

# SAPOL 2020

## Corporate Business Plan 2017-2018



**SOUTH AUSTRALIA POLICE**  
KEEPING SA SAFE



**Government  
of South Australia**





## SAPOL's Corporate Business Plan

SAPOL's corporate business plan is an important part of the practical achievement of our key strategic plan, SAPOL 2020, and in delivering our Vision of:

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

To achieve our Vision, SAPOL 2020 identifies our key strategy for the period is to:

*be accessible, innovative and efficient in the use of our resources and responsive in the delivery of our front-line services regardless of the circumstances.*

Together we will meet the demands and opportunities of the future, embracing our Values of **Service**, **Integrity**, **Courage**, **Leadership**, **Collaboration** and **Respect**. These underpin everything we do and the way we do it.

### Service

We are committed to service excellence, delivered in a manner that earns the respect of the wider community.

### Integrity

We will consider how our actions will be viewed by others and welcome public scrutiny. We demonstrate honest and ethical behaviour.

### Courage

We will maintain strength in the face of adversity, protecting those who cannot protect themselves. We will forge new paths and challenge accepted wisdom.

### Leadership

We will inspire and motivate others to achieve our shared goals.

### Collaboration

We will accomplish more together. We put the team ahead of our personal success and commit to building its capability.

### Respect

We treat everyone with consistent and inclusive behaviour and show concern and compassion when interacting with each other and our community.

### Key Performance Indicator

- Level of community confidence in policing services.



## THE YEAR AHEAD



I am pleased to present the *South Australia Police 2017-2018 Corporate Business Plan* for the year ahead. Looking beyond that, a new approach to business planning will be part of our enhanced organisational capability.

The purpose of this whole-of-organisation plan is to focus our activities and efforts to meet the demands and opportunities of the future together.

Supporting business plans based on this corporate plan complete the link at every level within SAPOL. This ensures we are all working together in a structured and integrated way to achieve the strategic direction of SAPOL 2020, and demonstrate our Values in action.

SAPOL's service delivery is divided into three core programs of policing – Public Safety, Crime and Criminal Justice Services, and Road Safety – aligned to our core functions in the *Police Act 1998*.

Supporting these core programs will be a reform agenda driving new efficiencies through the key areas of People, Operations and Technology.

While our core programs have been a constant, change is always with us. The unique challenges of the future will influence the demands on policing and how we go about serving and protecting the community.

SAPOL has a proud history of leadership in proactively managing change. We will continue to develop and implement effective and innovative responses to evolving community safety issues while continuing to deliver reliable traditional policing practices proven over time to be effective.

What they all have in common is that they are dependent on the skills and dedication of our people.

People are SAPOL's most valuable asset.

I recognise and appreciate that it is the continuing commitment and hard work of all SAPOL staff, in partnership with stakeholders and the community, that underpins the successful achievement of SAPOL 2020 and this corporate business plan.

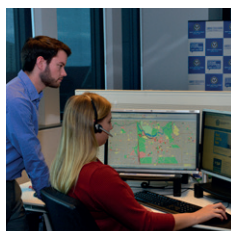
Grant Stevens  
Commissioner  
South Australia Police



## SERVICE DELIVERY PROGRAM 1 PUBLIC SAFETY

We will work to keep the community safe by responding to calls for assistance, responding and assisting in emergencies, and managing major community events. We will continue to work collaboratively with other agencies with a focus on prevention as the first line of defence against terrorism while preparing our workforce to respond to evolving threats.

In 2017-18 we will progress implementation of a new District Policing Model designed to deliver an effective, agile and responsive operational service. The new model provides a structure and approach that is consistent with our key strategy to be accessible, innovative and efficient in the use of our resources and responsive in the delivery of our front-line services regardless of the circumstances.



### 1.1 Response and event management

- Enhancing local visibility and front-line policing through responding to calls for service.
- Accessibility 24/7 through Call Centre services.
- Developing and equipping our people to proficiently respond to incidents and manage events.
- Maximising uniform presence in local communities.
- Targeting antisocial behaviour and alcohol related offending at and around community events.
- Using social media to outreach to the public.

#### Performance and activity indicator

- Percentage of Call Centre calls answered within 20 seconds.
- Number of special, major and local events planned and managed by police.

### 1.2 Emergency response, management and coordination

- Accessibility 24/7 through Triple Zero (000) calls for emergency response.
- Protecting life and property in emergencies and improving protective security capabilities.
- Effectively responding to and managing high risk incidents collaboratively.
- Protecting critical infrastructure for government and business, and protecting dignitaries.
- Developing and equipping our people to proficiently respond to emergencies.
- Providing leadership and coordinating other emergency services in incident command and emergency responses.
- Ensuring counter-terrorism capability development and preventing violent extremism.

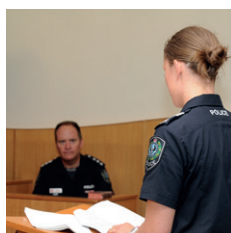
#### Performance and activity indicator

- Percentage of Triple Zero (000) calls presented to Police Communications Centre by Telstra answered within 10 seconds.
- Percentage of Grade 1 taskings in the metropolitan area responded to within 15 minutes.

## SERVICE DELIVERY PROGRAM 2

### CRIME AND CRIMINAL JUSTICE SERVICES

We will work to prevent crime and reduce offending. In 2017-18 we will develop strategies to address current and emerging crime that affects the community and work to improve criminal justice processes for a more flexible and effective criminal justice system.



#### 2.1 Crime and illegal drugs

- Expanding local community support and visibility to reduce crime and the fear of crime.
- Enhancing response to domestic and family violence, including leading multi-agency collaboration.
- Maintaining support and collaboration with victims of crime.
- Maximising the use of intelligence, public education and technology to reduce cybercrime.
- Using innovative techniques to confiscate illicit drugs, profits and assets.
- Developing our people in crime detection and prevention.
- Conducting professional investigations into reported crime.
- Working with government, community, business and media to educate on the harm of illicit drugs.
- Enhancing our technology and techniques in order to prevent and respond to the threat of serious organised crime.

#### Performance and activity indicator

- Recorded offences against the person and against property as reported by/on behalf of victims per 1000 head of population.

#### 2.2 Criminal justice and custodial services

- Ensuring safety in police holding facilities.
- Partnering with government and the community on improved criminal justice sector processes, and identifying and implementing legislative reform on critical issues.
- Developing and equipping our people to provide safe custodial services and to prosecute offenders.
- Improving police prosecution strategies and processes for better criminal justice services and outcomes.

#### Performance and activity indicator

- Number of prosecution charges initiated by police in state courts.
- Number of out of court diversions.
- Number of prisoners processed through police holding facilities.



## SERVICE DELIVERY PROGRAM 3

### ROAD SAFETY

We will work to protect the community from harm on our roads through our visible presence, law enforcement and education services.

In 2017-18 we will develop coordinated and targeted enforcement strategies and operations with our partners to prevent death and injuries on South Australian roads.



### 3.1 Road use regulation

- Controlling and directing traffic and enforcing the road rules to ensure safe road use.
- Targeting dangerous and high risk driving behaviours including speeding, seatbelts, distraction, road user impairment (drink driving, drug driving and fatigue) and recidivist dangerous road users.
- Identify and respond to areas of high risk for fatal and serious injury crashes.
- Developing and equipping our people to proficiently enforce the road rules and detect irresponsible road use behaviour.
- Effectively using technology to support safer road use.

#### Performance and activity indicator

- Number of driver screening tests conducted.
- Number of detections of drink and drug driving.
- Number of apprehension reports for traffic offences as detected by police.
- Number of expiations issued personally for traffic offences.

### 3.2 Education and vehicle collision prevention

- Collaborating and engaging with partners and local communities on road safety issues.
- Developing and equipping our people to keep road users safe.
- Understanding community needs and responding through the police role in education, collision prevention and road safety programs.
- Developing and delivering targeted road safety operations across the state.

#### Performance and activity indicator

- Number of fatalities per 100 000 head of population.
- Number of serious injuries per 100 000 head of population.
- Number of Traffic Watch complaints received.

## OUR REFORM AGENDA

### OUR PEOPLE



#### Developing a more confident, capable, diverse and inclusive workforce.

Examples: Project Equitas, mental health initiatives, workforce surveys and a three-year training program: to build a safe, supportive and inclusive organisational culture.

We recognise that our people are our strength. We will work to recruit and retain high quality employees to meet current and future workforce needs, representative of and responsive to the community we serve.

We will work to develop a confident, capable, diverse and inclusive workforce where our people are safe, respected and supported to reach their potential.

In 2017-18 we will progressively implement the Equal Opportunity Commission Review report recommendations (through Project Equitas) and expand mental health and wellbeing initiatives for our employees.

#### Staff wellbeing, development and capability

- Rolling out mental health first aid training and promoting mental resilience amongst all employees.
- Developing a Diversity and Inclusion Strategy and associated action plans including a Disability Access and Inclusion Plan, and Gender Equality Action Plan.
- Implementing a centralised internal complaint resolution unit that is accessible, transparent and trusted.
- Reinvigorating the performance management system.
- Supporting flexible work options for all employees.
- Enhancing staff support programs to ensure they are contemporary and best practice.
- Monitoring staff perspectives on organisational initiatives and wellbeing through surveys.
- Developing a rolling three-year training program with a focus on developing people and performance management skills.



## OUR REFORM AGENDA

### OUR OPERATIONS



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

Examples: District Policing Model: to make us a more effective and productive organisation with improved structures, systems and processes.

We recognise that our police operations encompass front-line activity, and accessibility through police stations, call taking and the use of our specialist skills. Operations are our most visible contact with the community.

The District Policing Model will allow SAPOL to position its resources to maximum effect with District Policing Teams providing an intervening presence to prevent harm earlier and specialist response teams dedicated to priority calls for assistance.

The State Crime Assessment Centre will consolidate crime assessment functions in one place and release supervisors to spend more time in the field.

#### Operational response

- Working towards establishing the District Policing Model.
- Developing the model for and establishing the State Crime Assessment Centre to improve the way incidents are assessed across the state.
- Developing the Investigation Support Desk, a centralised operating platform for command, control, investigative and intelligence functions; and the real-time management of resources.
- Increasing our capacity for child and family violence investigations.
- Increasing investment in our cybercrime capability to keep pace with this evolving field of policing.





## OUR REFORM AGENDA

### OUR TECHNOLOGY



#### Enabling technology to support our people and operations.

Examples: Body worn video, mobile rugged tablets, AVL (automatic vehicle location), Shield and CHRIS21: enabling technologies to improve intelligence and allow more time in the field.

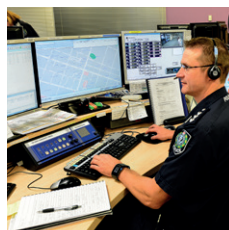
Effective policing relies not only on our people, but also on the best technological capability that is available to support their specialist functions.

We will work to build our technology capability so that our people have the information, intelligence, mobility and communications they need to support our operations.

In 2017-18 we will continue the roll-out of recent technologies such as body worn video and mobile rugged tablets and enhance the functions of existing technologies such as portable data terminals and finger print scanners. We will deploy CHRIS21 and progress Shield to streamline data collection and processing, and allow more time in the field.

#### Technology initiatives

- Finalising the roll-out of body worn video to improve officer safety and better meet evidentiary requirements.
- Rolling out mobile rugged tablets in all police vehicles providing front-line officers with access to full desktop applications.
- Applying automatic vehicle locator technology to all operational vehicles to support the tasking of the closest patrol to calls for assistance.
- Implementing a people management system (CHRIS21) to streamline HR practices and processing.
- Continuing the development of a centralised information management platform for recording and managing crime (Shield).



## PLANNING FRAMEWORK

