Terms of Reference were the guiding principles for work conducted during the Audit.

The Structure and Full Time Establishment (FTE) of each District, the State Crime Assessment Centre (SCAC), the Investigation Support Desk (ISD) and the State Response Manager (SRM) were analysed as part of this Audit.

There were some changes in the structure of the Districts; however they were generally structured as per the District Policing Model (DPM). Changes have been made to assist in the management of property. A Northern Property Store has not been established, impacting Northern and Western District. Eastern District has been utilising staff to manage property at Holden Hill. 2 FTE will be deleted from Holden Hill and created in Southern Property when property transitions from Holden Hill to the Southern Property Store.

Southern Child and Family Investigation Section (CFIS) are trialling an "allocation and assessment" team due to the volume of Domestic Abuse Crime Occurrences that are required to be assessed and allocated by District CFIS Supervisors. The number of Community Constables in some Districts has increased, resulting in changes to structure. Other changes that have been made by Districts include the expansion of Missing Persons Units (Southern District) and the expansion of Neighbourhood Policing Teams or the development of operations with the same effect and purpose (Western and Eastern District respectively).

The management of enquiries conducted by Patrols throughout the Districts was structured differently, with varying amounts of staff used to complete this function. It is recommended a decision is made by Assistant Commissioner Metropolitan Operations Service (ACMOS) as to how these enquiries are allocated.

An over establishment of staff throughout MOS of 159.72 FTE (as of the 22<sup>nd</sup> February 2019) has allowed for increased flexibility in staffing throughout the Districts, particularly in Southern and Eastern District, and absorbed the impact of vacancies. As these positions diminish, changes in structure will have an increased impact on work areas if they are maintained.

The structure and FTE of the SCAC, ISD and SRM is consistent with the DPM. Secondments and absence have negatively impacted the SRM position. Since the commencement of this audit, staffing within the SCAC has been increased with 5 OE positions created and OR's seconded in for 6 months.

The Standard Operating Procedures (SOP) of the Crime Co-ordination Section (CCS), Operations Coordination Section (OCS), SCAC, ISD and SRM were analysed as part of this Audit.

There were instances of non-compliance with the SOP in both the CCS and OCS throughout the Districts. There were also inconsistencies in operation between areas within CCS and OCS throughout the Districts. Recommendations have been made to address issues of non-compliance with the SOP's and inconsistencies in operations. The development of prescriptive SOP's relevant to each area within the CCS and OCS will ensure best practice is utilised across the Districts, improve efficiency in operation and ensure consistency.

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The ISD were, in general, complying with their SOP. They are limited in their capacity to comply with components of their SOP due to resourcing and technological support. The ISD provide a high quality service and layer of risk mitigation by providing information regarding current incidents and are a valuable source of information for the SRM and SSM. Due to the limited information available to them, they are not regularly and consistently identifying pattern crime as it occurs. Investment in technological support to the ISD will assist in their ability to identify pattern crime and better inform the SRM and SSM. Task creep should be monitored within the ISD to ensure their capacity to monitor current events is retained.

The SCAC are processing occurrences, however, they not consistently and rigorously assessing crime as per the SOP and as intended under the DPM. As the SCAC is centralised, their non-compliance in this aspect of the SOP has broad impacts throughout the organisation and the predicted level of assessment and reduction of workload for the frontline has yet to be realised. Districts are utilising staff to try and rectify these issues. Shield has had a significant impact on the SCAC and the wider organisation. The impact of Shield, an inability to effectively monitor and manage the performance of members of the SCAC, a lack of direct management, training and insufficient, measurable Key Performance Indicators are factors that were identified as part of this audit that have contributed to the SCAC not consistently and rigorously assessing reported crime. Recommendations have been made in this audit to address these factors, improve service delivery and drive consistency in line with their SOP.

The functions of the SRM and SSM are being completed as per the SOP as all of the responsibilities listed can be completed by either role. The concept of actively moving resources based on demand by the SRM has not been realised, with limited technological support to make decisions and the movement of resources happening irregularly. There is duplication in the work completed by the SRM and SSM and high absenteeism rates of the SRM from the role have resulted in the SSM conducting the functions of both roles on many occasions. Recommendations have been made to address the issues identified. An accurate assessment of this role cannot be made unless it is fully implemented and staffed as intended with improved technological support to assist decision making.

All recommendations made as a result of this audit have been made with a focus on driving consistency throughout the Districts and Communication Group, efficiently using resources and utilising technology to improve service delivery in line with the terms of reference.

## TERMS OF REFERENCE

On 29<sup>th</sup> January 2019 Assistant Commissioner Bamford provided approval for an Audit to be conducted on specific parts of the District Policing Model Stage 1. The Project sponsors were Assistant Commissioner Bamford and Assistant Commissioner Dickson.

The Terms of Reference of this audit were endorsed by the Operations Program Board on the 11<sup>th</sup> February 2019.

The Audit was to undertake the following:

1. Undertake an audit of structure and FTE allocation relative to:
  - a. Each District;
  - b. State Response Manager;
  - c. The State Crime Assessment Centre;
  - d. The Investigation Support Desk.
2. Undertake an audit of the Standard Operating Procedures for the following:
  - a. Each District Crime Coordination Section;
  - b. Each District Operations Coordination Section;
  - c. State Response Manager;
  - d. The State Crime Assessment Centre;
  - e. Investigation Support Desk.

The Auditing Officer prepared a Commissioners Briefing Paper detailing the **methodology** to be utilised to conduct the audit which was approved by the Project Manager, Superintendent John De Candia. *This is attached as Appendix 8.* 98 stakeholders from the relevant areas were interviewed and further data gathered to conduct the audit.

## AUDIT OF STRUCTURE AND FTE ALLOCATION.

### 1. Each District

A summary of changes to structure is included in each Appendix under the relevant District. There are 3 tables included for each of the Districts. The first table shows a summary of the FTE in the District and includes changes to structure as of the 22<sup>nd</sup> February 2019. The second table shows the allocated staffing as per the DPM Stage 1 with alterations made for changes to station staffing. The third table was completed by the Workforce Planners within each District in consultation with managers from the District and displays the actual staffing throughout the District on the 11<sup>th</sup> February 2019, breaking down the location of each particular rank within the District. The figures in the third table are not exact as during this period all positions had not been altered on Chris 21 to cater for the station changes.

*Appendix 1A: Southern District Structure and FTE Allocation.*

*Appendix 1B: Eastern District Structure and FTE Allocation.*

*Appendix 1C: Northern District Structure and FTE Allocation.*

*Appendix 1D: Western District Structure and FTE Allocation.*

Each District has an FTE allocation that is consistent with the District Policing Model Stage 1. There is, however, a large number of over establishment (OE) positions within the Districts, particularly in Southern District (61.60 positions) and Eastern District (51.52 positions). These positions offset the overall vacancies including secondments out, long term absences, vacancies and loss of FTE due to Part Time Agreements. FTE is lost through Part Time Agreements where a position is not job shared effectively, therefore not utilising the full FTE of the position. The total FTE lost due to Part Time Agreements across the Districts was 22.19 FTE.

A consistent change in structure amongst all of the Districts is the loss of General Duties members to cover duties relating to Property Management, with Southern District (1 FTE – Seconded to Southern Property Store), Eastern District (3.63 FTE – to manage property within the District), Northern District (5 FTE – to manage property at Elizabeth) and Western District (3 FTE – to manage property at Port Adelaide). This is due to there being no Northern Property Store (effecting Northern and Western Districts). Since the audit was conducted issues surrounding staff managing property from Grenfell Street Station in Eastern District have been resolved and the 1 FTE has been returned to normal duties.

Holden Hill were originally to be serviced by the Northern Property Store. Under the DPM Holden Hill are part of Eastern District. A decision has been made for Holden Hill Property to be managed by the Southern Property Store. When this transition occurs, 2 FTE will be deleted from Holden Hill Response and 2 FTE created in the Southern Property Store. The transition of these positions is expected to take place in June 2019.

It was not dictated under the DPM Stage 1 as to how investigations/enquiries that are not the responsibility of CIB would be investigated by Patrols. The enquiries are allocated by the DAM. The method behind this allocation varies between Districts. Enquiries include Summons and Intervention Order Service, Operation Secure Checks, ACORN and Crime Occurrence Investigations. Under the DPM Stage 2 it is proposed that these enquiries would become the responsibility of the District Policing Teams.

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Northern, Southern and Western District each have, generally, 1 x FTE allocated from each Patrol team to manage these enquiries. The exception is Aldinga where there is 1 enquiries member. They are accountable to their respective team supervisors and work alongside their team, with the exception being night shift. This is also a position that has increased work flexibility. This does result in some Districts having more members completing these enquiries due to the different rosters throughout the Districts. In Eastern District all of the enquiries are spread amongst the team. This was an inefficient way of clearing investigations, with members finding it difficult to attend to enquiries whilst having to respond to taskings throughout the shifts and some team members lacking the expertise to complete the enquiries. If the proposed District Allocation Member (DAM) SOP is approved the manner in which investigations will be allocated will be standardised across MOS.

Another key factor in the allocation of enquiries is the even distribution of enquiries amongst the Patrol Teams. With the change of boundaries Western District experienced an uneven allocation of investigations and adopted the District Policing Team (DPT) suburbs (of which there are 12 areas per District) as per DPM Stage 2 and altered the distribution to allocate across 15 teams. The 12 DPT areas were determined by the Organisational Reform Team to ensure an even distribution of work across the DPT Teams. The adoption of these areas saw the distribution of enquiries become even throughout the District. This could be easily implemented due to the District having 3 teams with equal staffing on the same roster.

The different rosters and staffing numbers across Patrol Teams throughout the Districts makes the even distribution of enquiries problematic. Standardised rosters throughout the Districts would assist in the even distribution of enquiries, however, the uneven distribution of staff across patrol bases complicates the distribution of enquiries further. For example, Eastern District has 4 Patrol stations, with 3 different rosters.

Southern District is trialling a DV assessment and allocation position within CFIS. This role is being completed by 2 Patrol members for a 6 month trial. The Organisational Reform Team was not aware of this trial until the audit was conducted. These positions are OE positions so are not directly affecting Patrol staffing, however, if the OE positions decrease it will negatively impact staffing. The reasons surrounding this trial are discussed in the SCAC component of this report.

There has been an increase in the number of Community Constables (CC's) across MOS. Southern District (2), Northern District (1) and Western District (1). CC's have been placed into OE positions, however, Patrol positions are then required to fill the General Duties partner positions. The number of CC's and their General Duties partners in the relevant Districts are Southern District (2), Northern District (8), Eastern District (6) and Western District (8). These positions are supervised by an Operations Senior Sergeant, which was an interim measure pending the implantation of DPM Stage 2. Under DPM Stage 2, CC's are to come under the supervision of a DPT Sergeant. Due to the increased workload surrounding these workgroups administrative functions such as vetting have increased and in some instances are being delegated to other supervisors within the Districts.

Further changes to structure have been made surrounding:

- Western District – Expansion of NPT's. 4 x VCT GD positions utilised to cover NPT suburbs from Holden Hill that became part of Western District. Since then 4 Response members from the District have been rotating through the NPT on a 10 weekly basis to assist in the policing of the NPT areas subject to high volumes of crime.



- Eastern District – Operation Paragon 1 x Sgt and 8 Patrol Members seconded to Operation Paragon until the implementation of DPM Stage 2. They function in a similar manner to an NPT within the Adelaide CBD.
- *Other changes to structure specific to Districts are covered in Appendix 1.*

### **Recommendation Summary**

Recommendations have been made, including:

- AC MOS to determine the structure to be utilised to manage enquiries throughout the Districts pending DPM Stage 2.
- FTE lost due to Part Time Agreements is included on the Service staffing reports.

## **2. The State Response Manager, State Crime Assessment Centre and Investigation Support Desk.**

A table is included that shows the actual staffing of the State Response Manager, State Crime Assessment Centre and Investigation Support Desk.

*This table is included as Appendix 2A.*

The FTE and structure of these workgroups exists as was intended under the DPM with the only discrepancy being the inclusion of the Investigation Support Desk Logistics Officer. This position was supposed to be performed by a Comcen Operator on a periodic basis as directed by the Comcen Sergeant to act as a conduit between the SRM and the Comcen. This position has never been utilised within Comcen since the implementation of the ISD.

At the time the audit was conducted on staffing in February there was 1 ISD Intelligence Officer position vacant. This had been since inception. Anecdotal information suggests the location (CBD) and full shift work may be contributing factors. The position has been advertised and selected multiple times with selected candidates declining the position.

There has been 1 SRM on secondment from the position. Issues surrounding the staffing, rostering and absenteeism of the SRM from the position is discussed under the Audit of Standard Operating Procedures – State Response Manager component of this report.

Since the initial audit on staffing was conducted, Communications Group have been contacted in April 2018, 5 x OE S/C/Constable positions had been seconded into the SCAC for a 6 month period. There is now 1 further Intelligence Officer vacancy in the ISD.

## AUDIT OF STANDARD OPERATING PROCEDURES

### Crime Co-ordination Section

#### *District Intelligence Unit (DIU)*

The District Intelligence Units are providing similar intelligence products and intelligence services in each of the Districts. The SOP describes a clear distinction between sworn roles in the form of the Intelligence Officer (IO) and Tactical Intelligence Officer (TIO). Where the TIO's focus should be on a 'forward intelligence capability', gathering information and intelligence in order to reduce crime and identify emerging trends in the Districts, the IO's focus should be on an intelligence support capability, assisting with the analysis of information, assessing crime trends and developing intelligence products. The way in which the TIO's are operating within the District is not in line with the SOP.

TIO's are generally not gathering intelligence and are instead completing work within the office that is the role of the IO's. There are a number of factors contributing to this non-compliance including rosters, staffing, IO vacancies, culture, training and the implementation of Shield. Statistics gathered in relation to work load as part of this audit highlight the lack of 'forward intelligence capability' with DIU's across MOS submitting (on average) 3 Street Checks and submitting or value adding to (on average) 15 Intelligence Submissions per week. The SOP does not prescribe any Key Performance Indicators for the DIU's and they are not measured on their performance at Senior Management Team meetings on a regular basis if at all.

DIU's are supposed to provide coverage 0700 – 2300 hours 7 days per week. An analysis of DIU rosters across the Districts was conducted over a 3 month period that identified that on 37% of days this is not occurring, with the majority of these days falling on a Thursday, Friday, Saturday and Sunday. This is mainly contributed to the 2 week roster, the lean staffing structure, vacant IO positions being covered by TIO's and the small workgroup. IO's shifts and function are being changed to relieve IO positions to ensure that the daily business requirements of the District are met. IO vacancies, staffing and rosters need to be addressed if DIU's are to provide coverage 0700 – 2300, 7 days per week.

The Daily TCG and Daily Intelligence Brief are the main drivers of the DIU's. The IO's, Intelligence Analyst and Intelligence Support Officer are all required to work each morning to prepare for the TCG. A large amount of time is required to review the crime that has occurred since they left the office the previous day as opposed to actively providing intelligence on the crime that has occurred. Shield has negatively impacted this process with many tasks and analysis taking more time than with previous systems. The data provided in the current TCG reports are insufficient. Data warehouse have been contacted, are now aware of these issues and are developing solutions to provide the required information.

The SCAC assesses Crime Occurrences on priority. The DAM only see those occurrences that require further investigation. As a result neither will generally observe pattern crime. The structure, staffing and information available to the ISD means they will not necessarily observe pattern crime. This is discussed further in the ISD component of this report. The DIU is left to review crime, determine patterns and analyse on a daily basis. With the introduction of Shield previous automated searches lack the required information. Further development needs to occur by Data

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Warehouse and BSU to create and modify existing searches for information required by DIU's on a daily basis to allow them more time to analyse crime.

Consultation has occurred with the Intelligence Business Process review team. This review is assessing the business processes of Intelligence areas in an effort to streamline processes and improve efficiency. The inefficient processes regarding the preparation for the TCG and DIB have been noted as part of their review. It is anticipated that improved business processes as a result of this review will improve efficiencies in the DIU.

Further workload is being placed on the DIU's due to the SCAC not assessing crime in near real time or conducting a rigorous assessment of Occurrences. DIU's are being tasked to assess crime and change, or cause to be changed, errors that are identified.

In addition to the aforementioned staffing issues, there are strong cultural issues within DIU's relating to the TIO position. TIO's should be working in an operational capacity, gathering intelligence, monitoring addresses, developing sources of information and targeting problem areas as per the SOP. Instead there is a strong culture relating to remaining in the office assessing intelligence submissions, monitoring the CAD for events of interest and updating intelligence products for the next day. To exacerbate this culture, supervisors are not, in general, preparing and managing field operations as per the SOP. Improvement in this area may assist in promoting TIO's to actively move out of the office.

The Intelligence Training Unit are conducting modular training specific to roles within the DIU. This training is not compulsory. Given the small number of TIO's within the Districts, it is recommended that further training be made available to TIO's and consideration be given to making these courses compulsory once a member is in a substantive position. Increased training may provide increased confidence to TIO's in completing their role.

The SOP duplicates roles between the DIU supervisor and the DAM in relation to warrants. As per the DAM component of this report, the proposed DAM SOP will see the DAMS responsible for the tiering and allocation of warrants. The CCS SOP will need to be amended to reflect this. *General Order Warrant Procedures* describes the tiering guidelines.

The SOP does not prescribe what tasks are to be completed on a day to day basis or how they are to be completed. It is recommended that a DIU SOP be developed in a similar format to the DAM SOP (explained below), to drive consistency and avoid any ambiguity in role and function on a day to day basis.

*Refer to Appendix 3A for further information.*

### **Recommendation Summary**

Recommendations have been made including:

- Reviewing the staffing model and roster of TIO's.
- The development of a prescriptive DIU SOP in a similar manner to the proposed DAM SOP.
- An increased number of modular training courses to be provided to DIU.
- The development of improved searches on information that DIU require on a daily basis.

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- The introduction of KPI's for DIU to be reported on at the monthly Senior Management Team meeting.

### ***District Allocation Members (DAM)***

Nine of the 24 tasks the SOP states the DAM will complete are not being completed by any of the DAMs and there are a number of other tasks that are being completed by some DAMs but not others *as per Appendix 4B*. Six of these tasks should be removed from the SOP as it has been identified that it is no longer a role for the DAM to perform due to their function under the DPM model. With the introduction of the SCAC, the DAM no longer assess Crime Occurrences, will not see all Crime Occurrences and their main function relates to the allocation of tasks. The tasks that should be removed from the SOP include:

- Expedite less serious crime efficiently.
- Task and Co-ordinate the collection of CCTV footage.
- In collaboration with the DIU, provide information for daily briefings to patrol.
- The DAM will be conversant with the activities of VCT targets.
- Crime Prevention will utilize the DAM as a resource to assist in identifying proactive crime reduction initiatives and assessing community needs.
- Liaise with patrol supervisors and assist in the deployment of patrols, VCT and CIB members.

CMU journals are not being maintained as per the SOP, the main reason being that they don't review all crime each day due to the introduction of the SCAC. Subsequently, CMU journals have become inaccurate. Northern District is trialling standardised data entry into fields in Shield and not using the CMU journal at all. If this proves to be successful, the CMU journal could cease. The better utilisation of Shield and standardised searches could also decrease the duplication of effort required to maintain the journal in addition to the benefits mentioned for the DIU.

The management and review of Whereabouts Flags and the timely completion of Crime Stopper, DNA and Fingerprint actions is not being completed by DAMs. This is occurring due to the inability to effectively complete these tasks with the introduction of Shield. The inability to audit these actions and Whereabouts Flags poses an organisational risk. Enhancements are required to enable DAMs to effectively complete these functions. A DNA/Fingerprint Task report is sent to CCS S/Sgts and the DAM. This can be used to audit DNA and Fingerprint tasks as required.

Intervention Orders are being managed by the DAMs with the exception of Northern District where a station position was being used to manage Intervention Orders and assist in their service. This may have a negative impact on front counter services. This is not included in the SOP.

A DAM specific SOP has been approved. This was created by the Northern District CCS in consultation with the other District CCS managers. This SOP sets out the specific day to day tasks completed by the DAM and an agreed process for each of these tasks. Intervention Orders have been included as part of this SOP. The manner in which DAMs were allocating investigations differed throughout all of the Districts. The approval and introduction of this SOP should see a consistent approach adopted throughout all of the Districts for all of the tasks conducted by the DAMs. The CCS SOP will need to be updated to reflect these changes.

*Refer Appendix 3B for further information.*

## Recommendation Summary

Recommendations have been made including:

- Allocating the review of the DAM SOP to a CCS manager to review and approve on a 6 monthly basis.
- Automating the review function of Whereabouts Flags on Shield, resulting in no initial user input requirement and DAM's being notified of the review.
- CMU journals are no longer used pending the trial in Northern District utilising Shield.
- Some functions of the DAM SOP are removed that are not required and Intervention Orders are added.
- The CCS SOP is amended to reflect any changes.

## Human Source Management Liaison Officer (HSMLO)

The CCS S/Sgt is required to "ensure strict compliance with General Order, Human Source Management, of all members within the section and facilitate information exchange with Human Source Management Section." However, the CCS S/Sgt does not audit any of the information relating to Human Sources and has limited to no ability to ensure compliance with this General Order in relation to the HSMLO's. Further, except for those CCS S/Sgt that have previous experience/training in Human Source Management, the CCS S/Sgt have, in general, had no training in this area and would need to be trained if they were to have an understanding of Human Source Management and be able to ensure compliance with the GO. SIB is currently undertaking a review of *General Order: Human Source Management* and are aware of the reporting relationship with the CCS S/Sgt. There is an extremely limited ability for S/Sgt to ensure strict compliance with the General Order and SOP.

In the Northern District the HSMLO provides a summary each month to the CCS S/Sgt of their activity. The same occurs in Southern District. In Western District no summary is provided. The way in which the report is collated and provided differs between Northern and Southern District.

*Refer Appendix 3C for further information.*

## Recommendation Summary

Recommendations have been made including.

- The General Order, Human Source Management, be amended to reflect the CCS SOP and Crime Co-ordination Senior Sergeant PID.
- Training be provided to the CCS S/Sgts relative to their role with the HSMLO.
- The Crime Coordination SOP relative to the HSMLO remains unchanged, pending the results of the review of General Order, Human Source Management.
- HSMLO's across all of the Districts provide the same report to the CCS Senior Sergeant on activity which is presented at the Senior Management Team Meeting. The Crime Co-ordination SOP is updated to reflect this requirement (pending the review of General Order, Human Source Management)

### **Victim Contact Officer**

The Victim Contact Officers throughout the Districts are all operating in a similar manner and completing duties required of them as per the SOP. All District VCO's are contacting victims as required. Statistics gathered as part of the audit determined that between 5<sup>th</sup> July 2018 and the 31<sup>st</sup> December 2018 the number of Victim Contacts recorded (as per the VCO spreadsheets in each District) were Eastern (1360), Western (2665), Northern (2262) and Southern (1833). Apart from Eastern District all Districts appear to have similar workload in terms of the number of victims contacted. The spreadsheets maintained vary slightly in each District. A standardised spreadsheet and guidelines in the SOP as to when contact will be recorded will ensure consistency across the Districts. Given the Districts have been designed to provide equalisation of workload across MOS. Victim contacts should be similar across the Districts.

Given that the distribution of crime has been equalised as a result of the District Policing Model, the number of victims being contacted by Victim Contact Officers across the District should also be equal. Ensuring the criteria for contact and the way in which contact is recorded across the District will ensure standard operation.

### **Recommendation Summary**

Recommendations have been made including:

- A standard spreadsheet is developed to record victim contact information and is used across MOS.
- A VCO SOP is developed to prescribe the day to day function of the Victim Contact Officer as per the DAM SOP.

## Operations Co-ordination Section

### **Missing Persons**

The Missing Persons units across all Districts are complying with the SOP. There are significant differences in the workloads experienced by each District as a result of missing and absent GOM Children. Southern District have the largest amount of missing GOM Children, accounting for 50% of the GOM Missing Person Reports (MPR) across MOS and averaging 150+ more MPR than any other District per month. To manage the increased workload, Southern District have allocated one extra member to the Missing Persons unit. Current staffing levels are a minimum to achieve coverage across day and afternoon shift on a regular basis as described in the SOP. AC MOS has been consulted in relation to staffing of Missing Person across the Districts. An analysis of the average time a MPR remained open pre and post DPM revealed the average time remained approximately the same; however the implementation of the Missing Person units within the Districts will ensure increased risk mitigation and improve service delivery in this area.

The OCS S/Sgt's expressed concerns regarding supervision and staff numbers and the associated risks with missing persons, particularly regarding GOM children. Benefits of increased supervision sighted included increased liaison and problem solving with internal and external agencies to reduce repeat absences (particularly in relation to GOM children), improved risk mitigation and increasing the availability of MP officers to attend to investigations and enquiries, with the supervisor attending meetings and being the day to day contact in relation to stakeholder engagement and problem solving initiatives.

Whilst Missing Person units are complying with the SOP, the way in which each unit operates differs slightly throughout the Districts. The development of a specific Missing Persons SOP that was developed in consultation with all of the Districts would ensure best practice is utilised and consistency in operation.

Refer Appendix 4A for further information.

### **Recommendation Summary**

Recommendations have been made including:

- The development of a prescriptive Missing Person SOP in a similar manner to the proposed DAM SOP.
- AC MOS to determine how an extra position is created in Southern District Missing Persons.

### **Brief Quality Control Officer (BQCO)**

The BQCO's across the Districts are complying with the SOP and operating in a consistent manner. The implementation of Shield impacted the BQCO's and limited training was provided. The audit identified that the officers were utilising the same method to manage tasks and files.

Their ability to manage files and ensure submission timelines are complied with in terms of the offence streaming model are limited. BQCO's are reliant on Investigating Officers submitting files on time and have not identified a means of tracking files that have been sent back for rework to ensure submission. This represents an

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organisational risk. Further work will need to be conducted with BSU to develop a solution to this issue.

Shield has impacted the ability of the BQCO to identify common errors identified with files. Errors identified and the return rate of files could be determined with ORMS but not Shield. Some of the Districts are keeping spreadsheets to record information and report to management to improve submission standards. The use of the same spreadsheet across all Districts will ensure consistency in reporting and the management of the office. A consistent issue identified as a result of the audit was the ability of assistants to access Shield to the required level in the absence of the supervisor. BQCO officers require the same level of access to ensure the office runs in the absence of the supervisor. It is anticipated that the efficiency of the BQCO office will improve as BQCO's and frontline members become more proficient in the use of Shield.

### **Recommendation Summary**

Recommendations have been made including:

- The development of a prescriptive BQCO SOP in a similar manner to the proposed DAM SOP.
- All officers within the BQCO office are given supervisor access to ensure the efficient functioning of the office.
- A method of tracking files through Shield is developed to ensure compliance with the Offence Streaming Model.

### **Planning**

The District Planning officers are complying with the SOP in terms of planning for events and operations. Areas within the SOP that are not being completed or completed to a limited extent include debriefs of operations and reviews of Emergency Response Plans. With the exception of Western District, all of the other Districts had a large number of Emergency Response Plans that were required to be reviewed.

The Districts are not operating in a consistent manner. The way in which Districts are classifying, managing, recording and producing documentation for events at a local level varied. As a result, the data that was obtained is difficult to assess, especially the data relating to local events. Data was obtained from the Districts in relation to Special and Major Events and is attached as a table as under Appendix 4B, with Eastern District having the largest workload and Northern District having the least. Anecdotal evidence and observations made during the audit support this. As a result of the audit it appeared that Eastern District had developed efficient processes to manage this workload.

While it is recognized that each District may have slightly different planning priorities, the differences in operation meant that no planner from one District would be able to go into another planning office and complete the similar role without training as to the processes of the other office. A definitive workload analysis would be difficult to conduct due to the issues identified. The data obtained and observations made indicate a vast discrepancy in the workload of Northern and Eastern District.

An SOP that standardized the role and function of Planning officer and assistant and standardized the classification, documentation and communication of events would ensure best and most efficient practices were utilised. This would lead to better



information sharing, more efficient work practices and continuity throughout the Districts.

*Refer to Appendix 4B for further information.*

### **Recommendation Summary**

Recommendations have been made including:

- The development of a prescriptive Planning SOP in a similar manner to the proposed DAM SOP.
- Eastern District are allocated another planning position. AC MOS to determine where this position is allocated from.
- Planning Officers ensure Emergency Response Plans are maintained.

### **Crime Prevention Section (CPS)**

The District Crime Prevention Sections are complying with the SOP but each District has a slightly different focus based on the demographics of the District. The CPS are implementing SAPOL's Crime prevention initiatives, predominantly surrounding Neighbourhood Watch Programs, Blue Light initiatives (except for Northern District) and other community education and engagement programs with schools, businesses and other community stakeholders with oversight from the State Community Engagement Section. Each District raised concerns regarding their ability to conduct their role with limited capacity to change shift, reducing service delivery to the community. CPS across all Districts have changed the service they provide to adapt to the day shift role. CPS within some districts were completing tasks relating to the notification of Drug Diversions and in other Districts, Administrative Support Officers were completing this function.

*Refer to Appendix 4C for further information.*

### **Recommendation Summary**

Recommendations have been made including:

- Administration Officers within the Districts complete Tasks relating to Drug Diversions.
- The amendment of the SOP to reflect any changes made.

### **Training, Recruit and Probationary Constable Coordinator (RPCC)**

All Districts are complying with the SOP. An audit of the Training Compliance reports for Cycle 6 2018 revealed that all Districts were achieving similar compliance rates with Corporate Training of approximately 90%. Each District was conducting local training based on the specific needs of the Districts as required; however, the amount of training that is provided is limited due to the ongoing workload with Corporate Training and RPCC duties.

The different rosters in some of the Districts increased the workload of trainers, with trainers having to run more sessions to cater for the different rosters. Eastern District was a particular example of this with a number of different rosters across patrol bases throughout the District. Further workload was added to trainers in Western and Southern District, who provide training for Road Policing Sections North and South respectively. Trainers in Northern District also sighted issues surrounding suitable training facilities, with training rooms at both Salisbury and Elizabeth insufficient to cater for staff.

The number of Probationary Constables managed throughout each District varied with Western (88), Northern (83), Eastern (62) and Southern (48) at the time of the audit and all of the RPCC's sighted a large workload associated with the management of P/C's. OE staff in Southern and Eastern District have influenced the allocation of P/C's as HR have not been able to allocate as many P/C's to these Districts. HR are aware of the uneven number of P/C's across the Districts and are addressing the issue.

The scheduling and data entry of training records differed throughout all of the Districts, with Administration Support Officers offering varying degrees of support to the Trainers with regard to the scheduling and data entry of training. Apart from Northern District, Business support are not complying with their SOP in relation to the data entry and scheduling of training. AC MOS is aware and will be addressing this issue.

Training and RPCC officers are attending the required Training Coordinators meeting, however a common issue was raised in relation to the lack of formal RPCC meetings provided by the Human Resource Development Branch (HRDB). With RPCC officers having meetings in the lunch breaks of the TCM meeting.

A consistent issue raised by Training and RPCC related to the reporting relationship with the Human Resource Development Branch (HRDB). HRDB are administratively responsible for managing the following aspects of the role including:

- The Constable Development Program.
- Corporate Training Program.
- Uniform Ordering.
- HR21/Workforce Central.

Whilst approving leave the District Support Team S/Sgt, attached to HRDB and based at the Academy, is not otherwise made aware of any SL, FL, CC etc taken by the Trainer/RPCC based throughout the Districts and does not have daily interaction with the Trainer/RPCC role. This is an inefficient system for the taking of leave (expected/unexpected) and subsequent approvals.

Whilst the Training and RPCC staff are attached to HRDB, Districts are providing members to relieve these positions when leave is taken as opposed to the Academy. Under the model the Academy were supposed to back fill absences.

Were the Trainer/RPCC positions administratively aligned to the Operations Coordination Section Senior Sergeants under the Districts, this would alleviate all existing IS&T/Administrative issues identified and streamline processes now and in the future when positions require relief.

*Refer to Appendix 4D for further information.*

### **Recommendation Summary**

Recommendations have been made including:

- Administration Support Officers within the Districts comply with their SOP in relation to the data entry of training.

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- AC MOS to review the existing SOP in line with the issues raised in this Audit in relation to the Trainer/RPCC's reporting relationship with the HRDB.

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## Investigation Support Desk (ISD)

The ISD are complying with their SOP in terms of providing real time oversight on current incidents as their capacity permits. The volume of events that require assessment (as per the SOP), the total volume of events, requests from frontline members (both valid and those that should go through their own District Intelligence Unit), task creep and staffing all impact the ability of the ISD to complete this role. The ISD are providing a high quality service and layer of risk mitigation by providing information regarding current incidents. This information is invaluable to the SRM and SSM in making informed decisions in time critical incidents such as pursuits. With current technological support the ISD does not currently have the ability to identify pattern crime. This may be improved with the implementation of data analytics and live crime mapping.

An analysis of the events that are required to be assessed as per the SOP was conducted over a 3 month period. An average of 72.45% of the required Grade 1 events, 47.32% of the required Grade 2 events and 44.35% of Grade 3 events were assessed. On any given shift there can be over 2000 SACAD taskings. The average time spent on an event by an ISD Intelligence Officer was 50 minutes with a maximum of 3 x IO's working in the ISD. The ISD are limited in the events they are able to assess and risk manage the events they assess. The risk management of the events assessed is not included in the SOP. Grade 1 events carry the most risk and take priority of assessment, however, due to capacity, not all Grade 1 events will always be assessed.

Since the inception of the ISD and the SOP, a revised ISD SOP has been produced and changes made to the original SOP. This has not been submitted and approved at the time this report was completed. A number of additional functions and expansions of original functions have been added to the SOP. The increased number of functions impacts the ability of the ISD to function as intended. Consistent managerial oversight may assist in making informed balanced decisions regarding the ISD. Functions added include vetting all Forensic Procedures for DDI's (in the original SOP it was after hours only), Extended Supervision Orders, Integrated Public Number Database (IPND – Subscriber Checks- out of hours only), Interstate Warrant Enquiries and Interim Firearms Prohibition Orders after hours. Whilst the addition of IPND checks represents an improved service and increased capability in this area, the addition of vetting all Forensic Procedures for DDI's 24/7 represents an ancillary function that may take their focus away from current events. These proposed changes have been made in a consultative approach between the SRM Portfolio Manager and ISD Supervisors.

Under the "Reporting" component of the SOP the ISD are responsible for briefing operational members via an Intelligence Briefing on any "hot issues and priorities" and "... any emerging trends/patterns or current crime series". With current technological support the ISD does not currently have the ability to identify pattern crime. This may be improved with the implementation of data analytics and live crime mapping as recommended in this report. Qualitative data from the Districts and from supervisors within the ISD confirms this. This is also supported by the low number of Intelligence Submissions created and disseminated by the ISD.

The ISD monitor SACAD. All events that appear on SACAD will not eventuate in a Crime Occurrence and due to the previously mentioned volume, the ISD are not necessarily going to identify patterns in any extent. The ISD do not monitor Shield and do not have the capacity to regularly monitor this system. The SCAC assess

crime on priority as opposed to area and type and the DAM only receive Occurrences that require further investigation. Neither will generally identify pattern crime.

Information from the ISD is that there are currently mapping programs under development that would display events and event types on a map as they are being reported. Further research and development into the implementation of current crime mapping and displaying on the TCD wall will enhance the capacity of the ISD to identify pattern crime. Data should be gleaned from SACAD and Shield and displayed on the same map to ensure all data is gathered and displayed to obtain a clear indication of crime patterns based on all available information. The ability to search for similar fact crime reporting in Shield is another tool the ISD could utilise to more effectively establish a pattern of offending or a crime series occurring. The ISD is not complying with the SOP with regard to identifying pattern crime. They are limited by staff resources and technological support. For an increase in capability relating to the identification of pattern crime, one of both of these factors would need to be addressed.

There has been a decline in the number of Incident Notification Reports (INR's) being created by the ISD since inception, starting at 89 in July 2018 and seeing a steady decline to 34 in February 2019. Qualitative information would suggest that this is due to the demand by management for briefing papers as opposed to INR's, meaning managers are opting to provide dot point emails for conversion to Briefing Papers as opposed to INR's. The Officer in Charge of Communication Group has advised that some work is already underway to cost a rework of the INR database to:

- Enable printing of the INR.
- Reformat the INR to a CBP format.
- Have the ability to generate, and print, a summary report of INR related incidents.

An issue raised by the ISD Supervisors was the lack of consistency in the management of the ISD. Since the inception of the ISD they have had 5 portfolio managers. Under the DPM model the ISD are aligned to an SRM on a shift by shift basis. There is one SRM who has the portfolio for the overall management of the ISD who is on a five week roster, working full shifts. In this shift pattern there is a period of 13 days where the SRM is on days off or night shift. The structure does not provide consistency for the ISD where issues can be identified, raised and managed in a timely manner. This is compounded by the rotation of managers through this role. Due to the ability of the ISD to provide a 24/7 service, task creep is evidently occurring where the ISD's list of functions is growing. Consistent management is important to ensure a balanced approach to the ongoing management of the ISD in line with their intended role and function as part of the DPM as well as providing consistency within the ISD as a work group.

*Refer to Appendix 5 for further information, statistics and graphs.*

## **Recommendation Summary**

Recommendations have been made including:

- Vetting tasks relating to Forensic Procedures are only completed by the ISD D/Sgt during night shift where the applicants supervisor is not available.
- A determination is made in relation to the ongoing value INR's provide in line with their intended outcome.
- The ability to provide real time crime mapping data from Shield and SACAD is developed for display on the TCD and analysis by ISD.

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- The ISD SOP is amended pending the approval of any of the recommendations.
- The ISD working to their SOP for a further 9 months, with increased technological support as recommended above, after which a further audit is conducted.
- The event types requiring ISD review are themselves reviewed to focus on prioritizing event types to be reviewed.

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## The State Crime Assessment Centre (SCAC)

The SCAC are processing occurrences, however, they not consistently and rigorously assessing crime as per the SOP and as intended under the DPM. As the SCAC is centralised, their non compliance in this aspect of the SOP has broad impacts throughout the organisation and the predicted level of assessment and reduction of workload for the frontline has yet to be realised. It must be recognised that the implementation of Shield has had a significant impact on the functioning of the SCAC and the wider organisation, resulting in an increased workload for the SCAC.

The original SCAC SOP was developed prior to the implementation of Shield and underwent an extensive consultation process with managers from relevant stakeholder groups, however, this document was not approved but was published in principle to provide guidance to operation. The audit was conducted using this SOP. Shield was implemented in November 2018 and an updated SCAC SOP has been developed in line with the new processes and will soon be submitted for approval which describes day to day tasks. It was not approved at the time the audit was conducted.

The implementation of Shield and higher than predicted total intake volumes has significantly impacted the ability of the SCAC to operate as intended. Intake volumes are approximately 20% higher than predicted, which was factored in to the original staffing model. Under the PIMS operating system, the SCAC was able to manage this higher demand with minimal issues, and processing all intakes in real time or near real time.

Occurrence processing times (75% longer in Shield than in PIMS), increased error rates from frontline members, higher than expected volumes of Occurrences and other errors in Shield have all impacted the workload of the SCAC and their ability to process Crime Occurrences in a timely manner. Information from Sgt Mark Atkinson, who was intimately involved in the development and implementation of the SCAC, suggests that the workload associated with the Vehicle Identification Examination Requests (VIDAS) and Acorn actions are higher than expected given the figures that were originally provided to determine the work load for the SCAC, further affecting the workload of the area.

The honouring of legacy leave, compounded by PDO's being granted where staffing was limited, had a further impact on the ability of the SCAC to manage their workload post the initial period after Shield implementation. A leave policy has since been introduced to better manage leave and prevent a re-occurrence. Increased management and oversight of this area would also ensure leave policies are adhered to.

Benefits sighted around the Business Case for the implementation of the SCAC were based on a consistent and uniform approach to crime management and promoting and enforcing high standards of reporting, ensuring high standards of report submission and high quality investigations proceed for further investigation.

Anecdotal evidence external and internal to the SCAC strongly suggests that this is not occurring to an acceptable level as envisioned during the design of the SCAC. DAM's throughout all Districts report inconsistencies in the assessment of Crime Occurrences and question the rigorous assessment of crime. Conversations with enquiries members, supervisors and patrol members throughout all Districts support this information, which is further supported by a SCAC supervisor who recognises an

inconsistent approach and lack of assessment of Crime Occurrences in some instances. It should also be noted that some of the issues raised in relation to the SCAC by officers external to the SCAC are invalid as they are commenting on previous processes that no longer apply under the new model.

As part of the Crime Coordination Section component of this report, consistent qualitative data from the DAM's suggest Crime Occurrences and the associated statements and evidence are not being consistently and rigorously assessed by the SCAC. Anecdotal information from DAM's suggests Crime Occurrences are being received by the DAM that should have been filed in the first instance and there seems to be an apprehension by the SCAC to risk manage and file Occurrences. Anecdotal information also suggests there are inconsistencies between teams and members within the SCAC as to the level of assessment.

A complicating factor and frustration for the SCAC are some inconsistent practices adopted by Districts for various crime types. This leads to confusion in the SCAC as to how to assess certain Occurrence types. These issues are raised and addressed by the SCAC on an ongoing basis to ensure the assessment of crime is consistent. Increased direct supervision and management of the SCAC would assist in driving consistency and ensuring a central point of contact for issues surrounding the assessment and classification of Crime Occurrences.

In Southern District a reallocation of members within CFIS has seen 2 General Duties members adopt the role of Domestic Abuse (DA) assessment and allocations. In the other Districts the CFIS supervisors are completing this function, taking up the majority of their time within a shift. The important points relating to Domestic Abuse related Occurrences are:

- The SCAC will not file Domestic Abuse Crime Occurrences where there is an offence. A Shield Task will be sent to CFIS, along with a second Task that contains the Domestic Abuse Risk Assessment. The Occurrence is required to be assessed and endorsed by CFIS prior to filing. These are sent direct to the District CFIS.
- The SCAC will still assess the quality of the Occurrence but will not assess the "prima facie" evidence as per other Crime Occurrences and will not file the Occurrence prior to an assessment by CFIS.
- This occurs due to the risk involved with Domestic Abuse Crime Occurrences and local knowledge in the District regarding repeat victims and other risks.
- The SCAC may file Non Offence Domestic Abuse Occurrences. The secondary Task relating to the risk assessment will still be received by CFIS.
- Anecdotal information suggests that not all DA Crime Occurrences are being assessed by the SCAC as with other Occurrences received.

As a result of Shield it would appear the workload associated with the management of Domestic Abuse Offences and Non Offences has increased.

CFIS Sergeants are spending the vast majority of their shift assessing and allocating investigations to CFIS members, leaving little to no time to actually supervise staff and the investigations. This was supported by CFIS supervisors in the Northern District and Southern District. The SCAC SOP did not reflect the aforementioned process and is being addressed in the SOP that is yet to be approved.

In Northern District a review of 1513 Crime Occurrences was conducted and 352 errors identified by the SCAC in the first instance, representing an error rate of 23.3%. This provides a further indication of the issues surround the SCAC's rigorous



assessment of Crime Occurrences. It should be noted that these errors were based on the opinion/assessment of the member conducting the review of the Occurrences.

Anecdotal information from supervisors within the SCAC also suggests that there are inconsistencies in the operation of teams and also individuals within the SCAC, with approximately 50% of SCAC officers critically assessing Occurrences and the other 50% not.

There are a number of factors that have been identified that may contribute to these inconsistencies including an organisational structure that does not provide consistent and available direct management capability to drive consistency across the SCAC, a lack of ability for supervisors to monitor performance and manage staff, lack of training and the inability to monitor Key Performance Indicators (KPI's).

A State Shift Manager (SSM) is operationally responsible for a SCAC team each shift. Due to the different rosters worked, the SSM only aligns to the SCAC team for one night shift week out of the five week roster cycle. A State Response Manager has the Portfolio of managing the SCAC. The SRM works full shifts and there is a period of 13 days where the SRM is on days off or night shift, resulting in no consistent contact point for the SCAC on a day to day basis apart from the supervisors. Anecdotal evidence suggests the approach of supervisors is also inconsistent. The addition of a Senior Sergeant to oversee the day to day management of the SCAC and ISD, drive consistency and act as a key point of contact for the assessment of Crime Occurrences is recommended in the current structure. The implementation of the full communications group model will provide increased administrative support through this area and may substantiate or negate the need for an additional Senior Sergeant to oversee the SCAC.

Supervisors and Communications Group management do not have the ability to easily monitor standards and the performance of members. Supervisors need the ability to easily produce reports on individual performance and review assessed occurrences to ensure high, consistent standards are maintained. Further development needs to occur with BSU and IS&T to develop a method to monitor the performance of members in the SCAC. The performance management of individuals links in with the ability of managers to monitor the KPI's of the SCAC. An audit of IPM's for the SCAC, based on HR21 data, identified 7 SCAC members have a current Individual Performance Plan that is up to date and 35 are overdue for a review. The current workload may be a contributing factor to the poor compliance rate in this area.

There is an inability to monitor the KPI's listed in the SOP. The impact of not being able to monitor KPI's results in an inability to report accurately on the impact the SCAC is having on the wider organisation, a limited ability to view workload volume and an inability to measure KPI benchmark timings. The inability to access data in relation to the performance of the SCAC resulted in a limited capacity to audit the SOP (that had not been approved). The KPI's within the SOP do not provide all of the key performance data required to determine whether the SCAC is performing as intended. A separate body of work has been completed to identify the business requirements for the further KPI's to be developed and easily measured. The business requirements are with IS&T for progression at this time, and include KPI's to:

- Understand the volume of Crime Occurrences managed by the SCAC over a determined period of time.
- Determine the volume of Crime Occurrences the SCAC have assessed/investigated and subsequently finalised without impact on

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District/LSA policing resources. This information should be capable of providing a tangible figure and/or percentage as to the volume of work the SCAC have positively impacted on.

- Understand the volume of Crime Stoppers, Acorn, Child Abuse Intakes and Vehicle Inspection requests received over a determined period of time, and be able to measure if the reporting benchmarks have been met (i.e. the time the notification remained with the SCAC prior to allocation or finalisation).
- Measure the number of victim contacts made by the SCAC over a given period of time.
- Conduct an audit across the SCAC teams (and individuals if necessary) to determine team productivity.
- Conduct an audit of team activity from a finalisation perspective. This report will provide the ability to establish team tolerance/threshold towards reported crime and identify anomalies, whilst also identifying any likely training needs amongst teams/individuals.
- Understand the volume of Tasks sent utilising the rework workflow.
- Search for similar fact crime reporting as a way of more easily establishing a pattern of offending or a crime series occurring now (e.g. several illegal interferences occurring in the same suburb contemporaneously).

The availability of this data will allow for the improved management of the SCAC, the ability to monitor performance, drive consistency and determine whether the benefits of the SCAC are being realised.

Further development needs to occur with BSU and IST to be able to effectively monitor and report on these KPI's. Ideally KPI's should be able to be monitored "live" on a dashboard similar to that used to monitor call volumes. This has been included in the TCD business requirements document currently under consideration.

Acknowledging there exists a level of a lack of consistency in the assessment of investigations and the varied experience of members working in the SCAC it is recommended that further training be implemented. Officers who commence at the SCAC currently receive "on the job" training, spending 3 days with a senior member of the SCAC, being shown how to complete the tasks required of them. This training induction needs to be formalised and documented. Training also needs to be provided to current members to drive consistency throughout the workgroup. Of particular importance in the training, for both new and existing members, is the assessment of Crime Occurrences and the risk management associated with a rigorous assessment and filing where appropriate.

The SCAC is not carrying out a review of all warrants that have been endorsed 'address unknown' by a warrant enquiry officer after attempts have been made to locate a warrant subject. This is required under General Order: Warrant Procedures. This is not clear in the SOP and is currently being completed by an officer at SIB and it is the last planned SCAC task to be transitioned due to the volume of Shield Occurrences and the need to train SCAC members in this process.

SCAC members are also required to upload all warrants outside of business hours when Team Support Officers are not on duty. This is only occurring for Parole Warrants. Prior to the implementation of the SCAC warrants were only processed during business hours. As Parole Warrants are being processed outside of business hours the level of service provided by the SCAC represents an improvement. If warrants are not processed outside of business hours there are risks relating to offenders not being arrested where police interact with the offender but do not arrest them due to them having no knowledge of the warrant. That risk will remain if the

SCAC do not comply with the SOP but is a minimal risk. TSO's have altered their shifts to generally cover between 0700 – 1800 Monday to Friday to increase office coverage times.

Since late December the SCAC have generally not been calling victims for summary matters that are being filed. The Call Centre will advise victims on the phone if a matter is to be filed in the first instance if it is clear that there are absolutely no lines of enquiry. As per the SOP, "A key aspect of the finalisation process is to ensure the victim or reporting person has been appropriately informed and advised of the investigation outcome." It is unclear as to whether victims are always being contacted for low level offences. If this work is being completed by the Call Centre, the victim has been advised and the OEL on the Crime Occurrence endorsed accordingly, this is a more efficient process, a better use of resources and should continue. However, the SCAC is not complying with the SOP and meeting one of the key benefits sighted in the Business Case for the SCAC.

*Refer to Appendix 6 for further information, statistics and graphs.*

### **Recommendation Summary**

Recommendations have been made including:

- The Communications Group model is fully implemented.
- The addition of a Detective Senior Sergeant to oversee the management of the SCAC and the ISD on a day to day basis is assessed post the implementation of the Communications Group model.
- Methods of retrieving KPI data relative to the SCAC are developed. This includes the performance of team members within the SCAC.
- Measurable Key Performance Indicators for the SCAC are developed based on the results of the above recommendation and based on those indicators described in this report.
- A KPI dashboard is developed to represent significant, live SCAC KPI data, similar to that used to monitor call volumes.
- Training is developed in relation to the assessment of Crime Occurrences and other tasks completed by the SCAC, to be provided to current members of the SCAC. Training should be focused on assessment and risk analysis of Crime Occurrences.
- An induction package is developed for new SCAC members that is documented and details the training given to new members.
- An assessment is made of the functions the SCAC is performing in line with the intent of the SCAC.
- The outcome of the CFIS Allocation and Assessment Trial is provided to the Operations Program Board.
- Warrants are either uploaded as per the SOP or the SOP is amended to reflect the current practices regarding warrants.

## State Response Manager

The functions of the SRM and SSM are being completed as per the SOP as all of the responsibilities listed can be completed by either role. The concept of the 'outward' focus of the SRM on police incidents and resources across the state compared to the 'inward' focus of the SSM on the total call taking environment has not been realised as many of the functions overlap and result in both positions completing a similar function. Similarly, the concept of actively moving resources based on demand by the SRM has not been realised, with limited technological support to make decisions and the movement of resources happening irregularly. There is duplication in the work completed by the SRM and SSM and high absenteeism rates of the SRM from the role have resulted in the SSM conducting the functions of both roles on many occasions.

There was not a completed, finalised and approved SRM SOP when conducting this audit. A draft version of the SOP had been completed but not approved. This SOP was used as the basis for the audit, and is titled State Response Manager and Communications Shift Manager (commonly known as the State Shift Manager or SSM). For this report I will refer to the role as the SSM.

Whilst the functions of the SOP are being conducted, for the most part, the SSM role has reverted to how it was operating prior to the introduction of the SRM role in June 2018. When the SRM is present, the way in which officers perform the role varies. There is increased risk mitigation and risk management in some instances, however, in many cases the roles are duplicative in their function. For example, SSM's will monitor the state-wide dispatch and patrol resource commitments at events and provide advice to the SRM in relation to resourcing. The SRM will be looking at the same events and in essence making similar assessments to the SSM. There is increased risk mitigation and management as there are 2 Officers assessing events and are more likely to observe an issue or work collaboratively to reduce risk and manage an event appropriately, however, it is duplicative. Pursuits are an example of where the 2 roles can work well, with the Pursuit Commander (SSM) managing the pursuit and the SRM assisting with resourcing and a broader oversight.

The SOP describes the relationship between the SRM and SSM as having two distinct roles:

The SRM "has a primary focus on the total State-wide policing environment, providing an 'outward facing' strategic focus on crime events and SAPOL resources on a shift-by shift basis. The SRM is responsible for the operational management of the ISD and CSM on a shift-by-shift basis."

The SSM provides "24/7 support to the SRM with a primary focus on the total Communications Group total call taking environment; The SSM reports to the on shift SRM and has a primary focus on the total Communications Group call taking environment, providing an 'inward facing' operational focus on Communications Centre, Call Centre and State Crime Assessment Centre operations."

The reference to "inward" and "outward" focus is then confused as the responsibilities of the SSM and the SRM are listed. Numerous functions listed for the SSM and then joint responsibilities have an outward operational focus on resourcing and incidents. An analysis of SRM and SSM interaction with SACAD events was gathered that identified the SSM had (on average) 6146 interactions with SACAD events a month as opposed to 943 interactions by the SRM from the 5<sup>th</sup> July 2018 to the end of

February 2019. Another issue with the inward and outward focus is that many responsibilities overlap resulting in unclear role delineation. Absenteeism of the SRM from the position has resulted in the SSM completing all of the responsibilities on many occasions.

A common understanding expressed by the SSM and SRM's in relation to an "inward facing" focus refers to:

- Managing 000 and 131444 call volumes between the call centre and Police Communications to cater for demand and moving resources to manage demand to meet benchmarks.
- Management of overtime and recall of members within Communications as required.
- Management of the SCAC and management of continuity plans to ensure service delivery in the event of a failure at either the Call Centre or Communications Centre.

Feedback from those interviewed and from previous call centre supervisors suggests that there is not a full time role in an SSM having an internal focus only and currently this part of the role would account for a small portion of workload. The trial of the Telephone Resolution Desk is another internal resource that will need to be managed to ensure it is effectively utilised, moving this resource to assist in the reduction of events within Districts. Clarity needs to be provided through the SOP as to the role and function of these positions to ensure they are fully utilised.

In terms of the "outward focus", information suggests SRM's are on average only moving resources once a shift. The movement of resources could be as simple as moving an Eastern District patrol to Western District to assist in clearing events. In many instances the active movement of resources by the SRM is ineffective as by the time resources are moved and travel to the destination the resourcing requirement is no longer an issue and may have created a gap in resources from the originating District. The Recommended function is assisting in the deployment of resources to high grade events. The Comcen Operators use the AVL information of patrols to utilise patrols effectively from neighbouring Districts to assist with taskings. The SRM's role is to ensure that Grade 1 and 2 response times are maintained and resolving disputes by Districts which the dispatcher cant.

The SRM has limited information to make resourcing decisions apart from utilising SACAD and assessing pending events. As discussed in the ISD component of this report, there are currently limited resources available to identify pattern crime as it happens, resulting in limited information being provided to make an informed decision on pattern crime and move resources accordingly. For the SRM to make informed decisions on resourcing based on pattern crime further investment in this technology would need to occur as detailed in the ISD component of this report.

The ISD and SCAC were implemented and functioning prior to the implementation of the SRM, working under the management of the SSM. Anecdotal evidence suggests the introduction of the SRM was met with negativity from some parts of Police Communications where members question the validity of the role. Initially, frontline resources were pushing back on decisions made by the SRM, however, this was to be expected with the introduction of a new position and a new approach active resource management across the state.

Absenteeism of SRM's from the role has also influenced this negative culture, with poor relationships between the roles of some SRM's and SSM's evident. As per the SOP the SRM and SSM are to provide 24/7 coverage at Police Communications. An

assessment of the SSM and SRM roster from the 13<sup>th</sup> December 2018 – 5<sup>th</sup> February 2019 (55 days) revealed that 69% of the time the SRM did not cover a 24 hour period each day. Over the same period the SSM did not cover the roster 12% of the time. A further analysis between the 13<sup>th</sup> February 2019 and the 9<sup>th</sup> March 2019 identified there were only two SRM's out of six working at Communications for two weeks and three SRMs out of six working for two weeks. Anecdotal information from SSM's also suggest that some SRM's, even when at work, are absent for large periods of the shift attending to other matters. SSM's have been effectively managing to staff both roles during these absences.

With the rosters of the SRM there is no central managerial reporting point for workgroups within Police Communications on a daily basis. The six SRM's work a five week full shift roster aligned to the SCAC and ISD, have portfolios assigned to them and are responsible for a corresponding ISD team on a shift by shift basis. Of particular relevance are the Portfolios relating to the SCAC and ISD. There is a period of 13 days where the SRM is on days off or night shift in their roster. The structure does not provide a consistent point of contact for these Portfolios. While some portfolios may not need the consistent day to day contact point, it has been identified through this audit that consistent management, particularly of the SCAC, is critical in ensuring it operates effectively and consistently. The implementation of the Communications Support Branch structure will provide the increased administrative management that is currently lacking.

The SSM works a five week extended hours roster (different to the SRM/ISD/SCAC 5 week roster) in line with a corresponding Communications Team. The SSM is also responsible for oversight of a SCAC team but due to the different rosters they only align for 1 week out of 5. The difference in roster between the SSM and SRM creates further issues regarding the coverage of the SRM role in their absence. If an SRM is absent, the SSM can't simply relieve up and fill the SRM role as it will leave a gap in the SSM roster line and they do not correspond. SSM's will therefore complete the role of the SRM in their absence for the part of the shift and are not officially relieving as the SRM.

The SSM/SRM has more support under the DPM. The ISD provide real time information regarding current events. This has been sighted by both roles as providing increased situational awareness and risk mitigation regarding the management of events, incidents and pursuits. There are now 2 x DDI's in each District, providing increased leadership on the frontline.

*Refer to Appendix 7 for further information, statistics and graphs.*

### **Recommendation Summary**

Recommendations have been made including:

- The SRM SOP is reviewed and clearly delineates the role and function of the SRM and SSM to effectively utilize both positions.
- The SRM SOP states that no more than 2 members should be moved in/out of the position at any one time.
- The updated SOP is approved.
- The SRM role is fully staffed.
- The SRM/SSM work to their SOP for a further 9 months, fully staffed and with increased technological support as described in the ISD recommendation, after which a further audit is conducted in relation to the SRM SOP and role.

SENSITIVE

Spotlight on the  
protest model

## SUMMARY

This audit identified that the structures and FTE are in place in line with the DPM. Some alterations have been made by Districts to assist in the management of Property due to a Northern Property Store not being established. Changes have been made to Southern CFIS to manage the assessment and allocation of Domestic Abuse related tasks. An increased number of Community Constables have been added to Districts. Other small changes to structure have been made but the majority of these changes have been completed using OE positions. OE positions within MOS have limited the impact of overall vacancies within the Districts. As these positions diminish, changes in structure will have an increased impact on work areas if they are maintained. There were inconsistencies in the staffing and management of enquiries completed by Patrols throughout the Districts. It is recommended AC MOS determine the structure to be utilised to manage enquiries throughout the Districts.

~~There were instances of non-compliance with the SOP in both the CCS and OCS throughout the Districts.~~ There were also inconsistencies in operation between areas within CCS and OCS throughout the Districts. Recommendations have been made to address issues of non-compliance with the SOP and inconsistencies in operations. The development of prescriptive SOP's relevant to each area within the CCS and OCS will ensure best practice is utilised across the Districts, improve efficiency in operation and ensure consistency.

The ISD were, in general, complying with their SOP. ~~They~~ are limited in their capacity to comply with components of their SOP due to resourcing and technological support. The ISD provide a high quality service and layer of risk mitigation by providing information regarding current incidents and are a valuable source of information for the SRM and SSM. Due to the limited information available to them, they are not regularly and consistently identifying pattern crime as it occurs. Investment in technological support to the ISD will assist in their ability to identify pattern crime and better inform the SRM and SSM. Task creep should be monitored within the ISD to ensure their capacity to monitor current events is retained.

The SCAC are processing occurrences, however, they not consistently and rigorously assessing crime as per the SOP and as intended under the DPM. As the SCAC is centralised, their non-compliance in this aspect of the SOP has broad impacts throughout the organisation and the predicted level of assessment and reduction of workload for the frontline has yet to be realised. Districts are utilising staff to try and rectify these issues. Shield has had a significant impact on the SCAC and the wider organisation. The impact of Shield, an inability to effectively monitor and manage the performance of members of the SCAC, a lack of direct management, training and insufficient, measurable Key Performance Indicators are factors that were identified as part of this audit that have contributed to the SCAC not consistently and rigorously assessing reported crime. Recommendations have been made in this audit to address these factors, improve service delivery and drive consistency in line with their SOP.

The functions of the SRM and SSM are being completed as per the SOP as all of the responsibilities listed can be completed by either role. The concept of actively moving resources based on demand by the SRM has not been realised, with limited technological support to make decisions and the movement of resources happening irregularly. There is duplication in the work completed by the SRM and SSM and high absenteeism rates of the SRM from the role have resulted in the SSM conducting the functions of both roles on many occasions. Recommendations have been made to address the issues identified. An accurate assessment of this role cannot be made



## SENSITIVE

unless it is fully implemented and staffed as intended with improved technological support to assist decision making.

All recommendations made as a result of this audit have been made with a focus on driving consistency throughout the Districts and Communication Group, efficiently using resources and utilising technology to improve service delivery in line with the terms of reference.

Supreme printed

## RECOMMENDATIONS

### Structure and FTE of the Districts

#### **Recommendation 1**

AC MOS to determine the structure to be utilised to manage enquiries throughout the Districts pending DPM Stage 2.

Approved/Not Approved

#### **Recommendation 2**

AC MOS to add FTE lost due to Part Time Agreements on the Service staffing reports.

Approved/Not Approved

### Crime Coordination Section

#### District Intelligence Units (DIU)

#### **Recommendation 3**

AC MOS reviews the current rosters and staffing arrangements for District Intelligence Units to ensure Tactical Intelligence Officers are operationally focused whilst still providing support to the Districts.

Approved/Not Approved

#### **Recommendation 4**

AC MOS to develop a District Intelligence Unit SOP to prescribe the day to day function of each role, time critical periods for staff and how to complete specific day to day tasks as per the updated DAM SOP.

Approved/Not Approved

#### **Recommendation 5**

Director of IS&T creates and modifies existing searches for information required by District Intelligence Units on a daily basis to allow them more time to analyse crime.

Approved/Not Approved

#### **Recommendation 6**

AC OSS to provide increased modular training courses specific to TIO's and attendance at specific courses is made mandatory.

Approved/Not Approved

#### **Recommendation 7**

AC MOS determines Key Performance Indicators relating the activities of TIO's. These indicators are added to the SOP and reported on at the monthly Senior Management Team meetings within the Districts.

Approved/Not Approved

**District Allocation Members (DAM)**

**Recommendation 8**

Director of IS&T develops enhancements to Shield to automate the review function of active Whereabouts Flags every 6 months without any user input and relevant DAMS are notified of this review function.

Approved/Not Approved

**Recommendation 9**

AC MOS to review the trial of the Northern District Shield process and make a determination regarding the need for CMU journals to be continued.

Approved/Not Approved

**Recommendation 10**

AC MOS to consider removing the following functions of the DAM and amend the SOP accordingly:

- In collaboration with the DIU, provide information for daily briefings to patrol and CIB members in respect to ongoing crimes.
- Task and co-ordinate the collection of CCTV footage resulting from investigations.
- Expedite less serious crimes efficiently without compromising SAPOL's commitment to service delivery.
- Liaise with patrol supervisors and assist in the deployment of patrols, VCT and CIB member.
- Maintain a comprehensive crime management journal (pending the results of the Northern District trial).
- The DAM will be conversant with the activities of VCT targets and provide appropriate support.
- Crime Prevention will utilize the DAM as a resource to assist in identifying proactive crime reduction initiatives and assessing community needs.

Approved/Not Approved

**Recommendation 11**

AC MOS update the Crime Coordination SOP to include Intervention Orders as a function of the DAM, to reference Crime Occurrences and any other relevant recommendations approved as a result of this report.

Approved/Not Approved

**Human Source Management Liaison Officer (HSMLO)**

**Recommendation 12**

AC OSS updates the General Order, Human Source Management, to reflect the CCS SOP and Crime Co-ordination Senior Sergeant PID.

Approved/Not Approved

**Recommendation 13**

AC OSS provides training to the CCS Senior Sergeant relative to their role with the HSMLO.

Approved/Not Approved

**Recommendation 14**

AC MOS update the Crime Co-ordination SOP to require HSMLO's across all of the Districts to provide the same report to the CCS Senior Sergeant on activity which is presented at the Senior Management Team Meeting.

Approved/Not Approved

**Victim Contact Officer (VCO)**

**Recommendation 15**

AC MOS to develop a standardised spreadsheet to record victim contact information to be used across MOS.

Approved/Not Approved

**Recommendation 16**

AC MOS to develop a VCO SOP to prescribe the day to day function of the Victim Contact Officer as per the DAM SOP.

Approved/Not Approved

## **Operations Co-ordination Section**

### **Missing Persons**

#### **Recommendation 17**

AC MOS to develop a Missing Person SOP to prescribe the day to day function of each role of Missing Persons and how to complete specific day to day tasks as per the updated DAM SOP.

Approved/Not Approved

#### **Recommendation 18**

An extra position is created in Southern District Missing Persons. AC MOS to determine how this position is created.

Approved/Not Approved

### **Brief Quality Control Officers**

#### **Recommendation 19**

AC MOS to develop a BQCO SOP to prescribe the day to day function of each role of the BQCO and how to complete specific day to day tasks as per the updated DAM SOP.

Approved/Not Approved

#### **Recommendation 20**

Director of IS&T provide all officers within the BQCO office Shield access as the supervisor to ensure the efficient functioning of the BQCO office in the absence of the supervisor.

Approved/Not Approved

#### **Recommendation 21**

Director of IS&T develop a method of tracking files through Shield to ensure compliance with the Offence Streaming Model

Approved/Not Approved

### **Planning**

#### **Recommendation 22**

AC MOS develop a Planning SOP to prescribe the day to day function of the Planning Office with the classification, documentation and communication for local events standardized and a standard method for recording events utilized as per the updated DAM SOP.

Approved/Not Approved

#### **Recommendation 23**

An extra position is created in the Eastern District Planning Office. AC MOS to determine how this position is created.

Approved/Not Approved

#### **Recommendation 23**

AC MOS ensures Emergency Response Plans are maintained.

Approved/Not Approved

**Crime Prevention Section (CPS)**

**Recommendation 24**

AC MOS directs Administration Support staff within the Districts complete tasks relating to Drug Diversions.

Approved/Not Approved

**Recommendation 25**

AC MOS amends the Operations Co-ordination SOP to reflect the above recommendation if approved.

Approved/Not Approved

**Training & Recruit Probationary Constable Coordinator**

**Recommendation 26**

AC MOS consults with HRDB in relation to the alignment of Training and RPCC Co-ordinators to the Districts as opposed to HRDB, with Districts being responsible for the Administrative functions surrounding the role including HR21 and Workforce Central approvals, uniform orders and relieving the position from within the District as opposed to HRDB.

Approved/Not Approved

**Recommendation 27**

AC MOS directs Administration Support staff within the Districts to comply with their SOP in relation to the data entry of training.

Approved/Not Approved

## **Investigation Support Desk**

### **Recommendation 28**

AC SEMS directs that vetting tasks relating to Forensic Procedures are only completed by the ISD D/Sgt on night shift where the applicants substantive supervisor is not available and the SOP is updated to reflect this change.

Approved/Not Approved

### **Recommendation 29**

The Commissioner makes a determination regarding the ongoing value INR's provide and whether they will continue to be produced. This will be dependent on the outcome of ability to rework the INR's to meet organisational needs.

Approved/Not Approved

### **Recommendation 30**

Director of IS&T develops methods of searching for similar crime facts based on Occurrence data.

Approved/Not Approved

### **Recommendation 32**

Director of IS&T develops a method of displaying real time crime mapping data on a live map for current analysis of crime by the ISD to be displayed on the Tactical Co-ordination Display (TCD) at Police Communications.

Approved/Not Approved

### **Recommendation 33**

AC SEMS updates the ISD SOP pending the approval of any of the recommendations.

Approved/Not Approved

### **Recommendation 34**

AC SEMS oversees the ISD working to their SOP for a further 9 months, with increased technological support as recommended above, after which a further audit is conducted.

Approved/Not Approved

### **Recommendation 35**

The event types requiring ISD review are themselves reviewed to focus on prioritising event types to be reviewed.

Approved/Not Approved

**State Crime Assessment Centre (SCAC)**

**Recommendation 36**

AC SEMS implements the full Communications Group Model, including the Communication Support Branch.

Approved/Not Approved

**Recommendation 37**

Post the implementation of the full Communications Group Model, AC SEMS makes a determination as to the need of a Detective Senior Sergeant to be added to oversee the SCAC and the ISD.

Approved/Not Approved

**Recommendation 38**

Director of IS&T, in consultation with AC SEMS, develops methods of retrieving KPI data relative to the SCAC. This includes the performance of team members within the SCAC.

Approved/Not Approved

**Recommendation 39**

AC SEMS determines measurable Key Performance Indicators for the SCAC based on the results of the above recommendation and based on those indicators described in this report.

Approved/Not Approved

**Recommendation 40**

Director of IS&T develops a method to represent key SCAC KPI data on a live "dashboard", similar to that used to monitor call volumes.

Approved/Not Approved

**Recommendation 41**

AC SEMS develops training in relation to the assessment of Crime Occurrences and other tasks completed by the SCAC, to be provided to current members of the SCAC to drive consistency and improve the knowledge base of members. Training should be focused on assessment and risk analysis of Crime Occurrences.

Approved/Not Approved

**Recommendation 42**

AC SEMS develops an induction package for new SCAC members that is documented and details the training given to new members.

Approved/Not Approved

**Recommendation 43**

AC SEMS makes an assessment of the functions the SCAC is performing in line with the intent of the SCAC.

Approved/Not Approved

**Recommendation 44**

AC MOS reports the outcome of the CFIS Allocation and Assessment Trial to the Operations Program Board.

Approved/Not Approved



**Recommendation 45**

AC SEMS makes a determination in relation to the uploading of warrants by the SCAC:

Option 1: SCAC members upload all warrants as per the SOP outside of normal business hours as per the SOP.

Approved/Not Approved

Option 2 The SOP is amended to reflect the current practices relating FINS warrants being processed during business hours. \*\*Preferred Option\*\*.

Approved/Not Approved

Supreme Court of New South Wales  
Principal of the Court

**State Response Manager (SRM)**

**Recommendation 46**

OC Communications Group review the SRM SOP and clearly delineate the role and function of the SRM and SSM to effectively utilize both positions.

Approved/Not Approved

**Recommendation 47**

OC Communications Group add to the SRM SOP, stating that no more than 2 members should be moved in/out of the position at any one time.

Approved/Not Approved

**Recommendation 48**

AC SEMS approve an updated SOP as described above.

Approved/Not Approved

**Recommendation 49**

AC SEMS ensures the SRM role is fully staffed.

Approved/Not Approved

**Recommendation 50**

AC SEMS oversees the SRM/SSM working to their SOP for a further 9 months, fully staffed and with increased technological support as described in the ISD recommendation, after which a further audit is conducted in relation to the SRM SOP and role.

Approved/Not Approved

## APPENDIX 3A: DISTRICT INTELLIGENCE UNIT (DIU)

### DIU Productivity July – December 2018

Figure 1.1

Crime Co-ordination Section Statistics								
	EAST	P/WK	WEST	P/WK	NORTH	P/WK	SOUTH	P/WK
HSMLO Debriefs	27	1.1	37	1.5	74	3.1	37	1.5
TIO Debriefs	54	2.3	47	2.0	9	0.4	47	2.0
Intel subs submitted or value added intel	217	9.0	181	7.5	314	13.1	40	1.7
Intel subs submitted by District HSMLO	43	1.8	98	4.1	230	9.6	69	2.9
Street Checks submitted by Intel	52	2.2	52	2.2	120	5.0	109	4.3
VCO Victim Contacts July - Dec 18	1360		2663		2262		1839	
Southern District may not be adding their unit code when they value add to their Intel subs, hence the low number.								

### DIU Roster, Staffing and IO Vacancies

DIU's are staffed with 2 x IO's, 5 x TIO's, 1 x AS04 Intelligence Analyst and 1 x AS02 Intelligence Support Officer. Vacancies and absences of IO's are backfilled by TIO's. 1 x TIO is attached to the HSMLO office. Where TIO's are required to backfill IO's to meet business needs the operational capacity of the TIO's is significantly reduced. The current roster (as per the SOP) for the TIO's limits their capacity to provide coverage from 0700 – 2300, 7 days per week, with the staffing and rostering only providing TIO's to work in pairs 3 out of 7 days. There are also significant cultural issues present in the majority of the Districts, where TIO's are not leaving the office to obtain further intelligence in the field, choosing to remain in the office and complete other Tasks.

1 x TIO is attached to the HSMLO office, leaving a 4 remaining TIO's to cover 0700-2300, 7 days per week. The 2 week split roster (944) provides for TIO's working in pairs on 3 out of 7 days, being Monday, Tuesday and Wednesday. The remainder of the time they are rostered solo on day and afternoon shift Thursday through to Sunday. Figure 2.1 shows the roster below as per the SOP.

Figure 1.2: TIO Roster

	Thur	Fri	Sat	Sun	Mon	Tues	Wed
Week 1 (Member A)	O	O	A	A	A	A	A
Week 1 (Member B)	O	O	D	D	A	A	A
Week 2 (Member A)	D	D	O	O	D	D	D
Week 2 (Member B)	A	A	O	O	D	D	D

Working solo was raised an issue by TIO's and supervisors from all DIU's. Some TIO's stating they would not go out solo as it was a safety issue. Given the rostering

as described, this would and has resulted in TIO's very rarely leaving the office. There is no reason TIO's cannot go out of the office with officers from other areas such as VCT or CIB.

Due to IO vacancies, TIO's are often backfilling IO's to meet the daily business needs of the District, resulting in at least 1 of the 2 TIO's completing IO work and the other TIO being solo. Southern District is the only District that has been able to fill all of its IO positions. Whilst some Districts have been able to fill these vacancies with secondments, in others the TIO will backfill on a daily basis.

When other IO's go on leave or if TIO's or IO's relieve up into the Sgt or S/Sgt position, further absences of the TIO positions will occur. With 2 x IO positions, 1 Sgt position and the S/Sgt, there are 24 weeks in a year on annual leave alone where a further TIO will be lost to cover an IO position.

An analysis of rosters across the District was conducted as per Figure 2.2 below. An analysis of rosters from District DIU over a 3 month period has identified that on 37% of days this is not occurring and the majority of these days are on a Thursday, Friday, Saturday or Sunday afternoon shift.

Figure 1.3

DIU Staffing Assessment - 1/10/18 - 31/12/18				
STAFFING LEVEL	EASTERN	WESTERN	NORTHERN	SOUTHERN
Days where 0700 - 2300 not covered. (93 days)	43	40	32	30
Sat or Sun shifts where no coverage on both shifts	0	6	2	1
Shifts where there is 0 Intel on either D or A (186 shifts)	43	47	36	31
Number of above where it is a Thursday/Fri/Sa/Sun	27	36	35	26
Shifts where there is 1 staff member on D or A shift	66	56	58	43
Shifts where there is 1 or less on D or A	109	103	94	73

Staffing issues are compounded by cultural issues relating to TIO's not leaving the office (as will be discussed later in this report), TIO's not going out solo and by vacancies within the IO positions. Staffing and Rosters both need to be addressed in order to provide coverage between 0700 – 2300 and provide a reasonable level of service to the Districts.

### **Intelligence Submissions**

A core daily function of the DIU supervisor is to vet and allocate Intelligence Submissions. The DIU supervisor allocates the Intelligence Submissions to IO's and TIO's to value add before further allocation as required. The process of value adding to an Intelligence submission can be time consuming.

When the DIU supervisors is not working, TIO's and IO's will assess Intelligence Submissions to ensure that there is no actionable information relating to firearms. TIO's from across the Districts have sighted this Task as a reason for not going out into the field.

Whilst it is recognized Intel Submissions need to be checked for this content, there is a responsibility on the submitting officers to action information relative to firearms. This should not be a Task completed by TIO's over operational work on a daily basis.

## **TCG**

Preparation for the TCG revolves around an assessment of crime for the last 24 hours and an analysis of that crime to be presented and discussed on a daily basis (including the weekends). Shield has impacted this process with many searches and analysis taking more time than with previous systems. It is anticipated that some of these inefficiencies will be reduced over time as enhancements are made with the assistance of Business Services Unit and Data Warehouse.

The daily TCG drives work within all of the DIU's from 0630 – 0930. To prepare for the daily TCG, DIU's utilize the work output of the 2 Intelligence officers (IO's), the Intelligence Analyst and Intelligence Support officer, with oversight and assistance by the Sergeant and Senior Sergeant. The involvement in this process by the Sergeant and Senior Sergeant varies throughout each District. In essence, up to 6 officers are being utilized to obtain this information every weekday morning in preparation for TCG. This period is a business critical for staff attendance and but is not addressed in the current SOP. It is recommended that this is added to the SOP as a business critical time where IO's and ASO's are required to be at work.

## **DIB**

The development of the DIB is the other core Intelligence product produced by DIU. As this is a daily intelligence product this product should be produced by the IO's on day shift. The SOP does not prescribe this as a particular role of the IO, just that they will develop intelligence products as required.

Where the DIB should be created by the IO's on day shift, TIO's in some Districts are spending the majority of their afternoon shift attending to updating the DIB for the following day as opposed to gaining further intelligence out in the field. Northern District is the only District currently completing a DIB on weekends. The day shift TIO on the weekend completes this Task. In all of the Districts, due to the requirement of a daily TCG, the TIO will take on the role of an IO for the start of the shift to prepare and attend TCG and in most instances remain in the office as opposed to going out in the field.

## ***Intelligence Business Process Review***

This review is assessing the business processes of the Intelligence areas, including that of the Districts and the Investigative Support Desk, in an effort to streamline processes and improve efficiency. As part of their findings in consultation with District Intelligence units, observations have been made regarding the inefficient processes regarding the preparation for the TCG, the DIB and the underutilization Investigative Support Desk to provide up to date Intelligence Briefings to District and other intelligence units on a daily basis. However, as is discussed in the ISD component of this report, the ISD doesn't have the capacity and shouldn't be relied upon to provide a daily briefing on crime patterns that is relied upon by the District. They should be providing Intelligence on pattern Crime as it is occurring.

The SCAC assesses Occurrences based on priority and have a backlog of Occurrences. As a result of these factors crime patterns will generally not be observed by the SCAC. Only those Occurrences that are assessed as requiring further investigations are forwarded to the DAM for allocation. The DAM will generally not observe patterns of crime. Subsequently, the identification of all pattern crime rests with the DIU and the current method for obtaining information on reported crime for the last 24 hours is a time consuming and inefficient process. It is anticipated that more efficient processes will be identified and implemented as a result of the IBP

review. Further development needs to occur with BSU and IST to automate many of the searches completed by DIU on a daily basis to allow them to analyse data as opposed to spending large amounts of time collating it each day.

The implementation of the SCAC and DAM's have impacted the way in which crime is managed throughout the state, placing an emphasis on the DIU's and the ISD to identify pattern crime, analyse crime and drive the direction of Districts in response to managing crime on a day to day basis

### **Western District**

The Western District DIU is staffed by

- TIO: 4.6 FTE (3 x part time 0.8, 0.9, 0.9 + 2 x FT, + 1 x OE TIO added in January.
- IO 1 x vacant. 1 x FTE
- AS04 and AS02 filled.
- Supervisor was a long term absence for an extended period.

The Western District DIU has not been functioning well. In addition to staffing issues identified in the summary, the DIU has had an IO position vacant since DPM inception with the supervisor absent for a long period due to injury. As a result of these absences in a small work group, the TIO's within the DIU have been filling in the IO role. Further impacting the area are 3 Flexible Working Arrangements (FWA) in the DIU where another 0.4FTE of a position is lost.

An audit of their roster identified that 40 days over a 93 day period had not been covered from 0700 – 2300 as per the SOP, with a day or an afternoon shift not covered as per Figure 2.2. This was the second highest number when compared the other District DIU's. An explanation of the reasons for this non compliance is included in the summary.

Preparation for the TCG and the DIB was identified as taking up the majority of time within the DIU on a daily basis, with the majority of time taken reviewing reported crime in the morning and providing some analysis.

The audit also identified significant cultural issues within the unit where, even when TIO's were not consumed with IO work on afternoon shift, they reverted back to monitoring CAD Taskings and other office related work as opposed to operationally going out into the field and identifying sources of external information and gaining a forward intelligence capability as per the SOP.

Warrants are being allocated by the DIU supervisor, however, they are not being tiered in line with General Orders. The supervisor is tiering them based on urgency and allocating them to the relevant S/Sgt for further allocation.

The auditing of DNA/Fingerprint/Operation Secure/other corporate requirements was being completed to some degree. The DAM will conduct an audit Case Management Actions every month. A MOS report is sent out weekly in relation to all outstanding DNA/Fingerprint, however, no further auditing is completed by the Crime Co-ordination section in relation to these Tasks. They are left to the managers of the areas they are allocated to ensure completion.

### ***Southern District***

The Southern District DIU is staffed by

- TIO: 5 x FTE + 1 x OE.
- IO: 2 x FTE.
- AS04 and AS02 filled.

Unlike other Districts the Southern District DIU has been fully staffed. An audit of their roster identified that 30 days over a 93 day period had not been covered from 0700 – 2300 as per the SOP, with a day or an afternoon shift not covered. This was the lowest number of days when compared to the other Districts and is indicative of the area being fully staffed, however, it also indicates that with a full complement of staff the coverage is limited.

Preparation for the TCG and the DIB was identified as taking up the majority of time within the DIU on a daily basis, with the majority of time taken reviewing reported crime in the morning and providing some analysis.

As with the other Districts the audit also identified significant cultural issues within the unit where, on afternoon shift, TIO's reverted back to preparing a DIB and completing other office related work as opposed to operationally going out into the field and identifying sources of external information and gaining a forward intelligence capability. There was a particular emphasis on the DIB and also on the review of Intelligence Submissions relating to firearms actions as in the summary.

The DAM allocate the warrants to the Senior Sergeants based on area. SCT warrants go to the Volume Crime Team and all other warrants are allocated to patrols.

The DAM conduct an audit of outstanding Crime Stoppers actions on case management every Friday for the Weekly Service Report. Similarly to Western District, a MOS report is sent out weekly in relation to all outstanding DNA/Fingerprint Tasks, however, no further auditing is completed by the Crime Co-ordination section in relation to these Tasks. They are left to the managers of the areas they are allocated to ensure completion.

### ***Eastern District***

The Eastern District DIU is staffed by

- TIO: 5 x FTE
- IO 2 x vacant. Both positions currently filled by secondment (since October 2018)
- AS04 and AS02 filled.

Eastern District has been unable to fill their 2 x IO positions since DPM. However, they have filled these positions with secondments since October 2018. An audit of their roster identified that 43 days over a 93 day period had not been covered from 0700 – 2300 as per the SOP, with a day or an afternoon shift not covered. This was the highest number of days when compared to the other Districts, however, this is indicative of the staffing and roster.

Qualitative data from interviews suggest the TIO's are spending more time in the field operationally than at base in line with the SOP. This is pushed by the CCS S/Sgt of Eastern District. The cultural issues present in the other Districts, particularly with TIO's, was not observed in the Eastern District. However it was still noted that some

members stated they will go out solo, others will not, sighting OHS&W risks. This has been an issue raised by TIO's from other Districts.

Preparation for the TCG and the DIB was identified as taking up the majority of time within the DIU on a daily basis. However, the manager of the CCS indicates that analysis of the crime is occurring as opposed to reporting on crime.

Existing Case Management files are being forwarded onto the relevant Senior Sergeant for allocation and left with them to manage. The number of Case Management files and DNA/Fingerprint Tasks is provided by the CCS manager via the Weekly Service Report. There is no further oversight or auditing function being completed by the CCS Manager.

All other Tasks in relation to DNA and fingerprint Tasks on Shield are being allocated to the relevant area. Shield has created issues surrounding the management of these Tasks as discussed in the DAM summary. A MOS report is sent out weekly in relation to all outstanding DNA/Fingerprint Tasks. Recommendations surrounding Tasks types should ensure that these actions can be audited effectively and also managed by operational managers. The SOP does not prescribe how the audits are to be performed, how frequently or how the results will be reported and managed.

Warrants are tiered and allocated by the CCS S/Sgt. This role is soon to be taken over by the DAM.

#### **Northern District**

The Northern District DIU is staffed by

- TIO: 5 x FTE
- IO x 1 (1 x IO vacant since inception).
- AS04 and AS02 filled.

Northern District has been unable to fill 1 x IO positions since DPM. However, they have recently filled this position short term with a secondment. An audit of their roster identified that 32 days over a 93 day period had not been covered from 0700 – 2300 as per the SOP, with a day or an afternoon shift not covered. This was the second lowest number of days when compared to the other Districts.

As with the other Districts the audit also identified significant cultural issues within the unit where, on afternoon shift, TIO's reverted back to completing office related work as opposed to operationally going out into the field and identifying sources of external information and gaining a forward intelligence capability. The CCS S/Sgt has provided training and guidance to try and change this culture.

Preparation for the TCG and the DIB was identified as taking up the majority of time within the DIU on a daily basis, with the majority of time taken reviewing reported crime in the morning and providing some analysis. Northern District are the only District completing the DIB on the weekend to provide guidance and information to frontline officers over the weekends. This reduces the capacity of the TIO as discussed in the summary.

The Crime Co-ordination Section doesn't manage any Case Management. The allocation and management of case management actions is completed by the VCT Senior Sergeant. This includes completing the information required for the weekly service report. Operation Secure Tasks are allocated and left to the Operations S/Sgt to manage.

Northern District have stopped completing the CMU journal. Northern District are conducting a trial utilizing Shield only and ensuring the correct details are put in the



Shield occurrence to allow for the Shield download to have the same functionality without duplicating work.

Warrants are managed by the DIU supervisor, this Task is to be allocated to the DAM as part of the new DAM SOP agreed upon by the Crime Co-ordination managers. The CCS SOP will need to be updated to reflect this.

Supplemental print form order

## APPENDIX 3B: DAM'S

Figure 1.4

DAM SOP Compliance				
SOP Requirement	EASTERN	WESTERN	NORTHERN	SOUTHERN
Receive, triage and allocate assessed occurrences/Crime Stoppers/Drug Information/Op Secuer from the SCAC	Yes	Yes	Yes	Yes
Compile briefing papers and media releases (as directed)	No	No	No	No (occasional media release)
In collaboration with the DIU, prepare the Weekly Service Report	Yes	Yes	No (Intel)	Yes (limited)
Monitor Radio Taskings	No	No	No	Yes
Maintain CMU journal.	No	No	No	No
Review the warrant system (PWN) and allocate respective District warrants to appropriate District sections	No (Intel)	No (Intel)	No (Intel)	Yes
Liaise with patrol supervisors and assist in the deployment of patrols, volume crime teams and CIB members	No	No	No (Intel)	No
Provide feedback to operational members in respect to PIR's submitted.	No	No	No	Yes
Receive, assess and forward all DNA and forensic (fingerprint) investigations to the DIU for intelligence analysis to identify any connection with other offences of a same/similar nature, and on return to the DAM, allocate for investigation	Yes (allocate only)	Yes (allocate only)	Yes (allocate only)	Yes (allocate only)
Audit the timely completion of Crime Stopper, DNA and Fingerprint actions	No	No	No	No
Manage and review wanted flags for suspects listed on PIRs	No	No	No	No
Expedite less serious crimes efficiently	No	No	No	No
Act as a contact point for victims of crime when the VCO is not available	No	No	No	Yes
Task and co-ordinate the collection of CCTV footage	No	No	No	No
Receive and allocate enquiries issued by Expiation Notice Branch related to District POI's or recidivist offenders in relation to unlicensed and disqualified drivers	Yes	Yes	Yes	Yes
Process requests for information from/to external agencies (SA Housing, DCS etc)	Yes	Yes	Yes	Yes
Liaise with the DIU to facilitate and ensure timely information flow	No	No	No	Yes
In collaboration with the DIU, provide information for daily briefings to patrol and CIB members in respect to ongoing crimes	No	No	No	No
Provide a report to the District TCG meetings per the requirements of the District O/C	Yes (IO's)	Yes (IO's)	No	Yes (IO's)
Ensure domestic abuse reports (DAR) received are forwarded to the relevant CFIS, with due regard given to the assessed risk as a matter of priority	Yes (SCAC direct CFIS)	Yes (SCAC direct)	Yes (SCAC direct CFIS)	Yes
Will liaise with the Patrol supervisors	No	No	No	Yes (needs basis)
The DAM is responsible for managing hardcopy records including archiving and retrieval where they exist	Yes	Yes	Yes	Yes
Crime Prevention will utilise the DAM as a resource to assist in identifying proactive crime reduction initiatives and assessing community needs.	No	No	No	No
The DAM will be conversant with the activities of the VCT targets and provide appropriate support.	No	No	No	No
Allocation of Intervention Orders and auditing completion. (not in SOP)	Yes	Yes	No	Yes

### **Western District**

The Western District DAM is staffed by 2.8 FTE. The DAM is functioning well. The DAM is responsible for the collation of the Weekly Service report. Intel may assist over the weekend, when available, to add to this report for submission on Monday. As per Figure 1.1 there are a number of functions listed in the SOP that the Western District DAM are not completing, however, the way in which they are functioning is generally consistent with the DAM's from the other Districts.

In addition to those duties listed in the SOP, the Western DAM are also receiving all Intervention Orders from PIMS each day, adding to the TCG spreadsheet and allocating to the appropriate S/Sgt for further allocation and service. The reasoning behind this is discussed in the summary.

The Western District DAM is effectively functioning with 3 members. All members have extensive previous experience in Crime Management Units (CMU). Comment was made by DAM members regarding the addition of the supervisor to manage the DAM's and provide additional daily oversight and advice.

The Western District allocation system for Occurrences is based on suburb only. Equal allocation of occurrences has been achieved by dividing the suburbs between the three stations based on the District Policing Team suburbs for the DPM Stage 2. Other DAM's allocate based on suburb and the time of offence. This will be standardized as part of the DAM SOP.

The DAM is not completing the functions as listed in the SOP as per Figure 2.1. Reasons behind these functions not being completed are discussed in the summary.

### **Eastern District**

The Eastern District DAM is staffed by 4 FTE, (1 x Sgt Position OE in the DAM). The DAM is functioning well. The DAM is responsible for the collation of the Weekly Service Report. The DDI or on duty officer adds to this report over the weekend. The DAM finalise the Weekly Service Report on Monday for submission.

In addition to those duties listed in the SOP the Eastern DAM are also receiving all Intervention Orders from PIMS each day, adding to the TCG spreadsheet and allocating to S/Sgt for further allocation and service. The reasoning behind this is discussed in the summary.

The Eastern District is effectively functioning with 3 members and an OE Sergeant. The OE Sergeant assists with the management of other Crime Co-ordination Section Tasks as directed by the Crime Co-ordination Section Senior Sergeant. Comment was made by DAM members regarding the addition of a permanent Sergeant to assist in the supervision of the area, in particular to assist in interactions with other supervisors within the District regarding investigations and decisions made.

The Eastern District had experienced issues surrounding uneven distribution of investigations throughout the District based on their suburb allocation system. The Eastern District did not utilize the DPM Stage 2 suburbs as Western District has. The DAM SOP prescribes an allocation system which will be adopted by all Districts. This system should assist in the more even distribution of investigations throughout the District.

The DAM is not completing the functions as listed in the SOP as per Figure 2.1. Reasons behind these functions not being completed are discussed in the summary.

### ***Southern District***

The Southern District DAM is staffed by 3 FTE, however, 1 member has taken extended periods of leave over the last 5 months. The DAM is functioning well but due to one member on extended leave, increased pressure is placed on the remaining members. 2 members was not a sufficient amount of staff to manage the workload on an ongoing basis. This staffing issue had not been addressed locally. Staff were of the opinion that 3 FTE was sufficient to staff the DAM

The DAM is responsible for collating a small amount of information in relation the Weekly Service Report. The Southern DAM are reviewing and allocating warrants where no other DAM is.

In addition to those duties listed in the SOP the Southern DAM are also receiving all Intervention Orders from PIMS each day, adding to the TCG spreadsheet and allocating to S/Sgt for further allocation and service. The reasoning behind this is discussed in the summary

The DAM is not completing the functions as listed in the SOP as per Figure 2.1. Reasons behind these functions not being completed are discussed in the summary.

### ***Northern District***

The Northern District DAM is staffed by 6 members. However due to a Part time agreement, Long Term Absence and other HR impacts the effective FTE is 4.63.

The Northern DAM has cultural, performance and Human Resource issues which are affecting their ability to function. The Northern DAM do not manage District Intervention Orders or contribute to the development of the Weekly Service Report as other DAM's do. These responsibilities have been given to other areas to manage, subsequently increasing the other areas workload.

As per Figure 1.1 there are a number of functions listed in the SOP that the Northern District DAM are not completing. Reasons behind these functions not being completed are discussed in the summary.

The CCS Manager and OE DAM Sergeant have led the development of a DAM specific SOP. In part, this was due to the need to provide increased instruction and guidance to staff to improve performance, but also to drive consistency across the Districts. CCS S/Sgt's from all of the Districts have developed this SOP and will ensure consistent and standardized practice throughout MOS.

## APPENDIX 3C: HSMLO

The HSMLO reports to the CCS S/Sgt. In all of the Districts, 1 of the 5 TIO positions is attached to the HSMLO and works in conjunction with the HSMLO. HSMLO's and the attached TIO's are generally working the approved roster as per the SOP, but will change shifts as the role dictates to meet with Human Sources.

The CIB Manager (Detective Chief Inspector) has an auditing function regarding the HSMLO and audits contact sheets and monetary reconciliation. In the Southern District this is conducted by the Detective Inspector.

Each HSMLO office has a controller within HSMS, who assists in the management of risk, guidance and resources in relation to Human Source Management.

As per the SOP, the CCS S/Sgt is required to "ensure strict compliance with General Order, Human Source Management, of all members within the section and facilitate information exchange with Human Source Management Section." However, the CCS Senior Sergeant does not audit any of the information relating to Human Sources and has limited to no ability to ensure compliance with this General Order in relation to the HSMLO's. Further, except for those CCS S/Sgt have previous experience/training in Human Source Management, the CCS S/Sgt have, in general, had no training in this area and would need to be trained if they were to have an understanding of Human Source Management and be able to ensure compliance with the GO.

The CCS S/Sgt manages the administrative aspect of the HSMLO's regarding rosters, Workforce Central and leave. The liaison between the HSMLO and the CCS S/Sgt varies between Districts. In Northern and Southern District the HSMLO will advise the CCS S/Sgt of the suburb and when they are going to meet with a Human Source and in Eastern District anecdotal evidence from the Eastern the CCS S/Sgt suggests he plays a more active part in directing the HSMLO as a result of TCG actions on a day to day basis. Very little liaison and supervision occurs in the Western District.

In the Northern District the HSMLO provides a summary each month to the CCS S/Sgt of their activity. The same occurs in Southern District. In Western District no summary is provided. The way in which the report is collated and provided differs between Northern and Southern District.

Northern District, Eastern District and Western District all have a full complement of 2 x FTE HSMLO and are further staffed with a TIO HSMLO. Southern District have had 1 x HSMLO vacant for approximately 2 months.

## APPENDIX 4A: MISSING PERSONS

Table 1.1 displays the figures relating to Missing Person Report (MPR) across each of the Districts. The table also displays the number of GOM MPR. Whilst the number of non-GOM MPR's are similar across all of the Districts, Southern District have the largest number of missing GOM children. They account for approximately 50% of the GOM MPR across MOS and generally have 150+ more total MPR than any other District. Southern District had an average 329 GOM MP a month from August 2018 to January 2019 and 394 total MP a month over this period, compared to Western District who averaged 57 and 124 respectively. To manage the extra workload Southern District have 1 x OE FTE in this position.

Figure 1.5

Month	District	MPR (GoM)	Absent Report (GoM)	Total GOM MPRs	Total MOS MPR	NON GOM MAPR	MOS GOM MPR as a % of all MOS
August 2018	Northern	45	53	98	180	82	54%
	Southern	88	281	369	451	82	82%
	Eastern	52	47	99	214	215	46%
	Western	23	35	58	112	54	52%
	Total	208	416	624	957	333	65%
September 2018	Northern	58	37	95	150	55	63%
	Southern	109	271	380	437	57	87%
	Eastern	46	38	84	176	92	48%
	Western	18	26	44	107	63	41%
	Total	231	372	603	870	267	69%
October 2018	Northern	32	43	75	140	65	54%
	Southern	201	140	341	401	60	85%
	Eastern	50	62	112	189	77	59%
	Western	36	23	59	126	67	47%
	Total	319	286	587	856	269	69%
November 2018	Northern	42	86	128	185	57	69%
	Southern	143	111	254	334	80	76%
	Eastern	34	83	117	215	98	54%
	Western	29	27	56	133	77	42%
	Total	248	307	555	867	312	64%
December 2018	Northern	49	111	160	230	70	70%
	Southern	152	148	300	356	56	84%
	Eastern	40	100	140	217	77	65%
	Western	24	36	60	138	78	43%
	Total	265	395	660	941	281	70%
January 2019	Northern	44	82	126	202	76	62%
	Southern	190	139	329	384	55	86%
	Eastern	37	107	144	223	79	65%
	Western	33	33	66	130	64	51%
	Total	304	361	665	939	274	74%
TOTAL		1575	2137	3694	5430	1736	68%

Figure 5.2 illustrates the average amount of time a MPR remained open pre and post DPM. The table illustrates that the average time has remained approximately the same, however, the implementation of the Missing Persons sections within the Districts will ensure increased risk mitigation in this area. The figures contained in this table are for information only and shouldn't be relied upon for decision making.

They were obtained using raw data to gain an indication of the impact on the time an MPR has remained open since the implementation of DPM and the Missing Persons Sections within the Districts to determine if there has been a significant change.

Figure 1.6

Period	Month	Missing Person Reports	Average Minutes	Average Hours	Average Days
Pre-DPM (5 Jan - 4 Jul)	Jan	840	1513	25.2	1.05
	Feb	955	1618	27.0	1.12
	Mar	1083	1481	24.7	1.03
	Apr	947	1394	23.2	0.97
	May	1009	1418	23.6	0.98
	Jun	1017	1376	22.9	0.96
	Jul	118	1791	29.8	1.24
	<b>Total</b>	<b>5969</b>	<b>1471</b>	<b>24.5</b>	<b>1.02</b>
Post DPM (5 Jul - 4 Jan)	Jul	793	1838	30.6	1.28
	Aug	1104	1324	22.1	0.92
	Sep	1020	1480	24.7	1.03
	Oct	1015	1476	24.6	1.03
	Nov	1007	1529	25.5	1.06
	Dec	1170	1267	21.1	0.88
	Jan	228	1466	24.4	1.02
	<b>Total</b>	<b>6337</b>	<b>1465</b>	<b>24.4</b>	<b>1.02</b>
<b>Total</b>		<b>12306</b>	<b>1468</b>	<b>24.5</b>	<b>1.02</b>

Whilst all MP officers are complying with the SOP, the way in which each MP section operates and reports to management on daily basis differs throughout the Districts. The SOP does not prescribe how day to day Tasks are to be completed. An example of this is the way in which information regarding active MPR's is passed on to night shift patrol supervisors when the MP unit complete their shift. Whilst District MP sections do liaise regularly in relation to locating MP, information sharing on District practices doesn't appear to occur. The utilization of Facebook is an example of this. Southern District utilize Facebook to actively speak with, reduce risk and locate MP on a daily basis and have a Southern District Missing Person Unit Facebook page. Northern District utilize Facebook to observe activities only and Western do not utilize Facebook at all.

### Eastern District

Eastern District MP Officers are complying with the SOP. From August 2018 – December 2018 they have seen an increase in the number of GOM MPR's within their District rise from 99 in August 2018 to 144 in January 2019. Eastern District have a similar number of not GOM MPR as Northern District. Eastern District had an average 116 GOM MPR's a month over this period and 206 total MPR's a month over this period.

The Eastern District MP are fully staffed with 3 FTE.

Eastern District have proposed and are currently trialing a process where a more pragmatic approach is adopted regarding the need to raise an MPR for a person who has left a Mental Health Facility or treatment centre. This trial was previously conducted and is being run again to gather data to prove its benefit. Eastern District has 3 mental health care facilities in its area. Where the person is not at risk and

doesn't pose a risk to the community, a MPR will not be taken and the person will instead be flagged on Shield so that if the person is located by police they can be returned to the treatment centre. PCO 2018/2783 refers. This is a 6 month trial beginning in March 2019 and is an example of a problem solving technique being used in Eastern District to reduce the workload relating to missing persons from those areas.

Eastern District have regular liaison with other MP units from throughout MOS and work closely with homeless shelters, the hospitals, DCP and other non government agencies to locate MP. MP officers also utilize social media to assist in locating missing people but do not interact with the children via Facebook.

Qualitative information from the Operations Co-ordinator in Eastern District suggests approximately 40% of the Operations Co-ordinators time is consumed by Missing persons, liaising with MP officers, risk managing and presenting the information at TCG. Concerns were raised regarding the supervision of staff. Benefits of having a supervisor sighted included improved risk management of missing persons and an improved ability to engage with stakeholders in an attempt to reduce repeat instances of absconding, particularly with GOM children. In addition to supervision, increased staffing in this area was raised by management as there is no inbuilt relief into the roster and relief for the positions must come from response.

### ***Southern District***

Southern District MP Officers are complying with the SOP. From August 2018 – January 2019 they have seen a slight decrease in the number of GOM MPR's within the District from 369 in August 2018 to 329 in January 2019. However, they account for 50% of the GOM MPR across MOS and generally have 150+ more total MPR than any other District. Southern District had an average 329 GOM MPR a month over this period and 394 total MP a month over this period.

Due to the work volume, the Southern District MP have been staffed with 1 OE member in addition to the 3 FTE already filling the positions.

Southern District conducted the initial MP trial within LSA structure in which a Sergeant oversaw the running of the MP Unit. Benefits identified from this trial included the ability of the supervisor to better engage with stakeholders to reduce instances of reoffending, allowing the MP officers to focus on the day to day investigations to locate MP and improved risk management of MP Reports. Currently the MP officers will attend the case conferences with DCP and other agencies regarding particular children that are regularly going missing.

Southern District liaise with other MP Units across MOS and work closely with DCP and other non government agencies to locate MP. Southern District utilize a Missing Persons Team Facebook account to speak with MP, generally GOM children, reducing risk and often reducing the time it takes to locate MP. This is an initiative that is not used by the other MP Units throughout the Districts.

Staffing and supervision were both raised as an issue in relation to the MP Units in Southern District due to their workload. The workload of this area, is far above that of the other Districts.

### ***Western District***

Western District MP Officers are complying with the SOP. Western District MP Unit have far less GOM MPR's than any other District, averaging 57 GOM MPR's a month over the last 6 months with a total average of 124 MPR's a month.



Western District MP is fully staffed with 3 FTE.

Western District liaise with other MP Units across MOS and work closely with DCP and other non government agencies to locate MP. Unlike Southern District MP they do not utilize resources such as Facebook to assist with locating MP. The Operations Co-ordinator presents at TCG each day without the assistance of a MP officer. In other Southern District a MP officer presents with the Operations Co-ordinator and in Northern District the Operations Co-ordinator presents by exception at TCG (only mentions a MP if there is a particular identified risk),

Although Western District has the least amount of MP across all of the Districts, the supervision of staff was raised as an issue, with the Operations Co-ordinator stating that a large portion of their daily workload is consumed with the supervision and management of the MP.

### ***Northern District***

Northern District MP Officers are complying with the SOP. Northern District MP are averaging 117 GOM MPR a month and 185 total MPR per month from August 2018 to January 2019. The number of GOM MPR has seen a slight increase in number of over these months.

Northern District MP are staffed with 3.4 FTE (1 x Full time and 4 x Pt time). They currently have 1 return to work member also assisting 4 days per week resulting in a total of 4.4FTE.

Pre DPM Northern District, had 1 total FTE working day shift Monday to Friday to assist in locating MP in a similar manner to is currently utilized under the DPM.

Northern District have had particular issues with 3 GOM placement centers where children within the residents were committing offences, causing property damage and disrupting the accommodation. Northern District MP have worked with DCP and carers from within the houses to take positive action, arresting those committing offences and separating the children who were causing the issues in an effort to reduce offending which proved successful. Whilst this did not directly relate to MP it is an example of the unit working with stakeholders on an identified issue as part of their function.

The Operations Co-ordinator presents daily at the TCG, where the MPR's are discussed by exception. Only those people that are identified as at risk are raised for further discussion at the TCG. Supervision of staff and the associated risks with managing the MP Unit was raised as an issue by the Operations Co-ordinator as per the summary.

## APPENDIX 4B: PLANNING

The table below shows the number of Major and Special Events completed by each District over a 6 month period since DPM. Due to the different manner in which events are classified and managed within District, statistics relating to local events would not be comparable. Anecdotal information suggests that the Eastern District have the largest workload by far where Northern District have very little work in comparison. These statistics were provided by each planning office.

District Planning Statistics July 2018 - December 2019				
EVENT TYPE	EASTERN	WESTERN	NORTHERN	SOUTHERN
Special	14	0	0	0
Major	7	5	0	0

### ***Eastern District***

Planning office is staffed by 2 FTE. (1 x Sgt, 1 x SC)

The planning office are complying with the SOP in terms of planning for events, however, was finding it difficult to manage the workload. Tasks that were deemed to have a lower priority, such as Emergency Response Plans, were not being completed. A restricted duties member is currently updating the ERP's as many were overdue.

Debriefing operations was dependent on the size and importance placed on the operation. For large events debriefs were occurring, however, the Planning Sergeant recognized that the attention given to both planning for events and debriefs was severely limited due to workload and the limited capacity of 2 members.

Eastern District had completed 26 Operations Orders since DPM with 14 Special Events, 7 Major Events (not managed by EMES), 8 local events, 56 event advices and 58 patrol attendance required (DPTS).

Eastern District has an up to date list of 62 ERP's which they are responsible for updating and have 1 Business Continuity Plan that covers the 5 police buildings. The Emergency Response Plans were not all up to date. 31 of the 32 listed on the EMES intranet site were overdue. These were in the process of being updated.

Eastern District Administrative Workforce Planners are allocating staffing for events based on the staffing recommendations made by the Planning Office.

Eastern District appeared to have efficient and streamlined processes in place to manage work required of them within their District. The workload and staffing limits their capacity to provide service delivery in all aspects of their operation.

### ***Western District***

The Planning office is staffed by 2 FTE. (1 x Sgt, 1 x SC) For the first 6 months of the DPM the Planning office had 1 x OE member to assist.

Western District had completed 18 Operations Orders (some of which are tactical Operation Orders) since DPM with 0 Special Events, 5 Major Events, 13 local events with operation order, 157 event advices and 147 patrol attendance required (DPTS). This would include concerts at the Entertainment Centre or ships coming into outer harbor.

Western District has a total of 44 Emergency Response Plans. The planners maintain a list of the ERP's and their due dates. Over the summer months when it is busy, reviewing ERP's are a low priority when compared to other planning. 33 of the 44 are critical infrastructure ERP's.

An audit of the ERP's on the EMES intranet page revealed 2 ERP's were out of date in Western District out of a total 44.

Forward Commanders are provided with information to provide to management regarding a debrief for an operation. On other occasions the debrief will come to the planning office regarding debrief points for the planning process. For large operations the planning office will compile debrief points and present them to management.

### ***Southern District***

The Southern District Planning office is staffed by 2 FTE. (1 x Sgt, 1 x SC)

The Planning office was complying with the SOP in terms of planning for events, however, was unaware of all of the ERP they would be accountable for as part of Southern District with the amalgamation of 2 LSA's and were currently going through a process of reviewing the ERP's that had been allocated to them as part of the Southern District with EMES. An audit of the ERP's on the EMES intranet page revealed 29 ERP's were out of date in Southern District out of a total 43.

Southern District had completed 26 Operation Orders since DPM with 1 Special Event, 0 Major Events and 54 local events. The way in which their local events are recorded differs to the way in which Eastern District record their local events. Eastern District only record Local Events for those events that required patrol attendance. Southern District included events that may only be for attention or advice. Similarly, the Operation Orders completed by Southern District included local Tactical Operation Orders which differed from other Districts.

At a local level, planners within the office would have a different view of the response required for certain events.

Debriefing of events was not occurring within a timely manner. Direction had recently been given to the planning office regarding timely initial debriefs of operations at TCG immediately following the operation.

### ***Northern District***

The Northern District Planning office is staffed by 2 FTE (2 x Sergeants)

The Planning office was complying with the SOP in terms of planning for events. The planning office has completed 2 Operation Orders since DPM. Event types that were planned for were not broken down into special, major or local events. An assessment of the records revealed 0 special, 0 major events and 36 local events. The majority of other planned events linked to other corporate operations and were detailed in a document named a PPS (proactive policing strategy). The Northern District were the only District using this particular document.

An audit of the ERP's on the EMES intranet page revealed 10 ERP's were out of date in Northern District out of a total 33.

Northern District planners were completing debriefs at the request of the District Commander. Verbal debriefs were given regarding statistics for corporate operations results.

## APPENDIX 4C: CRIME PREVENTION SECTION

### ***Eastern District***

The Eastern District Crime Prevention Section is staffed by 3 FTE (1 x Sgt, 2 x Const/SC). They hold one vacancy.

The Eastern District CPS engage with schools, community groups, councils and other stakeholders as part of the crime prevention initiatives. Due to the demographics of the District they have a large involvement with the universities, providing educational talks to international students regarding security and safety and engage with businesses within the CBD regarding particular issues.

They manage crime prevention initiatives including; Neighbourhood watch, Think you know program and Blue Light. They don't run a living skills program due to resources. They manage 35 NHW areas. They run displays in Rundle Mall and Tea Tree Plaza Shopping Centre, pushbike engraving days and complete business security audits.

Eastern District were not keeping up with the requirement to issue Drug Diversions due to their vacancy, prioritizing other activities.

A key issue raised by Eastern District was their ability to effectively conduct their role without the ability to change shift, reducing their service delivery to stakeholders in the community.

### ***Western District***

The Western District Crime Prevention Section is staffed by 1 x Sgt + 2 FTE. 1 x Long Term Absence (LTA) due to relieving.

The Western District CPS engage with schools, community groups, councils and other stakeholders as part of their crime prevention initiatives. They manage crime prevention initiatives including Neighbourhood Watch, Think you know programs, Blue Light events and the Blue Light Living Skills program. They also assist with high visibility policing in shopping centres and Glenelg during peak times. Western District have provided living schools programs to schools within the District to assist in managing issues identified within the school that were impacting police resources and are also running a program at an international school where particular issues have been raised.

Western District CPS manage the Drug Diversions within the District.

A key issue raised by Western District was their ability to effectively conduct their role without the ability to change shift, reducing their service delivery to stakeholders in the community.

### ***Southern District***

The Southern District Crime Prevention Section is staffed by 1 x Sgt + 3FTE + 0.5OE.

The Southern District CPS engage with schools, community groups, councils and other community stakeholders as part of their role and manage a number of Crime Prevention initiatives including; Neighbourhood Watch, Police link at Flinders Hospital, Think you know program, Blue Light camps/events and the Blue Light

Living Skills Program. CPS staff do not attend the NHW divisional meetings as they are held out of hours.

The Southern CPS also check overnight occurrences and conduct security audits of residential and commercial premises as required.

Southern CPS are not completing Drug Diversions. This is completed by Administration Support Officers.

A key issue raised by Southern District was their ability to effectively conduct their role without the ability to change shift, reducing their service delivery to stakeholders in the community.

### ***Northern District***

The Northern District Crime Prevention Section is staffed by 1 x Sgt + 3.2 FTE

The Northern District CPS engage with schools, community groups, councils and other community stakeholders as part of their role and manage a number of Crime Prevention initiatives including; Neighbourhood Watch and the Think you know program. Northern CPS does not have a Blue Light program. CPS members attend divisional NHW meetings, scheduling them during the day. Due to the danger of bushfires within the District the CPS have a focus on Operation Nomad Crime Prevention activities, providing training and information to community stakeholders.

Northern District do not conduct youth camps or the Blue Light Living Skills program but do provide a Youth Education Program to schools. CPS check overnight occurrences and conduct business security audits of premises as required.

The Northern District CPS complete Drug Diversions. This task has been handed back and forth from District administration.

A key issue raised by Northern District was their ability to effectively conduct their role without the ability to change shift, reducing their service delivery to stakeholders in the community.

## APPENDIX 4D: TRAINING AND RPCC

### ***Eastern District***

Eastern District Training and RPCC is staffed with 2 x FTE Sergeants and are complying with the SOP.

The 2 officers in this role share responsibility for training and RPCC.

As of the 25/2/19 Eastern District had 62 Probationary Constables, 102 Field Tutors and 81 active field tutors. The majority of work with the Probationary Constables is related performance management issues.

For Cycle 6 2018 Eastern District had a training compliance of approximately 90% across the training required face to face training. To achieve these results they are running a large amount of catch up sessions and having to run up to 60 sessions per cycle to capture members. There are issues in training staff due to the different rosters throughout the District between Grenfell Street, Holden Hill, Norwood and CIB and the 7 week roster provides them with limited opportunity to learn and review the next training cycle with no break in between. In other Districts, such as Western Districts, all response members are on a 5 week roster making the co-ordination of training easier.

In addition to running corporate training the trainers facilitate training for local issues surrounding body worn cameras, cell extractions and blue team processes.

Administration Officers are completing first aid, imost and dry drill scheduling and data entry. Trainers data enter all of the training attendance records. Compliance is reported on through the PD160 process.

A monthly report is provided to the Senior Management Team regarding the training compliance, the number of P/C's and cadets coming into to the District on out-phase.

To add to the workload, the current officers in these roles moved into the position at the beginning of the DPM, had limited handover and have been developing processes to improve efficiency in the role.

### ***Western District***

Western District Training and RPCC is staffed with 2 x FTE Sergeants and are complying with the SOP.

The 2 officers in this role share responsibility for training and RPCC.

As of the 14/2/19 Western District had 88 Probationary Constables, 115 Field Tutors and 78 active field tutors. The majority of work with the Probationary Constables is related performance management issues.

A monthly report is provided to the Senior Management Team regarding the training compliance, the number of P/C's and their progress in the probation, the number of field tutors, the Field Tutor allocation to phase 6 P/C, first aid and IMOST compliance, POMP status and cadets coming into to the District on out phase.

In addition to corporate training Western District will facilitate training on local issues within the District as identified.

Where other Districts complete their Field Tutor accreditation on yearly basis in January, Western District complete this accreditation as required on a monthly basis. This results in the workload being spread out throughout the year.

Training officers are completing the dry drill, IMOST and training data entry. Scheduling for first aid and IMOST is completed by administration.

In addition to running training within the District, the trainers facilitate training for Northern Traffic and accreditation for Field Tutors within this section. Southern District cater for Southern Traffic. This adds an increased workload to the number of staff that need to be trained each cycle.

### ***Southern District***

Southern District Training and RPCC is staffed with 2 x FTE Sergeants and are complying with the SOP.

The 2 officers in this role share responsibility for training and RPCC.

As of the 28/2/19 Southern District had 48 Probationary Constables, 152 Field Tutors and 119 active field tutors. The majority of work with the Probationary Constables is related performance management issues.

A monthly report is provided to the Senior Management Team regarding upcoming training, upcoming local training the number of P/C's, the number of field tutors, Dry Drills compliance and cadets in the District.

In addition to corporate training Southern District will facilitate training on local issues within the District as identified. Recent local training has been of particular importance to ensure consistency across the District.

Southern District sighted issues surrounding the time required to data enter training records. The Training officers were managing the data entry of IMOST, dry drills and training as well as the scheduling. Southern District are looking at handing over the data entry of training and IMOST to administration staff.

### ***Northern District***

Northern District Training and RPCC is staffed with 2 x FTE Sergeants and are complying with the SOP.

The 2 officers in this role share responsibility for training and RPCC.

As of the 7/3/19 Northern District had 83 Probationary Constables and 89 Field Tutors. The majority of work with the Probationary Constables is related performance management issues.

A report is provided to the Senior Management Team regarding number of P/C's, the number of Field Tutors and the Field Tutor to Probationary Constable allocation throughout the District. A second report is provided in relation to training compliance throughout the District, broken down into each workgroup.

In addition to corporate training northern District will facilitate training on local issues within the District as identified.

Administration Officers are scheduling IMOST and Dry Drills and data entering training, dry drills and IMOST.

Issues were raised surrounding the role were based around providing training at 3 locations and the 2 training officers having to conduct concurrent training at different locations to cater for all staff due to the insufficient capacity of training facilities.

## APPENDIX 5: INVESTIGATION SUPPORT DESK

There are a number of SACAD events that ISD are required to review as part of their SOP.

Figure 1.7 illustrates the SACAD events assessed by ISD. The blue column indicates the number of SACAD events notifications for the month that are required to be reviewed by the ISD. The red column indicates the number that were reviewed by the ISD, with the yellow figure indicating the percentage assessed. As per the Figure 10.1, 73.63% of Grade 1 events were assessed.

A further examination of these Grade 1 Tasks revealed of 74% of Potentially Violent Disturbances, 66% of Domestic Disturbances, 50% of 402, 79.55% of Pursuits were assessed by the ISD.

Of the 44 Events that involved a police pursuit, many that commenced would have been terminated with no avenue for investigation/intel. As a result, 9 of 45 events were not assessed. The figures surrounding the Grade 1 Domestic Disturbances and Potentially Violent Disturbances present more risk.

Figure 1.8 indicates whether advice was given by the ISD or not in relation to events that were assessed by the ISD. The figures between the 2 tables doesn't correlate. This is due to the fact that the "Advice given/not given" table relies on specific user input into the SACAD system where the first table will search based on "ISD" being included within the text. This has been identified as an issue in the reporting of KPI's.

Figure 1.7: February 2019

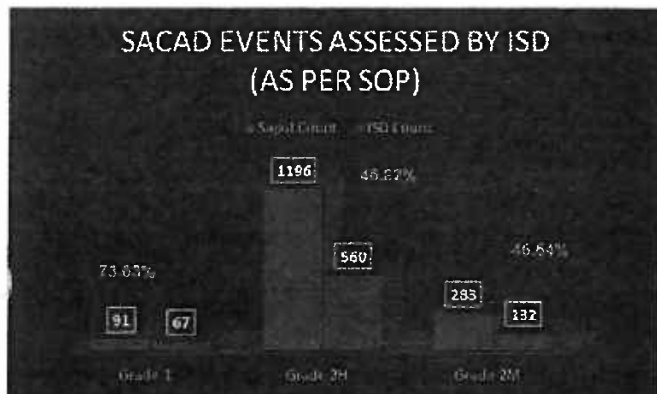


Figure 1.8: SACAD Events: Advice Given/Not Given Feb 2019



Figures 1.7, 1.9 and 2.0 illustrate SACAD events assessed by the ISD for December 2018 and February 2019. An examination of this 3 month period shows consistent figures in terms of the number and percentage of events assessed.



Figure 1.9: December 2018

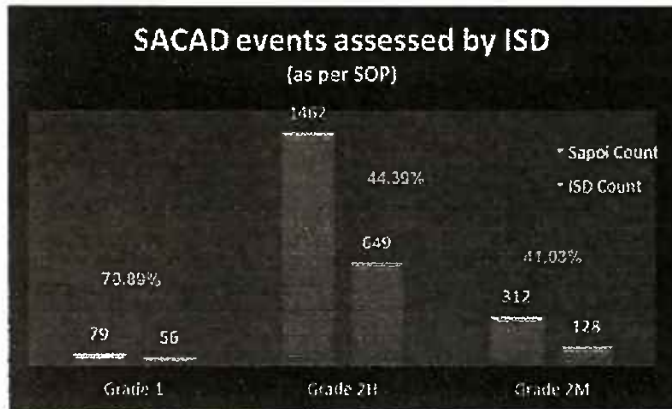
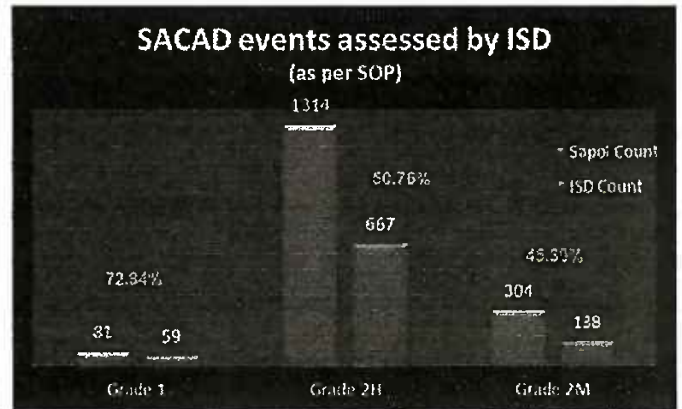


Figure 2.0: January 2019



The Grade 1 events present the most organizational risk with not being assessed. Grade 2 events range from 40% - 50% being assessed. Staffing impacts the ability of the ISD to assess events. If fully staffed with no leave or absence there is a Sergeant and 3 Intelligence Officers in the ISD. Like any small workgroup, absence has a large impact on the ability for the ISD to function. 1 team has had a vacancy since inception and as of March 2019, the ISD vacancies increased to 2. On average the number of minutes spent on an event is approximately 50 minutes. The capacity of the ISD is limited. With absence and vacancies there is often 2 Intelligence Officers working on shift.

On given day there are over 2000 SACAD events that are constantly appearing on the screen that the IO's are looking at for events of interest. Figure 2.1 provides an indication of the daily average of ISD events per month. Figure 2.2 illustrates the event types where the ISD are spending their time. Check on Welfare, Domestic Disturbances/Violence and Other Enquiries were the events types where ISD are spending the majority of their time. Figure 2.3 illustrates the average time spent on the different event types.

Figure 2.1

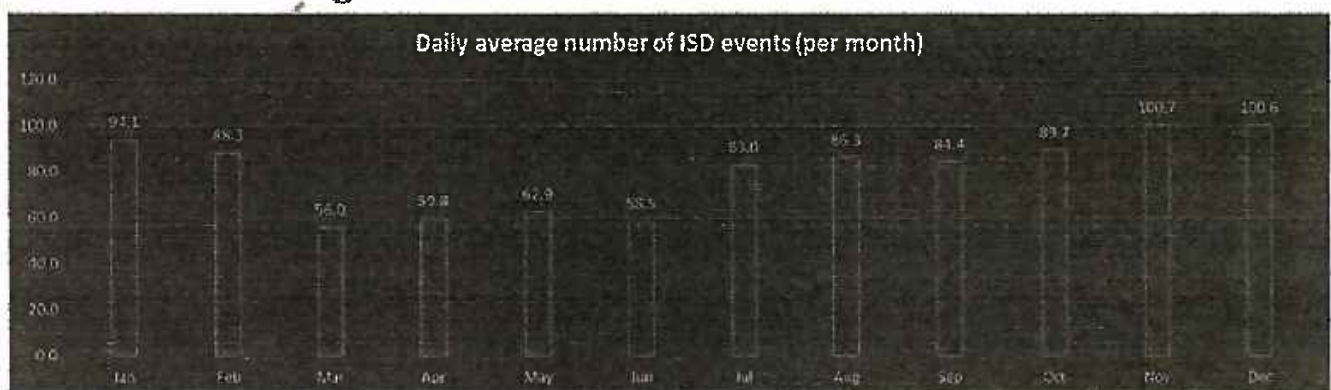


Figure 2.2

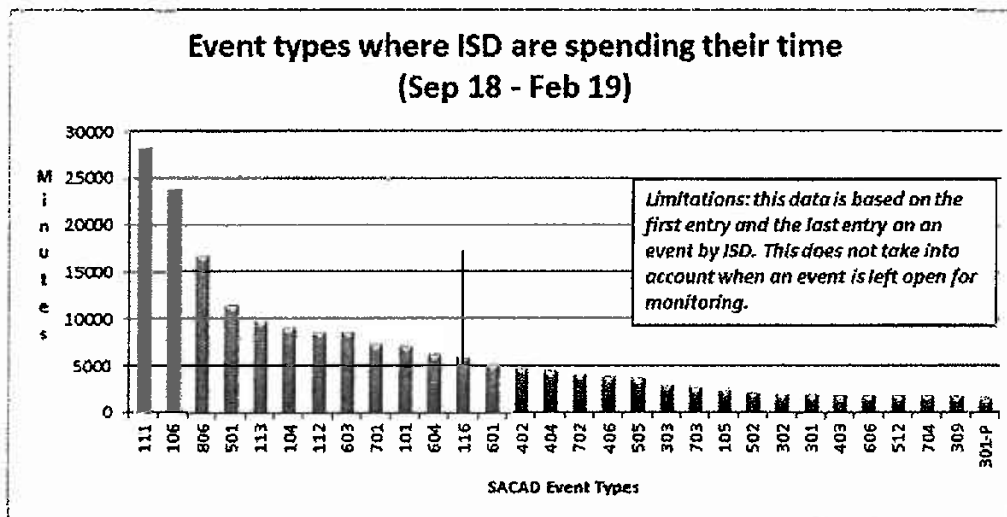
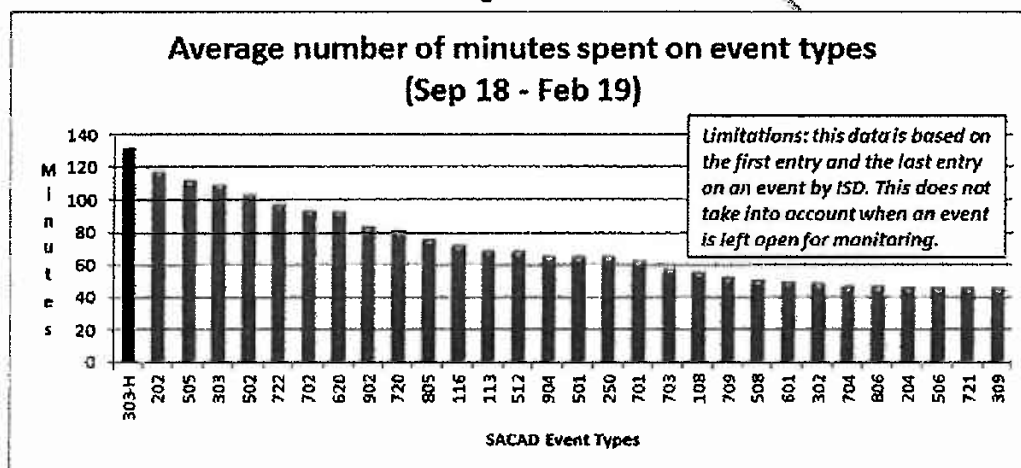


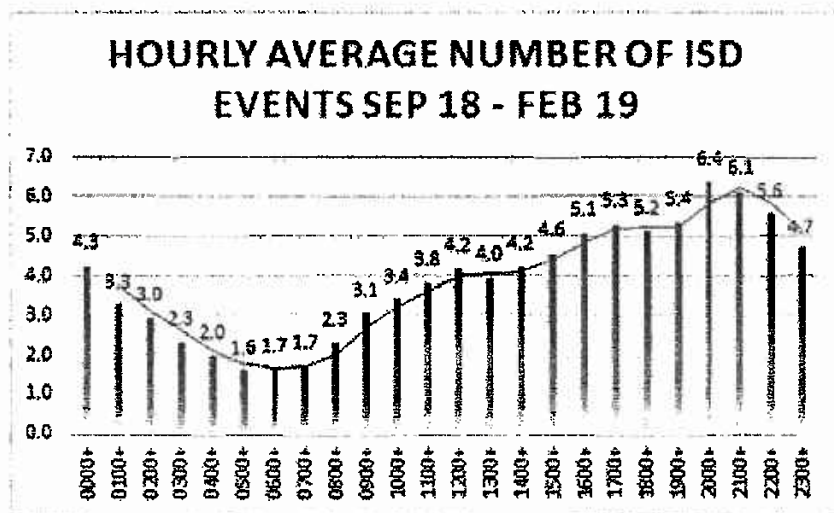
Figure 2.3



In addition to the volume of events, the ISD are supposed to only assist members with real time events unless extenuating circumstances exist. The ISD is, however, the after hours intelligence response for SAPOL. The ISD are finding that many requests for Intelligence are being requested by frontline officers that don't relate to current events and during hours when District Intelligence Units should have coverage. Due to the ease in requesting information from the ISD and the lack of coverage by the DIU they will ask the ISD instead. A log has been maintained by the ISD which lists 86 external requests to the ISD as part of their register. Many of the requests logged are not the function of the ISD as per the SOP. Since January 2019, 29 of these requests related to Crimtrac requests, many of which were due to local DIU not being available or the DIU member did not have access. Qualitative data from ISD suggests that intel areas are rarely staffed on afternoon shifts, particularly on Friday, Saturday and Sunday afternoons. This is supported by data obtained from District Intelligence Unit's rosters as detailed under the Crime Co-ordination Section of this report.

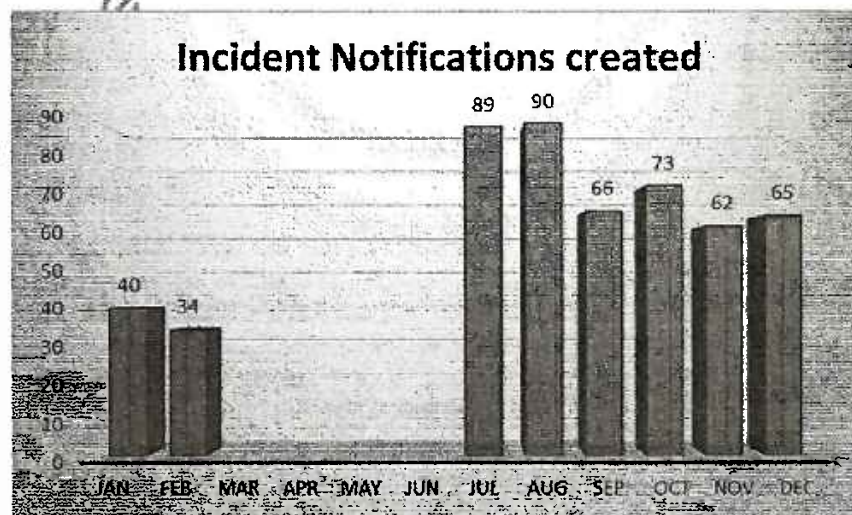
A further analysis of the table displaying the hourly average of ISD events that are being assessed by the ISD, as per Figure 2.4, shows a drop between 0300hrs and 0700hrs. An initial proposal when assessing this graph could be that the ISD produce Intelligence Briefings for the Districts on a daily basis relating to pattern crime within the Districts. When the average time spent on an event is 50 minutes and there are generally only 2-3 IO's on duty, reliance to produce any sort of daily document that is relied as part of daily business within the Districts would cause problems if it was not completed due to the ISD running a current event that would take priority. The other factors already stated relating to the identification of these patterns, generally relying on the SACAD system, mean the identification of current pattern crime is limited.

Figure 2.4



There has been a decline in the number of Incident Notification Reports (INR's) being created by the ISD since inception, starting at 89 in July 2018 and seeing a steady decline to 34 in February 2019 as per Figure 10.10. Qualitative information would suggest that this is due to the demand by management for briefing papers as opposed to INR's, meaning managers are opting to provide dot point emails for conversion to Briefing Papers as opposed to INR's.

Figure 2.5



## APPENDIX 6: STATE CRIME ASSESSMENT CENTRE (SCAC)

With the introduction of Shield in November 2018, the time to process Crime Occurrences in the new system were significantly longer than under the PIMS environment. Data received from O/C Communications Group suggests the average processing time of an occurrence as opposed to a PIR has increased from 10 min (average) in PIMS to 17.5 min (average) in Shield, representing an increase of 75%. It is anticipated that as both SCAC and frontline members become more proficient in using Shield, these processing times will reduce.

Some of the contributing factors too this increase in processing time can be attributed to:

- High error rates of Shield entries as frontline members continue to learn and become proficient with the new system, along with error rates from the SCAC themselves, creating additional work,
- Additional manual Tasks in Shield that were automated in PIMS, and more comprehensive process flows, links and relationships within the system that require further interrogation, and
- Higher actual volumes of other intakes than those originally provided to the project team.

Data received from Communications Group suggest that the volumes of Occurrences and other reports have increased by 20% above the forecast level. In the first 2 months post the implementation of Shield in November, the number of Crime Occurrences held by the SCAC grew to approximately 1000 (+/- 10%), but settled at this figure for some weeks. The list then reduced to approximately 400 during late December, but quickly returned to 1000+ occurrences, peaked at about 2500 Occurrences in early February and has reduced to about 450 by mid March.

Whilst there has been an increase in the processing time in Shield, an analysis of the rosters of the SCAC over the December and January period revealed 1 team had 5 members on leave for a 1 week period in December with 4 team members on leave for 4 weeks at the same time (Maternity, AL x 2 and LSL) leaving the team with 1 x Sgt + 2 x OR's. Over the same period there were also large number of PDO's taken. During a week in December there were 8 members on leave at the one time and during December there were also a large number of PDO's granted outside of the rostered PDO days. Much of the annual leave taken over this time was leave approved from a previous workplace and honoured at the SCAC. Increased managerial oversight of the SAC may have impacted the amount of leave taken, particularly in relation to PDO's.

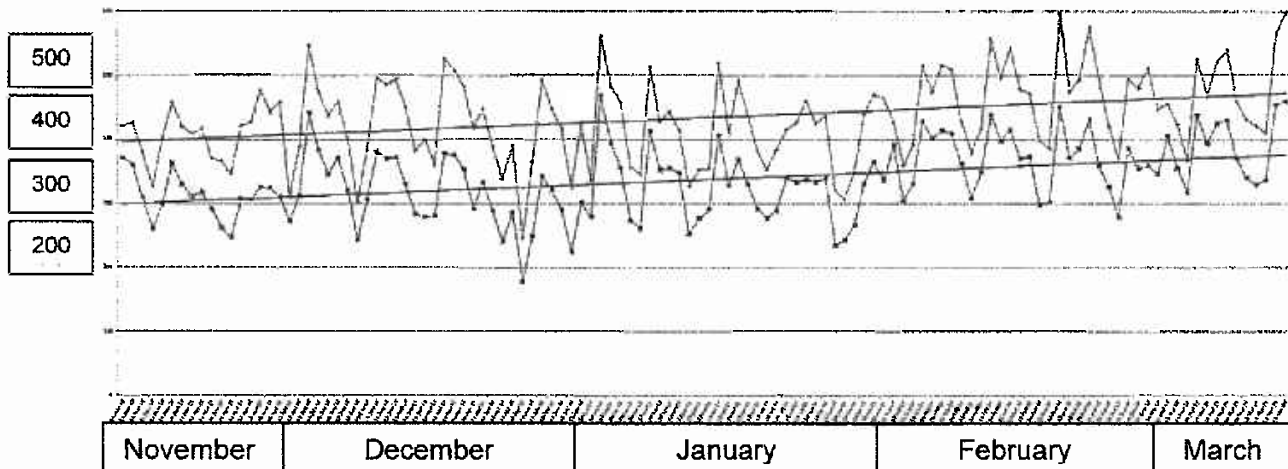
Data relating to the average number of Occurrences and Tasks processed by the SCAC was obtained for December and January. Over this period each member had processed approximately 18 Occurrences and 14 Tasks each day over this period.

Taking the average number of Occurrences processed by members, the effect of having 8 members on leave for 5 shifts, has the effect of 720 Occurrences not being completed in that week. Whilst the processing time had increased, the leave and data would indicate that the main reason for the spike in Occurrences was leave related. Since the December/January period leave has reduced and the backlog of Occurrences held by the SCAC reduced from 2500 to about 450, where the SCAC are processing Occurrences in a more timely manner.

The number of Occurrences and Tasks has increased slightly since November last year as per Figure 2.6. The daily average number of Tasks allocated to the SCAC has seen a slight daily increase in Tasks from 410 per day in November, up to 476 as

of mid March. The number of Occurrences has increased by a similar amount. The red line represents the daily number of Occurrences assigned to the SCAC. The blue line represents the daily Tasks.

Figure 11.1: Daily number of Tasks/Occurrences 14/11/18 – 13/3/19



### Key Performance Indicators

The KPI's as per the SOP are:

- Priority 1 Police Incident Reports/Crime Occurrences assessed within a 120 minute benchmark.
- Operation Secure – 57 Compliance Check Tasks generated and issued by the SCAC each calendar week.
- Tier 1 Child Abuse Intake raised in Case Management within a 60 minute benchmark.
- Shield flag generated for all Crime Stoppers notifications that relate to firearm possession where the identity of the person of interest is established.
- Parole Board Warrants entered onto PWIN and allocated as soon as practicable and in every case by the end of shift.

The number of Operations Secure Tasks that are allocated by the SCAC can be audited through Shield. Compliance checks are currently being allocated by Team Support Officers "TSO's" within the SCAC. The remaining KPI's cant be easily determined as per the SOP and do not provide all of the key performance data required to determine whether the SCAC is performing as intended.

### Training

At the commencement of the SCAC training was provided to SCAC members, supervisors and DAM members to various degrees. The syllabus of this course covered a workplace induction, workplace coaching, PIMS, Case Management and Shield Training, Acorn, Vehicle ID Examinations, Deaths, Crime Stoppers, Tier 1 Child Abuse, CAD connect and SACAD systems. There was a component under PIMS that related to making judgement and risk assessments.

Officers can laterally transfer into the SCAC and there is no requirement to have completed any course or training or demonstrate suitability for the role. New SCAC members now undertake an induction for 3 days with a senior member when commencing at the SCAC.

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## APPENDIX 7: STATE RESPONSE MANAGER

### *Role, Function and the SOP*

As per the SOP the opening statements for the role of the SRM "has a primary focus on the total State-wide policing environment, providing an 'outward facing' strategic focus on crime events and SAPOL resources on a shift by shift basis"

The SSM has the " primary focus on the total Communications Group call taking environment, providing an 'inward facing' operational focus on Communications Centre, Call Centre and State Crime Assessment Centre operations."

Interviews were conducted with each of the SRM's and SSM in order to conduct the audit of the SOP.

The reference to "inward" and "outward" focus is then confused as the responsibilities of the SSM and the SRM are listed. Numerous functions listed for the SSM and then joint responsibilities have an outward operational focus on resourcing and incidents. For example, the CSM:

- Monitors State-wide dispatch and patrol resource commitments and provides advice to the SRM identifying police resourcing issues within and across District / LSA boundaries to assist with any emergency response demand;
- Commands and manages all pursuit driving incidents throughout the State as Pursuit Commander (PC)
- Maintains liaison with the on duty DDI's to ensure the communication of significant incidents occurring State-wide;
- Maintain liaison with the 'overnight camera person' in relation to incidents of public interest and provide information in accordance with General Order, Media Affairs
- monitor major incidents / events and provide an initial managerial response including mobilization of appropriate resources pending arrival of the Duty Officer (Metropolitan) or LSA On-Call officer (State Operations Service);
- Provides an initial management and coordination responsibility for rescue and other police or emergency events;

Another issue with the inward and outward focus is that many functions overlap resulting in unclear role delineation.

As a result of interviews conducted SSM's, they are completing the following functions in their day to day role. This list is not exhaustive. These functions are consistent with what was occurring pre the SRM implementation.

- Managing pursuits.
- Monitoring events on SACAD.
- Reviewing Grade 1 Taskings.
- Job cancellations.
- Assessing resourcing requirements at events.
- Assessing and managing triangulations.
- Approvals for subscriber checks.
- Remote self harm in custody.
- Recall of IIS.
- Updating the occurrence sheet.



- All roles in the absence of the SRM.

As a result of interviews conducted, SRM's are completing the following functions in their day to day role.

- Monitoring events on SACAD.
- Particular attention is paid to the monitoring pending jobs, the required resources and risk to SAPOL.
- Updating the occurrence sheet.
- All roles in the absence of the SSM.
- Moving resources as required. – In reality this is infrequent.
- Strategic oversight and managing risk to the organisation.

Where SRM's and SSM's function well together, rather than having an "inward" and "outward" focus they work in conjunction to manage events, risk and resources with the main clear delineation being the level of oversight of an event. Where the SSM will provide oversight of an event and the resources required for that event the SRM will be assessing resourcing requirements at a more strategic level. For example if a resource intensive event continues, where are further resources going to be sourced to ensure service delivery is maintained.

Figure 11.2 illustrates the interactions the SSM and SRM have had with SACAD events each month. It should be noted that the SRM should have a more strategic oversight with resources, but does give an indication of the SSM and SRM's involvement in operational events.

SSM / SRM SACAD EVENT INTERACTION AUGUST 2018 - FEBRUARY 2019		
MONTH	SSM	SRM
AUGUST	5401	1018
SEPTEMBER	5362	700
OCTOBER	5644	1330
NOVEMBER	5694	1575
DECEMBER	8039	1023
JANUARY	7793	1041
FEBRUARY	6950	720
AVERAGE P/MONTH	6412	1058



## APPENDIX 8

### BRIEFING PAPER

**SUBJECT:** DPM Stage 1 Audit – Methodology

**BACKGROUND:**

The District Policing Model, Stage 1 was implemented on 5 July 2018. An audit of specific parts of this model was approved in January 2019 by AC BAMFORD and AC DICKSON.

The Terms of Reference of this audit were endorsed by the Operations Program Board on the 11<sup>th</sup> February 2019.

The scope of this audit was defined by 2 distinct areas:

- 1) An audit of structure and FTE allocation relative to each District, the State Response Manager, the State Crime Assessment Centre and the Investigation Support Desk. Referred to as audit 1.
- 2) An audit of the Standard Operating Procedures for each District Crime Co-ordination Section, and Operations Co-ordination Section, the State Response Manager, the State Crime Assessment Centre and Investigation Support Desk. Referred to as audit 2.

This paper outlines the proposed methodology and task schedule (timeline) that will be adopted to complete this audit, as well the deliverables.

**RELEVANT POINTS**

- The DPM Stage 1 was a complex and large scale organisational change, affecting all of MOS and implementing significant changes to Communications Group.
- In order to conduct this audit the following methodology is proposed in order to produce key deliverables. The methodology and key deliverables have been developed in line with the Terms of Reference of this audit.
  - 1) Audit 1: An audit of structure and FTE allocation relative to each District, the State Response Manager, the State Crime Assessment Centre and the Investigation Support Desk.

**Methodology:**

- a. Engage with HRMB and gather Chris 21 data.
- b. Obtain FTE/Structure approved for implementation.

- c. Conduct a comparative analysis of the data.
- d. Obtain data from District Workforce Planners regarding actual structure.
- e. Where variance is identified speak to Officers in Charge regarding rationale for changes.
- f. Identify data sources within SAPOL systems that can be utilised for analysis. The expertise of a data analyst will enable the harvesting of relevant data sets to either support or negate the rationale for changes as identified in the audit process.
- g. Develop recommendations for report.

#### **Audit 1 - Key Deliverables:**

- 1) Actual structures across the Districts/SCAC/ISD/SRM is identified and compared to the approved model.
  - 2) Rationale provided by Officers in Charge regarding changes made to structure.
  - 3) Data gathered to support or negate rationale for changes implemented.
  - 4) Recommendations regarding changes to structure/FTE allocation made as a result of the audit.
- 2) Audit 2: An audit of the Standard Operating Procedures for each District Crime Co-ordination Section, and Operations Co-ordination Section, the State Response Manager, the State Crime Assessment Centre and Investigation Support Desk.

#### **Methodology:**

- a. Identify stakeholders effected by SOP (employees who have obligations under the SOP).
- b. Commence a consultation log.
- c. Conduct face to face interviews with stakeholders regarding SOP.
- d. Make observations.
- e. Identify data sources within SAPOL systems that can be utilised for analysis. The expertise of a data analyst will enable the harvesting of relevant data sets to either support or negate observations and issues raised as part of the audit process.
- f. Develop recommendations for report.

#### **Audit 2 - Key Deliverables:**

- 1) Where employees are not complying with the SOP recommendations may include changes to the SOP to reflect operational reality or employees required to comply with the SOP and provided training, support education etc.
- 2) Where employees are conducting activities/processes outside the SOP recommendations may include amendment to SOP to reflect operational reality or alternatively, the activity/process to cease.

3) Other recommendations relating to the efficient/effective operation of the audited areas.

- A detailed task schedule and timelines reflecting the aforementioned methodology is attached (appendix 1).
- It is proposed the outlined methodology, deliverables and task schedule is reviewed and endorsed by the Project Sponsors. This will ensure the audit outcomes meet the expectations envisaged when developing the Audit Terms of Reference.

**RECOMMENDATION:**

1. The methodology, task schedule and key deliverables are approved for implementation by Supt John DeCandia.

Approved

Supt John DeCandia  
District Policing Model Project Manager  
12 February 2019

Contact: Senior Sergeant First Class Angus Yates

Telephone: [REDACTED]

Ref: PCO TBA

Date: 12<sup>th</sup> February 20

SECRET



# APPENDIX 1A: SOUTHERN DISTRICT STRUCTURE AND FTE ALLOCATION

\*\*Restricted duties are included as vacancies – this however, does not mean they are not completing meaningful work within the District\*\*

MOS STAFFING AND STRUCTURE ON THE 22/2/2019													
District/Service	Secondments w/OE (FTE)	Vacancies (FTE)	Long Term Absentees (FTE)	Resigned (FTE)	Secondments Out (FTE)	FTE lost to Part Time	TOTAL VACANCIES (FTE) - OE/Secondments in	TOTAL SWORN/UN SWORN (FTE)	FTE as per DPM S1 (SSO changes made)	Difference DPM vs Staffing Report	Changes to Structure	% OF MEMBERS AVAILABLE (FTE)	Part Time (FTE)
<b>SD</b>	TOTAL (FTE)	61.60	8.00	21.80	24.40	26.60	7.51	26.73	449.00	449.00	0.00	34.05%	30.50
	SD Business	2.60	0.00	1.00	0.00	1.00	0.00	22.00	22.00	0.00		100.00%	1.70
	SD Management	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00		100.00%	0.00
	SD District Teams Chrl	0.00	0.00	0.00	0.00	0.00	0.00	9.00	9.00	0.00		100.00%	0.00
	SD Ops Coordinator Stur	0.00	0.00	2.00	4.00	0.00	6.00	14.00	14.00	0.00	1.00	51.43%	1.20
	SD Ops Manager Atdl	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	SD Ops Manager Chrl	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	SD Ops Manager Htdl	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	SD Ops Manager Stur	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	SD Response Teams Atdl	5.00	0.00	1.00	2.00	2.00	0.00	24.00	24.00	0.00		100.00%	1.20
	SD Response Teams Chrl	11.20	0.00	2.00	1.00	5.00	-3.20	63.00	63.00	0.00	-4.00	105.06%	3.20
	SD Response Teams Htdl	9.00	1.00	6.00	3.00	5.00	0.00	71.00	71.00	0.00	-1.00	99.15%	0.00
	SD Response Teams Stur	26.40	0.00	5.00	1.00	4.00	-14.60	72.00	72.00	0.00	-4.00	120.28%	4.10
	SD Station Atdl	0.00	0.00	1.00	0.00	0.00	1.00	2.00	2.00	0.00		20.00%	0.00
	SD Station Chrl	0.40	0.00	0.00	2.00	1.00	3.00	11.00	11.00	0.00		65.45%	2.00
	SD Station Htdl	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00		100.00%	0.00
	SD Station Stur	6.00	1.00	1.00	3.00	0.00	-1.00	10.00	10.00	0.00		110.00%	5.20
	SD Custody Chrl	0.00	0.00	0.00	1.00	0.00	7.00	15.00	15.00	0.00		53.33%	2.20
	SD Duty Inspectors	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00		100.00%	0.00
	SD CIB Ops Insp Chrl	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	SD Child Family Inv Chrl	0.00	0.00	1.00	1.00	0.00	3.40	31.00	31.00	0.00	2.00	89.03%	5.60
	SD CIB Inv Chrl	0.00	0.00	6.00	2.00	3.00	11.00	37.00	37.00	0.00		88.11%	2.20
	SD Crime Coord HSM Chrl	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00		70.00%	0.00
	SD Crime Coord Int Chrl	1.00	0.00	0.00	0.00	1.00	0.00	10.00	10.00	0.00		100.00%	0.00
	SD Crime Coord Chrl	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		100.00%	0.00
	SD CIB Tact Chrl	0.00	0.00	0.00	1.00	2.00	3.00	37.00	37.00	0.00		91.89%	0.00
											Shops Marlen	2.00	
											Shops Cotton	2.00	
											CC's	5.00	

## **SOUTHERN DISTRICT - SUMMARY OF CHANGES TO STRUCTURE**

### **Community Constables**

2 x Community Constables in OE positions.

2 x Response members in OE positions as partners. Both sworn members from Sturt Response.

1 x Community Constable in Aldinga Station on Restricted duties in an OE position.

### **Internal Secondments**

#### **Shopping Centre Patrols**

2 x Sturt Response permanently working in Westfield Marion Shopping Centre. To be returned.

2 x members in OE positions working permanently in Collonades Shopping Centre. To be returned to Christies Beach Response. Members are in OE positions.

13 Internal secondments. 4 to staff the shopping centre patrols as above. Others include secondments into CC positions.

### **CFIS Allocations and Investigations \*\*6 month trial\*\***

- 2 x GD Response OE to CFIS as Allocations and Assessment

### **Missing Persons**

1 x Netley Response Member, OE position.

### **Effect of Part time**

21.47 FTE used for 29 positions = loss of 7.53 FTE,

SOUTHERN DISTRICT APPROVED STRUTCURE (Amendments made for changes to Stations)

			APPROVED AS PER DPM STAGE 1															
DISTRICT	WORK GROUP	POSITION	CUPT	C/IN	1st SP	SSGT	SGT	0/SGT	SC/CONS	CC	ASO 5	ASO 4	ASO 3	ASO 2	TOTAL	Area Total		
SOUTHERN	OPERATIONS COORDINATION	Operations Co-ordination				1									1			
		Planning					1		1							2		
		ISQCC						1		3							4	
		Crime Prevention						1		3							4	
		Misting Persons								3							3	
		Training and RPCC								3							0	14
	PATROLS	Christies Beach				1	5	5	53							64		
		Sturt				1	6	6	60							73		
		Harlequin				1	6	6	59							72		
		Aldinga				1	5	0	15							25		
		Community Constables														0	234	
	NPT's	Christies Beach						1		6						9		
		Sturt														0		
		Nestley														0		
		Aldinga														0	9	
	POLICE STATION	Christies Beach						2		9					5	17		
		Sturt						5	3	4					3	23		
		Harlequin								2					2	5		
		Aldinga								2						2	35	
	CUSTODY	Christies Beach					5	5	5							15	15	
	CRIMINAL INVESTIGATION BRANCH	CIB Response					1	9	33							37		
		Volume Crime					1	3	14	19						37		
		Child and Family					1	3	10	17						31	105	
	CRIME COORDINATION	Crime Co-ordination					1									1		
District Allocation									8						8			
Victim Contact									2						2			
HSMLO								1	2						3			
NOT IN DPM 51 STRUCTURE	Intelligence						1	6				1		1	9	18		
	Emergency																	
	Property																	
TOTAL			1	2	4	0	40	69	276	0	1	3	2	15	441	441		



# SOUTHERN DISTRICT ACTUAL STRUCTURE ON THE 11/2/2019

“OE, Vacancies, Secondments In/out, Long Term Absence, Part time have been calculated by Workforce Planners to indicate the FTE under each rank. There is some slight discrepancy in total numbers as at this time changes had not been made to Chris 21 to reflect the changes. This is an indication only on this date as staffing fluctuates”

			Actual District Staffing Structure																
DISTRICT	WORKGROUP	POSITION	SEPT	C/N	BSF	SWF	SWP	I/VAL	IC/COIN	IC	ASD 5	ASD 4	ASD 3	ASD 2	TOTAL	Hrs. Total			
SOUTHERN	OPERATIONS COORDINATION	Operations Co-ordination				1									1				
		Planning					1			1						2			
		EQCO								3							3		
		Crime Prevention					1			3						4			
		Missing Persons								4						4			
	PATROLS	Training and RPCC														0	15		
		Christmas Beach				1			5	53						60			
		Stuart				1	6	6	59	3						74			
		Nerby				1	5	4	26							36			
		Aldinga				1	5		19							25			
	NPT's	Community Constables														0	231		
		Christmas Beach					1			8						9			
		Stuart														0			
		Nerby														0			
		Aldinga														0	9		
	POLICE STATION	Christmas Beach					2			9	0.85					12			
		Stuart						3	1	4						8			
		Nerby								2						2			
		Aldinga								2						2	27		
		CUSTODY	Christmas Beach					5	5	5						15	15		
	CRIMINAL INVESTIGATION BRANCH	CB Response				1	3	32.5	1							37			
		Volume Crime					1	1	14	19						37			
		Child and Family				1	3	9.4	18							32	306		
		Crime Co-ordination				1	3									5			
		District Allocation								1						1			
	CRIME COORDINATION	Victim Contact								2						2			
		NSMLO							3	1						4			
Intelligence									4			3		1	8	18			
Enquiries															0				
Property															0				
NOT IN DPM 53 STRUCTURE															0				
															0				
															0				
															0	0			
TOTAL			1	2	4	9	41	79.9	280	2.61	1	3	3	13	441	441			

# APPENDIX 1B: EASTERN DISTRICT STRUCTURE AND FTE ALLOCATION

\*\*Restricted duties are included as vacancies – this however, does not mean they are not completing meaningful work within the District\*\*

MOS STAFFING AND STRUCTURE ON THE 22/2/2019													
District/Service	Secondments in/OE (FTE)	Vacancies (FTE)	Long Term Absentees (FTE)	Restricted (FTE)	Secondments Out (FTE)	FTE lost to Part Time	TOTAL VACANCIES (FTE) - OE/Secondm ents in	TOTAL SWORNUN SWORN (FTE)	FTE as per DPM S1 (SSO changes made)	Difference DPM vs Staffing Report	Changes to Structure	% OF MEMBERS AVAILABLE (FTE)	Part Time (FTE)
<b>TOTAL (FTE)</b>	<b>51.52</b>	<b>15.50</b>	<b>24.63</b>	<b>28.10</b>	<b>18.26</b>	<b>6.50</b>	<b>39.47</b>	<b>442.00</b>	<b>442.00</b>	<b>0.00</b>		<b>91.07%</b>	<b>21.50</b>
ED Business	0.00	2.50	0.00	0.00	0.00		2.50	25.00	25.00	0.00		90.00%	1.30
ED Management	1.00	0.00	1.00	0.00	0.00		0.00	3.00	3.00	0.00		100.00%	0.00
ED District Teams Gren	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00		100.00%	0.00
ED District Teams Hold	0.00	0.00	0.00	1.00	0.00		1.00	5.00	5.00	0.00		89.00%	0.00
ED Ops Coordinator Gren	1.50	1.00	0.00	1.00	0.00		1.00	14.00	14.00	0.00		92.86%	1.68
ED Ops Manager Hind	0.00	0.00	0.00	0.00	0.00		0.00	1.00	1.00	0.00		100.00%	0.00
ED Ops Manager Gren	1.50	0.00	2.00	0.00	0.00		1.50	5.00	9.00	4.00		80.00%	0.00
ED Ops Manager Hold	0.00	0.00	0.00	0.00	0.00		0.00	1.00	1.00	0.00		100.00%	0.00
ED Ops Manager Nonw	0.00	0.00	0.00	0.00	0.00		0.00	1.00	1.00	0.00		100.00%	0.00
ED Response Teams Hind	1.00	0.00	2.00	0.00	2.00		3.00	56.00	56.00	0.00	-1.00	94.44%	3.09
ED Response Teams Gren	3.53	1.00	4.00	1.00	2.63		5.00	62.00	61.00	-1.00	-2.00	91.54%	0.63
ED Response Teams Hold	1.00	1.00	4.00	2.00	2.00		2.00	55.00	55.00	0.00	-2.00	90.91%	1.68
ED Response Teams Nonw	12.64	0.00	1.00	0.00	3.00		8.64	49.00	43.00	0.00	-4.00	120.56%	2.42
ED Station Hind	0.00	0.00	1.00	1.00	0.00		2.00	7.00	7.00	0.00		71.43%	1.58
ED Station Gren	1.00	1.00	0.00	2.00	0.00		2.00	10.00	10.00	0.00	1.00	80.00%	0.00
ED Station Hold	15.21	4.00	3.63	6.47	1.53		0.53	11.00	11.00	0.00	-2.53	55.27%	4.83
ED Station Nonw	1.00	1.00	0.00	2.00	0.00		2.00	4.00	4.00	0.00		50.00%	0.00
ED Custody CWH	2.50	2.00	2.00	4.00	0.00		5.00	25.00	25.00	0.00		76.00%	0.00
ED Duty Inspectors	0.00	0.00	0.00	0.00	0.00		0.00	3.00	3.00	0.00		100.00%	0.00
ED CIB Ops Insp Gren	0.50	0.00	0.00	0.00	0.00		0.00	1.00	1.00	0.00		100.00%	0.00
ED Child Family Inv Gren	0.00	0.00	0.00	2.00	0.00		2.00	21.00	21.00	0.00		90.48%	2.43
ED CIB Inv Gren	1.00	0.00	0.00	2.63	6.00		7.63	34.00	34.00	0.00		77.56%	1.26
ED Crime Coord HSM Gren	0.00	0.00	0.00	0.00	0.00		0.00	2.00	2.00	0.00		100.00%	0.00
ED Crime Coord Int Gren	1.84	2.00	2.00	0.00	0.00		2.15	10.00	10.00	0.00	1.00	79.45%	0.69
ED Crime Coord Gren	1.00	0.00	1.00	1.00	0.00		1.00	6.00	6.00	0.00		83.33%	0.00
ED CIB Fact Gren	0.00	0.00	0.00	0.00	1.00		1.00	37.00	34.00	-3.00		97.32%	0.00
										Property	3.63		
										Op Paran	9.00		

## **EASTERN DISTRICT - SUMMARY OF CHANGES TO STRUCTURE**

### **Operation Paragon**

1 SGT and 8 x Response internally seconded to Operation Paragon.

### **Holden Hill Property**

3 x OR (2.63FTE) internally seconded to Holden Hill Property

### **Grenfell St Property**

1 x OR internally seconded to Grenfell St Property

**\*\*Eastern District contacted since the initial Audit: As of the 9<sup>th</sup> April 2019, 1 x FTE at Holden Hill Property, 1 x FTE lost to Southern Property Store, with 1 further position to be lost to the Southern Property store when Holden Hill Property is closed and transitions to Southern Property Store. Estimated to occur around June 2019. \*\***

### **Eastern District Intelligence & DAM**

1 x OE Sgt working in Eastern District Crime Coordination, 1 x OE Sgt working in the Eastern District DAM.

### **Internal secondments**

- 27 Total internal secondments.
- 10 are for the above changes in Structure.
- The remaining 17 relate to filling vacancies internally within the district.

### **Effect of Part time**

21.5 FTE used for 28 positions = loss of 6.5 FTE, 5.4 FTE are Response positions.

### **Enquiries Allocation**

Each team is responsible for conducting enquiries allocated to their specific area. There is no one enquiries member. All enquiries are spread across the team to manage.

EASTERN DISTRICT APPROVED STRUTCURE (Amendments made for changes to Stations)

		APPROVED AS PER DPM STAGE 1															
DISTRICT	WORK GROUP	POSITION	AMPT	C/IN	IN/P	SSGT	SGT	B/SGT	AC/COMS	CC	AND 5	ASD 4	ASD 3	AND 2	TOTAL	Area Total	
EASTERN	MNG & SUPPORT		1	2	4						2	2	2	8	19	19	
	OPERATIONS COORDINATION	Operations Co-ordination				1									1		
		Planning					1		1						2		
		BODC					1		3						4		
		Crime Prevention					1		2						4		
		Missing Persons							3						3		
		Training and EPCC							2						2		
	PATROLS	Hindley Street				1	7	7	42						57		
		Halden Hill				1	5	5	45						56		
		Narwood				1	6	6	31						44		
		Grindall Street				1	7	7	47						62		
		Community Constables							4	4					8	227	
	NPT's	Hindley Street													0		
		Halden Hill					1		4						5		
		Narwood													0		
		Grindall Street													0	5	
		Hindley Street							2					2	2		
	POLICE STATION	Halden Hill					3	3	5						2	13	
		Narwood					3		3						6	9	
		Grindall Street					5		10						3	14	45
	CLERICAL	CWH					5	5	15						25	25	
	CRIMINAL INVESTIGATION BRANCH	CIB Response					1	3	30							34	
		Volume Crime					1	3	9	21						34	
		Child and Family					1	3	6	11						31	83
	CRIME COORDINATION	Crime Co-ordination					1									1	
		District Allocation								3						3	
		Victim Contact								2						2	
		HMALO							3	2						5	
		Intelligence						1	6				1		1	9	18
	NOT IN DPM 31 STRUCTURE	Engulines															
		Property															
	TOTAL			1	2	4	9	49	65	164	4	1	2	2	21	437	412

# **EASTERN DISTRICT ACTUAL STRUCTURE ON THE 11/2/2019**

\*\*OE, Vacancies, Secondments in/out, Long Term Absence, Part time have been calculated by Workforce Planners to indicate the FTE under each rank. There is some slight discrepancy in total numbers as at this time changes had not been made to Chris 21 to reflect the changes. This is an indication only on this date as staffing fluctuates\*\*

			Actual District Staffing Structure														
DISTRICT	WORKGROUP	POSITION	W/PT	C/O	W/PT	S/PT	S/PT	P/W/PT	S/C/O/S	CC	AS13	AS03	AS03	AS02	TOTAL	Area Total	
EASTERN	ADMIN & SUPPORT		0	2	5						1	1	2	18.3	29.3	29.3	
	OPERATIONS COORDINATION	Operations Co-ordination				1									1		
		Planning					1								2		
		BDPO					1			2.84					3.84		
		Crime Prevention						1		2					3		
		Missing Persons								1					1		
	PATROLS	Training and APCC					2									12.84	
		Kindley Street				1	5.63	7	41.46							55.09	
		Holden Hill				1	5	3	42.68							51.68	
		Norwood				1	6	6	33.76							45.76	
		Gravelly Street				1	7	6	40.63							54.63	
	NPT's	Community Constables								1	3					4	213.16
		Kindley Street														0	
		Holden Hill						1		4						5	
		Norwood														0	
		Gravelly Street														0	5
	POLICE STATION	Kindley Street								5.58						5.58	
		Holden Hill						2		10.57						12.57	
		Norwood						1		6.4						7.4	
		Gravelly Street						1		8						9	34.55
		CLINTON							4	3	17.42					24.42	24.42
	CRIMINAL INVESTIGATION BRANCH	CR Response							3	14.26						27.26	
		Volume Crime						2		5	21					34	
		Child and Family						1	3	7	12.43					23.43	84.69
	CRIME COORDINATION	Crime Co-ordination							2							2	
		District Allocation							1	2						3	
		Victim Contact								2						2	
		MSMID								3						2	
		Intelligence							1	4.8	1.84			0.6	1	9.24	18.74
	NOT IN DATA STRUCTURE	Esquimaux									3.63					3.63	
		Property									8					8	
		Property														1	11.65
TOTAL			0	2	5	9	48.58	72.86	275.74	8	1	1.6	2	19.3	411.24	411.24	

# APPENDIX 1C: NORTHERN DISTRICT STRUCTURE AND FTE ALLOCATION

\*\*Restricted duties are included as vacancies – this however, does not mean they are not completing meaningful work within the District\*\*

MOS STAFFING AND STRUCTURE ON THE 22/2/2019													
District/Service	Secondments In/Out (FTE)	Vacancies (FTE)	Long Term Absentees (FTE)	Restricted (FTE)	Secondments Out (FTE)	FTE lost to Part Time	TOTAL VACANCIES (FTE) - OE/Secondments in	TOTAL SWORN/UN SWORN (FTE)	FTE as per DPM S1 (SSO changes made)	Difference DPM vs Staffing Report	Changes to Structure	% OF MEMBERS AVAILABLE (FTE)	Part Time (FTE)
ND	TOTAL (FTE)	25.60	17.00	13.69	18.40	13.30	4.86	37.45	479.00	479.00	0.00	92.18%	13.34
	ND Business	0.00	0.00	0.00	0.00	1.00	1.00	20.00	20.00	0.00		91.00%	0.00
	ND Management	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00		100.00%	1.88
	ND District Teams Eliz	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00		100.00%	0.00
	ND District Teams Sali	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	1.00	100.00%	0.00
	ND Ops Coordinator Sali	1.00	0.00	1.00	3.40	1.00	4.40	16.00	14.00	-2.00		77.50%	3.90
	ND Ops Manager Eliz	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	ND Ops Manager Gold	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	ND Ops Manager Sali	1.00	0.00	0.00	0.00	0.00	-1.00	4.00	7.00	3.00		125.00%	0.00
	ND Response Teams Eliz	15.00	2.00	0.00	3.00	1.00	-9.00	86.00	86.00	0.00	-1.00	110.47%	0.00
	ND Response Teams Gold	2.00	2.00	1.00	1.00	1.00	3.00	74.00	74.00	0.00		95.95%	1.00
	ND Response Teams Sali	4.00	3.00	3.00	2.00	1.70	5.70	85.00	84.00	-1.00	-2.00	95.29%	0.70
	ND Station Eliz	3.00	1.00	1.00	2.70	0.00	2.30	13.00	13.00	0.00	-1.00	82.31%	0.80
	ND Station Gold	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00		100.00%	0.00
	ND Station Sali	0.00	0.00	0.00	1.00	0.00	1.00	2.00	2.00	0.00		50.00%	0.00
	ND Custody Eliz	0.00	5.00	1.00	0.00	0.00	6.00	26.00	26.00	0.00	-2.00	75.92%	0.00
	ND Duty Inspectors	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00		100.00%	0.00
	ND CIB Ops Insp Eliz	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	ND Child Family Inv Eliz	1.00	1.00	2.00	1.00	2.00	5.00	37.00	37.00	0.00		86.49%	1.86
	ND CIB Inv Eliz	0.00	1.00	1.00	0.00	4.00	6.00	40.00	40.00	0.00		82.78%	1.29
	ND Crime Coord HSM Eliz	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00		100.00%	0.00
	ND Crime Coord Int Eliz	0.00	1.00	0.00	0.00	0.00	1.00	10.00	10.00	0.00		90.00%	0.00
	ND Crime Coord Eliz	2.00	0.00	1.00	2.30	0.00	0.70	6.00	6.00	0.00		88.33%	-1.90
	ND CIB Test Eliz	0.00	1.00	1.00	2.00	1.00	5.00	37.00	37.00	0.00		88.49%	0.00
										Property	5.00		
										CC's	2.00		

## **NORTHERN DISTRICT - SUMMARY OF CHANGES TO STRUCTURE**

### **Property**

5 x seconded to Property.  
- 1 x Elizabeth Response.  
- 1 x Salisbury Response.  
- 2 x Elizabeth Custody.  
- 1 x OE position.

### **Enquiries**

Salisbury Response - Allocate 1 member from each Team.  
Golden Grove - Allocate 1 member from each team.  
Elizabeth - Allocate 1 member from each team + 1x Elizabeth Station Member who conducts Intervention Order enquiries and covers absences.  
Enquiries work alongside their allocated Response Team. There are some Flexible Working Arrangements.

### **Neighbourhood Policing Team (NPT)**

1 x OE position used to cover suburb of Para Hills. Member from Salisbury Response. NPT area inherited under DPM change in boundaries.

### **Community Constables**

1 x Community Constable extra in an OE position.  
1 x Response member position lost for a sworn partner.

### **Northern District DAM**

1 x OE Sgt and 1.63FTE extra staff OE.

### **Effect of Part time**

21.5 FTE used for 28 positions = loss of 6.5 FTE, 5.4 FTE are Response positions.

DISTRICT	WAGE GROUP	POSITION	APPROVED AS PER DPM STAGE 1														TOTAL	Area Total
			SJPT	CAN	ENR	SGT	SGT	ASST	SEXTON	CC	ASST	ASST	ASST	ASST	ASST			
NORTHERN	MAG & SUPPORT		1	1	4							1	1	2	8	19	19	
		Operations Co-ordination				1											1	
	OPERATIONS COORDINATION	Planning					1									2		
		BQCC					1		1							4		
		Crime Prevention					1		1							4		
		Miscellaneous														1		
	PATROLS	Training and RPCC							1							1		
		Elizabeth				1	6	6	74							87		
		Salisbury				1	6	6	77							85		
		Golden Grove				1	5	5	64							75		
	NPT's	Community Constables							1		1					2	253	
		Elizabeth					1		4							5		
		Salisbury					1		4							5		
		Golden Grove														10		
	POLICE STATION	Elizabeth					1		20						6	19		
		Salisbury							1						1	1		
		Golden Grove							1						1	1	25	
	CUSTODY	Elizabeth					6	1	15							21	28	
	CRIMINAL INVESTIGATION BRANCH	CIB Response				1	1	16								40		
		Volume Crime				1	1	13	21							37		
		Child and Family				1	1	13	21							37	114	
	CRIME COORDINATION	Crime Co-ordination				1										1		
		District Allocation							1							1		
		Victim Contact							1							2		
HSMLD							1	1							2			
OTHER NOT IN DPM ST STRUCTURE	Intelligence					1	7					1		1	10	11		
	Enquiries																	
	Property																	
TOTAL			1	1	4	11	41	81	309	1	1	1	1	1	17	479	41	



# NORTHERN DISTRICT ACTUAL STRUCTURE ON THE 11/2/2019

\*\*OE, Vacancies, Secondments in/out, Long Term Absence, Part time have been calculated by Workforce Planners to indicate the FTE under each rank. There is some slight discrepancy in total numbers as at this time changes had not been made to Chris 21 to reflect the changes. This is an indication only on this date as staffing fluctuates\*\*

		Actual District Staffing Structure															
DISTRICT	WORKS OFFICE	POSITION	SUBT	C/H	INSP	SSGT	SGT	B/SGT	SC/CONS	CC	ASO 5	ASO 4	ASO 3	ASO 2	TOTAL	Area Total	
NORTHERN	WORKS & SUPPORT		1	2	4						1	1	2	7	18	18	
		Operations Co-ordination				1										1	
	OPERATIONS COORDINATION	Planning					2									2	
		BQCO					1			2						3	
		Crime Prevention								3.10						4.1	
		Mining Persons								4						4	
		Training and RPCC														0	14.1
	PATROLS	Elizabeth					1	5	6	80						92	
		Salisbury						6	5	68						80	
		Golden Grove					1	5	5	61.05					1	73.05	
		Community Constables									4					5	249.05
	NPT's	Elizabeth					1			4						5	
		Salisbury						1		5						6	
		Golden Grove															11
	POLICE STATION	Elizabeth						1		7.8					6	14.8	
		Salisbury								2					0.6	2.6	
		Golden Grove								2						3	20.4
	CUSTODY	Elizabeth					1	2	12							19	19
	CRIMINAL INVESTIGATION BRANCH	CIB Response					1	2	24.33							27.33	
		Volume Crime					1	2	10	19						32	
		Child and Family					1	1	12.97	18.96						33.93	92.26
	CRIME COORDINATION	Crime Co-ordination					1									1	
		District Allocation						1		4.83						5.83	
		Victim Contact								1						1	
		HSMLO								1						1	
		Intelligence						1	5				1		1	6	18.69
	OTHER NOT IN DPM SI STRUCTURE	Enquiries								7						7	
Property									5						5		
															0		
															0	17	
	TOTAL		1	2	4	8	46	21.1	106.18	4	1	2	2	16.6	454.41	454.41	

# APPENDIX 1D: WESTERN DISTRICT STRUCTURE AND FTE ALLOCATION

\*\*Restricted duties are included as vacancies – this however, does not mean they are not completing meaningful work within the District\*\*

MOS STAFFING AND STRUCTURE ON THE 22/2/2019													
District/Service	Secondments IN/OUT (FTE)	Vacancies (FTE)	Long Term Absence (FTE)	Resisted (FTE)	Secondments Out (FTE)	FTE lost to Part Time	TOTAL VACANCIES (FTE) - OE/Secondments into in	TOTAL SWORN/UN SWORN (FTE)	FTE as per DPM 81 (SSO changes made)	Difference DPM vs Staffing Report	Changes to Structure	% OF MEMBERS AVAILABLE (FTE)	Part Time (FTE)
WD	TOTAL (FTE)	17.00	13.00	17.40	11.60	14.30	3.50	42.80	445.00	445.00	0.00	90.38%	19.10
	WD Business	0.00	0.00	1.00	0.00	1.00	2.00	23.00	23.00	0.00		91.30%	0.60
	WD Management	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00		100.00%	0.00
	WD District Teams Park	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	4.00	100.00%	0.00
	WD Ops Coordinator Park	0.00	0.00	1.00	0.00	0.00	1.00	16.00	14.00	-2.00		93.75%	0.00
	WD Ops Manager Hentl	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	WD Ops Manager Park	1.00	0.00	0.00	0.00	1.00	0.00	4.00	7.00	3.00		100.00%	0.00
	WD Ops Manager Port	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00		0.00%	0.00
	WD Response Teams Hentl	5.00	3.00	6.40	1.80	0.80	6.00	74.00	74.00	0.00	-1.00	91.89%	4.40
	WD Response Teams Park	4.00	2.00	0.00	3.00	1.00	2.00	73.00	72.00	-1.00	-3.00	97.26%	0.00
	WD Response Teams Port	4.00	0.00	1.40	2.00	3.00	2.40	75.00	75.00	0.00	-3.00	96.80%	1.90
	WD Station Glen	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	1.00		100.00%	0.00
	WD Station Hentl	0.00	0.00	0.00	0.00	0.00	0.00	4.00	5.00	1.00		100.00%	0.00
	WD Station Port	0.00	3.00	1.00	0.00	0.00	4.00	14.00	12.00	-2.00	-1.00	71.43%	0.00
	WD Custody Port	0.00	1.00	1.00	0.00	0.00	2.00	15.00	15.00	0.00		86.67%	0.00
	WD Duty Inspectors	1.00	0.00	0.00	0.00	0.00	-1.00	3.00	5.00	0.00		133.33%	0.00
	WD CIB Ops Insp Port	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		100.00%	0.00
	WD Child Family Inv Port	0.00	1.00	3.60	0.00	2.50	7.10	26.00	26.00	0.00	1.00	72.69%	6.00
	WD CIB Inv Port	0.00	2.00	1.00	2.60	0.00	5.60	34.00	34.00	0.00		82.64%	0.80
	WD Crime Coord HSM Port	0.00	0.00	0.00	0.50	0.00	0.00	2.00	2.00	0.00		100.00%	0.00
	WD Crime Coord Int Port	1.00	1.00	0.00	2.00	0.00	2.00	10.00	10.00	0.00		80.00%	2.40
	WD Crime Coord Port	0.00	0.00	0.00	0.00	0.00	0.00	6.00	6.00	0.00		100.00%	2.00
	WD CIB Tact Port	0.00	0.00	1.00	0.50	4.00	5.00	53.00	53.00	0.00	5.00	90.57%	0.80
										Property CC's	3.00 1.00		
MOS TOTALS		159.72	53.50	77.52	80.50	72.48	22.18	146.45	1815.00	1815.00		91.83%	84.44

## **WESTERN DISTRICT - SUMMARY OF CHANGES TO STRUCTURE**

### **NPT Expansion**

4 x VCT members to NPT's. These were to cover the NPT areas previously covered by Holden Hill that became part of the Western District under the DPM.

4 x Response members rotating on a 10 weekly basis to add a further 4 to the NPT. (2 x Parks Response, 1 x Henley Response, 1 x Port Response). These members are generally P/C's and it is to proactively police NPT areas that have been subject to high volume crime.

### **Property**

3 x seconded into Property.

- 1 x Port Station OR

- 1 x Port Response OR.

### **Community Constables**

1 x Community Constable in an OE position.

1 x Response member position lost for a sworn partner.

### **CFIS**

1 x GD position from VCT to CFIS to even the team numbers.

### **Enquiries**

Parks Response - Allocate 1 member from each Team.

Henley Response - Allocate 1 member from each team.

Port Response - Allocate 1 member from each team

Enquiries work alongside their allocated Response Team. There are some Flexible Working Arrangements.

### **Internal Secondments**

3 internal secondments.

### **Effect of Part time**

18.5FTE used for 22 position = 3.5 FTE lost.

WESTERN DISTRICT APPROVED STRUTCURE (Amendments made for changes to Stations)

DISTRICT	WORK GROUP	POSITION	APPROVED AS PER DPM STAGE 1														TOTAL	Area Total
			SAUT	E/IN	NSP	NSGT	SGT	IL/SGT	SC/COMD	CC	ASD 1	ASD 4	ASD 3	ASD 2				
WESTERN	MAN & SUPPORT		1	2	4						2	2	2	8	19	19		
	OPERATIONS COORDINATION	Operations Co-ordination				1									1			
		Planning					1		1						2			
		BQCO					1		3						4			
		Crime Prevention					1		3						4			
		Missing Persons							3						3			
		Training and BPCC							2						0	14		
	PATROLS	Port Adelaide				1	1	5	65						76			
		Parks				1	1	5	62						78			
		Henley Beach				1	1	5	64						75			
		Community Constables							3	3					6	130		
	NPT's	Port Adelaide													0			
		Parks					1		4						5			
		Henley Beach													0	5		
	POLICE STATION	Port Adelaide					1		9					7	19			
		Glennelg							3					1	4			
		Henley Beach					1		4					1	5	31		
	CUSTODY	Port Adelaide					5	5	5						15	15		
	CRIMINAL INVESTIGATION BRANCH	CRB Response				1	3	30							34			
	CRIME COORDINATION	Volume Crime				1	4	14	34						53			
		Child and Family				1	3	8	14						26	113		
		Crime Co-ordination				1									1			
		District Allocation							3						3			
		Victim Contact							2						2			
		HSMLO						1	2						3			
	NOT IN DPM ST. STRUCTURE	Intelligence					1	5				1		1	9	18		
		Equities																
		Property																
TOTAL			1	2	1	0	29	79	284	9	1	2	2	10	440	440		

# NORTHERN DISTRICT ACTUAL STRUCTURE ON THE 11/2/2019

\*\*OE, Vacancies, Secondments In/out, Long Term Absence, Part time have been calculated by Workforce Planners to indicate the FTE under each rank. There is some slight discrepancy in total numbers as at this time changes had not been made to Chris 21 to reflect the changes. This is an indication only on this date as staffing fluctuates\*\*

DISTRICT	WORK GROUP	POSITION	Actual District Staffing Structure														TOTAL	Area Total
			SUPT	C/N	POB	SSGT	DET	S/DET	ST/CONS	CC	ASD S	ASD E	ASD J	ASD P				
WESTERN	MAN & SUPPORT		1	2	4						1	2	2	3	14	14		
	OPERATIONS COORDINATION	Operations Co-ordination				1									1			
		Planning					1		2						3			
		BOCO					1		3						4			
		Crime Prevention					1		7						3			
		Missing Persons							3						3			
		Training and BPCC					2								2	16		
	PATROLS	Port Adelaide				5	8	8	54.9						65.9			
		Parkes				1	5	5	50						61			
		Henley Beach				1	6	5	54.2						66.2			
		Community Constables							4	4					8	201.1		
	NPT's	Port Adelaide													0			
		Parkes					1		12						13			
		Henley Beach													0	13		
		Port Adelaide							10.2					6	19.2			
	POLICE STATION	Glennelg							3					2	5			
		Henley Beach					1		3.6					3	7.6	31.8		
		Port Adelaide						5	5						15	15		
	CUSTODY	Port Adelaide						5	5									
		CRB Response				1	8	27.8						0.8	32.6			
	CRIMINAL INVESTIGATION BRANCH	Volume Crime				1	4	10	28						43			
		Child and Family				2	8	6.7	13.7					1	26.4	102		
		Crime Co-ordination					1							1	1			
	CRIME COORDINATION	District Allocation							2.8						2.8			
		Victim Contact							2.2						2.2			
		NSMLD							2.8						2.8			
		Intelligence					1	5.8				1		1	8.65	18.65		
		Enquiries							14.5						14.5			
	NOT IN DPM SI STRUCTURE	Property							3						3			
															0			
														0	17.5			
TOTAL			1	2	4	9	12	72.95	272.1	4	1	2	2	17.0	428.05	428.05		

## APPENDIX 2A:

### STRUCTURE AND FTE ALLOCATION OF THE STATE RESPONSE MANAGER, STATE CRIME ASSESSMENT CENTRE AND INVESTIGATION SUPPORT DESK ON THE 11<sup>th</sup> FEBRUARY 2019.

APPROVED AS PER DPM STAGE 1																
DISTRICT	WORK GROUP	POSITION	SUPT	C/N	INSP	SSGT	SGT	B/SGT	SC/CONS	CC	ASO 5	ASO 4	ASO 3	ASO 2	TOTAL	#Free Total
COMMS	SCAC						5	5	25					4	39	
	ISD						5		15						20	
	SRM			1											1	

### STRUCTURE AND FTE ALLOCATION OF THE STATE RESPONSE MANAGER, STATE CRIME ASSESSMENT CENTRE AND INVESTIGATION SUPPORT DESK ON THE 11<sup>th</sup> FEBRUARY 2019.

Actual District Staffing Structure																
DISTRICT	WORK GROUP	C/N	INSP	SSGT	SGT	B/SGT	SC/CONS	CC	ASO 5	ASO 4	ASO 3	ASO 2	ASO 1	TOTAL	Approved	VACANT
COMMS	SCAC					5	25.6							31.6		
	ISD					5	14							19		
	SRM	1												1		

#### State Response Manager:

1 x SRM on Secondment to the MAC. SRM have also had a long term absence due to sickness since inception but had returned when the audit conducted.

#### ISD

1 x vacancy at the time of the audit. Another position has since become vacant. Comcen operators were have not been utilised as "logistics officers."

#### SCAC

At the time of the audit (11/2/19) the SCAC had 1 x OE Sergeant. Effective utilisation of Part Time positions and no vacancies meant they had 25.6 FTE. Communications Group were contacted in April. 5 x SC/Cons had been seconded into the SCAC in OE positions for a 6 month period.



**Hutchins, Greg (SAPOL)**

---

**From:** Fellows, Linda (SAPOL)  
**Sent:** Thursday, 21 July 2022 1:16 PM  
**To:** Hutchins, Greg (SAPOL)  
**Subject:** FW: AOSMA liquor application to vary licence  
**Attachments:** CBP 2 - Adelaide Oval Stadium Management Authority - Variation of Conditions.docx

Greg – happy with that.

**From:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Sent:** Wednesday, 20 July 2022 4:20 PM  
**To:** Fellows, Linda (SAPOL) <[REDACTED]>; Goodwin, Graham (SAPOL) <[REDACTED]>  
**Cc:** Nairn, Matthew (SAPOL) <[REDACTED]>; Scherwitzel, Harald (SAPOL) <[REDACTED]>; O'Connor, Anthony (SAPOL) <[REDACTED]>; Lawson, Christine (SAPOL) <[REDACTED]>  
**Subject:** AOSMA liquor application to vary licence

AC / CH. Supt

CBP attached for information. AC if happy with the CBP I will place into the PCO and have the PCO dropped to the 9<sup>th</sup> floor tomorrow

Chief Inspector Greg Hutchins APM  
Officer in Charge  
Licensing Enforcement Branch  
Roma Mitchell House  
L1, 136 North Terrace  
ADELAIDE SA 5000

T [REDACTED]  
6(1)

E [REDACTED]  
W [www.police.sa.gov.au](http://www.police.sa.gov.au)



**SOUTH AUSTRALIA POLICE**  
SAFER COMMUNITIES



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**Hutchins, Greg (SAPOL)**

---

**From:** Fellows, Linda (SAPOL)  
**Sent:** Monday, 18 July 2022 2:16 PM  
**To:** Hutchins, Greg (SAPOL)  
**Subject:** RE: AOSMA - variation to liquor licence

Ok thanks Greg – that sounds like positive progress.

**From:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Sent:** Monday, 18 July 2022 2:08 PM  
**To:** Fellows, Linda (SAPOL) <[REDACTED]>; Goodwin, Graham (SAPOL) <[REDACTED]>  
**Cc:** Nairn, Matthew (SAPOL) <[REDACTED]>  
**Subject:** AOSMA - variation to liquor licence

AC / Ch Supt

Matt and I had fruitful discussions with AOSMA and they are going to resubmit their application

- 12 month trial
- Public messaging – media strategy
- 2 year ban on anyone who throws
- Develop can collection strategy
- End of event / day review
- Utilise the 4 (drinks) – 2 – 0 drop down in serving re crowd behaviour
- Utilise current existing response plans which will be tweaked if needed

What had not been previously explained:

- this is not a wholesale change to cans, AOSMA will still be utilising beer lines for certain types of beers / strength of beers, patrons will get options. (This will be further explained)
- AO is under scrutiny from Cricket Australia and the AFL to ensure appropriate crowd behaviour

Will await updated submission and submit a CBP once received

**Chief Inspector Greg Hutchins APM**  
**Officer in Charge**  
**Licensing Enforcement Branch**  
Roma Mitchell House  
L1, 136 North Terrace  
ADELAIDE SA 5000

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## Doc 22

**Fellows, Linda (SAPOL)**

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**From:** Fellows, Linda (SAPOL)  
**Sent:** Tuesday, 21 June 2022 11:45 AM  
**To:** SAPOL:Staff Officers  
**Subject:** Adelaide Oval - Liquor Licence variation.  
**Attachments:** CBP - Adelaide Oval Stadium Management Authority - Variation of Conditions.docx

For info of DCOP/COP.

As mentioned at ELT yesterday.

We remain opposed on public safety grounds however will push for a 12 month review period (to allow for crickets season) with conditions if the Commission is minded to allow it.

## COMMISSIONER'S BRIEFING PAPER

**SUBJECT:** Adelaide Oval Stadium Management Authority - Variation to Liquor Licensing Conditions.

### BACKGROUND:

The Adelaide Oval Stadium Management Authority Limited (AOSMA), has applied to the Liquor and Gambling Commissioner to vary an existing liquor licensing condition to allow for the use of aluminium cans.

This CBP provides details of the current application and reasons for and against the use of aluminium cans.

### RELEVANT POINTS:

#### Previous Application

- In 2020, the applicant made a similar application, the effect of which was to seek the re-introduction of aluminium cans. The application was opposed by SAPOL and the Adelaide City Council (ACC). The ACC were of the view it was not in community interest and will present a risk to public health and safety.
- The Licensing Authority accepted that there may be an increased risk to public safety if liquor is served in cans or glassware at large sporting events. The application was not granted as the applicant had not put in place any measures to mitigate that risk.
- A common theme in respect to remarks of the Licensing Court is that it clearly and unequivocally, places amongst other things, the issue of public safety and the potential for public safety to be compromised as a primary consideration.

#### Current Application

- On 22 May 2022, Minter Ellison acting for AOSMA, as licensee of On Premises licence 57102633 (Liquor Licence) for Adelaide Oval made an application to the Liquor and Gambling Commissioner requesting a variation to an existing licence condition.

- The AOSMA applied to vary the Existing Condition from:

*Liquor shall only be sold or supplied in plastic cups, except in corporate facilities, dining rooms, or at functions and receptions. **(Existing Condition)**.*

to

*Liquor shall only be sold or supplied in plastic cups or aluminium cans, except in corporate facilities, dining rooms, or at functions and receptions. **(Proposed Condition)***

- The basis of AOSMA's application is:
  - Review conducted after six months of operation
  - Environmental benefit
  - Consistent with the South Australia Government policy of phasing out single-use plastics



- Reduced service of alcohol by volume
  - More frequent attendance at service points allowing for staff and security to monitor
  - Reduced ability for quick consumption given their narrower outlet
  - Aluminium cans present not greater risk than water bottles, soft drink bottles and plastic cups
  - Security will closely monitor patron behaviour
  - There are numerous venues in both South Australia and interstate that already allow service of cans, including Superloop Adelaide 500, Royal Adelaide Show, Fringe events, SANFL and various music festivals and no precedent risk created
- Following discussions with the OC Eastern District, on 16 June 2022, LEB Prosecution lodged a formal Notice of Intervention with the Liquor and Gambling Commissioner opposing the application for variation. The basis of the Notice of Intervention is:
    - Cans can be used as a missile
    - Alternatives exist:
      - Environmentally friendly biodegradable plastic cups
      - Cans where the entire lid is removed reducing it to an open drink container which greatly reduces the ability to use the can as a projectile
    - If the applicant is granted there is a public safety risk and or an apprehension of danger to public safety
  - A Directions Hearing has been set on Monday 27 June at 11am, with the applicant's representative.
  - Once the Liquor and Gambling Commissioner has determined the application, SAPOL, if dissatisfied with the determination, has the legislative authority to seek a review of before the Liquor Licensing Court.
  - Eastern District Superintendent Matt Nairn (Nairn) advised that discussions were held in the past 18 months with the AOSMA regarding the possibility of trialling an open – top aluminium can, which greatly reduced the likelihood of the can being thrown as a projectile. Nairn does not support the use of a normal ring-pull aluminium cans which can be thrown as a weight projectile when full of liquor. Nairn does support the use of open top cans as a trial.
  - It is acknowledged that the Adelaide Oval has vastly improved features when compared to the oval of the 80s and 90s. Particularly, in regard to CCTV, allocate seating, ticketing, knowledge of who is on site, communications and overall administration, management and security arrangements.
  - A similar trial is currently underway at the Melbourne Cricket Ground which involves the sale and supply of cans in restricted areas. VICPOL have significant concerns that aluminium cans can be used as a missile with an increased risk of injury, particularly during summer sports where the discharge of missiles still continue as targeted assaults and unintentional injuries from Mexican waves where items are thrown into the air with reckless abandonment.
  - If the Liquor and Gambling Commissioner supports a trial, any trial period must incorporate the cricket season due to the hot weather and longer hours of patrons drinking.

## RECOMMENDATIONS:

- That the contents of this briefing paper are noted.

Contact: Greg Hutchins  
Office: Licensing Enforcement Branch  
Phone: [REDACTED]  
Ref:  
Date: 21/06/2022

Supported/Not Supported

.....  
Linda Fellows  
Assistant Commissioner  
Operations Support Service  
June2022

Approved/Not Approved

.....  
Grant Stevens  
Commissioner  
June 2022

# MinterEllison.

12 July 2022

By Email: Liquor and Gaming Commissioner  
[liquorandgaming@sa.gov.au](mailto:liquorandgaming@sa.gov.au)

Liquor and Gaming Commissioner  
Consumer and Business Services  
95 Grenfell Street  
ADELAIDE SA 5000

Dear Commissioner

## Adelaide Oval – Response to Intervention and Submissions

1. Adelaide Oval SMA Limited (AOSMA) has applied for a variation of a condition to Liquor Licence 57102633 (Licence), in accordance with section 70 of the *Liquor Licensing Act 1997*, to facilitate service of alcohol in cans (with a 6 month trial period) (Application).
2. It is important to note that no submission has been received from either the public or Adelaide City Council in respect to the Application. In addition, Adelaide City Council has confirmed by email dated 21 June 2022 (copy enclosed) that AOSMA will not require any development approval or variation to an existing approval, and may proceed without the need for any further consent/approval from Council.
3. A Notice of Intervention dated 16 June 2022 has been lodged by South Australian Police, and SAPOL has provided a letter from the Police Association of South Australia dated 6 July 2022 (Notice).
4. SAPOL have intervened on the basis of being concerned about public interest, arising from a threat to public safety that would exist in the event of a public disturbance occurring at Adelaide Oval that results in cans being thrown in public areas and the playing arena.
5. AOSMA acknowledges the importance of maintaining public safety at all times, and the implementation of appropriate measures where necessary to protect against threats to public safety. We respond to the matters contained in the Notice and provide additional submissions as follows.

## Historic and isolated incidents

6. The Notice refers to two examples where behavioural concerns have occurred in Australia, one being an incident at the Sydney Cricket Ground in 1971 and the other an incident at Lang Park (now Suncorp Stadium) in Brisbane, in 1989.
7. These are historical incidents occurring 51 and 33 years ago. It is respectfully difficult to see the relevance of these isolated incidents, other than that concerns with respect to safety have historically existed due to isolated incidents. No further information or context has been provided regarding the control measures employed in relation to those incidents at the time (which we suggest are likely to be nothing similar to today's standards).

**Fellows, Linda (SAPOL)**

---

**From:** Fellows, Linda (SAPOL)  
**Sent:** Friday, 17 June 2022 12:20 PM  
**To:** Hutchins, Greg (SAPOL)  
**Subject:** RE: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

Yes good plan Greg.

**From:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Sent:** Friday, 17 June 2022 12:12 PM  
**To:** Fellows, Linda (SAPOL) <[REDACTED]>  
**Subject:** RE: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

Will do, can I do next week as I have been engaging with Matt Nairn this morning and he is currently interstate discussing this exact topic as part of the cricket review with venues. One of his comments was:

Greg,  
the general consensus of Venue operators across Aust is in support of re-introducing cans to all venues, given the environmental issues. And noting no security behavioural issues having been identified.

Food for thought if we consider as trial of the new style of can (draft cans)?

I would like to talk further with Matt and Zoe Thomas the Director of Licensing. Mark (PSB) included Zoe in his intervention. I will email Zoe advising I was unaware of the intervention and I just want to review and to put it on hold until I have had a chance to review which will give us breathing space in case of any change in thinking once I have spoken with Matt and Zoe.

**Chief Inspector Greg Hutchins APM**  
**Officer in Charge**  
**Licensing Enforcement Branch**  
Roma Mitchell House  
L1, 136 North Terrace  
ADELAIDE SA 5000

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**From:** Fellows, Linda (SAPOL) <[REDACTED]>  
**Sent:** Friday, 17 June 2022 12:01 PM  
**To:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Subject:** RE: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

Hi Greg – yes I think we need to brief up on it given its had some media already.  
Could you give me a quick BP on the status and rationale.

Thanks

**From:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Sent:** Friday, 17 June 2022 7:54 AM  
**To:** Nairn, Matthew (SAPOL) <[REDACTED]>; Fellows, Linda (SAPOL) <[REDACTED]>  
**Cc:** Goodwin, Graham (SAPOL) <[REDACTED]>; O'Connor, Anthony (SAPOL) <[REDACTED]>  
**Subject:** FW: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

Matt

FYI,

I am still catching up on things and had no knowledge of this one before it was sent off and I will chat with the Prosecution team on this.

AC / Ch.Supt – Keeping you in the loop due to the high profile nature of the matter.

**Chief Inspector Greg Hutchins APM**  
**Officer in Charge**  
**Licensing Enforcement Branch**  
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## Fellows, Linda (SAPOL)

---

**From:** Fellows, Linda (SAPOL)  
**Sent:** Friday, 17 June 2022 12:01 PM  
**To:** Hutchins, Greg (SAPOL)  
**Subject:** RE: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

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**From:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Sent:** Friday, 17 June 2022 7:54 AM  
**To:** Nairn, Matthew (SAPOL) <[REDACTED]>; Fellows, Linda (SAPOL) <[REDACTED]>  
**Cc:** Goodwin, Graham (SAPOL) <[REDACTED]>; O'Connor, Anthony (SAPOL) <[REDACTED]>  
**Subject:** FW: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

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AC / Ch.Supt – Keeping you in the loop due to the high profile nature of the matter.

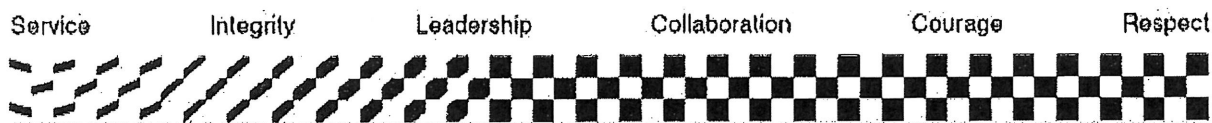
Chief Inspector Greg Hutchins APM  
Officer in Charge  
Licensing Enforcement Branch  
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**From:** O'Connor, Anthony (SAPOL) <[REDACTED]>  
**Sent:** Thursday, 16 June 2022 2:22 PM  
**To:** Hutchins, Greg (SAPOL) <[REDACTED]>  
**Subject:** FW: Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

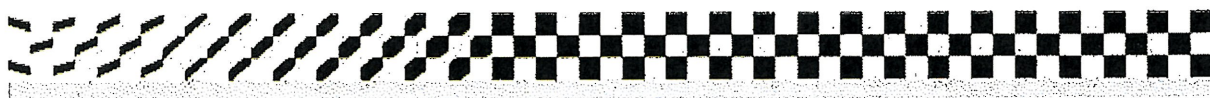
FYI as discussed

**Sergeant Anthony O'CONNOR**  
**Acting LEB Coordinator**  
**Investigations Supervisor T1**  
Licensing Enforcement Branch 196  
Operations Support Service  
South Australia Police  
Roma Mitchell Building  
Level 1 136 North Terrace ADELAIDE  
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**From:** Osterstock, Mark (SAPOL) <[REDACTED]>  
**Sent:** Thursday, 16 June 2022 1:28 PM  
**To:** AGD:CBS Liquor and Gaming <[LiquorAndGaming@sa.gov.au](mailto:LiquorAndGaming@sa.gov.au)>  
**Cc:** Johns, Ben (AGD) <[REDACTED]>; Thomas, Zoe (AGD) <[REDACTED]>; O'Connor, Anthony (SAPOL) <[REDACTED]>; Whibley, Donna (SAPOL) <[REDACTED]>  
**Subject:** Notice of Intervention - Liquor - Variation to Conditions - Adelaide Oval SMA Limited

**Attention:** Case Manager

Notice of Intervention – attached.

In addition, in accordance with Section 78 of the Act, [Further Written Submissions] Police are in the process of gathering further information and seek the Commissioner's approval to make, should Police deem it relevant, to make further written submissions in support of their Notice of Intervention.

Kind Regards, Mark

**Mark Osterstock**  
**Acting Sergeant, No. 37217**  
Prosecutor, Licensing Prosecution Unit  
Licensing Enforcement Branch (196)  
South Australia Police

Roma Michell House  
Level 1, 136 North Terrace  
ADELAIDE SA 5000

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**SOUTH AUSTRALIA POLICE**  
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**OFFICIAL: Sensitive**

Hon. Heidi Girolamo MLC  
Chairperson  
Budget and Finance Committee  
Parliament House  
ADELAIDE SA 5000

[budgetandfinance@parliament.sa.gov.au](mailto:budgetandfinance@parliament.sa.gov.au)

Dear Ms Girolamo

Thank you for your correspondence and providing me with the opportunity to clarify my evidence to the Committee on 19 June 2023.

Operation Paragon first commenced in 2014 in Eastern District (then Adelaide Local Service Area) to address alcohol-related anti-social behaviour in the Adelaide CBD through a multi-agency approach to facilitate access to support services that address the health and welfare needs of vulnerable individuals in the community.

In March 2021 the then Senior Management Council (SMC) agreed to establish a high-level cross-government working group to develop short, medium and long-term strategies and planning to reduce anti-social and sometimes violent behaviour associated with visitors to Adelaide from remote Aboriginal communities. South Australia Police (SAPOL) is a member of the Taskforce which is chaired by the Department for Human Services (DHS). The Taskforce continues to meet to address this difficult social welfare problem through a multi-agency response.

The taskforce includes representatives from SAPOL, City of Adelaide Council, Australian Hotels Association, Licensing Commissioner and is led by DHS. In addition, senior police from Eastern District continue to work and meet with Aboriginal Legal Rights and Aboriginal Sobriety Group to continue to explain the initiatives of assisting DHS staff with Returning to Country and conducting reviews of all arrests in order to decrease the number of First Nations persons in the justice system.

On 28 November 2022 SAPOL re-commenced Operation Paragon to support the operational work of the Safety and Wellbeing Taskforce and in response to the continuing issue of anti-social behaviour and homelessness in the CBD.

The Operation implements a dedicated uniformed team to provide a visible, accessible presence responsive to the local community and focused on reducing crime within the CBD and its parklands. Paragon members are also assisted with additional resources from within Eastern District as well as neighbouring SAPOL Districts during times of peak demand being Friday and Saturday nights.



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South Australia Police, GPO Box 1539, Adelaide SA 5001

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Operation Paragon initiatives include a working relationship with Hutt Street Centre, an all-terrain vehicle to provide greater access to areas throughout the parklands, community engagement opportunities such as the Closing the Gap day at Wayville Showgrounds, and a close working relationship with Department of Human Services and the City of Adelaide with a prevention-first approach to policing issues surrounding alcohol-fuelled violence in the CBD and parklands. More recently, the Australian Hotels Association has been invited to join the stakeholders working committee.

Operation Paragon continues to engage with numerous business owners throughout the CBD to increase information and reporting of behavioural and crime-related issues.

On 22 June 2023, I made the decision to increase police resources in and around the North Terrace precinct to support Operation Paragon due to increased taskings and in response to community concerns regarding public safety.

The additional resources are being drawn from neighbouring Districts and other operational areas of SAPOL including Mounted Operations Unit, State Operations Support Branch, Traffic Services Branch, Operation Meld and Licensing Enforcement Branch) to address the root causes of crime and anti-social behaviour, particularly amongst vulnerable and homeless groups as well as visitors from remote communities. Other resources from Eastern District are also deploying to the North Terrace and Riverbank precinct when not responding to other calls for assistance.

Since 2014, resourcing of Operation Paragon has been periodically adjusted to reflect volume of taskings and to respond to community concerns regarding public safety. It is important to note that community concerns become evident to SAPOL through a variety of sources including (but not limited to) engagement with stakeholders and media reports.

On the 19 June 2023, I made the following statement to the Committee:

*'I believe the resources are sufficient. **In any policing environment what we have to be able to do is flex and be agile to the circumstances, and that was what we do in terms of regularly realigning the resources, directing different patrols to assist eastern district as is required.** For event planning as an example, obviously we supplement from the other districts - people coming in to assist.'*

My decision on 22 June to increase Paragon resourcing was entirely consistent with this statement. On 19 June 2023, at that point in time, I believed resourcing was sufficient however over the following days, through media reports and discussion with stakeholders it became apparent that community concerns of public safety had escalated to a threshold where an increased and visible police presence was required to re-assure the community.

SAPOL operates in a dynamic environment and decision makers, including myself, must remain agile and responsive to changing and complex social dynamics.

On 25 May 2023 a similar set of circumstances existed at Port Augusta when the decision was taken to supplement local police with police officers from areas including: Special Task and Rescue (STAR) Operations, Security Response Section, State Operations Support Branch, Mounted Operations Unit, Dog Operations Unit, a volume crime team and specialised areas of State Criminal Investigation Branch.

In the period of time leading to that decision, SAPOL was satisfied with the resourcing levels. Those resourcing levels were subsequently adjusted when it became apparent that demand for police services and community concerns regarding public safety had escalated.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Linda Williams', followed by a period.

Linda Williams APM LEM  
**DEPUTY COMMISSIONER OF POLICE**

5 July 2023





**SOUTH AUSTRALIA POLICE**  
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**OFFICIAL: Sensitive**

Hon. Heidi Girolamo MLC  
Chairperson, Budget and Finance Committee  
Legislative Council  
Parliament House  
ADELAIDE SA 5000

Dear Hon. Girolamo MLC

I refer to your letter dated 22 June 2023.

Please find attached South Australia Police response to your questions.

Yours faithfully

Grant Stevens APM LEM  
**COMMISSIONER OF POLICE**

19 July 2023



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South Australia Police, GPO Box 1539, Adelaide SA 5001

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**QUESTION WITHOUT NOTICE  
BUDGET AND FINANCE COMMITTEE**

**BUDGET AND FINANCE COMMITTEE**

In reply to the **Hon Heidi Girolamo MLC (22 June 2023):**

Questions:

**Relocation of Thebarton Barracks Units**

1. Was the newly announced location for the Mounted Operations one of those initial sites preferred by SAPOL?
  - a. How many other sites did SAPOL initially identify?
  - b. What other sites did SAPOL identify?
2. How long does it take to tack up a horse for usual mounted duties in the CBD?
3. Are there any heritage aspects to the Supreme Court site that need to be protected?
4. Has SAPOL been informed as to whether there is a historic well at the site?
5. Can you provide a table showing the number of 'planned', 'unplanned' and 'emergency' incidents attended by the Mounted Operations per year for the past 3 years?

**CBD Crime**

6. Has SAPOL received any reports or concerns from local businesses in the CBD in relation to antisocial behaviour, and how does SAPOL engage with CBD businesses in relation to these issues?
7. What statistical reports does SAPOL produce that identifies antisocial and criminal behaviour?
  - a. What is the title of these reports and how often are these generated?
  - b. Can you provide the most recent reports to the Committee?
  - c. What division in SAPOL generates these reports?
  - d. Does the Minister receive a copy of these reports?
  - e. Has the Minister's office requested and/or been briefed on these reports, and if so, when and how often?
    - i. When was the last time he was briefed?
    - ii. Did he request that briefing?
8. Over the weekend we learned of reports that Seymour College staff members had to redirect road traffic themselves after being advised by SAPOL that police officers were unavailable to attend the incident due to a SAPOL 'shift change'. After staff had phoned just after 8am on March 20 this year, officers were apparently dispatched shortly before 11:30am i.e. approximately three and a half hours later.
  - a. Is this an acceptable response to a request for help?
  - b. What is the longest time it should take to respond to an incident like this?
  - c. What was the average time to respond to an incident like this in the last 12 months?  
What was the average time the year prior?

**Regional Policing**

9. How many police stations are single-officer stations?
10. What is the status of the regional policing model? Has an overall model been adopted?
  - a. If so, what aspects have been implemented?
  - b. What additional resources have been identified?
  - c. Have you sought any additional resources for the model?
11. What are the current FTE positions for APY Lands? Is the rotational roster active and is it working?

12. How many Community Constable roles exist on the APY Lands?
  - a. Are any of those positions vacant?
  - b. If so, when did they become vacant?
  - c. Currently, what is the longest time a Community Constable role has been vacant?
13. What has happened with the APY policing model?
  - a. Has it been implemented?
  - b. If so, has it been reviewed?
14. Has Ceduna reached a full complement of staff?
  - a. If not, how many police officers short is it?
  - b. When will the positions be filled?
15. Have additional resources been allocated to Port Augusta in reaction to recent concerns about anti-social behaviours and crime?
16. Has Port Augusta reached a full complement of staff? If not, how many police officers short is it and when will the positions be filled?

#### **Operation City Safe (Pt Augusta)**

17. How many additional police officers have been assigned to Port Augusta?
  - a. How much did the operation cost?
  - b. What is the latest numbers of arrests?
18. There have been reports of 66 persons arrested in the first two weeks of the operation.
  - a. How many of those 66 persons have been released on bail?
  - b. What is the average time they were in jail for?
  - c. What is the age demographic of those arrested?
19. Is Operation City Safe still ongoing?
20. What is the targeted outcome and timeframes of any additional resources allocated to Port Augusta?

#### **District Policing Model**

21. Has there been a review of the SAPOL District Policing Model since its instigation?
  - a. If not, why not?
  - b. If so, when did that start?
22. What is the current resource shortage of the SAPOL District Policing Model?

#### **Community Confidence Rating**

23. What is the latest Community Confidence Rating and over what period was it taken?

#### **Expiation Notice System Replacement**

24. Could you provide an update on this project.
  - a. What is the total cost for this project?
  - b. What was it originally costed at?
  - c. Is it going to be completed by June 2024, as noted in last year's State Budget?

#### **Police Records Management System – Stages 2 to 4**

25. Could you provide an update on this project. The latest State Budget advised that the project is progressing a year behind what was originally reported in last year's State Budget.
  - a. What has caused the delay?
  - b. Will the project still meet its budget of \$56.077 million given this delay?
 Is the project already over budget?

#### **Regional Key Worker Housing Scheme**

26. What is the status of police housing with respect to the Regional Key Worker Housing Scheme?
27. What is the status of existing police housing stock outside of the areas nominated in the Regional Key Worker Housing Scheme?

#### **Crime Rates**

28. Could you provide the crime rate figures for the calendar year 2023 to date?



29. What are the crime rate figures broken down for specific regions e.g. Eyre Peninsula/Far West for the financial years 2021-22, 2022-23 and calendar years 2022 and 2023 (to date)?

### **Resourcing**

30. How is the Cadet Program progressing?

31. How often is the Program offered?

- a. How many cadets graduate from each intake?
- b. What is the retention rate over the last 5 years?
- c. How many graduates will enter the system over this financial year?
- d. How many graduates are projected to enter the system over the next financial year?

32. What new initiatives is SAPOL putting in place to attract more officers?

33. How many applications were received in the 12 months to 1st May 2023 for the Cadet Program?

34. What incentives does SAPOL have for lateral recruitment from interstate?

35. For the financial year 2022-23 - how many recruits are operational officers?

- a. How many of those FTEs are Police Security Officers?
- b. How many of those are Community Constables?
- c. How many of those FTEs are Administration?
- d. How many of those FTEs are tasked with Road Safety?

36. Since 2020 what is the attrition rate? (By calendar year or financial year).

- a. What reasons are being given when officers leave South Australia Police?
- b. Is there work being undertaken to understand these trends?

37. Since 2020 what is the recruitment rate? (By calendar year or financial year).

### **Youth & Community Engagement**

38. What programs is SAPOL currently running in schools? (If any).

39. What is the status of Neighbourhood Watch?

- a. How many Neighbourhood Watch groups are active across the state?
- b. Has the community participation increased or decreased in the last three years?

### **Adelaide Oval – Internal Inquiry An internal inquiry into Assistant Commissioner Linda Fellows has been completed with ‘no finding of misconduct’**

40. Who ran this inquiry?

41. When did the inquiry start?

- a. How long did it go for?

42. When was the completed report/findings sent to the Office for Public Integrity (‘OPI’) for review?

- a. When was advice from OPI received back?

### **2021-25 - Diversity and Inclusion Strategy**

43. Can you provide an update on the goal to recruit more female police officers?

44. Can you provide an update on the flexible working strategy?

45. How many officers are on parental leave?

### **Road Safety**

46. How much did SAPOL spend on Road Safety advertising in the calendar year 2022?

- a. How much has been spent so far this calendar year (2023)?
- b. How much do you anticipate will be spent this calendar year in total?

47. Can you delineate between the metro and rural and regional areas for the market reach of these campaigns?

48. What specific actions is SAPOL taking to tackle the high road toll in the regional and rural areas?

Documents requested: **Documents produced by the Premier’s Taskforce to Improve Policing**

**QUESTION WITHOUT NOTICE  
LEGISLATIVE COUNCIL**

**BUDGET AND FINANCE COMMITTEE**

In reply to the **Hon Heidi Girolamo MLC (22 June 2023)**:

Response by **The Commissioner of Police**:

*"The Commissioner of Police has advised that:*

**Relocation of Thebarton Barracks Units**

**1. Was the newly announced location for the Mounted Operations one of those initial sites preferred by SAPOL?**

**a. How many other sites did SAPOL initially identify?**

**b. What other sites did SAPOL identify?**

Renewal SA has been responsible for identifying potential future sites for Mounted Operations based on requirements supplied to them from SAPOL. Once a site has been identified, SAPOL has assessed the sites and provided advice back to government as to their suitability.

The three sites recently nominated by the state government for Mounted Operations did not meet the initial requirements provided to Renewal SA and therefore were not preferred options for SAPOL.

SAPOL has not been responsible for identifying future sites.

**2. How long does it take to tack up a horse for usual mounted duties in the CBD?**

A timeframe for usual duties involves the horses being ridden, washed and fed prior to tacking up the horse, and this is done over a two hour timeframe. If there is a need for the horses to be ready urgently, they can be tacked up in 10 minutes.

**3. Are there any heritage aspects to the Supreme Court site that need to be protected?**

There are no identified heritage aspects to the proposed staging point site itself, however it will be subject to a heritage adjacency planning overlay due to nearby heritage buildings. The design for the site will be subject to approval by the appropriate authority through the usual planning processes which will take any relevant factors into consideration.

**4. Has SAPOL been informed as to whether there is a historic well at the site?**

A well has been confirmed to exist at the staging point site, however there is no heritage listing associated with it, nor any implications from a planning perspective.



**5. Can you provide a table showing the number of 'planned', 'unplanned' and 'emergency' incidents attended by the Mounted Operations per year for the past 3 years?**

All responses include planned, unplanned and emergency incidents.

	<b>2023</b> (Calendar year to date)	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Planned activity within Eastern District	190	329	266	150	212
Planned activity outside Eastern District (rest of the state)	60	68	63	31	95
<b>Total Planned</b>	<b>250</b>	<b>397</b>	<b>329</b>	<b>181</b>	<b>307</b>
Unplanned (emergency) activity within Eastern District	16	9	9	6	5
Unplanned (emergency) activity outside Eastern District (rest of the state)	9	10	13	4	10
<b>Total Unplanned</b>	<b>25</b>	<b>19</b>	<b>22</b>	<b>10</b>	<b>15</b>

**CBD Crime**

**6. Has SAPOL received any reports or concerns from local businesses in the CBD in relation to antisocial behaviour, and how does SAPOL engage with CBD businesses in relation to these issues?**

It should be noted that not all acts of anti-social behaviour amount to actionable offending and therefore are not necessarily represented in crime data. To measure and respond to this, there is a degree of reliance on information from the public and observational evidence from operational police, including the monitoring of the Adelaide CCTV network via the Security Control Centre.

Eastern District police participate in a number of regular forums with local traders and businesses in the Central Business District (CBD) as listed below:

- Business Watch—a monthly meeting held for business owners and traders in the Rundle Mall precinct
- Grote Street Business Precinct Association—a monthly meeting with businesses within Grote Street and the northern side of Chinatown
- East End Co-ordination Group—recently re-instigated and to be held quarterly addressing issues in the east end of the CBD
- Riverbank Precinct and Security Forum—meets quarterly and includes businesses including Adelaide Oval, Convention Centre, Sky City, Adelaide Railway Station, Intercontinental Hotel, Parliament House, Riverside Centre, SAMRI and Adelaide University



- Hindley Street Stakeholder Group—meets quarterly and is facilitated by the Adelaide City Council—key stakeholders includes the Australian Hotels Association, Consumer and Business Services, Adelaide West End Association, Grand Chancellor Hotel and Encounter Youth.

Concerns or issues raised at these meetings relating to on-going anti-social behaviour from recidivist offenders or groups will be directed to the District Policing Team (DPT) responsible for that area in the first instance, whether it be North Terrace or the parklands area. SAPOL will also work closely with other agencies including the Adelaide City Council in a collaborative approach to address the issue.

Complementing these formalised meetings, Eastern District Policing teams are allocated geographical responsibility for areas in the CBD. As an example, one team is dedicated to the Rundle Mall and Hindley Street areas and when rostered they focus on these areas, developing relationships with local traders and private security and dealing with both crime and anti-social behaviour.

As part of a suite of responses to address alcohol abuse and anti-social behaviour in the Adelaide CBD, in November 2022, Eastern District re-commenced 'Operation Paragon' applying a multi-agency approach. Operation Paragon provides a dedicated uniformed team to provide a visible, accessible presence responsive to the local community and focused on reducing crime within the CBD and its parklands. Operation Paragon adopts a collaborative approach to resolve local issues and work with community groups, businesses, and internal and external agencies to reduce crime and anti-social behaviour, particularly amongst vulnerable groups, including visitors from remote communities.

## **7. What statistical reports does SAPOL produce that identifies antisocial and criminal behaviour?**

SAPOL produce statistical reports that include some crime-related data on anti-social and criminal behaviour. For example, SAPOL's rolling 12 month crime statistics is provided to SAPOL's Executive, the Minister for Police, Emergency Services and Correctional Services and the general public each month through the online Data SA portal. These statistics capture state level victim reported offences (or criminal behaviour) that are reported to, or come to the attention of police.

In accordance with national counting rules, governed by the Australian Bureau of Statistics (ABS), SAPOL categorises offences into offences against the person and offences against property. Within these offence divisions are what may generally be described as anti-social type offending, including assaults, robbery, dangerous or negligent acts, theft offences, property damage and graffiti.

SAPOL reports to parliament each financial year in the Annual Report showing the total offences against person, offences against property and offences against good order for the state. Good order offences are an ABS aligned measure of police proactive intervention, counting offences for which a person is arrested or reported that may be drug, weapon, anti-social or procedural in nature.

### **a. What is the title of these reports and how often are these generated?**

The rolling 12 month crime statistics are generated and published monthly. The Annual Report is published annually.



**b. Can you provide the most recent reports to the Committee?**

The rolling 12 month crime statistics are published on SAPOL's website <[SAPOL - Crime statistics \(police.sa.gov.au\)](http://SAPOL - Crime statistics (police.sa.gov.au))>. This also includes previous monthly reports and an interactive crime map that enables analysis of suburb level statistics.

SAPOL's Annual Report (including previous Annual Reports) is available to the public on SAPOL's website <[SAPOL - Annual reporting \(police.sa.gov.au\)](http://SAPOL - Annual reporting (police.sa.gov.au))>.

**c. What division in SAPOL generates these reports?**

Both the SAPOL Annual Report and rolling 12 month crime statistics are produced by the Governance and Capability Service of SAPOL.

**d. Does the Minister receive a copy of these reports?**

The Minister for Police, Emergency Services and Correctional Services of South Australia receives the Annual Report on or before 30 September each year. The Minister for Police receives the rolling 12 month crime statistics each month, prior to public release.

**e. Has the Minister's office requested and/or been briefed on these reports, and if so, when and how often?**

Refer to (d) above.

**i. When was the last time he was briefed?**

Refer to (d) above.

**ii. Did he request that briefing?**

The Minister for Police, Emergency Services and Correctional Services of South Australia is provided with the SAPOL Annual Report in accordance with Section 75 of the *Police Act 1998*. Each month, the Minister for Police, Emergency Services and Correctional Services is proactively informed of the next available rolling 12 month crime statistics. This is a long-standing arrangement for the previous and the new (current) government.

**8. Over the weekend we learned of reports that Seymour College staff members had to redirect road traffic themselves after being advised by SAPOL that police officers were unavailable to attend the incident due to a SAPOL 'shift change'. After staff had phoned just after 8am on March 20 this year, officers were apparently dispatched shortly before 11:30am i.e. approximately three and a half hours later.**

**a. Is this an acceptable response to a request for help?**

SAPOL take all urgent requests for assistance very seriously and have a consistent long-standing proud record of meeting our response benchmarks. There are some requests for police attendance that cannot be met within benchmarks, outside of those most urgent demands, for various reasons. For example on 20 March 2023 there were a total of 69 events created for traffic lights malfunctioning or inoperative, and a further 225 events created that day for storm damage.

It was a day of extreme demand with many weather related events and so priority needs to be given to police attendance at major intersections. SAPOL therefore believes this response was acceptable, given the unusual circumstances.

**b. What is the longest time it should take to respond to an incident like this?**

SAPOL aim to respond to all Grade 3 events with a benchmark target of 80% of Grade 3 events being attended to within 120 minutes as stated at the hearing by Acting Deputy Commissioner of Police, Noel Bamford. The longest time it should take in normal operating conditions was two hours but as stated above, normal operating conditions were not in place on that day due to the unusual weather-related storm damage in Adelaide and the metropolitan area. SAPOL prioritise those events and there are systems in place to attempt to resolve/update the incident by maintaining contact with the reporting person, escalating the incident response needed where necessary and seeking supervisor support with regards to resource management where appropriate.

**c. What was the average time to respond to an incident like this in the last 12 months? What was the average time the year prior?**

Grade 3 response times for the last two financial years – 80% attendance within 120 minutes (metropolitan only).

- In 2022/2023 the average response time for those attended within benchmark was 31 minutes.
- In 2021/2022 average response time for those attended within benchmark was 31 minutes.

## **Regional Policing**

**9. How many police stations are single-officer stations?**

There are 48 single-officer stations, including long-term vacant and un-staffed stations.

**10. What is the status of the regional policing model? Has an overall model been adopted?**

The Regional Policing Model Stage 1 budget has been referred to the Premiers Taskforce support.

**a. If so, what aspects have been implemented?**

Some key positions relevant to Criminal Investigation and Family Violence are being assessed for early implementation.

**b. What additional resources have been identified?**

71 staff, including 66 police and 6 unsworn Administration Support Staff, have been identified for Stage 1. This number was current for 2020, but is currently the subject of on-going updated demand data assessment and analysis.



**c. Have you sought any additional resources for the model?**

Funding for Regional Policing Model Stage 1 was requested through the Premier's Taskforce submissions. SAPOL have previously put forward in budget submissions.

**11. What are the current FTE positions for APY Lands? Is the rotational roster active and is it working?**

SAPOL have committed 48 FTE to the APY Lands. State Operations Support Branch - APY have 33 FTE dedicated to the new staffing model. Far North LSA have a total of 15 FTE (including 4 Station Sergeants, 1 Senior Sergeant First Class, 3 FVIS, 1 Detective Brevet Sergeant, 1 Intelligence Officer and Sergeant / 4 OR's at Marla) all responsive to the APY Lands. The roster is active and operational.

**12. How many Community Constable roles exist on the APY Lands?**

Ten.

**a. Are any of those positions vacant?**

Eight positions are currently vacant.

**b. If so, when did they become vacant**

Vacancies occur as members separate from SAPOL and vary from position to position. SAPOL continues to actively recruit against all vacancies.

**c. Currently, what is the longest time a Community Constable role has been vacant?**

The oldest vacancy is since 2006.

**13. What has happened with the APY policing model?**

**a. Has it been implemented?**

The APY Staffing model commenced on the 2 May 2022.

**b. If so, has it been reviewed?**

An evaluation of the model commenced in June 2023.

**14. Has Ceduna reached a full complement of staff?**

Ceduna has two vacancies, however Ceduna currently has four over establishment staff so it is effectively running with two staff above its establishment.

**a. If not, how many police officers short is it?**

Refer above.

**b. When will the positions be filled?**

Both vacant positions are currently under a selection process.

**15. Have additional resources been allocated to Port Augusta in reaction to recent concerns about anti-social behaviours and crime?**

Yes.

**16. Has Port Augusta reached a full complement of staff? If not, how many police officers short is it and when will the positions be filled?**

Port Augusta staffing varies as staff transfer but generally the operational response section is constant. Port Augusta currently has vacancies of two relief staff, all subject to selection processes.

**Operation City Safe (Pt Augusta)**

**17. How many additional police officers have been assigned to Port Augusta?**

98 additional officers from external units over the five week operation.

**a. How much did the operation cost?**

SAPOL is unable to provide this information in the timeframe.

**b. What is the latest numbers of arrests?**

At the completion of the operation, as at 17 July 2023, there were 149 arrests in Port Augusta.

**18. There have been reports of 66 persons arrested in the first two weeks of the operation.**

This is incorrect, there were 76 arrests in the first two weeks of the operation.

**a. How many of those 66 persons have been released on bail?**

51 persons released on police bail and a further eight released on bail by the courts.

**b. What is the average time they were in jail for?**

Of those remanded in custody by the court, they were in custody for an average of 19 days prior to a court appearance.

**c. What is the age demographic of those arrested?**

49 adults have been arrested and 27 youths.

**19. Is Operation City Safe still ongoing?**

The operation completed on 5 July 2023.

**20. What is the targeted outcome and timeframes of any additional resources allocated to Port Augusta?**

The purpose of having additional resources allocated at Port Augusta was to reduce the level of anti-social behaviour, public order offending and liquor licensing offending, to ensure that the community feel safe while visiting, working or living in Port Augusta. The additional resources were planned for an initial four weeks with an assessment resulting in the operation being extended for an additional two week period using local resources.

**District Policing Model**

**21. Has there been a review of the SAPOL District Policing Model since its instigation?**

DPM Stage 1 implementation was audited in June 2019. DPM Stage 2 has not been audited.



The Stage 2 review was delayed due to staffing shortfalls within Metropolitan Operations Service which has meant the model was not operationalised as intended. Aspects of the DPM are currently being reviewed.

**a. If not, why not?**

As above.

**b. If so, when did that start?**

As above.

**22. What is the current resource shortage of the SAPOL District Policing Model?**

SAPOL is holding 179 police vacancies across the DPM areas.

**Community Confidence Rating**

**23. What is the latest Community Confidence Rating and over what period was it taken?**

The latest result for Community Confidence for South Australia (from the National Survey of Community Satisfaction with Policing) was 82.5% for 2021-2022 financial year.

**Expiation Notice System Replacement**

**24. Could you provide an update on this project.**

**a. What is the total cost for this project?**

Project budget is currently \$7.725 million. Cost as at June 30 2023 is \$3.7 million.

**b. What was it originally costed at?**

Original budget was \$7.725 million.

**c. Is it going to be completed by June 2024, as noted in last year's State Budget?**

It is SAPOL's intention to have the project completed by June 2024.

**Police Records Management System – Stages 2 to 4**

**25. Could you provide an update on this project. The latest State Budget advised that the project is progressing a year behind what was originally reported in last year's State Budget.**

**a. What has caused the delay?**

The program recently re-baselined its schedule following an unprecedented number of releases in Stage 3 and vendor delays in delivering Stage 4 functionality, resulting in a delay in completing phase 4 of approximately 6-8 months. Handover to Shield Support and Program closure will occur after Stage 4 functionality is delivered. This will be completed in the 4<sup>th</sup> quarter of 2024.

**b. Will the project still meet its budget of \$56.077 million given this delay?**

Yes.

**c. Is the project already over budget?**

In 2021/22, Department of Treasury and Finance allocated \$20, 979m for the budget shortfall to complete Stages 3 and 4. With carry-over and funding remaining from previous stages a total budget of \$27,696m was made available for the completion of the Program. No further funding is required.

**Regional Key Worker Housing Scheme**

**26. What is the status of police housing with respect to the Regional Key Worker Housing Scheme?**

- SAPOL are working closely with the Office for Regional Housing (ORH) who is the project management team.
- ORH will be deliver approximately 30 new homes for police, teachers and healthcare workers in the Copper Coast, Riverland, Mount Gambier, Port Augusta and Ceduna.

**27. What is the status of existing police housing stock outside of the areas nominated in the Regional Key Worker Housing Scheme?**

- Government housing is managed and allocated by GEH and there are no 'police' houses.
- The number of SAPOL staff in GEH dwellings is 439, out of the allocated 449 GEH dwellings. 10 GEH dwellings are for SOS Relief housing (this includes APY),
- GEH have undertaken dwelling condition audits on their stock. GEH have advised that they will be applying for funding for upgrading existing stock on a rolling program to tie in with the ORH scheme.

**Crime Rates**

**28. Could you provide the crime rate figures for the calendar year 2023 to date?**

State crime statistics for offences against the person and offences against property, including family and domestic abuse related, (for calendar year to 31 May 2023) are as follows (these statistics are available on the Data SA website):



OFFENCES AGAINST THE PERSON	2023 (to 31 May 2023)
<b>HOMICIDE AND RELATED OFFENCES</b>	<b>20</b>
Murder	5
Other homicide and related offences	15
<b>ACTS INTENDED TO CAUSE INJURY</b>	<b>9,144</b>
Serious Assault resulting in injury	1,493
Serious Assault not resulting in injury	4,966
Common Assault	2,193
Other acts intended to cause injury	242
Assault Police	250
<b>SEXUAL ASSAULT AND RELATED OFFENCES</b>	<b>1,063</b>
Aggravated sexual assault	619
Non-aggravated sexual assault	225
Non-assaultive sexual offences	219
<b>ROBBERY AND RELATED OFFENCES</b>	<b>397</b>
Aggravated robbery	183
Non-aggravated robbery	33
Blackmail and extortion	181
<b>OTHER OFFENCES AGAINST THE PERSON</b>	<b>726</b>
Threatening behaviour	399
Dangerous or negligent acts	110
Abduction, harassment and other offences	217
<b>TOTAL OFFENCES AGAINST THE PERSON</b>	<b>11,350</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>4,745</b>
<b>OFFENCES AGAINST PROPERTY</b>	<b>2023 (to 31 May 2023)</b>
<b>SERIOUS CRIMINAL TRESPASS</b>	<b>5,454</b>
SCT - Residence	2,555
SCT - Non Residence	1,507
Other unlawful entry with intent	1,392
<b>THEFT AND RELATED OFFENCES</b>	<b>24,103</b>
Theft/Illegal Use of MV	1,607
Theft from motor vehicle	4,562
Theft from shop	7,451
Receive or handle proceeds of crime	653
Other theft	9,830
<b>FRAUD DECEPTION AND RELATED OFFENCES</b>	<b>2,081</b>
Obtain benefit by deception	1,812
Other fraud, deception and related offences	269
<b>PROPERTY DAMAGE AND ENVIRONMENTAL</b>	<b>9,143</b>
Property damage by fire or explosion	397
Graffiti	488
Other property damage and environmental	8,258
<b>TOTAL OFFENCES AGAINST PROPERTY</b>	<b>40,781</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>1,536</b>
<b>TOTAL OFFENCES AGAINST PERSON/PROPERTY</b>	<b>52,131</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>6,281</b>

**29. What are the crime rate figures broken down for specific regions e.g. Eyre Peninsula/Far West for the financial years 2021-22, 2022-23 and calendar years 2022 and 2023 (to date)?**

Eyre Western Local Service Area crime statistics for offences against the person and against property including family and domestic abuse-related, financial year 2021-22 and 2022-23 to 31 May of each year are as follows:

OFFENCES AGAINST THE PERSON	2021/2022 YTD (to May 2022)	2022/2023 YTD (to May 2023)	YTD Variance	
<b>HOMICIDE AND RELATED OFFENCES</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>-</b>
Murder	1	1	0	-
Other homicide and related offences	1	1	0	-
<b>ACTS INTENDED TO CAUSE INJURY</b>	<b>1,094</b>	<b>1,344</b>	<b>250</b>	<b>23%</b>
Serious Assault resulting in injury	172	222	50	29%
Serious Assault not resulting in injury	632	786	154	24%
Common Assault	229	258	29	13%
Other acts intended to cause injury	12	22	10	83%
Assault police	49	56	7	14%
<b>SEXUAL ASSAULT AND RELATED OFFENCES</b>	<b>111</b>	<b>109</b>	<b>-2</b>	<b>-2%</b>
Aggravated sexual assault	65	59	-6	-9%
Non-aggravated sexual assault	18	24	6	33%
Non-assaultive sexual offences	28	26	-2	-7%
<b>ROBBERY AND RELATED OFFENCES</b>	<b>18</b>	<b>35</b>	<b>17</b>	<b>94%</b>
Aggravated robbery	15	17	2	13%
Non-aggravated robbery	2	5	3	150%
Blackmail and extortion	1	13	12	1,200%
<b>OTHER OFFENCES AGAINST THE PERSON</b>	<b>90</b>	<b>109</b>	<b>19</b>	<b>21%</b>
Threatening behaviour	63	62	-1	-2%
Dangerous or negligent acts	18	24	6	33%
Abduction, harassment and other offences	9	23	14	156%
<b>TOTAL OFFENCES AGAINST THE PERSON</b>	<b>1,315</b>	<b>1,599</b>	<b>284</b>	<b>22%</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>710</b>	<b>816</b>	<b>106</b>	<b>15%</b>

OFFENCES AGAINST PROPERTY	2021/2022 YTD (to May 2022)	2022/2023 YTD (to May 2023)	YTD Variance	
<b>SERIOUS CRIMINAL TRESPASS</b>	<b>601</b>	<b>892</b>	<b>291</b>	<b>48%</b>
SCT - Residence	265	417	152	57%
SCT - Non Residence	139	272	133	96%
Other unlawful entry with intent	197	203	6	3%
<b>THEFT AND RELATED OFFENCES</b>	<b>1,129</b>	<b>1,730</b>	<b>601</b>	<b>53%</b>
Theft/Illegal Use of MV	104	124	20	19%
Theft from motor vehicle	157	278	121	77%
Theft from shop	362	650	288	80%
Receive or handle proceeds of crime	57	85	28	49%
Other theft	449	593	144	32%
<b>FRAUD DECEPTION AND RELATED OFFENCES</b>	<b>106</b>	<b>142</b>	<b>36</b>	<b>34%</b>
Obtain benefit by deception	97	120	23	24%
Other fraud, deception and related offences	9	22	13	144%
<b>PROPERTY DAMAGE AND ENVIRONMENTAL</b>	<b>1,108</b>	<b>1,300</b>	<b>192</b>	<b>17%</b>
Property damage by fire or explosion	28	38	10	36%
Graffiti	32	41	9	28%
Other property damage and environmental	1,048	1,221	173	17%
<b>TOTAL OFFENCES AGAINST PROPERTY</b>	<b>2,944</b>	<b>4,064</b>	<b>1,120</b>	<b>38%</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>212</b>	<b>257</b>	<b>45</b>	<b>21%</b>
<b>TOTAL OFFENCES AGAINST PERSON/PROPERTY</b>	<b>4,259</b>	<b>5,663</b>	<b>1,404</b>	<b>33%</b>
<b>FAMILY AND DOMESTIC ABUSE-RELATED</b>	<b>922</b>	<b>1,073</b>	<b>151</b>	<b>16%</b>

Note: Statistics are point-in-time and may be refreshed.

SAPOL's crime statistics are generated through standardised reports that enable financial year reporting for consistency and accuracy. Calendar year reporting of these statistics are not included in reports consequently no calendar year statistics are provided.

## Resourcing

### 30. How is the Cadet Program progressing?

The Cadet program is progressing according to scheduled timeframes, with a program commencing each month.

### 31. How often is the Program offered?

Recruit training courses commence monthly.



**a. How many cadets graduate from each intake?**

Course intakes are currently 26. This number varies from course to course depending on attrition.

**b. What is the retention rate over the last 5 years?**

Attrition rate is 4.9%, Retention rate is 95.1% (for cadets).

**c. How many graduates will enter the system over this financial year?**

Last financial year (2022/2023) 143 cadets graduated from the Academy.

**d. How many graduates are projected to enter the system over the next financial year?**

Projection of graduates to enter Constable Development Program next financial year (2023/2024) is 312.

**32. What new initiatives is SAPOL putting in place to attract more officers?**

- International recruiting
- Streamline application process
- Launched the Discover SAPOL Work Experience Program
- Ongoing use of the mobile Recruitment Van
- SAPOL has established partnerships with the Adelaide Footy League and Football SA
- SAPOL continues to facilitate online and face to face recruitment information seminars
- SAPOL is progressing a PHQ shopfront recruitment information hub for public access
- SAPOL is also currently covering the cost of the SAPOL recruitment test (TAFE SA)
- SAPOL has implemented a Cost of Living Allowance (COLA) to regional recruits. The current cost of living allowance is \$4,442 and applies to any candidate relocating from 100 kilometres or more outside the CBD.

**33. How many applications were received in the 12 months to 1st May 2023 for the Cadet Program?**

There were 2250 applications received for the financial year, 1 July 2022 to 28 June 2023.

**34. What incentives does SAPOL have for lateral recruitment from interstate?**

- SAPOL has undertaken a media campaign interstate to attract skilled police officers.
- Recognition of prior service (RPS) and recognition of prior learning (RPL) policies are in place.

**35. For the financial year 2022-23 - how many recruits are operational officers?**

For the financial year 2022/2023 there were 242 police recruits/cadets and all graduate as operational police officers.

**a. How many of those FTEs are Police Security Officers?**

84 are Police Security recruits (84 FTE) and are all operational.

**b. How many of those are Community Constables?**

There are no Community Constable recruits.

**c. How many of those FTEs are Administration?**

Three were 247 administrative (public sector) employees recruited.

**d. How many of those FTEs are tasked with Road Safety?**

All sworn police officers are tasked with road safety duties. There were no new recruits are tasked **only** with road safety duties.

**36. Since 2020 what is the attrition rate? (By calendar year or financial year).**

The attrition rate since 2020 is shown on the table below.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Police	2.97%	3.39%	2.74%	2.69%	3.59%	4.09%	5.35%

**a. What reasons are being given when officers leave South Australia Police?**

The reasons given are:

- resignation
- retirement
- invalidity
- deceased
- workers compensation settlement
- dismissed
- transfer to other public sector.

**b. Is there work being undertaken to understand these trends?**

SAPOL continually monitors and evaluates employee data intelligence to identify the drivers behind separation movements. This information is regularly reported and examined by SAPOL management.



**37. Since 2020 what is the recruitment rate? (By calendar year or financial year).**

The recruitment rate since 2020 is shown on the table below.

These statistics relate to those recruited (not graduated).

CALENDAR YEAR	POLICE	PSO
2020	120	51
2021	143	148
2022	181	59
2023*	148	44
*To July 2023		

**Youth & Community Engagement**

**38. What programs is SAPOL currently running in schools? (If any).**

The following presentations are used by both metropolitan and country areas:

- Think You Know (AFP Cyber Safety presentation)
- Bullying and Violence presentations
- Role of Police
- 000 Emergency
- Keeping Safe
- Personal Safety for international and New Migrant Students
- Police in the community.

The Band of the South Australia Police regularly engages within the school system through performances in primary schools/kindergartens and early learning centres through the School Beat Band and Early Learning Music Group.

Performances are tailored to the age demographic where music and pertinent messaging provide a positive and fun interaction with SAPOL. Specifically, messaging includes:

- roles of police
- the use of Triple 000
- road safety (seat belts/helmets/pedestrian safety etc.)
- bullying
- being safe.

**39. What is the status of Neighbourhood Watch?**

SAPOL is currently funded to undertake a reinvigoration of Neighbourhood Watch (NHW). Projects currently being undertaken include recent Business Security and Home Security research projects and an ongoing commitment to reinvigorate the NHW brand within the community.

**a. How many Neighbourhood Watch groups are active across the state?**

There are 106 active Neighbourhood Watch groups across the state.

**b. Has the community participation increased or decreased in the last three years?**

In 2020-2021 there was a total of 528 'active watch groups'. At that time the Watch programs comprised of the Neighbourhood Watch program as well as four Watch sub-programs, namely Business Watch, School Watch, Health Watch and Transit Watch.

COVID had significantly impacted on the activities of both the Neighbourhood Watch program and its four sub-programs. In 2021 SAPOL transitioned to a new unified Neighbourhood Watch model replacing the previous separate Neighbourhood, Business, School, Health and Transit Watch Programs.

In 2021-2022 the number of 'active watch groups' was 118 groups.

**Adelaide Oval – Internal Inquiry An internal inquiry into Assistant Commissioner Linda Fellows has been completed with 'no finding of misconduct'.**

As you are aware, the requested records all fall under the *Police Complaints and Discipline Act 2016* ("PCDA").

I note that the Committee has "resolved to treat the requested information confidentially". I remain concerned by the possibility, however, that the Committee's terms of reference do not properly extend to requiring the provision of the relevant IIS records.

Given the stringent confidentiality obligations that exist under the PCDA, I would be grateful if you will indicate the basis on which the Committee possesses power to require production of the requested records.

**40. Who ran this inquiry?**

Refer above.

**41. When did the inquiry start?**

Refer above.

**a. How long did it go for?**

Refer above.

**42. When was the completed report/findings sent to the Office for Public Integrity ('OPI') for review?**

Refer above.

**a. When was advice from OPI received back?**

Refer above.

**2021-25 - Diversity and Inclusion Strategy**

**43. Can you provide an update on the goal to recruit more female police officers?**

- SAPOL's goal remains the same to strive for women to make up 50% of police recruits.
- Between July 2022 and June 2023 women made up approximately 41% of police recruits.



**44. Can you provide an update on the flexible working strategy?**

As of 30 June 2023 SAPOL has 912 employees (664 police officers and 248 administrative employees) working flexibly. This equates to 14% of police officers undertaking duties with flexible arrangements.

A total of 69% of all employees with arrangements identify as female (624). Of those female employees the majority are police officers (427 equating to 69% of the 624 referred to above).

The majority of flexible working agreements for all employees relate to part time work (477 employees), working from home (173 employees) and Flexi time (changes to shifts or start/finish times – 132 employees).

**45. How many officers are on parental leave?**

A total of 70 officers are on parental leave with 26 officers on paid parental leave and 44 officers on unpaid parental leave, as at 13 July 2023.

**Road Safety**

**46. How much did SAPOL spend on Road Safety advertising in the calendar year 2022?**

\$5,152,179

**a. How much has been spent so far this calendar year (2023)?**

\$3,633,517

**b. How much do you anticipate will be spent this calendar year in total?**

\$6,136,017

**47. Can you delineate between the metro and rural and regional areas for the market reach of these campaigns?**

Each campaign is State wide with a regional centric focus that reflects the proportion of casualty crashes that occur in metro v regional for the particular issue under consideration. A dedicated campaign focusing on the regional driving experience is undertaken in regional SA each year. This current campaign is '2 in 3 deaths on country roads are country people', addressing the over representation of regional people in road trauma. Note that a comparison of budget placed in metro v regional is not indicative of reach due to the significant variances in media rates and available mediums in regional SA v metro.

**48. What specific actions is SAPOL taking to tackle the high road toll in the regional and rural areas?**

SAPOL's approach to reducing lives lost and serious injuries in the regional areas is a combination of enforcement, education and engagement. One of the main priorities in the SAPOL Road Safety Action Plan is a focus on regional and remote roads.

Media campaigns are placed state wide, with a regional focus reflecting the representation of regional SA in casualty crashes for each issue addressed. A dedicated regional road safety campaign is undertaken each year. A network of 59 double-sided roadside billboards have been posted across regional SA, providing additional reach and coverage to regional drivers on relevant regional driving issues.

For the purposes of campaign development, attitudes and behaviours regarding road safety issues are researched amongst relevant audiences, including regional residents each time. In the first half of 2023 an additional \$150,000 or 33% of budget was injected into the Regional '2 in 3' campaign.

Several enforcement strategies are utilised including regular regional deployments by sections with Traffic Services Branch (TSB) that include:

- Highway Patrol
- State Traffic Enforcement Unit
- Road Policing Tactical Unit
- Drug Driver Testing Unit
- Heavy Vehicle Enforcement Section
- Traffic Camera Unit.

These deployments in rural areas focus on:

- speed detections on rural highways
- targeting dangerous driver behaviour (including distraction)
- vehicle, licence and defect sites (VLAD)
- mobile and static drink and drug driving
- heavy vehicle intercepts at static sites and rural highways.

Overtime is also made available to enforcement units as part of TSB's Rural Highways strategy.

SAPOL have an overarching road safety operation – 'Operation Safe Roads 2023-2024'. Operation Safe Roads is SAPOL's annual corporate road safety initiative with the mission to prevent harm caused by vehicles on South Australian roads by improving road safety through education and enforcement.

A number of specific operations are conducted under the Safe Roads framework that target the enforcement and education around the 'Fatal Five - Drink and Drug Driving, Speeding, Distraction, Seatbelts and Dangerous Road Users'. All of these Operations are conducted in rural and regional areas as well as the metropolitan area.

SAPOL Road Safety Section (RSS) conduct regular visits to regional areas providing road safety messaging to sports clubs, schools and community groups. RSS deliver a specific regional driving awareness road safety session which includes, the Fatal Five causes of road trauma, fatigue, regional crash statistics, sharing the road with heavy vehicles and safety tips for driving on regional roads.



**Documents produced by the Premier's Taskforce to Improve Policing**

SAPOL is not aware of any documents that have yet been produced by the Premiers Taskforce other than meeting agendas/minutes. The release of any documents is a matter for the Chair of the Premiers Taskforce, Mr Damien Walker (CE, DPC).



Stephen Johninke  
**EXECUTIVE DIRECTOR, BUSINESS SERVICE**

19 July 2023



Colin Cunningham  
**COMMISSIONER'S SUPPORT BRANCH**

19 July 2023



Grant Stevens APM LEM  
**COMMISSIONER OF POLICE**

19 July 2023

**Hon Kyam Maher MLC**  
Attorney-General

/ / 2023

**QUESTION WITHOUT NOTICE  
BUDGET AND FINANCE COMMITTEE**

**BUDGET AND FINANCE COMMITTEE**

In reply to the **Hon Heidi Girolamo MLC (22 June 2023)**:

Questions:

**MOUNTED OPERATIONS UNIT**

Cost of exploring site feasibility—\$2m was allocated – how much has been expended?

Costs of PFAS / due diligence.

Number of MOU deployments – proactive (pre-planned) v reactive.

FOI requests re MOU / cost.

**CBD CRIME**

Operation paragon resourcing.

Stakeholder list.

How many calls from businesses are unattended by police officers?

Copies of stats relating to those call response times, specifically within the CBD

**RECRUITING**

TAFE fee changes and rationale.

Mental Health Training provided to police during recruit training.

PSOs who have transitioned to being a Police Officer.

**ADELAIDE OVAL INQUIRY**

Who authorised the release of information to MINPOL?

## LEGISLATIVE COUNCIL

### BUDGET AND FINANCE COMMITTEE

In reply to the **Hon Heidi Girolamo MLC (22 June 2023):**

Response by **The Commissioner of Police:**

*"The Commissioner of Police has advised that:*

#### **MOUNTED OPERATIONS UNIT**

**Cost of exploring site feasibility—\$2m was allocated – how much has been expended?**

Interim costs incurred by SAPOL for Thebarton Barracks relocation activities, to 30 June 2023 total approximately \$1.6m.

**Costs of PFAS / due diligence.**

The Department for Infrastructure and Transport is responsible for engaging the consultants who provided advice regarding site contamination. SAPOL has no responsibility for paying for these costs.

**Number of MOU deployments – proactive (pre-planned) v reactive.**

Refer to Question 5 on responses provided 19 July 2023.

**FOI requests re MOU / cost.**

Crown Law advice cost - \$6,899.31 inc GST.

#### **CBD CRIME**

**Operation paragon resourcing**

I refer to my letter dated 5 July 2023.

**Stakeholder list**

Refer to Question 6 on responses provided 19 July 2023.

**How many calls from businesses are unattended by police officers?**

Events are not categorised as business or private premises. Data is not readily available in relation to calls from businesses or data on police non-attendance, as this will require significant resources to review and validate information.

**Copies of stats relating to those call response times, specifically within the CBD**

Data can be obtained regarding Eastern District response times, but it is not possible to delineate between the suburb of Adelaide or the Adelaide CBD. As stated above, it is not possible to delineate between private and business premises. Data regarding response times to CBD business premises would also require a manual process.



## **RECRUITING**

### **TAFE fee changes and rationale.**

On 9 June 2022, the Executive Director People, Culture and Wellbeing approved a three month period where SAPOL funded the cost of the SAPOL Recruitment Test for all testing normally undertaken at a TAFE SA location. This was extended until 30 June 2023 and will continue indefinitely.

The rationale behind the original request was a measure, in part to combat the decline in applicant numbers as it was ascertained that the cost of the test may have been a contributing factor preventing applicants from applying to SAPOL.

During R313, SAPOL conducted TAFE exams at Police Headquarters outside of TAFE business hours which also meant the usual fee of \$148.50 could be waived. This resulted from a need to accelerate recruiting efforts which identified the payment of fee and/or accessibility to TAFE during business hours was a barrier to some applicants. This was also intended to enable continuity of SAPOL recruitment efforts whilst TAFE was closed and unable to facilitate testing.

This continued up until June 2022 when SAPOL commenced funding the full cost of the TAFE examination which was also transposed to an online process for expediency and greater efficiency, however participants were still required to attend a TAFE facility to undertake the examination, which remains the current method.

Those with a bachelor degree or above do not have to undertake any TAFE testing.

### **Mental Health Training provided to police during recruit training.**

The following training is provided.

Mental illness – (psychology lesson) discusses the application of appropriate techniques when intervening and dealing with mentally ill people and provides a basic appreciation of mental illness and how to relate to those suffering within the community. This is for 2 sessions of 90 minutes.

Mental Health Intervention –cadets learn the role and powers police have within the Mental Health Act, SAPOL's commitment to mental health and dealing with intervention and treatment orders. This is for 2 sessions of 90 minutes.

Mental Health Revise and Practice – cadets are taught how to apply police authorities in a mental health scenario and practice this application. This is for 2 sessions of 90 minutes.

Mental health – (formative assessment) cadets complete a tasking involving a person with mental health issues by identifying the issue, building rapport and communicating whilst remaining empathetic, requesting relevant resources and using correct powers of police under the Mental Health Act. This is a formal practical assessment and comprises of 3 sessions for 135 minutes.

Mental Health visit – cadets undertake a half day visit in SA Health placements to observe the role of SA Health and the interactions they have with police.

**PSOs who have transitioned to being a Police Officer.**  
Between 14/7/22 and 6/7/23, 30 PSO's have transitioned.

**ADELAIDE OVAL INQUIRY**

**Who authorised the release of information to MINPOL?**  
The Commissioner of Police.



Stephen Johninke  
**EXECUTIVE DIRECTOR, BUSINESS SERVICE**

28<sup>th</sup> July 2023



Grant Stevens APM LEM  
**COMMISSIONER OF POLICE**

28 July 2023

**Hon Kyam Maher MLC**  
Attorney-General

/ / 2023