



SOUTH AUSTRALIA POLICE
KEEPING SA SAFE

Your Ref:

Our Ref: 21/0053

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Mr Lee Odenwalder MP
PO Box 1046
ELIZABETH VALE SA 5112

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Dear Mr Odenwalder,

Re: Freedom of Information Act application

In reference to your application made pursuant to the Freedom of Information (FOI) Act 1991, access was sought to:

"Consultation paper titled 'Regional Review – Regional Policing Model' and any related documents, appendices etc."

South Australia Police (SAPOL) has located documents that fall within the scope of your request. The documents are numbered and described in the following schedule. The schedule contains the details of the determination in compliance with section 23. In particular, note the grounds on which access has been refused, including the reasons which are contained in the schedule. Your request has been interpreted and processed in good faith. This determination was made on the 21 August 2020.

Please note that document numbers 5, 6, 8 and 12 have hyperlinked attachments. Several attachments have been dealt with as separate documents in this determination and where this has occurred the document number has been referred to in brackets after the attachment description.

SA POLICE - FREEDOM OF INFORMATION UNIT SCHEDULE				
No.	Document Description	Status	Act	Reason
1	SAPOL 2020 - Regional Policing Review - Regional Policing Model Consultation Paper dated February 2020 and consisting of 40 pages.	Part Release	Clauses 4(1)(a) 4(2)(a)(iv) 4(2)(a)(vi) 4(2)(b) 16(1)(a)(iii) 16(1)(a)(iv) 16(1)(b)	<p>A portion of the document is exempt as it identifies the current and recommended staffing requirements for the Regional Policing Model and disclosure of such information could reasonably be expected to endanger the life or physical safety of any person.</p> <p>The purpose of SAPOL as set out in section 5 of the <i>Police Act</i> 1998 is to reassure and protect the community in relation to crime and</p>

			<p>disorder by the provision of services to uphold the law, preserve the peace, prevent crime, assist the public in emergency situations, co-ordinate and manage responses to emergencies and regulate road use and prevent vehicle collisions.</p> <p>It is my view that it is in the public interest of the State of South Australia and its people for the Commissioner of Police to maintain systems which includes the number of SAPOL employees (<i>operational Police Officers and other employees</i>) across regional areas of the State who can be deployed to provide unique and essential services to the community as set out in section 5 of the <i>Police Act</i> 1998.</p> <p>I am of the view that disclosure of the information could reasonably be expected to prejudice the systems in place for operational rostering and deployment of personnel to protect public safety and property by preventing, detecting, investigating and dealing with contraventions of the law. I believe that disclosure would, on balance, be contrary to the public interest.</p> <p>I am of the view that disclosure of the information could have a substantial adverse effect on the Commissioner's management of his personnel, with respect to the number available for deployment for duty at any given time. This in turn, could reasonably be expected to have a significant and harmful effect on SAPOL performance and the delivery of services. I believe that disclosure would, on balance, be contrary to the public interest.</p> <p>It must be borne in mind that release to an individual under the FOI Act is not subject to any limitations as to further disclosure. Documents released under FOI</p>
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				<p>can be used for any purpose, disclosed to other persons, or otherwise publically disseminated. It is therefore said that disclosure pursuant to the FOI Act is disclosure the world at large or at least potentially so.</p> <p><i>BRADSHAW V SA POLICE; SA POLICE V BRADSHAW(2012) SADC 184 AT (60) (Judge Muscat) and TREGLOWN V SA POLICE (2011) SADC 139 AT (101) (Judge Herriman)</i></p> <p>It is my view that exempting current and recommended staffing requirements for the Regional Policing Model is in the public interest and far outweighs your individual interest in this matter.</p>
2	Regional Review - Regional Review Model Proposal Consultation Feedback - undated and consisting of 2 pages.	Full Release		
3	Regional Review - Terms of Reference – undated and consisting of 3 pages.	Full Release		
4	Regional Review – Update December 2019 - dated December 2019 and consisting of 3 pages.	Full Release		
5	Email authorised by Assistant Commissioner Noel Bamford - Regional Review – Regional Review kicks off - dated 2 March 2018 and consisting of 1 page with the following hyperlinked attachments: <ul style="list-style-type: none"> ➤ <i>SAPOL 2020 Roadmap (refer Document 13)</i> ➤ <i>Terms of Reference (refer Document 3)</i> 	Full Release		
6	Email authorised by Assistant Commissioner Noel Bamford – Regional Review - Regional Review – Update - dated 6 November 2018 and consisting of 1 page with the following hyperlinked attachment: <ul style="list-style-type: none"> ➤ <i>Regional review frequently asked questions</i> 	Full Release		

7	Email authorised by Assistant Commissioner Noel Bamford - Regional Review – Regional Review – Update - dated 20 December 2018 and consisting of 1 page.	Full Release		
8	Email authorised by Assistant Commissioner Noel Bamford – To: All SAPOL Staff – From: Corporate mailbox – Subject: Proposed centralisation of Regional Highway Patrol - dated 27 June 2019 and consisting of 1 page with the following hyperlinked attachments: <ul style="list-style-type: none"> ➤ Consultation Paper (refer Document 1) ➤ Consultation Feedback Form (refer Document 2) 	Full Release		
9	Email authorised by Assistant Commissioner Noel Bamford – To: All SAPOL staff – From: DL SAPOL – Subject: Centralisation of Regional Highway Patrol - dated 5 September 2019 and consisting of 1 page.	Full Release		
10	Email authorised by Assistant Commissioner Noel Bamford - To: All SAPOL staff – From: DL:SAPOL - Subject: Regional Review Update - dated 21 October 2019 and consisting of 1 page.	Full Release		
11	Email authorised by Assistant Commissioner Noel Bamford – To: All SAPOL staff – From: DL:SAPOL – Subject: Centralisation of Regional Highway Patrol - dated 27 November 2019 and consisting of 1 page.	Full Release		
12	Email authorised by Assistant Commissioner Noel Bamford – To: All SAPOL staff – From: DL:SAPOL – Subject:	Full Release		

	<p>Regional Policing Model Consultation Paper - dated 10 February 2020 and consisting of 1 page with the following hyperlinked attachments</p> <ul style="list-style-type: none"> ➤ Consultation paper (refer Document 1) ➤ Frequently asked questions ➤ Face to face sessions ➤ Consultation Feedback Form (refer Document 2) 			
13	SAPOL 2020 – <i>Achieving our vision of a visible, responsive police service for all South Australians</i> – The Roadmap – undated and consisting of 4 pages.	Refuse Access	Section: 20(1)(b)	<p>This document has been published on the SAPOL website in accordance with the Government policy <i>Premier and Cabinet Circular PC045</i> and can be found at https://www.police.sa.gov.au/data/assets/pdf_file/0009/365508/Organisational-Reform-SAPOL-2020-The-Roadmap.pdf</p>

CLAUSES FOR REFUSAL

Clause 4(1)(a) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which could reasonably be expected to endanger the life or physical safety of any person."

Clause 4(2)(a)(iv) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which could reasonably be expected to prejudice the maintenance or enforcement of any lawful method or procedure for protecting public safety;"

Clause 4(2)(a)(vi) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which could reasonably be expected to prejudice any system or procedure for the protection of persons or property;"

Clause 4(2)(b) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which would, on balance, be contrary to the public interest."

Clause 16(1)(a)(iii) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which could reasonably be expected to have a substantial adverse effect on the management or assessment by an agency of the agency's personnel;"

Clause 16(1)(a)(iv) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which could reasonably be expected to have a substantial adverse effect on the effective performance by an agency of the agency's functions."

Clause 16(1)(b) of Schedule 1 of the FOI Act which states:

"A document is an exempt document if it contains matter the disclosure of which would, on balance, be contrary to the public interest."

Section 20(1)(b) of Part 3, Division 1 of the FOI Act 1991 which states:-

"An agency may refuse access to a document if it is a document that is available for inspection at that or some other agency (whether as part of a public register or otherwise) in accordance with Part 2, or in accordance with a legislative instrument other than this Act, whether or not inspection of the document is subject to a fee or charge."

In accordance with the requirements of Premier and Cabinet Circular PC045, details of your FOI application, and the documents to which you are given access, will be published on the SAPOL website Disclosure Log. A copy of PC045 can be found at <http://dpc.sa.gov.au/what-we-do/services-for-government/premier-and-cabinet-circulars>. If you disagree with publication, please advise the undersigned in writing by **30 September 2020**

Your rights to review

If you are dissatisfied with the determination for access to SAPOL records, you are entitled to exercise your right of internal review in accordance with section 29(1) of the FOI Act by completing a PD362 Application for Internal Review form which can be downloaded from <https://www.police.sa.gov.au/services-and-events/freedom-of-information> or available upon request at your nearest police station. Alternatively an application may be made in writing to the SAPOL Freedom of Information Unit. This application must be lodged within 30 days from the date of this determination with a fee of \$37.50. Such a fee may be waived in the event of an exemption being claimed

Yours sincerely,



Senior Sergeant First Class Tracy Gentgall
Officer in Charge

Freedom of Information Unit
(Accredited Freedom of Information Officer)

31 August 2020

SAPOL 2020

REGIONAL POLICING REVIEW
REGIONAL POLICING MODEL
CONSULTATION PAPER

February 2020

*A visible, responsive police service for all
South Australians*



SOUTH AUSTRALIA POLICE
KEEPING SA SAFE



**Government
of South Australia**

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October 2019	Draft Document Creation
November 2019	Document Amended
December 2019	Document Amended
February 2020	Document Approved

EXECUTIVE SUMMARY

A Regional Policing model has been developed for South Australia that reflects the State's changing environment out to 2030 and beyond. Over most of South Australia regional populations are declining with government infrastructure investment and private development focussing on the Greater Adelaide Area. This Model has been designed to reflect planning and development predictions. It is intended to be implemented over a number of years by providing a scalable, consistent framework for regional policing. It will require investment in infrastructure and additional resources as the population around metropolitan Adelaide grows and the line between city and country continues to blur. The timeframes for implementation will be dictated by the availability of additional staff. In essence this Model is the blueprint for incremental change to regional policing over the next 10-20 years.

In conjunction with a critical analysis of all regional functional groups, the Regional Review Team has examined current LSA boundaries, community demographics, demand, crime patterns, emergency management requirements, regional development, population growth and the impact of the expanding metropolitan Adelaide region. From that work a Regional Policing Model has been developed with the following key features:

- The term 'Local Service Area' will be replaced by 'Region.' Each Region will be divided into Districts;
- Regions will have standard organisational structures ensuring consistent capabilities;
- An emphasis on local police undertaking local policing functions including community engagement and youth diversions;
- Technology will be leveraged to provide support services centrally from metropolitan Adelaide.

A significant factor for regional policing is population growth which is primarily driven by development. Population across the Greater Adelaide area has increased by approximately 10% over the last five years. In contrast, regional communities have declined by approximately 13% over this same period. An examination of planning and development projections across South Australia has been conducted out to 2036. With the exception of the Greater Adelaide Area, there is no substantial development planned across regional South Australia. On that basis there is no requirement to make widespread changes to current LSA boundaries or significantly increase police numbers outside of the Greater Adelaide area.

Two areas which will continue to grow and place significant demand on police resources are the Barossa and Hills Fleurieu LSAs. Large parts of these regions fall within the Greater Adelaide area where urban sprawl is generating significant population growth, which can already be seen through the increase in housing and transport infrastructure. In response to the predicted growth it is proposed to merge the Barossa and Hills Fleurieu LSAs into one 'Outer Metropolitan Region' which will be divided into three Districts. Over time there will be a need for investment in infrastructure in the Gawler area and progressive increases in staff numbers across this new Region.

Leveraging on existing technology, regional police are currently being provided with a number of services delivered from Adelaide. These include:

- Triple Zero and 131444 call taking;
- State-wide dispatching and oversight by the State Response Manager;
- Investigation Support Desk; and
- The State Crime Assessment Centre.

The following additional functions will be established centrally to service all Regions:

- Brief Quality Control Officers;
- Youth Justice Services; and
- Intelligence Analysis.

Many Clause 14 stations are in areas with declining populations and diminishing demand. These stations have ageing infrastructure and accommodation and are also becoming locations that are increasingly hard to fill. A long term strategy that recognises current practices around clustering of outstations to provide mutual support has been developed to address these issues. Features of the strategy include:

- Formal clustering of all clause 14 stations identifying a 'primary station' for each cluster;
- Development of a process to assess viability of each location based on an assessment of demand, infrastructure and accommodation;
- A process to close stations that are no longer viable;
- Transfer of the positions to the primary station within that cluster; and
- A flexible approach to work arrangements for affected members.

REGIONAL BOUNDARIES

A review of the current Local Service Area boundaries has been conducted taking into consideration community demographics, demand, crime patterns, emergency management requirements, regional development, population growth and the impact of the expanding metropolitan Adelaide region. An analysis of crime and demand across the seven LSAs highlighted that the distribution under the current LSA model is relatively balanced per FTE and that the highest levels of demand for police services continue to exist within the major regional townships. Regional LSA headquarters stations are suitably located in these large centres and in general terms these stations appear to be adequately staffed so that a 24 x 7 policing service can be provided to meet demand. Similarly, the level 2 (ten or more staff) and level 3 (three to nine staff) stations are effectively located in smaller regional centres where there is still a need to provide 24 x 7 coverage. As with the headquarters stations, the level 2 and 3 stations also appear to be sufficiently staffed to provide the required level of policing service to meet demand. Other than management and support structure changes required to meet future demand challenges, **the Review Team does not recommend** any further changes to these stations at this point in time. The only exception to this is the Barossa and Hills Fleurieu LSAs.

Where demand does differ significantly is across the clause 14 stations, in particular those stations that are located in areas with declining communities where there is a lack of regional growth and employment opportunities. However, the location of clause 14 stations was not considered critical in the review of regional boundaries. Most of the existing regional police stations are closely located to a SES, CFS or SAAS depot and as such all emergency services work closely together. Therefore, the Regional Policing Model takes into account the broader impact on emergency management. A critical review of emergency management requirements identified that the current LSA boundaries are logically aligned with the other emergency services, emergency management zones and that the current boundaries are constituted well to support effective administration, coordination, management and operational response to emergencies.

The Greater Adelaide Planning Region areas of Gawler, Mount Barker and Victor Harbor are currently classified as regional policing zones, despite sitting on the outer fringe of metropolitan Adelaide. Since the introduction of the Intelligence Led Policing (Local Service Area) model, these areas have seen a significant increase in population housing, shopping, public transport and road infrastructure development. This growth is predicted to continue out to 2030 and beyond and is illustrated on the following pages via projected population data supplied by the Department of Planning, Transport and Infrastructure. This data has been presented by Local Government Area (LGA), and by Australian Bureau of Statistics' Statistical Area level 2 (SA2), LGA data aligns with current LSA boundaries while SA2 provides an indication of projected population growth at the suburb level.

South Australia's total population is projected to increase by 273,781 from 1.71 million to 1.99 million by 2036, an average annual population increase of 13,689 (0.8%). Greater Adelaide, which includes Barossa and Hills Fleurieu LSAs, contains 77% of the current population. By 2036, this share is predicted to grow to 78.6%. Greater Adelaide's population is projected to increase by 237,091 to 1.56 million by 2036, an average annual population increase of 11 855 (0.9%). For regional South Australia the total population will increase by only 36,689 from 388,786 to 425,475 by 2036. This is depicted by SA Government planning region in the table below and clearly demonstrates the growth on the outer metropolitan Adelaide fringes and a lack of growth and some decline in the regions further out:

Table 1: Regional Population Growth

Region	2016	2026	2036	2016 - 2036 change	2016 - 2036 % change
Greater Adelaide	1,324,058	1,443,857	1,561,149	237,091	17.90%
Barossa - Yorke - Mid North	113,147	119,948	125,756	12,609	11.14%
Eyre Peninsula & South West	58,415	57,914	58,331	-84	-0.14%
Fleurieu - Kangaroo Island	51,685	58,993	65,815	14,130	27.34%
Limestone Coast	66,689	69,085	70,900	4,211	6.31%
Murray and Mallee	71,511	75,202	77,596	6,085	8.50%
SA - Outback North and East	27,339	26,977	27,078	-261	-0.95.00%
SA TOTAL	1,685,505	1,824,999	1,959,547	273,781	16.26%

The following graph illustrates the significant growth occurring on the northern metropolitan Adelaide fringe and highlights the need for change in order to meet the increasing demand:

Graph 1: Adelaide Outer North Population 2016 – 2036 by SA2

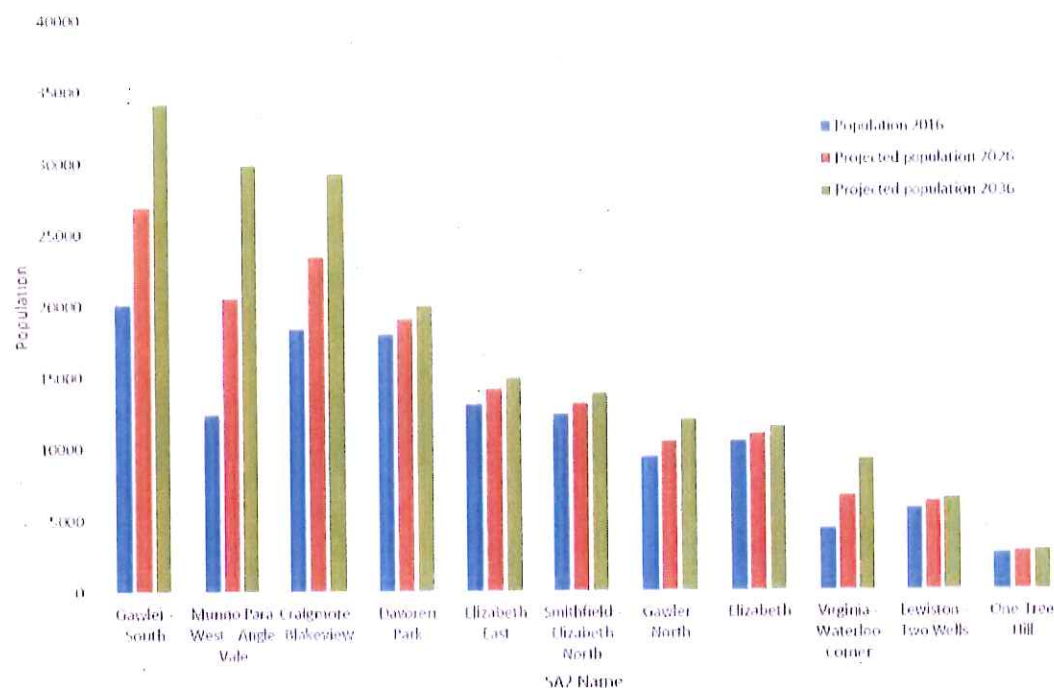
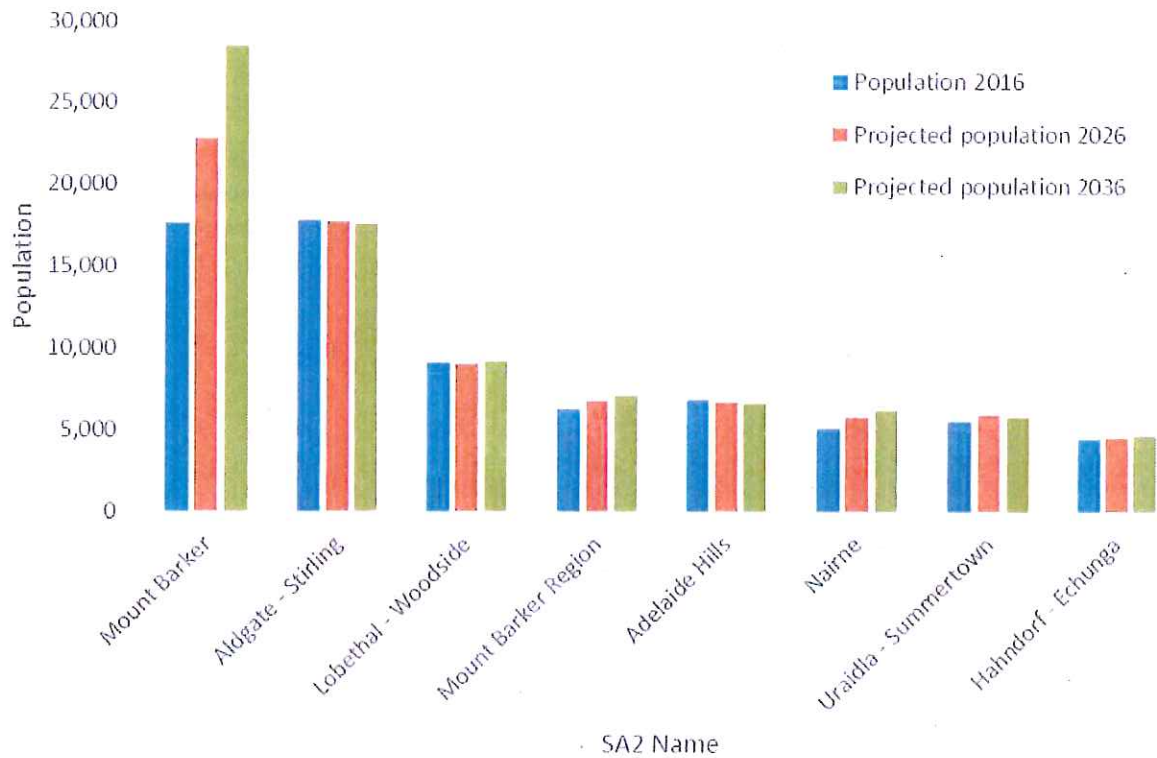


Table 2: Barossa Population Growth

Local Government Area (LGA)	Population Projection for 30 June . . .					
	2016	2021	2026	2031	2016 - 2031 change	2016 - 2031 % change
Adelaide Plains District Council	8,912	9,425	9,598	9,759	847	9.50%
Light Regional Council	15,041	15,902	17,004	18,161	3,120	20.74%
Barossa District Council	24,210	25,373	26,481	27,532	3,322	13.72%
Town of Gawler	23,352	26,770	30,004	33,583	10,231	43.81%
BAROSSA LSA TOTAL	71,515	77,470	83,087	89,035	17,520	24.49%

The following graphs illustrate the significant growth occurring in the Hills Fleurieu LSA:

Graph 2: Adelaide Hills Population 2016 – 2036 by SA2



Graph 3: Fleurieu Peninsula Population 2016 – 2036 by SA2

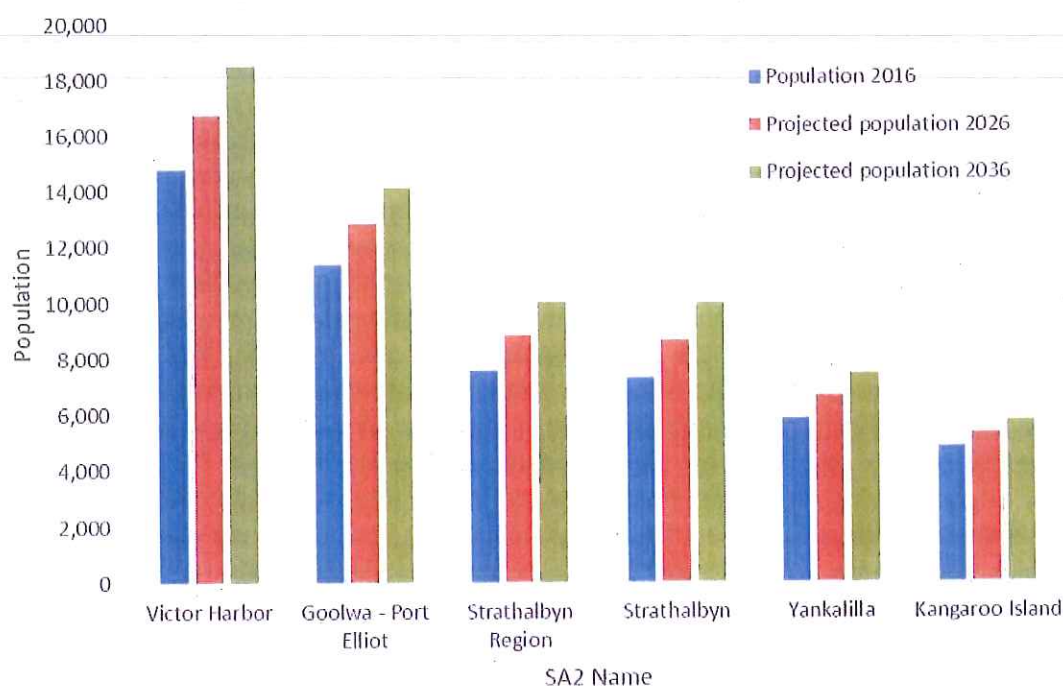


Table 3: Hills Fleurieu Population Growth

Local Government Area (LGA)	Population Projection for 30 June ...					
	2016	2021	2026	2031	2016 - 2031 change	2016 - 2031 % change
Adelaide Hills District Council	39,639	39,642	39,607	39,531	-108	-0.27%
Mount Barker District Council	33,891	36,935	40,178	43,520	9,629	28.41%
Alexandrina District Council	26,559	28,462	30,571	32,526	5,967	22.47%
Victor Harbor Council	15,018	16,014	16,985	17,898	2,880	19.18%
Yankalilla District Council	5,273	5,666	6,090	6,488	1,215	23.04%
Kangaroo Island District Council	4,836	5,094	5,338	5,561	725	15.00%
HILLS FLEURIEU LSA TOTAL	125,216	131,813	138,769	145,524	20,308	16.22%

Given the extent of projected population growth, the current staffing levels and workforce distribution, the Barossa and Hills-Fleurieu LSAs will not meet the increasing demands of the future.

CREATION OF REGIONS

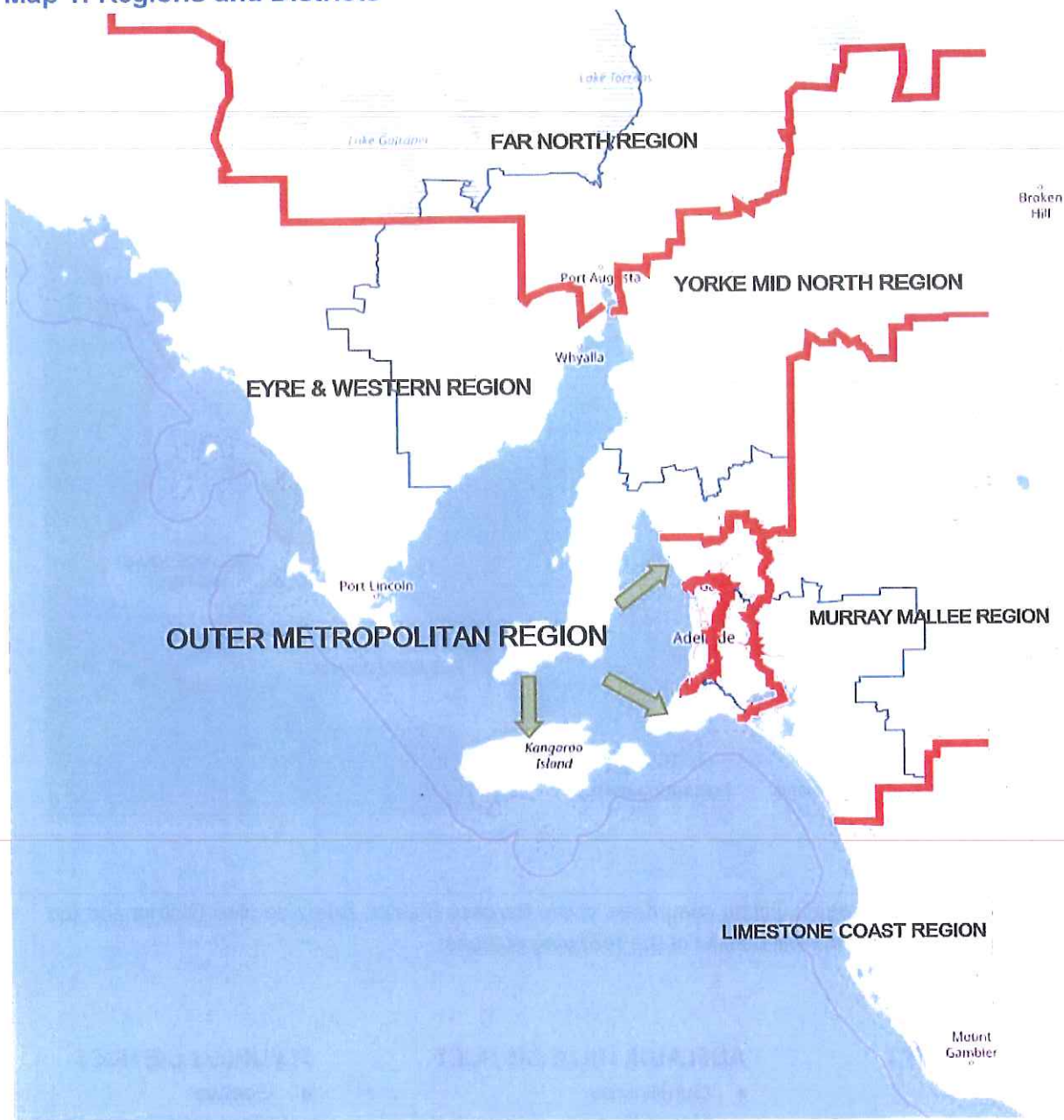
It is proposed that the Regional Policing Model will include an "Outer Metropolitan Region" created by amalgamating the existing Barossa LSA with the Hills Fleurieu LSA and then dividing the new Region into three operational policing Districts that will be structured accordingly. It is proposed that the Metropolitan Northern District boundary is moved so that the outer lying suburbs including Angle Vale and Buckland Park are incorporated into the new Outer Metropolitan Region. These suburbs are currently being developed and in the near future will increase demand in Northern District creating an imbalance across Metropolitan Operations Service. The Review Team has assessed existing LSA boundaries as to their current effectiveness and how they will fit in with future changes in demographics and demand. Given the fact that the current boundaries fit within established emergency management, Local Government boundaries and DPTI planning areas, the Review Team recommends that there are no significant changes to the remaining boundaries other than three minor changes to realign response boundaries to the nearest headquarters station. These realignments are: realigning the township of Truro from the Riverland response area to the new Outer Metropolitan Region (15km from Nuriootpa); realigning the township of Callington from the Murray Bridge response area to the Outer Metropolitan Region (22km from Mt Barker); and realigning the boundary between the Southern District and the current Mt Barker response area around Mt Bold reservoir. Whilst these recommended boundary changes have no strategic significance under a future regional policing model, they will resolve current operational confusion where these areas are split between different regional policing response areas and metropolitan District response areas.

The policing Districts will formally identify areas of geographical responsibility within each Region.

Table 4: Regions and Districts

CURRENT LSA	CURRENT CRIME MANAGEMENT RESPONSE AREA	FUTURE REGION	FUTURE DISTRICTS
Barossa LSA	Gawler Crime Management	Outer Metropolitan Region	Barossa District
	Nuriootpa Crime Management		Barossa District
Eyre Western LSA	Port Lincoln Crime Management	Eyre Western Region	Far West District
	Ceduna Crime Management		Far West District
	Whyalla Crime Management		Whyalla District
Far North LSA	Cooper Pedy Crime Management	Far North Region	Outback District
	Roxby Downs Crime Management		Outback District
	Port Augusta Crime Management		Port Augusta District
Hills Fleurieu LSA	Mt Barker Crime Management	Outer Metropolitan Region	Adelaide Hills District
	Victor Harbor Crime Management		Fleurieu District
Limestone Coast LSA	Millicent Crime Management	Limestone Coast Region	Mt Gambier District
	Naracoorte Crime Management		Mt Gambier District
	Mount Gambier Crime Management		Mt Gambier District
Murray Mallee LSA	Berri Crime Management	Murray Mallee Region	Riverland District
	Murray Bridge Crime Management		Murraylands District
Yorke Mid North LSA	Port Pirie Crime Management	Yorke Mid North Region	Mid North District
	Kadina Crime Management		Yorke Peninsula and Plains District

Map 1: Regions and Districts



The creation of an Outer Metropolitan Region enables the creation of a scalable organisational structure which over time can provide increased resources to meet demand. From an emergency management perspective the Outer Metropolitan Region boundary is consistent with other emergency services and provides better command, control and coordination along the length of the extreme weather risk Adelaide Hills and Southern Mount Lofty ranges. This model also allows the current emergency management zones to continue to be aligned with the newly created operational Districts.

[illegible]

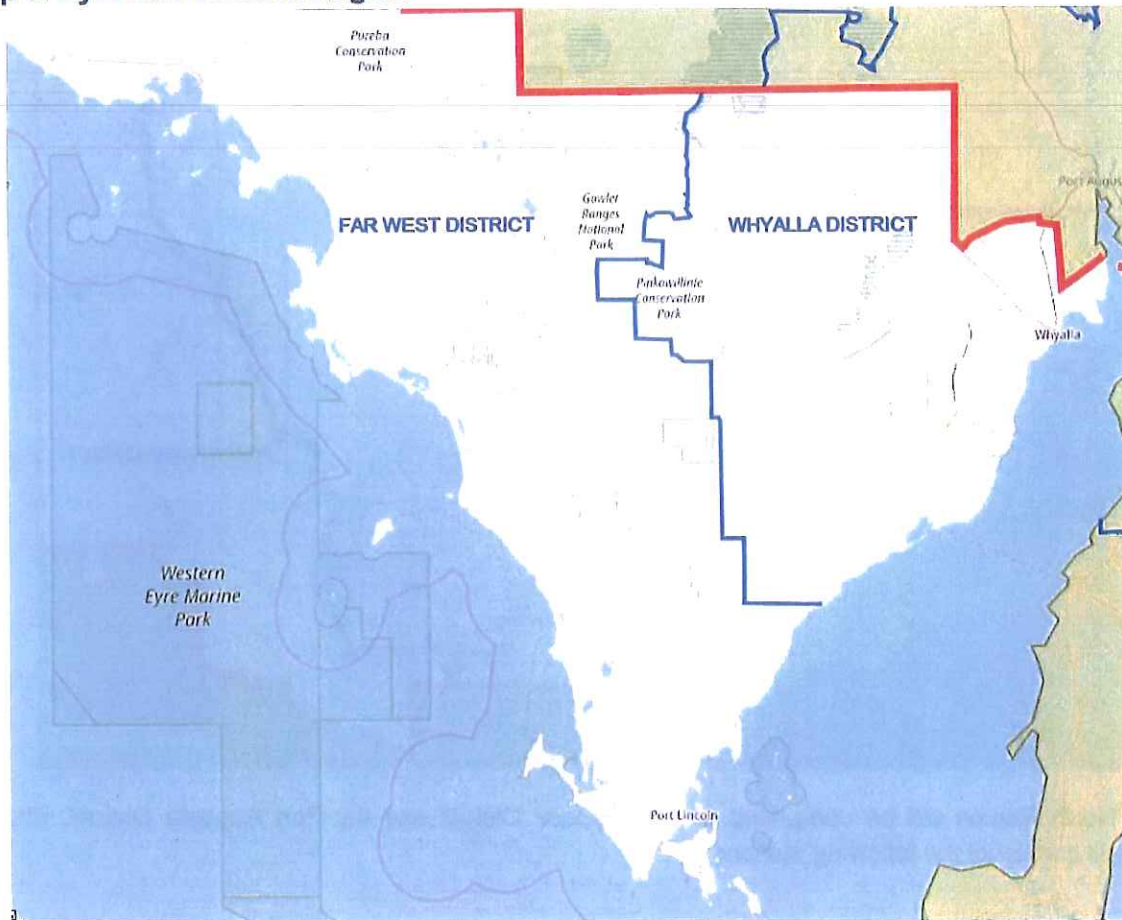
BAROSSA DISTRICT	ADELAIDE HILLS DISTRICT	FLEURIEU DISTRICT
<ul style="list-style-type: none"> • Freeling • Gawler • Kapunda • Mallala • Mount Pleasant • Nuriootpa • Two Wells • Williamstown 	<ul style="list-style-type: none"> • Gumeracha • Mount Barker • Stirling • Strathalbyn • Woodside 	<ul style="list-style-type: none"> • Goolwa • Kingscote • Normanville • Victor Harbor

- Freeling
- Gawler
- Kapunda
- Mallala
- Mount Pleasant
- Nuriootpa
- Two Wells
- Williamstown

- Gumeracha
- Mount Barker
- Stirling
- Strathalbyn
- Woodside

- Goolwa
- Kingscote
- Normanville
- Victor Harbor

Map 3: Eyre and Western Region



The Eyre and Western Region will be comprised of the Far West District and the Whyalla District. The Districts will consist of the following stations:

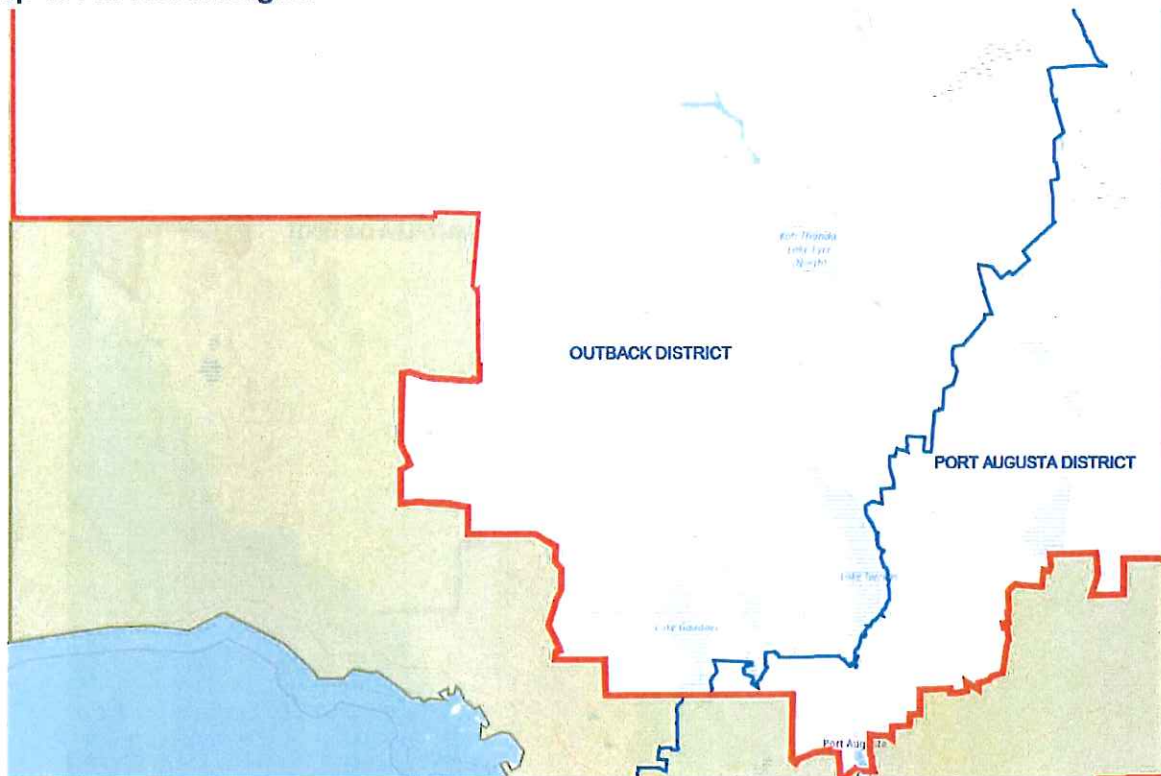
FAR WEST DISTRICT

- Ceduna
- Coffin Bay
- Cummins
- Elliston
- Lock
- Minnipa
- Penong
- Port Lincoln
- Streaky Bay
- Tumby Bay
- Wirulla
- Wudinna
- Yalata

WHYALLA DISTRICT

- Cleve
- Cowell
- Kimba
- Whyalla

Map 4: Far North Region



The Far North Region will be comprised of the Outback District and the Port Augusta District. The Districts will consist of the following stations:

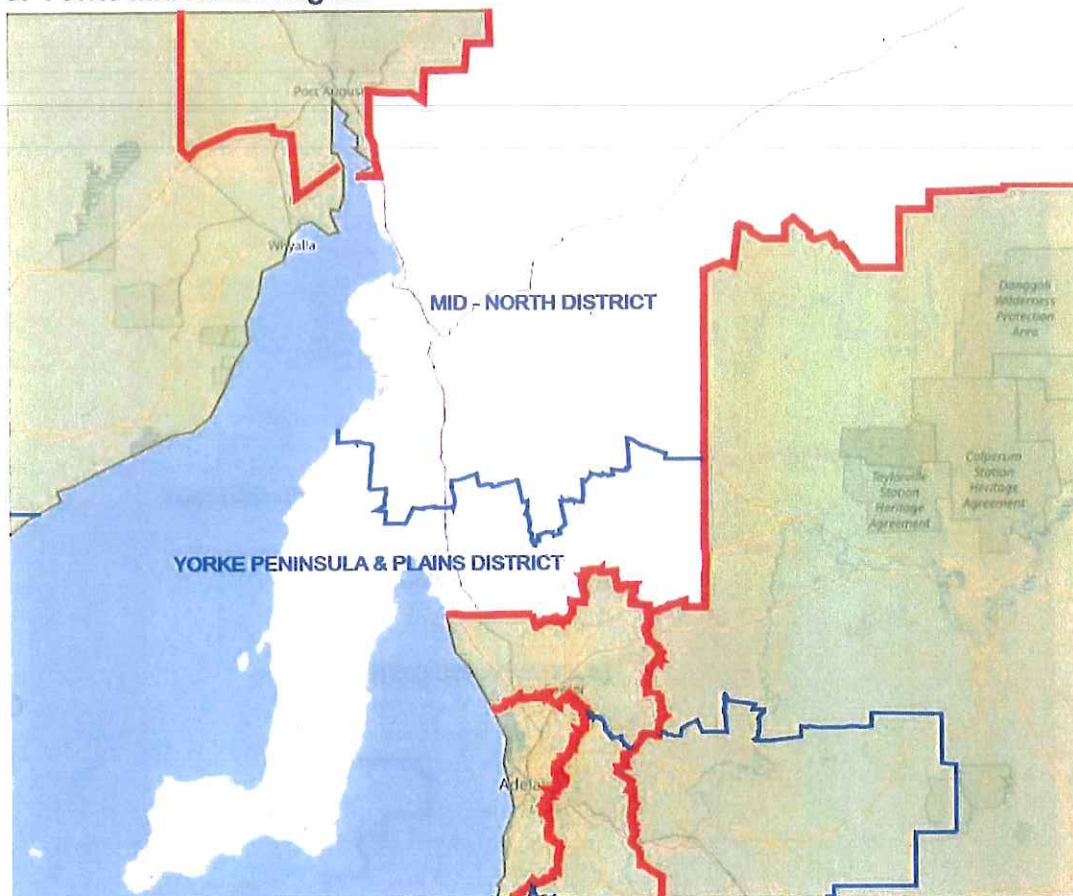
OUTBACK DISTRICT

- Andamooka
- APY Lands
- Coober Pedy
- Marla
- Marree
- Oodnadatta
- Roxby Downs
- Woomera

PORT AUGUSTA DISTRICT

- Hawker
- Leigh Creek
- Port Augusta
- Quorn

Map 5: Yorke Mid North Region



The Yorke Mid North Region will be comprised of the Mid North District and the Yorke Peninsula and Plains District. The Districts will consist of the following stations:

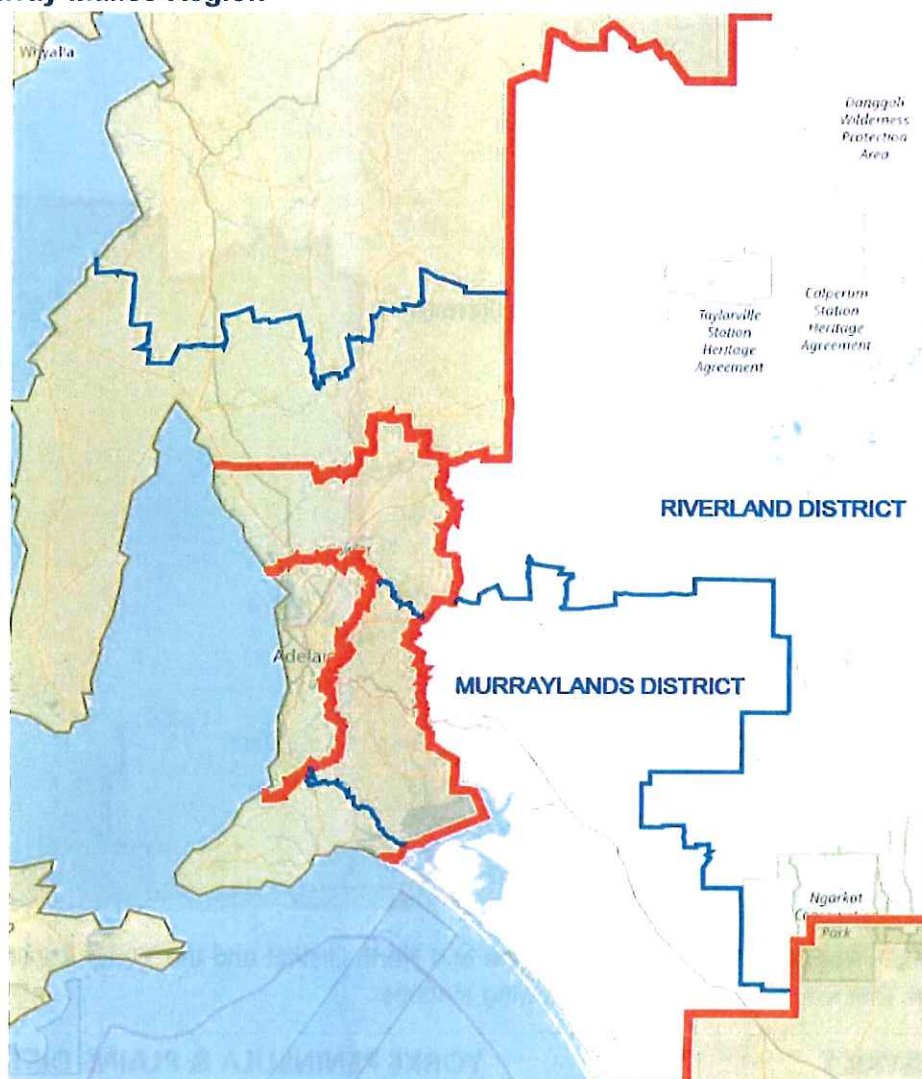
MID NORTH DISTRICT

- Booleroo Centre
- Brinkworth
- Burra
- Clare
- Cockburn
- Crystal Brook
- Gladstone
- Hallett
- Jamestown
- Mannahill
- Orroroo
- Peterborough
- Port Broughton
- Port Germein
- Port Pirie
- Snowtown
- Spalding

YORKE PENINSULA & PLAINS DISTRICT

- Ardrossan
- Balaklava
- Edithburgh
- Eudunda
- Hamley Bridge
- Kadina
- Maitland
- Minlaton
- Port Victoria
- Port Wakefield
- Riverton
- Stansbury
- Yorketown

Map 6: Murray Mallee Region



The Murray Mallee Region will be comprised of the Murraylands District and the Riverland District. The Districts will consist of the following stations:

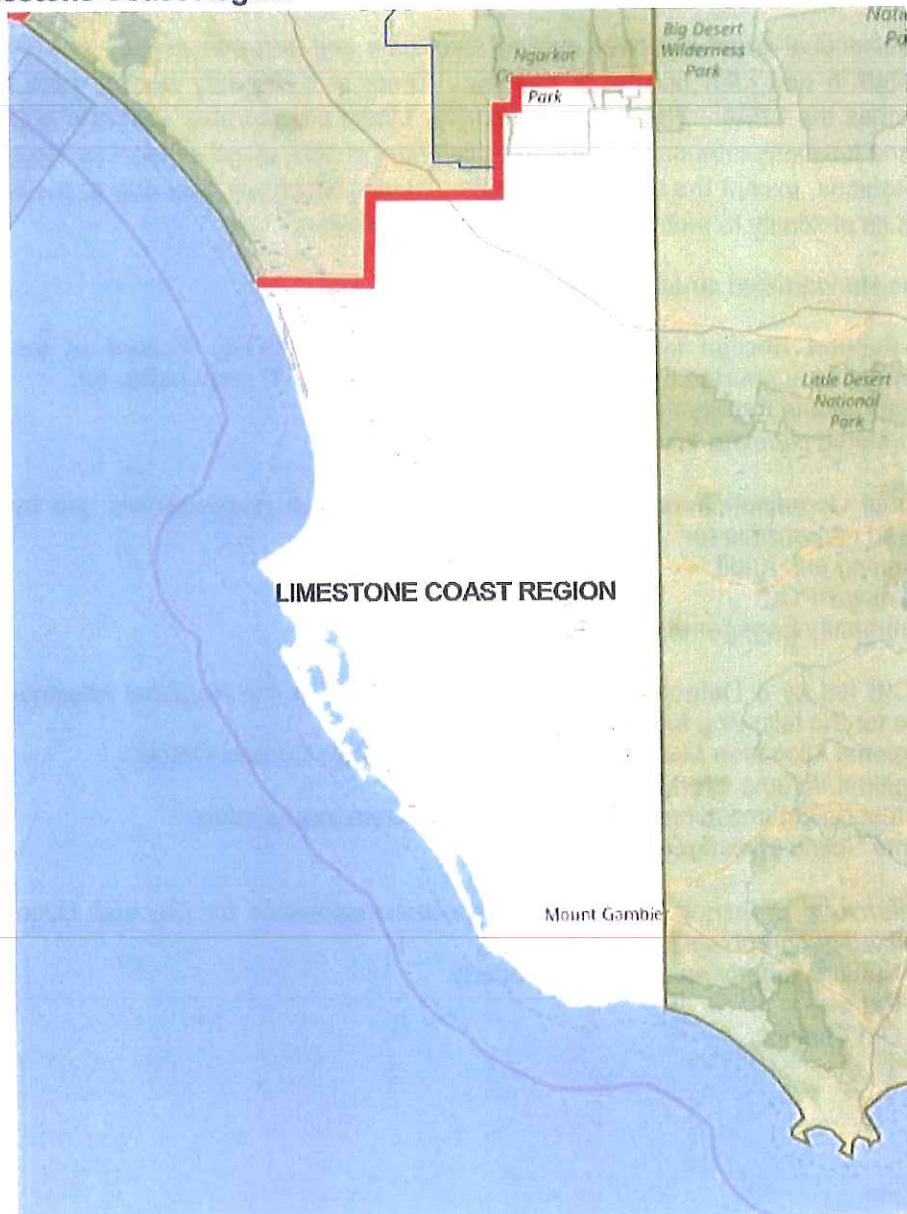
MURRAYLANDS DISTRICT

- Coonalpyn
- Karoonda
- Mannum
- Meningie
- Murray Bridge
- Tailem Bend

RIVERLAND DISTRICT

- Barmera
- Berri
- Blanchetown
- Lamerook
- Loxton
- Morgan
- Pinnaroo
- Renmark
- Swan Reach
- Waikerie

Map 7: Limestone Coast Region



The Limestone Coast Region will be comprised of the Mount Gambier District. The District will consist of the following stations:

MOUNT GAMBIER DISTRICT

- Beachport
- Bordertown
- Kalangadoo
- Keith
- Kingston
- Lucindale
- Millicent
- Naracoorte
- Penola
- Mount Gambier
- Port MacDonnell
- Robe

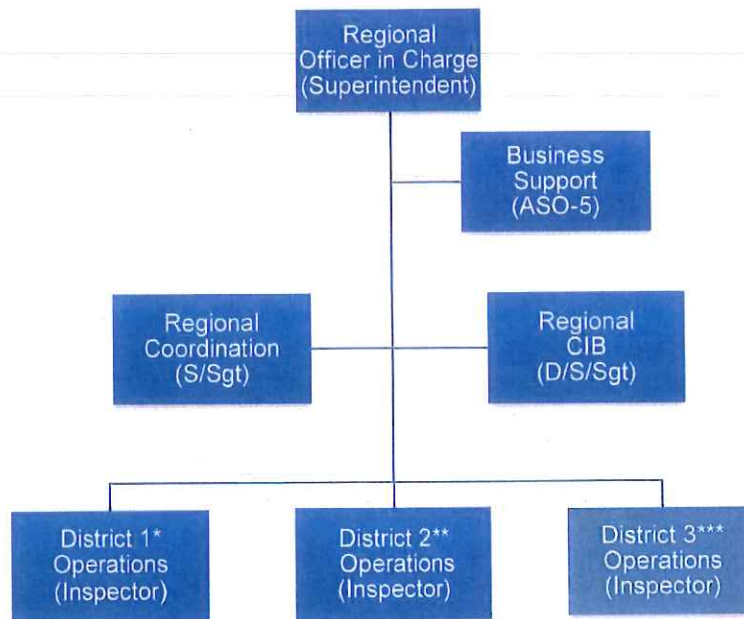
STANDARDISED STRUCTURES

Current LSA organisational structures have evolved over time and lack consistency. Some functions have dedicated staff in one LSA but not in another. There is a disparity between the ranks and allocated roles across the LSAs. The Regional Policing Model incorporates standard organisational structures, roles and functions supported by the establishment of centralised support services. This will apply across all Regions, except the Outer Metropolitan Region which will vary due to the inclusion of three Districts and its proximity to metropolitan Adelaide Metropolitan.

Key features of the standardised structure include:

- Business Support Section led by a Business Manager (ASO-5) located at the Regional Headquarters and supported by a Business Coordinator (ASO-3) responsible for:
 - Financial and Facility management
 - Workforce planning and administration
- The Regional Coordination Branch, located at the Regional Headquarters, led by a Senior Sergeant and responsible for:
 - Planning and Audit
 - Training/RPCC
 - Community Engagement Coordination
- Regional CIB led by a Detective Senior Sergeant located at the Regional Headquarters and responsible for the following functions
 - Regional Allocation Member, Intelligence, and Victim Contact Officer
 - Regional Volume Crime Team
 - District CIB(s) including Child and Family Violence Investigators
 - Crime Scene Investigators.
- District Operations Branch(s) led by and Inspector responsible for General Duties Policing within a defined geographical location including
 - Station/custody management/property
 - Patrols
 - Out Stations

The chart below demonstrates the organisational structure under a new regional policing model:

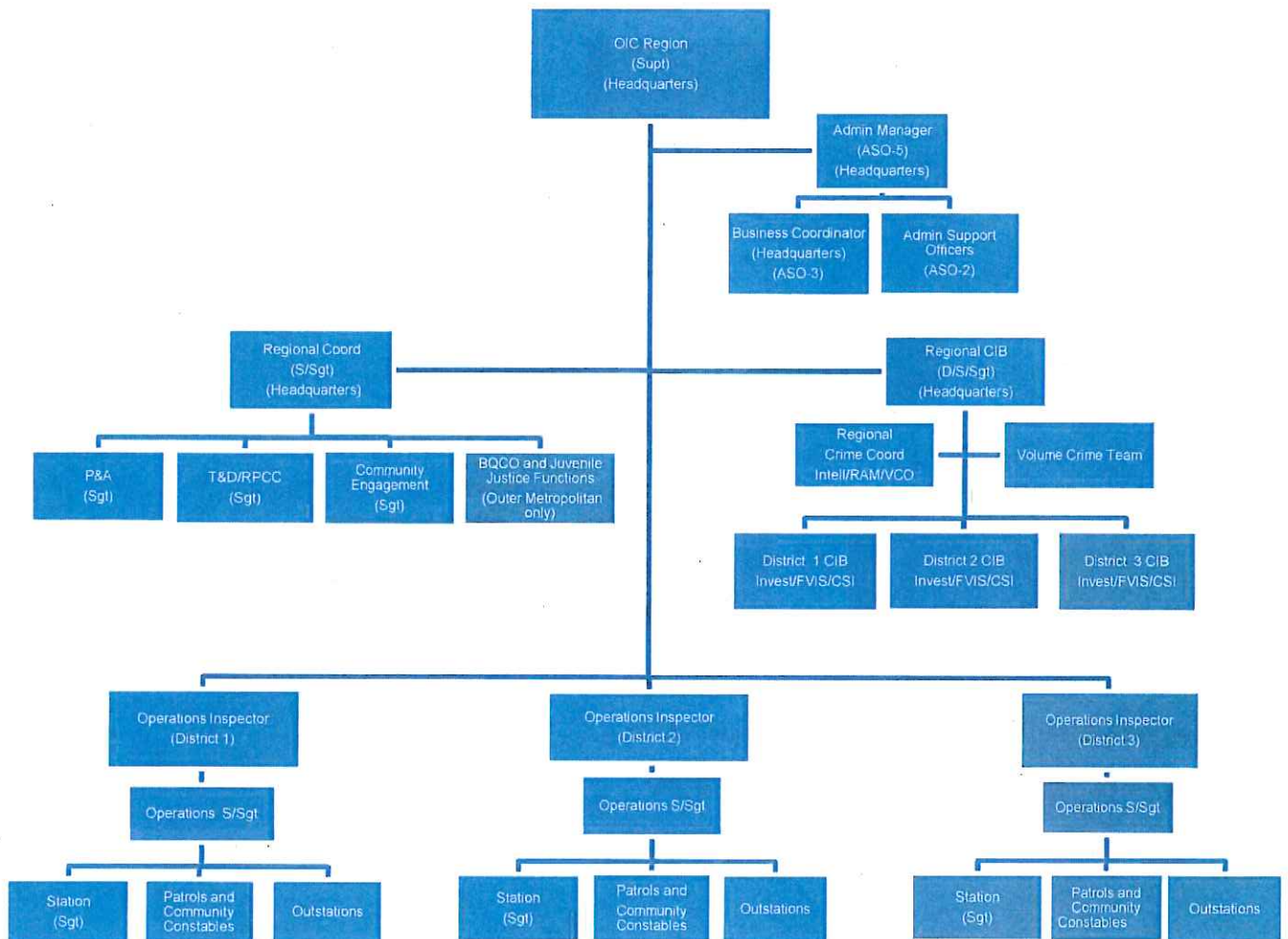


**1 Inspector per Regional District.*

*** There will only be 1 District in the Limestone Coast Region*

****There will be 3 Districts in the Outer Metropolitan Region*

Chart 1: Organisational Structure - Region

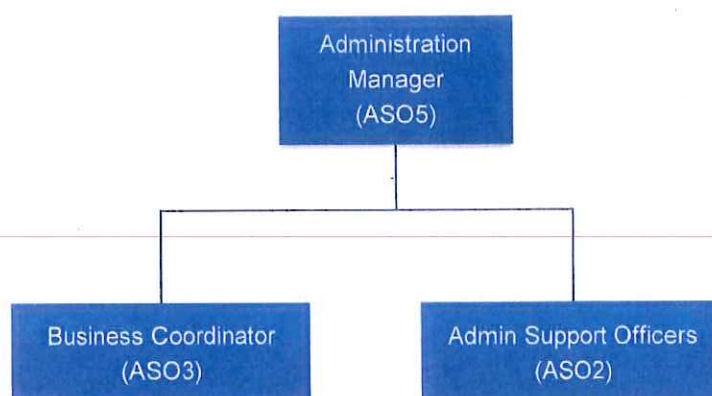


OFFICER IN CHARGE

The Superintendent will remain the Officer in Charge, located at the Region's Headquarters station and will be supported by Operations Managers at the rank of Inspector in each of the Districts. The Regional ClB Detective Senior Sergeant and the Regional Coordination Senior Sergeant will report directly to the Superintendent as they manage Region wide functions. The Superintendent will be responsible for providing strategic operational and administrative oversight and will ensure effective and efficient management of the business and budgetary requirements of the Region. This position will be a day shift Monday to Friday position and will report directly to the Assistant Commissioner, State Operations Service. On call is a requirement of this position.

BUSINESS SUPPORT SECTION

The Business Support Section will provide administrative, finance and asset management support to the Region managed by an Administration Manager (ASO5). The Administration Manager will be supported by a Business Coordinator (ASO3) and Administration Support Officers (ASO2).



Administration Manager – ASO5:

The Region's Administration Manager will be responsible for managing the administration, finance and assets within the Region as well as managing the Region's non-sworn staff. The Administration Manager will coordinate and administer business support functions that will include but not be limited to:

- Finance
- Facilities
- Records Management
- Asset Management
- IS&T related tasks such as the intranet
- Procurement

- Management of vacancies and coordination of selection processes
- Absence management; and
- HIRS management

The Administration Manager will be a Monday to Friday day shift position and will report directly to the Region Commander.

Business Coordinator – ASO3:

This is a new position. The Business Coordinator position will support the Region Administration Manager by undertaking tasks directly associated with finance, facilities, records management and asset management. This position will be a Monday to Friday day shift position and will report directly to the Administration Manager.

Administration Support Officers – ASO2:

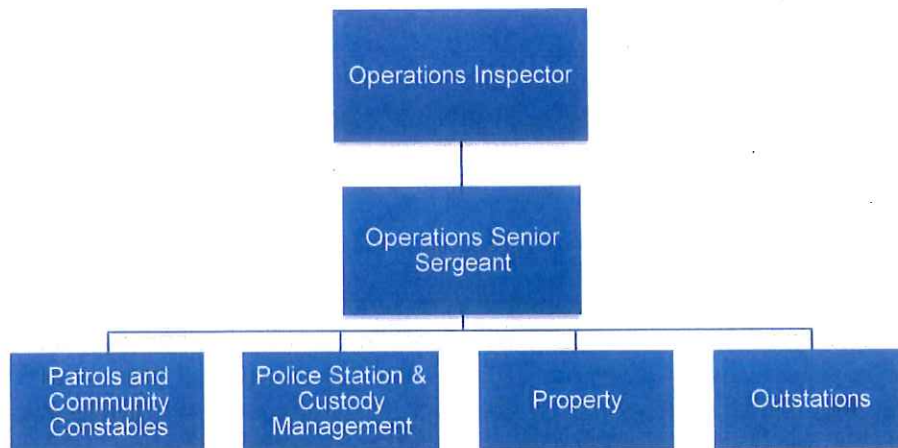
The Region's Administration Support Officers will provide a multi-skilled service and will be responsible for the provision of administrative support by undertaking tasks including but not limited to:

- Transcriptions
- Minute taking and agendas
- Records management
- Maintaining equipment and consumables
- Maintaining local information technology requirements
- Managing correspondence
- Front counter, police station related duties

This position will be a 7 days per week position with hours subject to the requirements of the Region. This position will report directly to the Regional Administration Manager.

DISTRICT OPERATIONS BRANCH

Each Region will be divided into geographical Districts. The District Operations Branch will be responsible for the delivery of general duties policing functions.



Operations Inspector:

The District Operations Inspector will be responsible for managing the operational resources within their geographical area of command including response, front counter, custody and outstations.

The Operations Inspectors provide senior 'in-field' leadership ensuring appropriate responses to incidents and events. Some of their key functions include:

- Operational duties – (command and control of high risk and critical incidents);
- Providing Senior Police Officer authorities;
- Ensuring compliance with General Orders and legislation within the custodial facilities; and
- Conducting investigations into complaints against police.

The Operations Inspectors will report directly to the Officer in Charge of the Region. This position will be a day shift Monday to Friday position and on call is a requirement of this position.

Operations Senior Sergeant:

The Operations Senior Sergeants will manage the Operations function within their geographical area of responsibility. This includes general duties members, police stations and clause 14 stations where applicable. The Operations Senior Sergeant position will report directly to the Operations Inspector. The Operations Senior Sergeant position will be a day shift Monday to Friday position however shift work may be required depending on operational needs. On call is not a requirement of this position.

Operations Sergeant:

The Operations Sergeant supervises patrol, police station and custody management functions including outstations. The Operations Sergeant position will report directly to the Operations Senior Sergeant and will work rostered shifts. On call is not a requirement of this position.

Brevet Sergeant:

The Brevet Sergeant Senior General Duties position will support the Operations Sergeant, as required, with all aspects of supervision and administration of patrols, front station and custody management functions within a team environment as required. The incumbent has a mentoring role and will relieve as Sergeant as required. The Brevet Sergeant position will work rostered shifts and will report directly to the Operations Sergeant.

General Duties Position:

The Constable, Senior Constable and Senior Constable 1st Class positions will be interchangeable across patrol teams, police station, front counter and custody management functions at all times. The General Duties position will work rostered shifts within a team environment and reports to the Operations Sergeant.

Community Constables:

The Community Constable positions will actively participate in operational policing duties as well as undertake community liaison and engagement activities, providing specialist support to Indigenous communities. Community Constables will not be deployed as an extra resource to be absorbed into patrol duties, except for urgent calls for assistance as the nearest equipped resource. The Community Constable positions will work rostered shifts within a team environment and will report directly to the District Operations Senior Sergeant. General Duties personnel are allocated to support the Community Constables as required.

Station Sergeant:

The Station Sergeant will be situated at the Region Headquarters station, with additional positions being located at Whyalla and Berri, and will be responsible for the quality and provision of custody management and front counter police station services. The position will work day shift Monday to Friday and will report directly to the Operations Senior Sergeant. On call is not a requirement of the position.

Property Officer – Constable/Senior Constable:

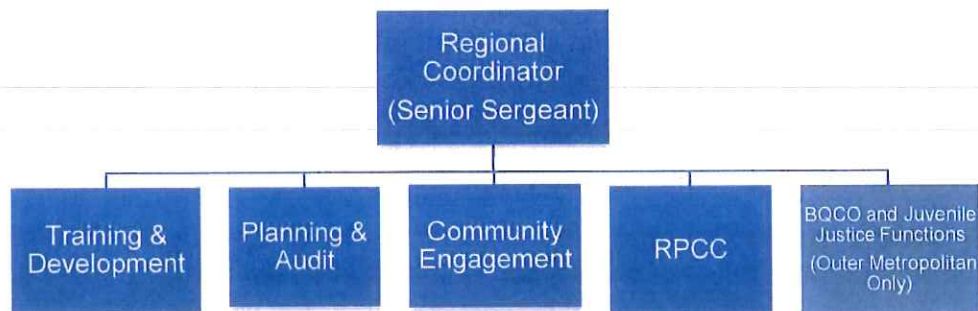
The Property Officer will be a General Duties Constable/Senior Constable position and will be situated at the Region Headquarters station. They will be responsible for the provision of PPMS/Shield services such as storage, allocation, transfer and destruction of property in accordance with policy and legislation. The position will work day shift Monday to Friday and will report directly to the Operations Senior Sergeant. On call is not a requirement of the position.

Clause 14 – Brevet Sergeant and Constable/Senior Constable

The Clause 14 positions will work rostered shifts in accordance with Clause 14 Award conditions and report directly to the relevant Operations Senior Sergeant in their Region. On call is a requirement of Clause 14 positions.

REGIONAL COORDINATION SECTION

The Regional Coordination Section will encompass a number of key regional based functions and will assist in the management and development of staff including the effective deployment of the Region's resources.



Regional Coordinator - Senior Sergeant:

This position will be responsible for the effective and efficient management of the Regional Coordination Section and will report directly to the Officer in Charge of the Region. The position will lead and drive performance across the functional areas of responsibility. This position will be a day shift Monday to Friday position with no on-call requirements.

Training Support Sergeant:

The Training Support Sergeant will be responsible for supporting regional staff through the provision of training and development, including recruit and probationary constable development. This position will be a day shift Monday to Friday position and will report directly to the Regional Coordinator Senior Sergeant. On call is not a requirement of this position.

Planning and Audit Sergeant:

The Planning and Audit Sergeant will be responsible for supporting the Region through operational, event and emergency management planning (ZEST and ZEMC), maintenance of contingency plans, operation orders, debrief reports and other material relevant to emergency and major incidents/events. The position will also be accountable for audit and risk management and activities. This position will be a day shift Monday to Friday position and will report directly to the Regional Coordinator Senior Sergeant. On call is not a requirement of this position.

Planning and Audit Member – Constable/Senior Constable:

The Planning and Audit member position will exist in the Outer Metropolitan Region. The Planning and Audit member will be responsible for providing support to the Region's Planning and Audit Sergeant in operational, event and emergency management planning (ZEST and ZEMC), maintenance of contingency plans, operation orders, debrief reports and other material relevant to emergency and major incidents/events. The position will also be accountable for assisting in audit and risk management and activities. This position will be a day shift Monday to Friday position and will report directly to the Region's Planning and Audit Sergeant. On call is not a requirement of this position.

Community Engagement Sergeant:

The Community Engagement Sergeant is the liaison officer between the Region and the State Community Engagement Section. The Community Engagement Sergeant is responsible for overseeing the implementation of SAPOL's crime prevention and problem solving initiatives within their Region.

This includes coordinating and facilitating the deliverance of regional crime prevention and problem solving training, as well as initiating, encouraging and coordinating innovative responses to crime problems across the Region. The Community Engagement Sergeant will be day shift Monday to Friday position and will report directly to the Regional Coordinator Senior Sergeant. On call will not be a requirement of these positions however members may be required to work shift work as operational needs dictate.

Community Engagement Member – Constable/Senior Constable:

The Community Engagement Member supports the Crime Prevention Sergeant in the implementation of SAPOL's crime prevention and problem solving initiatives within their Region. This includes coordinating and facilitating the delivery of regional crime prevention and problem solving training, as well as initiating, encouraging and coordinating innovative responses to crime problems across the Region. The Community Engagement member will be day shift Monday to Friday position and will report directly to the Region's Community Engagement Sergeant. On call will not be a requirement of these positions however members may be required to work shift work as operational needs dictate.

Brief Quality Control Officers:

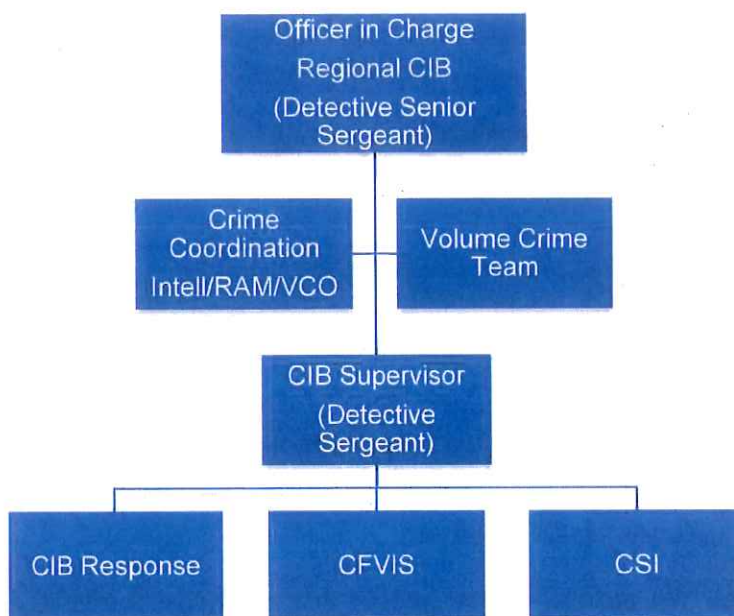
Refer to Centralised Support Functions.

Youth Diversion Officers:

Refer to Centralised Support Functions.

REGIONAL CRIMINAL INVESTIGATION BRANCH

The Regional CIB will provide support in criminal investigations, child and family violence and crime allocation and assessment, managed by a Detective Senior Sergeant. A Volume Crime Team will sit within the CIB structure to target known recidivist offenders and target areas of repeat and volume crime across the Region.



Officer in Charge Regional CIB - Detective Senior Sergeant:

The Officer in Charge of CIB will be responsible for the efficient and effective management of the Region's CIB. They will be responsible for leading, directing and driving performance to ensure that appropriate crime support is provided to the Region. The Officer in Charge of CIB will oversee the Region's CIB, Intelligence, Crime Scene, Family Violence, Victim Contact, Region Allocation member/s and Volume Crime Team. The Detective Senior Sergeant will also be responsible for facilitating inter-agency and collaborative partnerships with external agencies within their Region. This position will be a day shift Monday to Friday position and will report directly to the Officer in Charge of the Region. On call may be a requirement of this position depending on operational needs.

Tactical Intelligence Officer – Brevet Sergeant:

These positions will replace the existing Field Intelligence Officer positions in the regions. The Tactical Intelligence Officer (TIO) will primarily provide a speciality operational intelligence capability within the Region, inclusive of field duties. Roles of the Tactical Intelligence Officer will include but will not be limited to:

- Develop sources of information, both internal and external.
- Debriefing appropriate prisoners or any other persons identified that may provide information that can assist in intelligence development.
- Contribute to the preparation and evaluation of proposals being developed to target offenders or problem areas.

The Tactical Intelligence Officer positions will be Senior Constable First Class positions and will attract the Brevet Sergeant classification and will report directly to the Officer in Charge of the Region's CIB. These positions will be seven days a week, shift work positions, attracting the Flexible Shift Allowance. On call may be a requirement of the position during times of Joint Intelligence Group or Police Operations Centre activation.

Region Allocation Member – Constable/Senior Constable:

Providing the direct contact point for the State Crime Assessment Centre, the Regional Allocation Member responsible for receiving and allocating victim reported crime for investigation. Members will be abreast of local issues and crime trends, team dynamics and capacities, existing team and individual workloads and Region specific local policies/operations/directives.

Roles of the RAM will include but will not be limited to:

- Crime Occurrence triage and allocation
- Media releases (as directed)
- Freedom of Information/Criminal Injury Compensation requests
- Briefing papers (as directed)
- Records management including archiving/retrieval of hard copy records.

This is a Monday to Friday dayshift position and will report directly to the Officer in Charge of the Region's CIB. On call is not a requirement of this position.

Victim Contact Officer – Constable/Senior Constable:

The Victim Contact Officer will provide support, advice and advocacy to victims of serious crime, vulnerable victims, repeat victims or in circumstances where it is deemed appropriate to engage. These positions will be Monday to Friday day shift positions and will report directly to the Officer in Charge of the Region's CIB. On call is not a requirement of this position.

Volume Crime Team Member – Constable/Senior Constable:

There will be two Volume Crime positions located within the Headquarters station of each Region. The Volume Crime Team positions will focus on the detection, deterrence, investigation and apprehension of volume crime offenders within each Region and support each District as requested. Functions will include, but will not be limited to:

- Investigate serious criminal trespass, theft and motor vehicle related crime
- Detection of volume crime offenders including recidivist volume crime offenders
- Target development
- Targeting of low to mid-level trafficking of illicit substances
- Investigation of drug actions and intelligence reports
- Audit second hand dealers

The Volume Crime Team positions will work a three week roster and will report directly to the Officer in Charge of the Region's CIB. On call may be required depending on the Region's operational requirements.

CIB Supervisor - Detective Sergeant:

A Detective Sergeant will be located within each District and will be responsible for leading and managing Investigators, Family Violence Investigation Officers and Crime Scene Investigators within their District. The key functions of this position will include, but are not limited to the administration and management of:

- Case management
- Crime allocation (in consultation with the RAM)
- Investigations
- Coronial matters
- ANCOR
- Child and family violence investigations
- Crime scene investigations

The Detective Sergeant will also be responsible for facilitating inter-agency and collaborative partnerships with external agencies within their area of responsibility. This position will be a seven day per week shift position attracting Flexible Shift Allowance and will report directly to the Officer in Charge of the Regions CIB. On call will be a requirement of this position.

CIB Investigator - Detective Brevet Sergeant/Senior Constable:

The Detective Brevet Sergeant/Senior Constable position will work within a CIB response team and be responsible for key roles such as case management, investigations, serious crime, coronial investigation, human source management and ANCOR responsibilities. The Detective Brevet Sergeant positions will be seven days per week, shift work positions, attracting the Flexible Shift Allowance and will report direct to the District CIB Supervisor. On call will be a requirement of this position.

Family Violence Investigation Officer – Constable/Senior Constable:

Family Violence Investigation Officers will be responsible for managing victims of family and domestic violence and investigating family and domestic violence offenders. The Family Violence Officer positions will be seven days per week, shift work positions, attracting the Flexible Shift Allowance and will report directly to the District CIB Supervisor. On call is not a requirement of this position.

Crime Scene Investigator – Brevet Sergeant:

The Crime Scene Investigators will be responsible for investigating all crimes where evidence is likely to be left at the scene, all crimes of a serious nature and also crimes that form part of a crime series. Crime Scene Investigators will be seven days per week, shift work positions, attracting the Flexible Shift Allowance and will report directly to the District CIB Supervisor. On call will be a requirement of this position.

STAFFING

The table below identifies the recommended staffing requirements for the Regional Policing Model. It is recognised that this would require an increase in SAPOL's approved, funded establishment and therefore implementation is subject to additional resources coming available.

6 Region Staffing Summary

Rank	Current Model*	New Model*	Variation
Superintendent	EXEMPT		
Chief Inspector			
Inspector			
ASO5			
ASO3			
ASO2			
SS1C			
Sergeant			
Brevet Sergeant			
Detective SS1C			
Detective Sergeant			
Detective Brevet Sergeant			
Sergeant - Intel**			
Brevet Sergeant - Intel			
Brevet Sergeant - Crime Scene			
Constable/Senior Constable			
Community Constable			
SOS Relief (S.Const)			
Centralised BQCO (Con/S.Con)			
Centralised Youth Diversion Sergeant			
TOTALS			
*APY not included			
** to be centralised within Intelligence Coordination Section			

Outer Metropolitan Region Staffing Summary

Current Location (HF + BA)	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	EXEMPT		
Chief Inspector	Chief Inspector			
Inspector	Inspector			
Administration Manager	AS05			
Business Support Officer	AS03			
Client Services Officer	AS02			
Training and Development	Senior Sergeant			
Regional Coordinator	Senior Sergeant			
Planning & Audit	Sergeant			
Planning & Audit Member	Const/S.Const			
Training	Sergeant			
Blue Light Camp Manager	Const/S.Const			
Crime Prevention Supervisor	Sergeant			
Crime Prevention Member	Const/S.Const			
Operations Manager	Senior Sergeant First Class			
General Duties Supervisor	Sergeant			
Sergeant in Charge Level 3	Sergeant			
Senior General Duties Member	Brevet Sergeant			
General Duties Members	Const/S.Const			
Country LSA Relief Members	Const/S.Const			
OC Level 3 Stations	Brevet Sergeant			
OC Clause 14 Stations	Brevet Sergeant			
General Duties Member CI 14	Const/S.Const			
Property Officer	Const/S.Const			
Station Officer	Sergeant			
Community Constable	Community Constable			
Officer in Charge CIB	Detective Senior Sergeant First Class			
CIB Supervisor	Detective Sergeant			
CIB Investigator	Detective Brevet Sergeant			
Victim Contact Officer	Const/S.Const			
Family Violence Officer	Const/S.Const			
Intelligence Sergeant	Sergeant			
Intelligence Officer	Brevet Sergeant			
Crime Scene Investigator	Brevet Sergeant			
Volume Crime Team	Const/S.Const			
Regional Allocation Member	Const/S.Const			
TOTAL				

Eyre Western Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	EXEMPT		
Inspector	Inspector			
Administration Manager	AS05			
Business Support Officer	AS03			
Client Services Officer	AS02			
Training and Development	Senior Sergeant			
Regional Coordinator	Senior Sergeant			
Planning & Audit	Sergeant			
Training	Sergeant			
Blue Light Camp Manager*	Const/S.Const			
Crime Prevention Supervisor	Sergeant			
Crime Prevention Member	Const/S.Const			
Operations Manager	Senior Sergeant First Class			
General Duties Supervisor	Sergeant			
Sergeant in Charge Level 3	Sergeant			
Senior General Duties Member	Brevet Sergeant			
General Duties Members	Const/S.Const			
Country LSA Relief Members	Const/S.Const			
OC Level 3 Stations	Brevet Sergeant			
OC Clause 14 Stations	Brevet Sergeant			
General Duties Member CI 14	Const/S.Const			
Property Officer	Const/S.Const			
Station Officer	Sergeant			
Community Constable	Community Constable			
Officer in Charge CIB	Detective Senior Sergeant First Class			
CIB Supervisor	Detective Sergeant			
CIB Investigator	Detective Brevet Sergeant			
Victim Contact Officer	Const/S.Const			
Family Violence Officer	Const/S.Const			
Intelligence Officer	Brevet Sergeant			
Crime Scene Investigator	Brevet Sergeant			
Volume Crime Team	Const/S.Const			
Regional Allocation Member	Const/S.Const			
TOTAL				
*Subject to separate review				

Far North Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	EXEMPT		
Inspector	Inspector			
Administration Manager	AS05			
Business Support Officer	AS03			
Client Services Officer	AS02			
Training and Development	Senior Sergeant			
Regional Coordinator	Senior Sergeant			
Planning & Audit	Sergeant			
Training	Sergeant			
Blue Light Camp Manager	Const/S.Const			
Crime Prevention Supervisor	Sergeant			
Crime Prevention Member	Const/S.Const			
Operations Manager	Senior Sergeant First Class			
General Duties Supervisor	Sergeant			
Sergeant in Charge Level 3	Sergeant			
Senior General Duties Member	Brevet Sergeant			
General Duties Members	Const/S.Const			
Country LSA Relief Members	Const/S.Const			
OC Level 3 Stations	Brevet Sergeant			
OC Clause 14 Stations	Brevet Sergeant			
General Duties Member CI 14	Const/S.Const			
Property Officer	Const/S.Const			
Station Officer	Sergeant			
Community Constable	Community Constable			
Officer in Charge CIB	Detective Senior Sergeant First Class			
CIB Supervisor	Detective Sergeant			
CIB Investigator	Detective Brevet Sergeant			
Victim Contact Officer	Const/S.Const			
Family Violence Officer	Const/S.Const			
Intelligence Officer	Brevet Sergeant			
Crime Scene Investigator	Brevet Sergeant			
Volume Crime Team	Const/S.Const			
Regional Allocation Member	Const/S.Const			
TOTAL				

* does not include any APY positions

Yorke Mid North Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	EXEMPT		
Inspector	Inspector			
Administration Manager	AS05			
Business Support Officer	AS03			
Client Services Officer	AS02			
Training and Development	Senior Sergeant			
Regional Coordinator	Senior Sergeant			
Planning & Audit	Sergeant			
Training	Sergeant			
Blue Light Camp Manager	Const/S.Const			
Crime Prevention Supervisor	Sergeant			
Crime Prevention Member	Const/S.Const			
Operations Manager	Senior Sergeant First Class			
General Duties Supervisor	Sergeant			
Sergeant in Charge Level 3	Sergeant			
Senior General Duties Member	Brevet Sergeant			
General Duties Members	Const/S.Const			
Country LSA Relief Members	Const/S.Const			
OC Level 3 Stations	Brevet Sergeant			
OC Clause 14 Stations	Brevet Sergeant			
General Duties Member CI 14	Const/S.Const			
Property Officer	Const/S.Const			
Station Officer	Sergeant			
Community Constable	Community Constable			
Officer in Charge CIB	Detective Senior Sergeant First Class			
CIB Supervisor	Detective Sergeant			
CIB Investigator	Detective Brevet Sergeant			
Victim Contact Officer	Const/S.Const			
Family Violence Officer	Const/S.Const			
Intelligence Officer	Brevet Sergeant			
Crime Scene Investigator	Brevet Sergeant			
Volume Crime Team	Const/S.Const			
Regional Allocation Member	Const/S.Const			
TOTAL				

Murray Mallee Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	EXEMPT		
Inspector	Inspector			
Administration Manager	AS05			
Business Support Officer	AS03			
Client Services Officer	AS02			
Training and Development	Senior Sergeant			
Regional Coordinator	Senior Sergeant			
Planning & Audit	Sergeant			
Training	Sergeant			
Blue Light Camp Manager	Const/S.Const			
Crime Prevention Supervisor	Sergeant			
Crime Prevention Member	Const/S.Const			
Operations Manager	Senior Sergeant First Class			
General Duties Supervisor	Sergeant			
Sergeant in Charge Level 3	Sergeant			
Senior General Duties Member	Brevet Sergeant			
General Duties Members	Const/S.Const			
Country LSA Relief Members	Const/S.Const			
OC Level 3 Stations	Brevet Sergeant			
OC Clause 14 Stations	Brevet Sergeant			
General Duties Member CI 14	Const/S.Const			
Property Officer	Const/S.Const			
Station Officer	Sergeant			
Community Constable	Community Constable			
Officer in Charge CIB	Detective Senior Sergeant First Class			
CIB Supervisor	Detective Sergeant			
CIB Investigator	Detective Brevet Sergeant			
Victim Contact Officer	Const/S.Const			
Family Violence Officer	Const/S.Const			
Intelligence Officer	Brevet Sergeant			
Crime Scene Investigator	Brevet Sergeant			
Volume Crime Team	Const/S.Const			
Regional Allocation Member	Const/S.Const			
TOTAL				

Limestone Coast Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation	
Officer in Charge LSA	Superintendent	EXEMPT			
Inspector	Inspector				
Administration Manager	AS05				
Business Support Officer	ASO3				
Client Services Officer	ASO2				
Training and Development	Senior Sergeant				
Regional Coordinator	Senior Sergeant				
Planning & Audit	Sergeant				
Training	Sergeant				
Blue Light Camp Manager*	Const/S.Const				
Crime Prevention Supervisor	Sergeant				
Crime Prevention Member	Const/S.Const				
Operations Manager	Senior Sergeant First Class				
General Duties Supervisor	Sergeant				
Sergeant in Charge Level 3	Sergeant				
Senior General Duties Member	Brevet Sergeant				
General Duties Members	Const/S.Const				
Country LSA Relief Members	Const/S.Const				
OC Level 3 Stations	Brevet Sergeant				
OC Clause 14 Stations	Brevet Sergeant				
General Duties Member CI 14	Const/S.Const				
Property Officer	Const/S.Const				
Station Officer	Sergeant				
Community Constable	Community Constable				
Officer in Charge CIB	Detective Senior Sergeant First Class				
CIB Supervisor	Detective Sergeant				
CIB Investigator	Detective Brevet Sergeant				
Victim Contact Officer	Const/S.Const				
Family Violence Officer	Const/S.Const				
Intelligence Officer	Brevet Sergeant				
Crime Scene Investigator	Brevet Sergeant				
Volume Crime Team	Const/S.Const				
Regional Allocation Member	Const/S.Const				
TOTAL					
*Subject to separate review					

CENTRALISED SUPPORT FUNCTIONS

Local Service Areas were originally structured to be self-sufficient with only specialist functions (e.g. Major Crime, Forensic Services etc.) managed centrally. Regional communities called their local police station and local police responded. Regional Triple Zero calls were directed to headquarters stations with station staff tasking local patrols. However over the last 20 years significant changes have taken place. The 131444 Police Assistance number was implemented across the State with advice given and reports of crime being taken in Adelaide. Police Communications Centre now answers all South Australian directed Triple Zero calls and dispatches resources State-wide.

Through the Organisational Reform Program and the Metropolitan District Policing Model a number of functions have been centralised in the Adelaide metropolitan area. These functions support frontline policing State-wide and include the State Response Manager, Investigation Support Desk and the State Crime Assessment Centre. Furthermore, as part of the DPM implementation Juvenile Justice functions (e.g. Youth Diversions) have been centralised under Prosecution Services Branch and the Intelligence Coordination Section was established to support both Metropolitan and State Operations Services.

For Regional South Australia a number of required functions can be delivered centrally to ensure consistency of service, improve efficiency and address issues around attraction and retention.

Brief Quality Control (BQCO) – Constable/Senior Constable:

The Brief Quality Control Officer (BQCO) position is responsible for maintaining and managing brief standards prior to submission to Prosecution. The Brief Quality Control Officers receive the majority of the apprehension file vetting from the front-line supervisors. BQCO's will vet all apprehension reports (Form 2 applications & intervention orders will be processed by the supervisor and the BQCO may assist if they have capacity to do so). BQCO's will be centrally located within the Outer Metropolitan Region providing services to all Regions. These are Monday to Friday day shift positions, reporting directly to the Outer Metropolitan Regional Coordinator S/Sgt. On call is not a requirement of this position.

Youth Diversion Officer – Sergeant:

The Youth Diversion Officer is a Sergeant position responsible for managing all Regional juvenile justice files and providing advice to ensure that youth justice diversionary processes are administered and coordinated in a consistent and compliant manner. The Youth Diversion Officer positions will be located within the Outer Metropolitan Region; however will report directly to the Youth Justice Manager in Prosecution Services Branch. The Youth Diversion Officer positions will be Monday to Friday day shift positions. On call is not a requirement of this position.

Regional Intelligence Supervisor - Sergeant:

The Regional Intelligence Supervisor will be responsible for providing oversight of regional intelligence, ensuring that regional intelligence activities compliment and support wider Branch and Organisational objectives. The Regional Intelligence Supervisor will be located within the Intelligence Coordination Section (Adelaide) and will report directly to the Intelligence Coordinator. This position will be subject to flexible shift conditions. On call is not a requirement of this position.

Highway Patrol:

The Highway Patrol function was centralised in November 2019 and now sits within Traffic Services Branch (TSB) as a State wide traffic resource. Members will continue to work from their Regional postings however deployments are coordinated through the Regional Coordinator located within TSB.

CLAUSE 14 POLICE STATIONS

Clause 14 police stations will continue in the Regional Policing Model. While detailed analysis of workload reveals many clause 14 stations are underutilised by the community, it is recognised that the staff deployed to these stations have an important emergency management and community reassurance role. However ongoing issues including long term vacancies, ageing infrastructure and housing that do not meet contemporary requirements will now be addressed on a case by case basis and an alternative strategy implemented as required.

Demand across the 70 individual regional police response areas differs considerably, due to a variety of factors including population numbers, employment opportunities and future regional development. In addition to the differing demands, there are ongoing difficulties with recruiting and retaining members within small stations, especially the more remote stations.

As an operational principle larger cohesive workgroups are more effective and efficient than smaller disparate groups. In Regional Policing this needs to be balanced against response times and the intrinsic value to the community of maintaining a local police presence.

It is proposed to implement a long term strategy for Clause 14 stations that involves three aspects – Cluster, Assess and Rationalise.

Cluster

Most Clause 14 stations currently work collaboratively to provide coverage in accordance with the Police Award and Enterprise Agreement requirements. This includes answering of phones and responding to incidents in neighbouring response areas to cover RDO's and other absences. Clause 14 members also come together to police events managing operational safety issues. In effect Clause 14 stations are generally working in groups or 'clusters' albeit with informal arrangements.

It is proposed that all Clause 14 stations will be formally grouped into clusters. Rosters will then be aligned to ensure appropriate coverage to the geographical area of the cluster. One station within each Cluster will be identified as the 'primary station'. This will be based on geographical relationship with other cluster stations along with local long term viability indicators such as the demographics of the town and local 'importance'. A key requirement for the 'primary' station will be the ability to respond to all cluster towns within a defined time period (to be determined).

Assess

Once clustered, all Clause 14 Stations will be subject to review. Based on one or more 'triggers', stations within each Cluster will be assessed for ongoing viability. Triggers for review will include:

- Vacancy or pending vacancy;
- Condition of the police station/infrastructure;
- Suitability of local housing.

Factors to be considered will include:

- Demand for police services;
- Decline or growth of the local community;
- A cost benefit assessment of investing in stations/accommodation
- Attraction/retention challenges for the location;
- Regional Impact Assessment;

Assessments will be conducted in consultation with affected members at the location and within the cluster.

Rationalise

Where it is assessed that it is not viable to maintain a station it will in due course be closed and the position will be moved to the primary station in that cluster in order to maintain service delivery. All operational equipment including fleets required to maintain services from the primary station will be retained.

In situations where positions are not vacant but the station is closed the incumbent's work location will change to the primary station; however there will be no requirement to move to that town. The member may elect to maintain existing accommodation arrangements and will be granted 'take home' fleet approval.

Clause 14 entitlements will be maintained in accordance with Award and Enterprise Agreement requirements until staffing at the primary station reaches three FTE.

POLICE POSTING AT BROKEN HILL

Under a new regional policing model, the Highway Patrol position located at Peterborough in the Yorke Mid North will be relocated to Broken Hill and will work from the Broken Hill Police Station. This position will continue to provide a highly visible traffic presence, which will concentrate on areas immediately on, and surrounding, the Barrier Highway between Peterborough and Broken Hill and will provide operational support to general duties members located on or near the Barrier Highway as required. The member posted to this position will acquire Special Constable status in New South Wales; however will continue to report to the Regional Highway Patrol Coordinator Senior Sergeant located within Traffic Services Branch.

STATE OPERATIONS RELIEF POOL

The State Operations Relief positions will be deleted under a new regional policing model and created as new positions within the Regions. Reliefs will then be managed locally.

IMPLEMENTATION

The Regional Policing Model is designed to reposition SAPOL to address the Regional landscape out to 2030. Implementation of the Model will be dictated by a number of factors including:

- the speed of development in the Greater Adelaide Area;
- availability of additional staff to support the model;
- availability of infrastructure to support the proposed model.

It is proposed that the implementation of a new regional policing model will be incremented in three stages, designed to reduce the impact on the workforce. The creation of the Outer Metropolitan Region will require a significant increase in FTE in order for this Region to effectively operate. Depending on funding it may also result in a new purpose built police complex within the Barossa District to accommodate the increase in resources as well as a new purpose built 24 X 7 custody facility. Further work is required to develop an implementation plan. However as an indicator implementation would occur in stages.

Stage 1:

- Establish centralised support services;
- Implement standardised organisational structures with common functions;

Stage 2:

- Divide Regions into Districts;
- Establish the District management and Operating model

Stage 3:

- Increase staff to meet demand growth

REGIONAL REVIEW

REGIONAL REVIEW MODEL PROPOSAL CONSULTATION FEEDBACK

Please provide formal feedback through completing this form electronically and emailing the form to SAPOL.RegionalReview@police.sa.gov.au. All feedback will receive a formal response. Employees seeking further information can do so by contacting the Regional Review Team by telephone or accessing the Regional Review Intranet home page.

NOTE: Feedback concludes at close of business Monday 30 March 2020

Your Name:	
Contact telephone:	
Contact email address:	

Is your position within a Regional LSA? (Yes/No)	
Do you have any PD65 (Lateral Transfer Request) lodged with HRMB (Yes/No)	

Please outline your feedback below on the proposed Regional Review Model Proposal

REGIONAL REVIEW

Regional Review Formal response

Request number:	
Date request received:	
Recorded on consultation log:	
Date formal response provided:	
Feedback completed by:	

REGIONAL REVIEW

PURPOSE

To conduct a review of SAPOL's regional policing model.

INTRODUCTION

SAPOL 2020 sets the direction for the future of policing in South Australia.

The SAPOL 2020 Roadmap identifies three core drivers, People, Operations and Technology. The Roadmap identifies SAPOL's commitment to developing Operations that deliver a system of policing that is agile and responsive.

The development of our operations must be based on evidence of what will make a difference in terms of public safety and the management of crime.

A District Policing Model has been developed specifically for Metropolitan Adelaide.

There is now a need to review SAPOL's regional operations to ensure we effectively respond to current and emerging opportunities and challenges and continue to provide the best possible services to protect South Australians.

OBJECTIVES

The objectives of the Regional Review are to:

- Ensure that regional police are accessible, innovative and efficient in the use of resources, and responsive in the delivery of front line services regardless of circumstances.

ROLE & SCOPE

The Regional Review will complement the introduction of the District Policing Model to metropolitan Adelaide.

The scope of this project is to:



1. Undertake an evidenced based assessment of policing services across regional South Australia;
2. Benchmark against comparable regional policing models in other jurisdictions; and
3. Provide a report with findings and any recommendations for change.

The project team will work in collaboration with State Operations Service (SOS) and engage with relevant stakeholders as required. It will consider SAPOL's

1. Current regional policing practices including; structure, systems and processes
2. The impact of the Adelaide Metropolitan Review and District Policing Model including the introduction of the State Crime Assessment Centre, Investigation Support Desk and State Response Manager
3. The impact that changes to regional policing may have on SAPOL's remote policing strategy relevant to the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands and Yalata

It is acknowledged that some opportunities may be limited by the geographical location of existing SAPOL built infrastructure

Evaluation of Regional Policing in SA

The Regional Review will:

- Document the services that are currently provided by police in regional South Australia;
- Identify the demand for policing services with longitudinal trend analysis;
- Map workforce deployment against demand (including emergency management requirements);
- Identify capability and capacity gaps including equipment and human resources, taking into account Recruit 313 resource allocations into Regional Areas; and
- Identify opportunities through the use of information and technology to improve decision making and provide a robust service

Future Regional Policing in SA

Based on the outcomes of the evaluation the Regional Review will:

- Review and compare regional policing strategies in other jurisdictions
- Make recommendations as to the most suitable regional policing strategy that will enhance service delivery for the South Australian Community;
- Develop the most efficient and cost effective organisational structure to support the proposed strategy;
- Model resource deployment across the proposed structure; and
- Identify the resource and cost impacts of the preferred strategy and recommended structure.

TERM

These Terms of Reference are effective from the date of approval and will continue until terminated by the Operations Program Board.

An interim report with recommendations is to be tabled with the Operations Program Board by 30 June 2018.

PROJECT RESOURCES

The Regional Review Team will comprise:

- Project Manager (Superintendent Scott Denny); and
- Project Officers (To be determined).

The Portfolio Support Office will allocate resources in support of the Regional Review.

GOVERNANCE

The Project Manager (Supt Scott Denny) will report to the SAPOL 2020 Operations Program Board. In turn that board reports to the SAPOL 2020 Portfolio Board chaired by the Deputy Commissioner.

MEETINGS

The Project Manager will report to the Operations Program Board fortnightly.

AMENDMENTS or VARIATIONS

This Terms of Reference may be amended, varied or modified in writing by the Operations Program Board.

REGIONAL REVIEW

Update December 2019

Introduction

In December 2018, the Commissioner considered the Regional Review Team's report on policing in regional South Australia and directed further detailed work to be completed. As a result, a proposed Regional Policing Model has now been developed for South Australia that reflects the State's changing environment out to 2030 and beyond. The model is designed to provide a scalable, consistent framework for regional policing with implementation linked to the availability of additional resources. In essence this proposed Model is the blueprint for incremental change to regional policing over the next decade.

Overview

Over the next 10 years, most of regional South Australia's population numbers are expected to increase marginally, with growth predominantly occurring in the major regional centres. For many of the smaller and more remote communities, populations are expected to gradually decline. In contrast, the population of the Greater Adelaide area is expected to grow significantly. This is reflected by current government infrastructure investment and private development which is already increasing demand across the Barossa and Hills Fleurieu areas.

As well as assessing current LSA boundaries, development and community demographics, the Regional Review Team conducted a critical analysis of all regional functional groups, crime patterns and emergency management requirements. From that work a proposed Regional Policing Model has been developed with the following key features:

- The term 'Local Service Area' will be replaced by 'Region';
- Each Region will comprise Districts with an Inspector responsible for District operations;
- The Barossa and Hills Fleurieu LSA's will be merged to create an 'Outer Metropolitan Region', comprising three 'Districts' (Barossa, Adelaide Hills and Fleurieu);
- Gawler will fall within the Outer Metropolitan Region.
- The remaining Regions (Eyre Western, Far North, Yorke Mid North and Murray Mallee) will each comprise two Districts while Limestone Coast will comprise one;
- Regions will have standard organisational structures ensuring consistent capabilities;
- There will be a greater emphasis on local police undertaking local policing functions including community engagement and youth diversions;
- Technology will be leveraged to provide support services centrally by establishing Brief Quality Control Officers, Youth Diversion Officers and Intelligence Support.

The establishment of the Outer Metropolitan Region will include some realignment of suburbs currently in the Metropolitan Northern District. Other inclusions will be the existing response areas covering Truro and Callington and Mt Bold.

The proposed Regional Organisational Structure is attached. Key features include:

- Business Support Section led by an Business Manager (ASO-5) located at the Regional Headquarters and supported by a Business Coordinator (ASO-3) responsible for:
 - Financial and Facility management;
 - Workforce planning and administration.
- The Regional Coordination Branch, located at the Regional Headquarters, led by a Senior Sergeant and responsible for:
 - Planning and Audit;
 - Training/RPCC;
 - Community Engagement Coordination'
- Regional CIB led by a Detective Senior Sergeant located at the Regional Headquarters and responsible for the following functions:
 - Regional Allocation Member, Intelligence, and Victim Contact Officer;
 - Regional Volume Crime Team;
 - District CIB(s) including Child and Family Violence Investigators;
 - Crime Scene Investigators.
- District Operations Branch(s) led by an Inspector responsible for General Duties Policing within a defined geographical location including:
 - Station/custody management/property;
 - Patrols;
 - Outstations.

Clause 14 police stations will continue in the Regional Policing Model. However ongoing issues including long term vacancies, ageing infrastructure and housing that does not meet contemporary requirements will be addressed on a case by case basis and an alternative strategy implemented as required.

A proposed long term strategy for Clause 14 stations has also been developed that recognises current practices around clustering of outstations to provide mutual support. Features of the strategy include formal clustering of clause 14 stations and development of a process to assess ongoing demand, infrastructure and accommodation at each location.

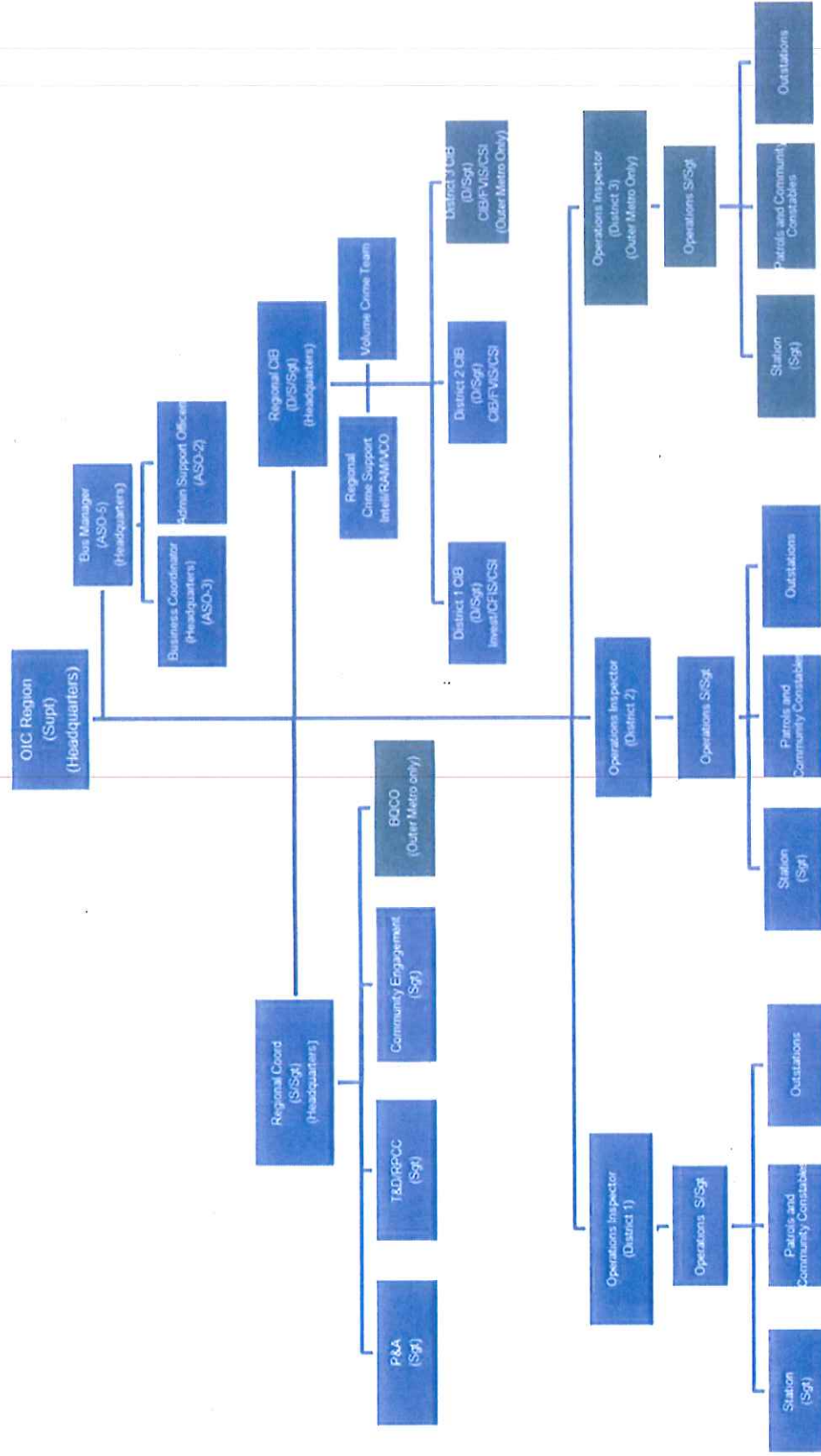
Next Steps

The Regional Policing Model is designed to position SAPOL to address the evolving Regional demographics and demand out to 2030. Consultation papers will be disseminated in January 2020, to be followed by face to face sessions across the organisation.

If you have any enquiries in relation to the Regional Review, please contact the Review Team SAPOL.RegionalReview@police.sa.gov.au

REGIONAL POLICING MODEL

PROPOSED ORGANISATIONAL STRUCTURE



Note that the Outer Metropolitan Region will have three Districts and the Limestone Coast Region one District.

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Service*

REGIONAL REVIEW

Regional Review kicks off

SAPOL's Regional Review, which was announced by Commissioner Stevens in the [SAPOL 2020 Roadmap](#), has now commenced under the guidance of Superintendent Scott Denny.

The project team is currently developing its structures, processes and documentation in line with the project's [Terms of Reference](#), which were approved by The Deputy Commissioner on 12 February 2018.

The objective of the Regional Review is to:

Ensure regional police remain responsive to the changing shape and needs of regional communities guaranteeing public safety remains our highest priority.

The review will work in collaboration with the State Operations Service and the project team will engage with relevant stakeholders as required. It will:

- Undertake an evidence based assessment of policing across regional South Australia.
- Benchmark against comparable regional policing models in other jurisdictions.
- Provide a report with findings and any other recommendations for change.

It is the project team's intent that the review is conducted in an open and inclusive manner, with existing regional employees and current staff who have previously worked in the country being given an opportunity to contribute to the conversation.

No recommendations for change have been developed, or put forward for consideration and won't be until regional employees are consulted.

We have already started informally visiting some of the regional LSAs to kick off the project but a more formal consultation schedule will be developed providing numerous opportunities for you to be involved. You are encouraged to participate in as many aspects of the review as possible and to follow the [Regional Review](#) page by adding it to your 'My Sites' on Police Connect to stay in touch with the project.

If you have any questions about the Regional Review please post your questions via the Regional Review Question icon on our intranet page or email SAPOL.RegionalReview@police.sa.gov.au

2 March 2018

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Service*

REGIONAL REVIEW

REGIONAL REVIEW- UPDATE

The Regional Review kicked off in 2017 with an objective to ensure that regional police are accessible, innovative and efficient in the use of resources, and responsive in the delivery of front line services regardless of circumstances.

It's also focused on ensuring that regional police remain responsive to the changing shape and needs of regional communities to ensure public safety remains our highest priority.






Thank you to all of the employees who attended and contributed to our initial consultation and engagement sessions. These were very successful and well attended and we were able to speak with one third of regional employees in this round of engagement. If you missed out this time, we hope to catch up with you next time.

This valuable feedback will help to form part of our critical analysis into regional policing. Following on from the engagement sessions, we have developed some [Frequently Asked Questions](#) addressing the most common issues that were raised.

As we map out the next steps, more information will be released so stay tuned.

If you have any feedback or questions about the [Regional Review](#) please post your questions via the Regional Review Question icon on our intranet page or email us directly at SAPOL.RegionalReview@police.sa.gov.au

Regional Review FAQ

	Question	Answer	Edit
	Will I still be able to transfer to the country whilst the review is taking place?	The Regional Review Project Team do not envisage their review will have any immediate impact on either PD65 Lateral Transfer Applications or Applications for Selection as advertised in the SAPG.	
	Will we end up with Super Districts like they have in the metro area?	<p>The project team will evaluate SAPOLs' current regional structures, capacity and resources in line with its Terms of Reference.</p> <p>No preconceived outcome or model has been suggested and it is the Review Team's intent to recommend changes that continue to put public safety as a primary focus whilst remaining flexible enough to meet the changing needs of the community.</p>	
	Do you anticipate the continuation of officers working subject to clause 14 of the POA	All areas of regional policing are being looked at and assessed as part of our review. At this point in time we are still assessing all functional areas and are not at the stage where we can provide information on specific working conditions. We will however ensure that any future changes to the regional model are communicated and consulted with all staff prior to any change process occurring.	
	Why are you doing a Regional Review?	<p>There is now a need to review SAPOL's regional operations to ensure we effectively respond to current and emerging opportunities and challenges and continue to provide the best possible services to protect South Australians.</p> <p>The Regional Review is designed to complement the introduction of the District Policing Model to metropolitan Adelaide.</p> <p>The scope of this review is to:</p> <ol style="list-style-type: none"> 1. Undertake an evidenced based assessment of policing services across regional South Australia; 2. Benchmark against comparable regional policing models in other jurisdictions; and 3. Provide a report with findings and any recommendations for change. 	
	The Review Team visited the regional areas earlier in 2018 and we were	The Review Team visited all 7 Regional LSA's between March and May 2018. During these engagement sessions, the Review Team had the opportunity to speak to around a third of the	

	given the opportunity to provide feedback. Can you advise employees what has happened with our feedback?	regional workforce (which included sworn and un-sworn employees). The Review Team sought feedback as to how we can improve the quality of services we provide in the regions as part of a future state model. The feedback received was useful and generated a great deal of discussion in the sessions. The Review Team will continue to engage with the regional workforce and assess all feedback as part of our critical analysis into regional policing.	
┐	Has a new model been developed?	A new model for regional policing has not been developed at this point. The Review Team is in the process of conducting a critical review into all functions of regional policing in order to accurately assess the demand on our country resources. It is important that we have a comprehensive and accurate understanding of all regional areas before we can consider what a future model may look like.	
┐	Will there be boundary changes?	Until we have completed our review of all functional areas of regional policing, we cannot state whether a boundary change will occur. Any future changes will only be made after careful consideration as to the future benefits of being able to deliver an effective and efficient service and after extensive consultation has taken place.	
┐	Have you considered what has been done by our interstate counterparts?	The Review Team has consulted every interstate jurisdiction to assess how their regional operations work and also assess any change processes that other jurisdictions have undertaken. The findings and learnings from our interstate research are being assessed and will form part of our decision making process where relevant.	
┐	Will we be consulted before any change is made?	The Review Team will ensure that all employees are extensively engaged with before any final decisions for a future regional policing model are agreed to. We have already listened to your views and opinions and will continue to interact with you as part of the review process where necessary. We encourage employees to submit questions, queries or concerns to us using our Regional Review web page link and we will respond accordingly.	
┐	Will I have the opportunity to continue to provide input into the review?	Yes. As indicated above, we strongly encourage input from employees. It is important that we have a comprehensive understanding of all aspects of regional policing so that the analysis and work we undertake is informative and relevant to the needs of our employees as well as the needs of our regional communities.	
┐	Will unsworn employees be considered as part of this review?	We are reviewing all operations in relation to regional policing, so that impacts all employees in regional LSAs. We will continue to engage with all employees but if you have any feedback or	

		<p>questions about the Regional Review please email us at SAPOL.RegionalReview@police.sa.gov.au</p>	
	<p>How long before we know what a future model may look like?</p>	<p>The Review Team is currently undertaking a critical analysis of all functional areas of regional policing. This is likely to take some time given the unique nature of regional policing and the need for the analysis to be accurate.</p> <p>Once we have agreed recommendations, we will communicate our progress to all employees.</p>	

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management
Service*

REGIONAL REVIEW

REGIONAL REVIEW- UPDATE

Following on from our engagement sessions held earlier this year, the Regional Review Team has completed an assessment of the current state of policing across regional South Australia. As a consequence the Commissioner has directed further detailed work be completed regarding:

- Non-SAPOL services provided by regional police stations;
- The current LSA boundaries taking into consideration community demographics, crime patterns and the expanding greater Adelaide region;
- LSA organisational structures including functional areas;
- Clause 14 stations;
- The feasibility of providing more support services to regional areas from metropolitan Adelaide.

This work is well underway and the Regional Review Team will be making contact with the relevant managers and supervisors of each functional area in the New Year. Following this, further engagement opportunities for regional staff will be available.

Following consultation and trialling of a second Operations Inspector in Eyre Western LSA the Commissioner has approved an Operations Inspector for the Limestone Coast LSA, which is to be filled in the New Year.

If you have any feedback or questions about the [Regional Review](#) please post your questions via the Regional Review Question icon on our intranet page or email us directly at SAPOL.RegionalReview@police.sa.gov.au

Date	27/6/2019
To	All SAPOL Staff
From	Corporate mailbox
Subject	Proposed centralisation of Regional Highway Patrol

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Service*

REGIONAL REVIEW

PROPOSED CENTRALISATION OF REGIONAL HIGHWAY PATROL

The Regional Review Team has completed a review of Highway Patrols across the state and has proposed that all Highway Patrol operations are centralised under Traffic Support Branch.

It is proposed that existing Highway Patrol Officer, and where applicable, Sergeant positions will be maintained within each of the Regional Local Service Areas while operations are coordinated from Adelaide. It is also proposed that, subject to classification, a new Highway Patrol Coordinator position (Senior Sergeant) will be created within Traffic Support Branch. The existing Traffic Senior Sergeant position at Mt Barker will be deleted.

Consultation will commence on Thursday, 27 June 2019. Face to face information sessions will be conducted between Monday, 22 July and Monday, 29 July 2019 with timings and locations posted on the Regional Review intranet site. This formal consultation period will conclude close of business Monday, 5 August 2019.

The consultation paper will be supported by a proposed HR Implementation Plan.

You are encouraged to read the [consultation paper](#) and provide feedback on the [feedback form](#).

How	DL:SAPOL
When	5 September 2019
To	All SAPOL staff
Subject	Centralisation of Regional Highway Patrol

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Branch*

REGIONAL REVIEW

Centralisation of Highway Patrol

Consultation on the proposal for centralise Highway Patrols closed on 5 August 2019. After consideration of the feedback provided, the Deputy Commissioner has approved the proposed model without further change.

To complement the new traffic model, Traffic Support Branch will be renamed Traffic Services Branch.

All Highway Patrols will remain in situ, but be managed centrally by a Senior Sergeant coordinator (new position), forming part of Road Policing Section under Traffic Services Branch. .

The existing Hills Fleurieu LSA Traffic Senior Sergeant position will be deleted.

The implementation plan is currently being finalised by the Regional Review Team and Traffic Services Branch in consultation with Human Resources and IS&T. An implementation date is to be advised once this work is complete.

Please follow this [link](#) if you wish to re-read the consultation paper.

If you have any questions in relation to the model please contact Superintendent Scott Denny, Regional Review Project Implementation Manager, via [email](#).

How	DL:SAPOL
When	21 October 2019
To	All SAPOL Staff
Subject	Regional Review Update

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Organisational Reform program*

REGIONAL REVIEW

REGIONAL REVIEW- UPDATE

In December 2018 the Commissioner considered the Regional Review Team's report on policing in regional South Australia and directed further detailed work be completed regarding:

- Non-SAPOL services provided by regional police stations;
- The current LSA boundaries taking into consideration community demographics, crime patterns and the expanding greater Adelaide region;
- LSA organisational structures including functional areas;
- Clause 14 stations;
- The feasibility of providing more support services to regional areas from metropolitan Adelaide

Extensive work has been completed on these six areas of focus and it is anticipated that a Regional Policing paper will be completed by December 2019. While still being finalised the key features of the proposed model will include:

- Alterations to some regional boundaries;
- A standardised organisational structure across regional areas ensuring policing functions are consistent;
- A short to medium term strategy to address significant population growth in the Greater Adelaide area with associated increases in demand;
- A long term strategy to address policing from Clause 14 stations in areas of ageing infrastructure, declining populations and diminishing demand.

The completed report will be presented to the Commissioner and once endorsed consultation on proposed changes will commence.

Meanwhile a new position Operations Inspector, Limestone Coast LSA was approved and filled in January 2019.

On 27 August 2019 the Commissioner approved centralisation of Highway patrols with implementation to be finalised once changes to HR 21, Shield and other IT systems are complete.

If you have any feedback or questions about the Regional Review please post your questions via the Regional Review Question icon on our intranet page or email us directly at SAPOL.RegionalReview@police.sa.gov.au

How	DL:SAPOL
When	27 November 2019
To	All SAPOL staff
Subject	Centralisation of Regional Highway Patrol

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Service*

REGIONAL REVIEW

'GO LIVE' CENTRALISATION OF REGIONAL HIGHWAY PATROL

On Thursday 28 November 2019, Highway Patrols will formally move across to Traffic Services Branch as a centralised service.

Traffic Services Branch provides a centralised operating platform for command, control, investigative and intelligence functions; and the real time management of traffic resources.

The centralisation of Highway Patrols under Traffic Services Branch is an important step in the continued provision of an integrated and coordinated professional State-wide traffic policing service.

New call signs and organisational codes have been provided to each of the relevant Highway Patrol supervisors in the Local Service Areas and these will take effect as of 0700hrs, Thursday 28 November 2019.

Further information regarding procedures for the day relevant to Shield and other applications and also a list of contact phone numbers for any support on the day have been communicated to the effected members.

After the changeover date all enquiries are to be directed to the relevant Highway Patrol supervisors then onto the Regional Coordinator, [Senior Sergeant Andy Daly](#).

If you have any other queries regarding the Regional Review please email us at SAPOL.RegionalReview@police.sa.gov.au

How	DL: SAPOL
When	Monday 10 February 2020
To	All SAPOL staff
Subject	Regional Policing Model Consultation Paper

*This message has been authorised for distribution throughout SAPOL by
Assistant Commissioner Noel Bamford, Security and Emergency Management Service*

REGIONAL REVIEW

Release of Regional Policing Model Consultation Paper

The Regional Review Project Team has developed a proposed Regional Policing Model for South Australia that reflects the state's changing environment out to 2030 and beyond. A [consultation paper](#) outlining the proposed model is now available and your feedback is being sought.

Key features of the model include:

- The term 'Local Service Area' will be replaced by 'Region'. Each Region will be divided into Districts.
- Regions will have standard organisational structures ensuring consistent capabilities.
- An emphasis on local police undertaking local policing functions including community engagement and youth diversions.
- Technology will be leveraged to provide support services centrally from metropolitan Adelaide.

The Review Team has also compiled a list of [Frequently Asked Questions](#) for the project.

During February and March 2020 the Regional Review Team will be conducting face to face engagement sessions in the Local Service Areas to discuss the proposed model and answer questions staff may have on the consultation. Information on the times and dates for these sessions can be viewed on the [schedule](#). Consultation will be open until 30 March 2020.

Please submit any questions and/or feedback via the Regional Review email SAPOL.RegionalReview@police.sa.gov.au with the provided [Consultation Feedback form](#)

Frequently Asked Questions

FAQ's

We will continue to engage with all employees but if you have any feedback or questions about the Regional Review please email us at SAPOL.RegionalReview@police.sa.gov.au

Question	Answer
What is the difference between Regions and Districts?	The current term 'Local Service Area' will be replaced by 'Region'. Each Region will have standard organisational structures ensuring consistent capabilities. Each Region will be divided into Districts which will formally identify areas of geographical responsibility.
Are there going to be changes to all Local Service Area boundaries?	The Review Team assessed the existing LSA boundaries, future population changes and demographics as well as the demand drivers within each. To meet future growth in and around the Barossa and Hills Fleurieu areas, the Review Team has recommended the amalgamation of Barossa and Hills Fleurieu LSA's to create an Outer Metropolitan Region. If approved, this will see the existing footprint of both LSA's coming together and potentially some change to the boundary between the Barossa LSA and Northern District in and around Angle Vale to capture most of the future housing growth in this area. The only other recommended boundary changes are that Truro moves from the Riverland to the Barossa response area and the boundary around Mt Bold and the Southern District is realigned to clearly identify both response areas. There are no other boundary changes recommended.
In the new Regional Policing Model there is one less ASO2 position. Is that person going to be redeployed?	Under the proposed model, a new ASO3 Business Coordinator position will be created in each Region by deleting one ASO2 position to offset this change.
Is the Community Engagement Sergeant expected to perform the coordination role as well as be the Diversion Sergeant under the new model?	The Community Engagement Sergeant will be the liaison between the Region and the State Community Engagement Section. The position will be responsible for overseeing the implementation of crime prevention and problem solving initiatives. This position will be supported by Community Engagement members. It is recommended that three Youth

	<p>Diversion Officer positions will be created in the new regional model and these positions will be centralised, physically located within the Outer Metropolitan Region, providing a service for every Region. The Youth Diversion Officers will be responsible for managing all regional juvenile justice files and providing advice. Family Conferences and Formal Cautions will be administered locally by local police.</p>
Will day shift positions remain with the new model?	<p>Day shift positions will still remain. Under a new Regional Policing Model it is recommended that over time, day shift positions will include Community Engagement (formerly CPS), Planning and Audit, Regional Allocation, Property Officer and Station Sergeant.</p>
Will there be an increase in CIB staffing numbers in the new model?	<p>It has been recommended that standard organisational structures will be implemented within each Region. Each Region will have a Detective Senior Sergeant and each District within each Region will have a Detective Sergeant. The Detective Brevet Sergeant and Family Violence Investigator numbers have all been assessed and increases will occur in identified Districts, depending on future demand. Furthermore, CIB will be supported by Regional Allocation Members as well as dedicated Volume Crime Team members in each Region.</p>
Will Clause 14 Stations close?	<p>Clause 14 stations will remain. It is proposed that a long term strategy to address Clause 14 stations will be introduced with the new model. This strategy is designed to address ongoing issues such as long term vacancies, ageing infrastructure and housing. The new strategy will involve three aspects: Cluster – It is proposed that Clause 14 stations will be clustered, where one identified station will be the primary station. Assess: triggers such as vacancies, station condition and housing will be used to determine the viability of retaining each station, which will then be assessed against factors such as demographics and demand for police services. Rationalise: where it is determined that it is not viable to retain a station, it will be recommended for closure and the position moved to the primary cluster station in order to maintain service delivery.</p>
What will happen to the existing Operations Senior Sergeants and Training and Development Senior Sergeant positions?	<p>Operations S/Sgt positions will still remain as they are now. Under a new model, it is recommended that they will be geographically responsible for managing operations within a District and report directly to the District Inspector. It is recommended that the T&DC positions will be deleted to offset the creation of Regional Coordinators. These new positions</p>

	will have broader responsibilities and will be supported by a new team including Training Sgts.

Question	Answer
<p>There is now a need to review SAPOL's regional operations to ensure we effectively respond to current and emerging opportunities and challenges and continue to provide the best possible services to protect South Australians.</p> <p>The Regional Review is designed to complement the introduction of the District Policing Model to metropolitan Adelaide.</p> <p>The scope of this review is to:</p> <ol style="list-style-type: none"> 1. Undertake an evidenced based assessment of policing services across regional South Australia; 2. Benchmark against comparable regional policing models in other jurisdictions; and 3. Provide a report with findings and any recommendations for change. 	
Why are you doing a Regional Review?	
Will I still be able to transfer to the country whilst the review is taking place?	The Regional Review Project Team do not envisage their review will have any immediate impact on either PD65 Lateral Transfer Applications or Applications for Selection as advertised in the SAPG.
Will we end up with Super Districts like they have in the metro area?	<p>The project team will evaluate SAPOL's current regional structures, capacity and resources in line with its Terms of Reference.</p> <p>No preconceived outcome or model has been suggested and it is the Review Team's intent to recommend changes that continue to put public safety as a primary focus whilst remaining flexible enough to meet the changing needs of the community.</p>
Do you anticipate the continuation of officers working subject to clause 14 of the POA?	All areas of regional policing are being looked at and assessed as part of our review. At this

	<p>point in time we are still assessing all functional areas and are not at the stage where we can provide information on specific working conditions. We will however ensure that any future changes to the regional model are communicated and consulted with all staff prior to any change process occurring.</p>
<p>The Review Team visited the regional areas earlier in 2018 and we were given the opportunity to provide feedback.</p> <p>Can you advise employees what has happened with our feedback?</p>	<p>The Review Team visited all 7 Regional LSA's between March and May 2018. During these engagement sessions, the Review Team had the opportunity to speak to around a third of the regional workforce (which included sworn and un-sworn employees). The Review Team sought feedback as to how we can improve the quality of services we provide in the regions as part of a future state model. The feedback received was useful and generated a great deal of discussion in the sessions. The Review Team will continue to engage with the regional workforce and assess all feedback as part of our critical analysis into regional policing.</p>
<p>Has a new model been developed?</p>	<p>A new model for regional policing has not been developed at this point. The Review Team is in the process of conducting a critical review into all functions of regional policing in order to accurately assess the demand on our country resources. It is important that we have a comprehensive and accurate understanding of all regional areas before we can consider what a future model may look like.</p>
<p>Will there be boundary changes?</p>	<p>Until we have completed our review of all functional areas of regional policing, we cannot state whether a boundary change will occur. Any future changes will only be made after careful consideration as to the future benefits of being able to deliver an effective and efficient service and after extensive consultation has taken place.</p>
<p>Have you considered what has been done by our interstate counterparts?</p>	<p>The Review Team has consulted every interstate jurisdiction to assess how their regional operations work and also assess any change processes that other jurisdictions have undertaken. The findings and learnings from our interstate research are being assessed and will form part of our decision making process where relevant.</p>
<p>Will we be consulted before any change is made?</p>	<p>The Review Team will ensure that all employees are extensively engaged with before any final decisions for a future regional policing model are agreed to. We have already listened to your views and opinions and will continue to interact with you as part of the review process where</p>

	<p>necessary. We encourage employees to submit questions, queries or concerns to us using our Regional Review web page link and we will respond accordingly.</p>
<p>Will I have the opportunity to continue to provide input into the review?</p>	<p>Yes, we strongly encourage input from employees. It is important that we have a comprehensive understanding of all aspects of regional policing so that the analysis and work we undertake is informative and relevant to the needs of our employees as well as the needs of our regional communities.</p>
<p>Will unsworn employees be considered as part of this review?</p>	<p>We are reviewing all operations in relation to regional policing, so that impacts all employees in regional LSAs.</p>
<p>How long before we know what a future model may look like?</p>	<p>The Review Team is currently undertaking a critical analysis of all functional areas of regional policing. This is likely to take some time given the unique nature of regional policing and the need for the analysis to be accurate.</p> <p>Once we have agreed recommendations, we will communicate our progress to all employees.</p>

REGIONAL REVIEW

Face to Face Sessions

Hills Fleurieu

Date	Location	Time at location	Duration
Wednesday Feb 26th	Mt Barker Victor Harbor	1000-1130 1300-1400	1.5hrs 1hr

Barossa

Date	Location	Time at location	Duration
Monday March 2nd	Gawler	1000-1130	1.5hrs

Barossa

Date	Location	Time at location	Duration
Thursday March 5th	Nuriootpa Berri	1000-1130 1400-1530	1.5hrs 1.5hrs
Friday March 6th	Berri	0900-1030 (catch up session if required)	1.5 hrs

South East

Date	Location	Time at location	Duration
Wednesday March 18th	Millicent Mt Gambier	1230-1330 1430-1500	1hr 1.5hrs
Thursday March 19th	Naracoorte Murray Bridge	1000-1100 1330-1500	1 hr 1.5hrs

Yorke Mid North / Far North / Eyre Western

Date	Location	Time at location	Duration
Wednesday March 25th	Kadina Pt Pirie	1100-1230 1400-1530	1.5hrs 1.5hrs
Thursday March 26th	Pt Augusta Whyalla	0830-1000 1130-1300	1.5hrs 1.5hrs
Friday March 27th	Port Lincoln	0830-1000	1.5hrs

This schedule may be subject to change