SAPOL 2020

Achieving our vision of a visible, responsive police service for all South Australians

The Roadmap

TECHNOLOGY

Introducing enabling technologies that support our people and operations.

SAPOL has invested significantly to enable the delivery of our core functions. The rapidly changing technological environment has seen the introduction of Shield and portable data devices to allow real-time access to information. The following initiatives will be a part of our technology focus:

- **Shield** will see the introduction of crime occurrence and apprehension reports providing a centralised information management platform for recording and management of victim and non-victim crimes.

- **Chris21** will provide an integrated HR software solution and a platform from which our human resource and payroll strategies will evolve to dramatically reduce the number of forms required, speed up processing and provide valuable workforce data.

- In 2017 **body worn video** equipment will be issued to secure better evidence and provide increased officer safety.

- **Mobile rugged tablets** will provide a fully functional desktop environment on a mobile platform.

- An investment in **predictive analytics** will provide greater insight in predicting demand and alerting officers to real-time crime trends.

- **Mobile CAD** advancements will change the way we manage field deployment ensuring safety and efficiency for the benefit of officers and the community.

NEXT STEPS

Implementation of projects will be structured to complement the three core drivers. The target completion date of this change program is **December 2020**.

FOR FURTHER INFORMATION

Contact the Organisational Reform Team

Phone: 7322 4068

Email:
sapol.organisationalreview@police.sa.gov.au

Modern policing requires our people to capably respond to a range of emerging and complex challenges. SAPOL remains steadfast in its commitment to the SAPOL 2020 vision through the delivery of our three core programs: Public Safety; Crime and Criminal Justice Services; Road Safety. The transformation of SAPOL through this organisational reform will also position us to deal with the current and emerging challenges as we continue to serve and protect the people of South Australia.

This document provides a roadmap of how organisational reform activity will contribute to SAPOL achieving the 2020 vision.

Our focus on SAPOL 2020 will guide our organisational reform activity. This activity will be defined by three core drivers: our People, Operations and Technology.

Our actions now, guided by each core driver, will contribute to SAPOL 2020. Key activities will build on our values of **service**, **integrity**, **courage**, **leadership**, **collaboration** and **respect**. There will be significant investment of people and resources to undertake the activities that will reinforce our three core drivers. Initially this investment will concentrate on: technology based initiatives; the staged implementation of our new operating structures; and the resultant redesign of supporting systems and processes. Importantly, all aspects of our redesign, from operations to supporting functions, will consider the development and support of our workforce as we move forward.

PEOPLE

A priority for SAPOL is to attract and retain a workforce that is representative of the community we serve. This workforce is confident, capable and diverse. This has commenced with the development of a new organisational wide framework to provide a focus on our people.

Recruit 313 remains a priority with a completion deadline in 2018. In addition, SAPOL is committed to implementing a policing model for the future. This includes maximising the capability of our resources, including our people, by ensuring the right mix of police and qualified civilian staff.

OPERATIONS

Our new policing model will make us a more effective and productive organisation. Our commitment to problem solving and intelligence led policing will continue, using an evidence based approach in our decision making. Resource allocation and demand management, domestic and family violence, cybercrime and counterterrorism are all priority areas in our program of change. We will build on our learnings from the metropolitan review to examine our regional policing model. This work will be augmented by:

- New operating structures at the local level.

- Improved delivery of operational intelligence.

- Increased state-wide functionality from our Communications Group.

TECHNOLOGY

Significant technology projects are already underway within SAPOL. A staged approach to the roll-out of computer, video, facial recognition and digital technologies will ensure SAPOL remains at the forefront of technology in our operations and workforce. These key projects will be coordinated to ensure integration with the implementation of our new structures and people priorities.

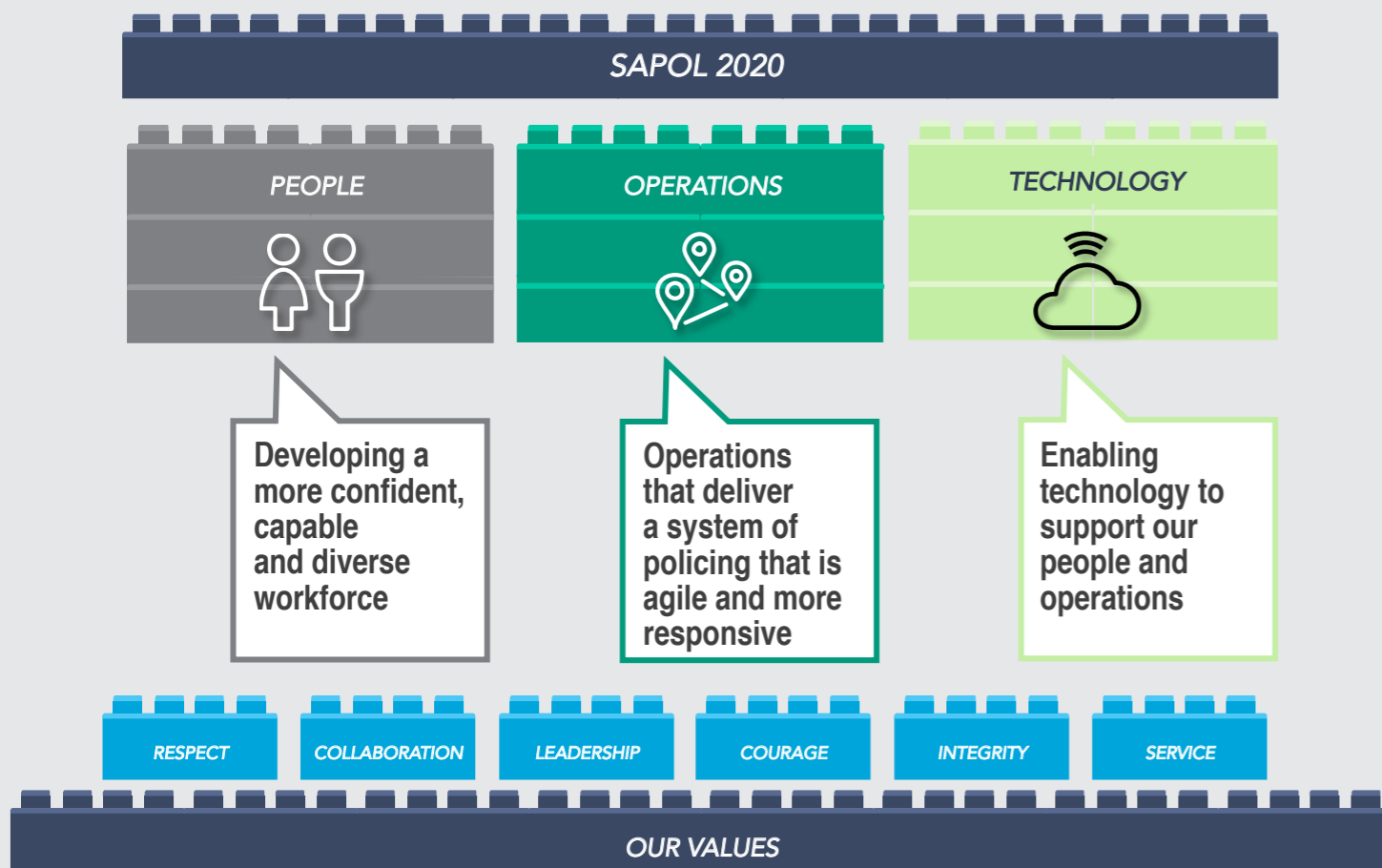**Grant Stevens**
Commissioner
South Australia Police

SOUTH AUSTRALIA POLICE
KEEPING SA SAFE

Government of South Australia

CORE DRIVERS

SAPOL 2020

PEOPLE	OPERATIONS	TECHNOLOGY

Developing a more confident, capable and diverse workforce

Operations that deliver a system of policing that is agile and more responsive

Enabling technology to support our people and operations

RESPECT | COLLABORATION | LEADERSHIP | COURAGE | INTEGRITY | SERVICE

OUR VALUES

PEOPLE

SAPOL will attract, develop, maintain and support a diverse workforce that is confident, capable, innovative and flexible, which meets the needs of the community.

This will involve significant work in the following areas:

- A new **people vision and strategy** will be developed that clearly identifies areas of focus and those enablers required to make our vision real for each employee.
- Enhanced **workforce flexibility** that addresses contemporary expectations on work-life balance for all staff.
- Making **health and wellbeing** a priority for SAPOL, ensuring our people are supported personally and professionally.
- Introducing a contemporary **recruitment**, **development and performance management framework** which addresses an individual's development throughout their career.

OPERATIONS

An integrated system of policing that is agile and more responsive will require improved structures, systems of work and processes.

This will involve work in the following areas:

- No policing jurisdiction is immune from the effects of terrorist activity. SAPOL will invest resources in **counterterrorism** to enhance our frontline and preventative, response and investigation capabilities.

- A significant increase in our capacity to deal with **domestic and family violence** with greater resource investment improving service to victims.
- Technology has exposed us to types and methods of **cybercrime** that we have never previously encountered. By increasing the investment in our cybercrime capability we will keep pace with this evolving field of policing.
- An **Investigation Support Desk** will provide a 24/7 capability dedicated to assisting real-time responders as they investigate crime. This initiative will deliver improved frontline investigation outcomes.
- Introduction of a **State Crime Assessment Centre** will provide efficiencies across the entire state. This will change the way in which incidents are assessed and will provide greater opportunities for our officers to make a difference. Efficiencies created will allow supervisors greater time in the field.
- The future of local policing involves creating new operating structures to support the way in which we police our communities. **District Policing Teams** will provide an intervening presence to prevent harm earlier. **Response Teams** will be dedicated to priority calls for assistance. Working without borders will enhance our response capability.
- Turning information into actionable intelligence to disrupt criminal activity remains a priority. Implementation of the **intelligence** review will provide end users with a more productive and efficient service.
- The community will experience a more timely and appropriate response to matters not requiring a face-to-face contact through a **telephone resolution** service.

THE ROADMAP

	2016	2017	2018	2019	2020
People	• Gender parity • Recruit 313 • EOC Review	• Finalise a people vision and strategy • EOC recommendations actioned • Redesign of our selections process • Develop a diversity and inclusion strategy	• Develop a SAPOL talent management framework • Enhance our strategic workforce planning capability • Review and streamline general orders • Commence use of workforce analytics	• Progress the health and wellbeing program	• Expansion of evidence based workforce analytics • Progress diversity, talent management and strategic workforce planning initiatives
Operations	• Station services streamlined to demand • Crime Scene Investigators and Traffic Enforcement Section centralised	• Regional review • Child and Family Investigations restructure • Intelligence enhancements • Investigation Support Desk • State Crime Assessment Centre	• District Policing stage 1 – Metro LSAs to 4 Districts • Regional review recommendations actioned	• District Policing stage 2 - transition to Response and District Policing Teams • Custody Management rationalisation	• Telephone resolution services • Completion of communications and intelligence restructures • Non-sworn Triple Zero call taking
Technology	• Shield upgrades • Mobile rugged tablets trial	• Body worn video • Facial recognition systems • Portable Data Terminals • Chris21 (HR software solution)	• Expand the use of big data and predictive business analytics	• Full implementation of facial recognition • SAPOL open data strategy to empower citizens and businesses with information	• Shield roll-out complete with full functionality