

## OVERSEAS TRAVEL OUTCOMES REPORT

### COMMISSIONER GRANT STEVENS

**Departure date:** Tuesday 3 May 2016

**Return Date:** Sunday 29 May 2016

**Destinations:** United Kingdom / Ireland / Netherlands / Singapore

As Commissioner of Police I am responsible for ensuring that South Australia Police is positioned to respond to the emerging issues facing contemporary law enforcement agencies. I am therefore overseeing the implementation of the largest organisational reform in 20 years. The reform will allow SAPOL to be more adaptive, flexible and responsive in making resources available to deliver core policing services to the community of South Australia.

The business meetings undertaken during this travel provided me with the opportunity to discuss the challenges of organisational change at a strategic level whilst maintaining the core functions required of police. Additionally, I was able to view and gain an appreciation of how other police services and associated agencies are responding to the major public safety issues of today. These include domestic violence, cyber-crime, terrorism and the impact of changing technology both as an enabler and response to crime.

My travel to the United Kingdom and Europe allowed me to meet with senior representatives of law enforcement agencies who are currently or have recently undergone recent significant restructures to discuss the challenges of change management and how those agencies have met those challenges. A particular focus related to the business process methodologies applied including implementation frameworks. I also examined initiatives and practices relating to; workforce mix and gender equity; health and wellbeing programs including fitness standards for police, employee welfare; employee development; leadership training and development; performance management; austerity measures and the impact on policing. In addition to reinforcing the governance, processes and implementation approach for SAPOL's Reform Program, this exposure will inform and drive other projects I have already initiated to improve workplace diversity, create talent development pathways and improve workplace policies and practices for both men and women.

'One on One' discussions were held across key leadership ranks, with Police Commissioners, Chief Constables, Deputy Commissioners and Assistant Chief Constables from the Police Forces visited. Strategic discussions centred on those issues most important to SAPOL.

The Metropolitan Police, London hosted a visit during which I received presentations on a range of topics. These included a 'one on one' discussion with the Assistant Chief Constable for Territorial Policing on a range of policing issues and visits to the Westminster Borough and inspection of the Westminster Community Safety Unit. Briefings and presentations there related to domestic violence response, Clare's Law – DV disclosure scheme and the operation of Family Justice Centres. I visited the Metropolitan Police

Reform team, 'One Met 2020' and was provided an overview of the project management and governance, structure and rationale for change. The challenges and issues associated with police reform were discussed, and I was also provided briefings on gender equity initiatives relating to recruiting, retention and supporting women in policing. The visit to the Metropolitan Police also included a discussion with human resources professionals on the Met fitness testing regime and their Performance and Potential matrix model for officer performance management and promotional assessments. As an outcome of my visit, I have referred material obtained to the relevant SAPOL project leaders to further explore opportunities for our organisational and human resources reform program.

One of SAPOL's priority areas is domestic violence. The Multi-agency Protection Service (MAPS), led by SAPOL, was based on the Multi-Agency Safeguarding Hubs (MASH) in the United Kingdom. I personally visited the MASH representative who consulted with SAPOL in the development of the MAPS approach to information sharing. I visited and received detailed briefings on the operation and development of the MASH model which has now been operating for some time in the UK. This provided valuable insight into the experiences and potential challenges to better inform next steps as South Australia's MAPS matures.

The visit to the MASH in Staffordshire also provided insight into other programs integrated into the public protection environment, including the Troubled Families Initiative, Care Home Packs for management of children under the guardianship of the Minister, missing person's categorisation and Force culture relating to domestic violence. My visit to Staffordshire also included a 'one on one' meeting with their Chief Constable in relation to contemporary policing issues.

SAPOL is a major contributor to the ongoing work to improve justice services in South Australia. Whilst in the UK I visited Accenture and received detailed briefings from the Managing Director – Global Public Safety, the Senior Policing Industry Executive, and other staff. Subjects covered were leadership, and ethics training models, workforce capability planning; Video Enabled Justice and Video Analytics including person and object tracking using CCTV. The workforce planning initiative has been referred to SAPOL's organisational Reform Program to further liaise with Accenture as a step forward in acquiring this capacity in SAPOL. The Attorney General has approved a briefing/presentation of Video Enabled Justice to the Criminal Justice Sector Reform Council and this is currently being arranged. Material obtained in relation to leadership and ethics training has been referred to SAPOL's Human Resources Service.

While in the United Kingdom I was also privileged to be invited to attend Her Majesty the Queen's 90th Birthday Celebration in support of the Band of the South Australia Police which had been invited to perform at the celebrations at Windsor Castle between 12 and 15 May. Our Band was the only Australian band invited to give a solo performance and were the Australian representatives for the Commonwealth presentation combined with New Zealand and Fiji Army bands and the musical ride from the Royal Canadian Mounted Police. The performance also presented an excellent opportunity to show case South Australia with vision of our State projected on the arena screen during the Band's performance, and the international media coverage ensured South Australia had a high profile. The invitation to attend and the prestige of performing for Her Majesty was an accolade in itself and I am very proud of the Band's performance. During this time I was also able to attend the Band's performance at the Royal Windsor Horse Show.

In the Republic of Ireland I visited the national civilian Police Force (The Garda) to investigate their extensive Force Reform Program '*Transformation For An Garda Siochana*', This program is directly relevant to SAPOL and I have subsequently provided a copy of the Garda strategic reform document '*Transforming Road Map*' and their implementation

methodologies to the SAPOL Organisational Reform team to ensure SAPOL takes advantage of this example of an innovative law enforcement reform program. I was also briefed on their mental health and wellbeing initiatives. This material has been referred to Human Resources Service to consider as part of SAPOL's Wellbeing Program.

After visiting the Garda I attended a meeting with the Australian Ambassador at the Australian Embassy in Dublin. We had a confidential discussion on contemporary public safety issues and policing issues impacting on Ireland and Australia.

The Police Service of Northern Ireland (PSNI) hosted a visit and presentation on their Public Protection Arrangements in Northern Ireland (PPANI) which is considered to be a best practice model in the management of repeat violent and sexual offenders, domestic violence and the management of vulnerable persons (children and adults). I examined the structure and processes of the Public Protection Branch and the district level Public Protection Units. The visit also included a presentation on Violent Offender Prevention Orders and associated multi-agency interventions. I was also briefed on the practical implications for police on the application of legislation based on Clare's Law (proactive disclosure of offenders domestic violence history) and Megan's Law (mandatory notification to law enforcement from persons convicted of sex crimes against children when changing address or employment after release from custody). The PPANI visit and briefing will directly influence SAPOL's management of domestic violence, child abuse, missing persons and offender management, this information has been provided to key personnel within SAPOL working on these issues.

The visit to PSNI also included a tour of the Police Training Facility and briefings on the use of fitness standards and testing for police. Whilst at their Academy I also observed a medal parade for PSNI officers. A presentation was also provided in relation to the PSNI Workforce Health Survey conducted in conjunction with Durham University. As an outcome of the visit to their Academy, I have briefed the SAPOL Assistant Commissioner Human Resources on the material relating to both police officer fitness standard and the workforce health survey for further progression.

I visited the Belfast City District Command Unit and met with the District Commander to discuss contemporary operational policing issues and police management. This included a tour of the Belfast City District during which community policing issues were highlighted and discussed. While with the PSNI I also visited the PSNI/Royal Ulster Constabulary Memorial Wall built to remember fallen officers from both police services. This visit was arranged by the Chief Constable and hosted by a retired PSNI volunteer who guided me through the history of policing in Northern Ireland. Time during the visit to Belfast was spent with the Chief Constable during which we discussed contemporary policing issues.

In the Netherlands I visited the Netherlands Forensic Institute and held detailed discussions with the Director and key management staff seeking their assistance in the investigation of the 1994 bombing of the National Crime Authority. The meeting resulted in the provision of 'in principle' support' by NFI to assist SAPOL in the matter pending the resolution of some technical matters.

During that visit, I also presented a framed certificate of appreciation to the NFI, recognising their support of the Louise Bell murder investigation. In 2012, the Netherlands Forensic Institute, using leading-edge DNA technology, conducted a series of DNA tests on exhibits related to Louise's disappearance. The tests provided a DNA match, which played an integral part in the arrest of the suspect for the murder of Louise Bell. The cooperation of the Netherlands Forensic Institute in partnership with South Australia Police has contributed to enhancing perceptions of public safety for the South Australian community, which demonstrates the significant outcomes that can be achieved through collaboration.

I met with a Chief Superintendent of the Netherlands Police who is the Director of Pearls In Policing, and discussed the potential for a SAPOL senior manager/executive to be invited to participate in the PEARLS International Action Learning Group in 2016/2017. SAPOL had previously been provided access to the development program but forfeited its place in 2011. As a result of the meeting, SAPOL has been invited to nominate a candidate to participate in the 2016-17 PEARLS Program. This opportunity will contribute to the professional development of selected SAPOL senior managers.

Also while in the Netherlands, I was hosted by the Netherlands National Police who provided me with an overview of their recent amalgamation of 25 regional forces into one national force. I visited and inspected their CCTV command centres and received a briefing on their monitoring operations. I also received a briefing in relation to the issues surrounding the legalised distribution of cannabis through the café industry and the law enforcement implications and on policing the prostitution industry in the Netherlands. Both of these issues centred on organised crime involvement in legalised/decriminalised environments, and the implications arising from drug trafficking, extortion, human trafficking and exploitation. As a result of the visit, I have commenced correspondence with the Commissioner of the Netherlands Police, seeking further insights into the challenges and learnings from their amalgamation process.

Singapore's Safe City program utilises technology and advanced analytics to predict crowd behaviour, coordinate resources and incident responses across the ten participating agencies to provide improved service to the public and safer neighbourhoods. During my visit with them, I was provided briefings on the Safe City Testbed and the Singapore Safety and Security Industry Program 2020. I also met with the Commissioner of Police and discussed their extensive CCTV management with a view to informing policing practice in South Australia. Discussions were also held regarding the SAPOL/Singapore Police Senior Managers exchange program and a commitment was secured to continue with the program. This program will continue to contribute to the professional development of SAPOL senior officers.