

# NEXT GENERATION POLICING



## Tasmania Police CAPABILITY REVIEW FINDINGS

### *Overview*



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## Acknowledgements

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*"Tasmania is a growing, diverse and changing community and our approach and vision looks to enhance safety, service delivery and community confidence in police."*

## Foreword

Since it was established in 1899, Tasmania Police has provided a service that meets the changing expectations of communities. This has been underpinned by an on-going commitment to continuous business improvement.

Policing is becoming increasingly complex and our community more diverse. These factors and developments in technology will continue to transform the future criminal, law enforcement and emergency management operational environment.

In addition to traditional demand, policing now faces multi-jurisdictional crime types, such as cyber-crime, on-line fraud and child exploitation. Emerging threats from terrorism and serious and organised crime require a much bigger resource commitment at a national and state level, and more time spent protecting the most vulnerable in our communities, including those experiencing mental ill health and family violence.

It is also important to recognise and respond to the increasing demands on individual police officers. Officer safety and wellbeing, including fatigue management, are particularly important which is why we are enhancing our health and wellbeing framework and strategy across the organisation.

Considerable work has been undertaken by Tasmania Police to understand our operating environment, how this is changing and how we will need to adapt for the future.

This work has been progressed through a capability review. A capability can be best understood as a particular expertise, technology or other assets that Tasmania Police possesses or requires to perform their policing activities.

The Capability Review report identifies a range of challenges facing Tasmania Police, including future gaps which need to be addressed to ensure we meet community expectations and the Tasmanian Government's commitments.

This will require leadership as we move towards a future operating platform to maintain community, organisational and government confidence.

Tasmania Police is pleased to present this Report for consideration by Government which sets an ambitious vision for the future. It focuses on strengthening and building capacity and capability to meet current and future demand.

It delivers and builds on government commitments and priorities whilst enabling Tasmania Police to operate as a modern and effective law enforcement agency in support of a rapidly changing policing, security and emergency management environment.

**Darren HINE, APM**

Commissioner of Police

# Executive Summary

## Purpose

Policing is becoming more challenging with increased complexity, accountability and demand.

With the scope and pace of change accelerating, new strategies, structures, processes and skills are needed to meet the expectations of our communities and workforce.

There is a need to work more collaboratively with other agencies and ensure interoperability between Tasmania Police and other police and emergency services across Australia and New Zealand in responding to cross-jurisdictional crime and significant emergencies.

In response to these challenges, Tasmania Police completed a Capability Review, which incorporated the Government commissioned Future Workforce Planning Analysis. The methodology involved consultation and engagement with the workforce, unions and other policing jurisdictions. The methodology also considered existing practices within Tasmania Police, Australian and international literature as well as academic contributions, with the approach reviewed by the University of Tasmania.

The outcome is this report identifying fifty one options for future capability development.

## Summary of findings

The review found Tasmania is experiencing significant demographic change. The profile and distribution of people in Tasmania is changing and their demands for service varies across the state. The Tasmanian community is becoming increasingly diverse and complex. Tasmania Police needs to be capable of engaging effectively with all elements of the community, including people from various cultural and linguistic backgrounds. This suggests that staffing profiles and distribution of police officers should be informed by demand, community needs, performance objectives and operational considerations.

In addition to their primary policing role, the report recognises police are also increasingly involved in supporting community safety by addressing social problems. To better match service delivery to these demands, the review recommends a police business model that provides greater flexibility in workforce operations, including redirecting sworn police from support roles to the frontline.

The terrorism threat level is consistently 'Probable' and Tasmania Police needs to enhance its preventative and response capabilities to counter threats and attacks, and to assist in the resolution of high risk incidents.

The work of criminal investigators is becoming more complex and cyber-crime is a threat that will grow and become more sophisticated as society becomes more dependent on digital technology. To respond effectively, police will need to enhance intelligence and investigation capabilities, including governance and coordination; the general and specialist digital literacy; and technical support, including forensic accounting.

The work of criminal investigators is becoming more complex and cyber-crime is a threat that will grow and become more sophisticated as society becomes more dependent on digital technology. To respond effectively, police will need to enhance intelligence and investigation capabilities, including governance and coordination; general and specialist digital literacy; and technical support, including forensic accounting.

In line with our on-going investment in quality information technology services, the report recommends police maximise social media and on-line services as investigative and public safety tools. At the same time, informing, listening and responding to our increasingly diverse communities and further developing partnerships in line with a more preventative policing focus.

## Recommendations

Against each of the fifty one future capability gaps an analysis has been completed, including a series of recommendations that can support Tasmania Police to address technical or structural capability needs. Detailed recommendations for each capability gap have been organised around the following five key themes:

- Capability Focused Business and Two-Tiered Police Staffing Model
- Preventative Policing
- Flexible Work Practices
- Rural Community Safety Model
- Investigations and Intelligence



## Background

Since Tasmania Police was established nearly 120 years ago we have constantly sought to improve, and be accountable for the service we provide the community.

The police operating environment essentially includes maintaining public order, educating and reassuring communities, protecting people and property and enforcing the law. However, over the last two decades, the policing function and workload has become more challenging with increased complexity and accountability.

We know that many external factors increase pressure on our resources and the services we provide.

Tasmania Police undertakes a range of activities for or on behalf of other stakeholders including the Commonwealth, and existing arrangements do not appropriately recognise the financial or human resource implications which are ultimately borne by Tasmania Police.

The profile, distribution and needs of people in Tasmania are changing and so is the scale, pace and shape of demand.

There are also a range of internal factors that impact on the way we work and affect our ability to enhance community safety, meet community expectations and support our workforce over the short, medium and longer term.

To respond to these challenges and prepare for future shifts in demand for policing, Tasmania Police instigated a Capability Review to assess current and future demands, and opportunities for improvement.

The Review meets the Government's 2018 election commitment to task Tasmania Police with undertaking a Future Workforce Planning Analysis.

A key component of the Review was to consult with our frontline workforce. The results are helping us to understand the very real challenges our officers face on a day-to-day basis and we are committed to making sure that the feedback received contributes to shaping the future of Tasmania Police. In the final report, fifty one future capability gaps have been identified across five broad themes that can be linked to demand across internal and external activities.

We have now developed those ideas into a package of options that envisions how Tasmania Police needs to evolve.

## Context

Police officers play a vital role in ensuring Tasmania remains a safe and secure place to live, work and visit through the provision of policing and emergency management services.

Trend data shows that crime has fluctuated between 24,000 and 28,000 annual offences in the last five years, following a period of crime decreasing each year between 2005-06 and 2012-13<sup>1</sup>.

These results are impressive but we can't meet the target set by the Tasmanian government to achieve the lowest serious crime rate in the nation across all victimisation measures by 2022<sup>2</sup> without transforming the way we do business.

Why? Because the environment, crime, technology, profile, distribution and needs of people in Tasmania are changing and so is the scale, tempo and nature of demands on police.

Sustaining the downward trend in crime will require innovation, investment and a greater focus on prevention.

We also need to be efficient and operate within appropriation against a context of rising demand and increasing cost pressures.

### Future focus

A more flexible capability focused business and staffing model with more attention to ensuring overall capability will better align police's resources to meet strategic directions, achieve greater operational effectiveness and improved outcomes for the community.

A solid platform to meet these challenges already exists. Tasmania Police enjoys high levels of trust

and public confidence with strong partnerships in the community and with other government agencies and law enforcement agencies across Australia and New Zealand.

Collaboration is central to effective policing. Opportunities exist for Tasmania Police to enhance partnerships with public, private and community stakeholders to address complex social issues, and leverage resources to reduce offending and put in place solutions to assist those at risk of offending.

Our emergency services already work closely together, and there is a need to work more collaboratively with other agencies. This will support greater interoperability between Tasmania Police and other police and emergency services across Australia and New Zealand, in responding to cross-jurisdictional crime and significant emergencies.

Tasmania Police has established strong strategic partnerships with the University of Tasmania to support education and training needs. These include pathways for police recruits to complete their degree, along with various police specific postgraduate qualifications, and the formation of the Tasmania Institute of Law Enforcement Studies (TILES) to inform evidence based policing practice and innovation.

Tasmania Police is rebuilding its core of police officers with an additional 125 officers to be recruited by the end of June 2022. Coupled with other investments in infrastructure, equipment and information and communication technology projects, Tasmania Police is well placed to move to the next level.

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<sup>1</sup> <https://www.police.tas.gov.au/uploads/2013/10/DPFEM-Crime-Statistics-Supplement-2017-18.pdf>

<sup>2</sup> <https://www.tas.liberal.org.au/sites/default/files/-BuildingYourFuture.pdf>



The challenge is to ensure Tasmania Police is a modern and innovative service that has the 'right skills and tools for the job' to tackle the changing nature of crime and engage effectively with the community to better respond to differing and changing community needs, including natural or other emergencies.

### Emerging crime challenges

Volume crimes such as theft or burglary may be reducing overall but will not go away and nor will offences against the person and anti-social behaviour.

Family Violence remains a serious and widespread problem in our communities. Tasmania Police has been instrumental in developing collaborative family violence responses, to improve the safety of victims and hold perpetrators to account.

There will need to be a continued commitment to innovative practices and responses to address this important community problem.

Information and communication technology (ICT) has created new forms of crime and changed established ones. Digital technology is allowing greater opportunities for people to become involved in illicit activity without leaving their home, including child exploitation material (CEM), fraud and use of online encrypted marketplaces ('darknets'), the use of crypto-currency to undertake criminal activities as well as cyber-based extortion, 'phishing', bullying and harassment.

Tasmania is also experiencing ongoing growth in serious and organised crime, including the growth of Outlaw Motorcycle Gangs (OMCGs) which pose a growing threat to safe communities as well as economic and social security<sup>3</sup>.

A Serious Organised Crime Division (SOCD) with responsibility for targeting crime entities and syndicates in Tasmania, including OMCGs as well as Fraud and e-Crime Investigation Services has been established within Tasmania Police. This Division also includes the Unexplained Wealth Unit, and officers seconded from the Australian Border Force (ABF) and the Australian Criminal Intelligence Commission (ACIC).

The Review received advice from SOCD and district based Criminal Investigation Branch officers that the same forces that benefit legitimate business – globalisation and technological change are making organised criminal networks and markets more resilient than ever.

Criminals are becoming more sophisticated in their operations. They are increasingly mobile and their activities are no longer confined to specific areas but extended across the state. The use of technology encryption to conduct criminal activity and the use of multiple identities are impeding traditional police investigation techniques and practices.

However, improvements in technology and access to increased computing power and the use of communication and biometric technology are driving advances in data analytics. Artificial intelligence and 'Big Data' also opens up opportunities for law enforcement and regulatory authorities, including Tasmania Police, to enhance intelligence and investigation models and capabilities.

To capitalise on these opportunities, general digital literacy within police will need to increase and Tasmania Police will need to recruit an appropriate mix of professional personnel who are able to provide support and specialist advice and input into police-led investigation teams.

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<sup>3</sup> <https://www.acic.gov.au/publications/intelligence-products/organised-crime-australia>

This is a shift from our traditional model whereby we have trained general duties officers to undertake specialist functions. This change recognises the technical complexities associated with the use of forensic IT tools, testing and analysis in order to detect offenders and support the collection and building of evidence that demands formal education, accreditation and expertise. This model also acknowledges the multi-disciplinary nature of contemporary law enforcement practice and ensures Tasmania has the most capable, agile and efficient policing model that is focused on overall effectiveness.

### A changing workplace

Improved outcomes to meet the changing environment requires changes to organisational structures and governance arrangements within intelligence and crime investigation streams. Serious consideration should be given to establishing a Crime Command. This Command would provide overall coordination to improve the collection and use of intelligence, forensic and case management to better prioritise the use and coordination of resources to disrupt and prevent organised and serious crime.

Tasmania Police will need to ensure that, in addition to its core police officers, its workforce mix includes specialist key competencies such as analysts, lawyers and forensic accountants. These specialists can work in multi-disciplinary teams to develop analytical, legal, and intelligence capabilities to support police-investigators and intelligence. This will provide a more predictive and targeted approach to policing.

Australia's National Terrorism Threat Level has remained *Probable* since 2014 and reflects the increasing threat posed by terrorism, violent extremism and global instability. During the intervening period, there have been fifteen major counter-terrorism disruption operations in

relation to imminent attack planning and seven terrorist attacks targeting people in Australia. In addition to the terrorism threat, Tasmania Police must also enhance its Fixated Threat capability that monitors individuals who become fixated on people, issues or organisations and pose a threat to individual and public safety.

Tasmania Police has specialist response groups in place to respond to a range of threats, including bombs, armed offenders, as well as the proliferation of low-cost capabilities such as knives, vehicles and drones. However, the Review observes there is scope for a heightened level of reassurance through the use of a Rapid Deployment Model in major metropolitan areas and particularly in the state capital, Hobart.

### Demographic trends

Tasmania's population is increasing but evidence of regional patterns of growth and decline have also emerged, with growth concentrated in the Greater Hobart region. Elsewhere, Launceston and northern Tasmania have experienced modest growth and are best described as stable, whilst depopulation is occurring in north-western Tasmania – shifting eastwards along the coast.

The State Government has a target of increasing Tasmania's population to 650,000 by 2050. Whilst a medium growth scenario released by the Australian Bureau of Statistics (ABS) would see the population reach 581,000 in 2066, figures<sup>4</sup> released by the ABS indicate the state's total population increased by 5,309 to a record 526,663 in the year to March 2018. In the previous reporting period approximately 80% of growth was experienced in the Greater Hobart region<sup>5</sup>.

The annual growth rate of 1.02 per cent was the fifth highest in Australia. In the medium term, this trend is expected to continue with Tasmania's

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<sup>4</sup> <https://www.abs.gov.au/ASSTATS/abs@.nsf/mf/3222.0>

<sup>5</sup> <https://www.treasury.tasmania.gov.au/Documents/Regional-Population-Growth.pdf>

population becoming more urbanised and to age at a faster rate than any other state or territory.

### Impacts of economic growth

Tasmania is also diverse economically. It is experiencing significant direct investment in jobs and infrastructure, most visibly in Hobart and Launceston. Ensuring that we have safe communities where people want to live, work and invest is a key priority for the State Government<sup>6</sup>.

In addition, for the year ending June 2018, there were 1.30 million visitors, up 2 per cent from 1.27 million for the previous year, including 307,000 international visitors<sup>7</sup>. The Tasmanian Visitor Economy Strategy 2015-2020 (T21)<sup>8</sup> has set a goal of attracting 1.5 million visitors a year whilst maintaining a high level of regional visitor dispersal by 2020.

Tasmania experienced a 2.4% increase in the number of vehicle registrations between 2017 and 2018. This increasing volume of road and transport network users will generate a range of challenges for policing and road safety as we work towards the Towards Zero Strategy target of *reducing the number of annual serious injuries and deaths on Tasmanian roads to fewer than 200 by 2026*<sup>9</sup>.

The response will require a mix of high visibility and covert policing and partnerships with other stakeholders, including the Department of State Growth. There also needs to be better use of analysis and intelligence as well as evidence driven technologies and techniques. Collectively, these will generate opportunities to prevent, detect and investigate crime whilst also improving

traffic flows, road safety, driver behaviour and enforcing road traffic legislation.

Whilst there has been substantial economic growth<sup>10</sup> there are still disadvantaged areas and individuals around the state facing a range of challenges including industrial decline, unemployment, social isolation, poorer health and lower educational outcomes.

### Disadvantage, crime and recidivism

Despite economic growth, many people still live in difficult financial circumstances due to unemployment or insecure or low paid work. This disadvantage can often be inter-generational. Other challenges can include poor education, homelessness, mental or physical health issues and/or drug and alcohol related problems.

Typically these areas or individuals are less cohesive, experience higher levels of anti-social behaviour compared to more affluent suburbs or people and require higher levels of intervention by police and other social services.

As an example, deprivation and low socio-economic status including unemployment and low incomes continue to be predictive of intimate partner violence (*family violence*) reported to police<sup>11</sup>.

At 44.4%, Tasmania's rate of people returning to prison within two years (to 2016-17) is comparable to the Australian average of 44.8%. A total of 55% of prisoners returned to corrective services overall, including prison sentences and community orders<sup>12</sup>. These offending and reoffending rates, including many examples of

<sup>6</sup> [https://www.stategrowth.tas.gov.au/policies\\_and\\_strategies](https://www.stategrowth.tas.gov.au/policies_and_strategies)

<sup>7</sup> [https://www.tourismtasmania.com.au/\\_data/assets/pdf\\_file/0003/74145/2018-Q2-Tasmanian-Tourism-Snapshot-YE-June-2018.pdf](https://www.tourismtasmania.com.au/_data/assets/pdf_file/0003/74145/2018-Q2-Tasmanian-Tourism-Snapshot-YE-June-2018.pdf)

<sup>8</sup> [https://www.tourismtasmania.com.au/\\_data/assets/pdf\\_file/0011/58826/corp-plan-2017-20.pdf](https://www.tourismtasmania.com.au/_data/assets/pdf_file/0011/58826/corp-plan-2017-20.pdf)

<sup>9</sup> [https://www.transport.tas.gov.au/roadsafety/towards\\_zero](https://www.transport.tas.gov.au/roadsafety/towards_zero)

<sup>10</sup> <https://www.abc.net.au/news/2018-10-29/tasmania-strongest-population-growth-oct-commsec/10439190>

<sup>11</sup> University of Tasmania, (TILES), RAST Review (2017), p18; (citing: Breiding, Black & Ryan 2008; Capaldi et al., 2012).

<sup>12</sup> Australian Productivity Commission, Steering Committee for the Review of Government Service Provision (2018), Report on Government Services 2018. Part C, Table CA.4

inter-generational reoffending and disadvantage, further highlight the case for early intervention and a more preventative model of policing.

The Government is committed to strengthening the way government and non-government agencies work together to improve community wellbeing. This means that opportunities exist for Tasmania Police to ensure its prevention program, and other efforts are guided by a strategic planning process and complement actions identified in whole of government initiatives, including the *Strong Families, Safe Kids* Implementation Project<sup>13</sup>. These approaches can reduce crime, reduce victimisation and repeat victimisation and make our communities safer.

### Supporting the community

As first responders and often the only 24 hour 7 days a week service operating, police officers are called upon to respond to a wide range of situations, including those involving people living with mental illness or experiencing a mental health crisis.

Tasmania Police recognises it has a place in supporting health services in cases involving violence or where there is significant risk of physical harm to individuals<sup>14</sup>.

However, the number of operational incidents involving people experiencing mental health issues has risen massively over the last decade. This is costly in terms of time and money and impacts on the delivery of police services; including the availability of rostered crews to attend emergencies, incidents and to provide back-up to other police units.

Police officers report they are often called to support the work of other government service areas. Officers on occasion expressed that timely access to professional services can be restricted due to the availability of appropriate professional staff, particularly after-hours.

Police officers were highly supportive of developing approaches which involved greater collaboration with other government agencies to ensure improved delivery of services to the Tasmanian community.

### Improving service and safety

All these factors impact on planning for the future; including identifying priorities, managing risk and demand, being clearer about the levels of service, to meet community needs and expectations.

Tasmania Police recognises that its people are its number one asset which is why it is enhancing its health and wellbeing framework and strategies across the organisation, including fatigue management. Through introduction of the Wellbeing Program and consolidation of complementary services such as psychological services and counselling support, Tasmania Police is seeking to deliver employees a workplace which is more inclusive, supportive, adaptable – providing assistance and help when it is needed.

Health and safety considerations have underpinned the introduction of the Operational Response Policy (ORP) which governs the response to all incidents.

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<sup>13</sup> <https://www.dhhs.tas.gov.au/children/strongfamilies-safekids>

<sup>14</sup> <https://www.info.police.tas.gov.au/ExecutiveSupport/Plans-%20Guidelines/Delivery%20of%20Service%20to%20People%20with%20Mental%20Illness%20MoU.pdf>

This means that instead of a single member attending an event, multiple members from one or more locations may respond to an incident so that they can provide a safe and appropriate response.

With the imperative being officer safety, and the roll-out of mobile technology to police, a strong case exists for deployment models to be reviewed regularly.

By giving officers mobile technology, police need to spend less time in police stations. This enables police officers to spend more time out on patrol working effectively and productively where it matters most – in the community.

At the same time policing can be more effectively tasked from a central station and cover large geographical areas. This lower reliance on physical premises will provide opportunities for improved service outcomes whilst also enhancing community and police officer safety and support.

Simultaneously, we should exploit opportunities created by new technology to fight crime and for improved contact with the community through more convenient digital pathways, including on-line crime reporting and self-service portals, apps and, potentially, live-chat functionality.





## Review findings

The Review contains a series of short, medium and long term capability development options. This will ensure that Tasmania Police continues to be a contemporary and innovative service that has the 'right tools for the job' to tackle the changing nature of crime, and respond to differing community needs into the future.

This will require a collaborative approach with a shared understanding of the following needs:

- Flexible and capability focused business and staffing models that align with strategic directions and operational strategies
- An integrated two-tier police workforce that maintains baseline sworn numbers and possesses the full range of skills to disrupt and dismantle crime, and deliver services that enhance public safety
- Embracing a demand and intelligence driven approach that is scalable and prioritises against risk and harm
- Appropriate information and communication technology to support modern front-line policing
- Investing in infrastructure and equipment to meet the varied needs of policing a diverse state
- A policy of continuous improvement and innovation to optimise efficiency and improve outcomes



## Capability development model



*A Capability is the ability to perform or achieve certain actions or outcomes*

The diagram above depicts the many interdependent elements of a capability. It acknowledges that our people are the central focus, supported by organisational leadership, governance and strategy. To deliver a capability we must provide the key fundamentals of systems and information, policy and legislation, physical and financial resources, and training and technology to ensure a holistic approach in our service delivery to the community

## Key themes



### CAPABILITY FOCUSED BUSINESS AND TWO-TIERED POLICE STAFFING MODEL

Build an accountable, agile and scalable police service with the flexibility needed to address future service demands. A business model that provides baseline police numbers and an integrated workforce, with the full range of skills required by a contemporary law enforcement agency.

### PREVENTATIVE POLICING

Realign and expand on existing preventative policing activities. Work collaboratively with our partners to deliver better results.

### FLEXIBLE WORK PRACTICES

Develop a flexible work model (including rostering). Construct a Relief Pool (casual and part-time) and a District Workplace Pool model to support the front-line.

### RURAL COMMUNITY SAFETY MODEL

Enhance policing response in rural areas. Supports and improves community and officer safety.

### INVESTIGATIONS AND INTELLIGENCE

Develop an integrated investigation and intelligence model. Ensure specialist capabilities are developed to meet identified demands.



## Key themes

The contemporary operating environment is characterised by rapid change and technological transformation.

The Capability Review has identified fifty one future capability gaps, each carrying varying levels of community and organisational risk.

Many of the themes are interrelated and reliant upon a strategic implementation approach which acknowledges this relationship.

These themes are not listed in order of priority or importance.

They can be categorised into the following:

- Capability focused business and two-tiered police staffing model
- Preventative Policing
- Flexible Work Practices
- Rural Community Safety Model
- Investigations and Intelligence

### Capability focused business and two-tiered police staffing model

Tasmania Police must develop and calibrate its capabilities to meet both new and traditional demands, in order to keep the community safe.

Tasmania Police will need to develop capabilities to better collect, analyse and exploit internet-based communications. This will require new technology, infrastructure, significant new skills and business change.

The Review has found many of the new capabilities will require specialist skills not traditionally found in law enforcement or readily able to be developed through traditional internal workforce training and development programs.

These future needs extend across cyber forensics and digital analysis to deal with the increased use of encryption and the skills to exploit new technologies to investigate and disrupt cyber fraud and CEM crime. Financial and legal expertise is also critical to following money trails, providing advice to police investigators on a broad range of topics including police powers, covert operations and search warrants as well as identifying and seizing assets.

A more flexible capability focused model, including consideration of a two-tiered police staffing model would facilitate integration of people with the key capabilities and skills needed by Tasmania Police to address capability gaps and keep Tasmanians safe in the current and future business environments.

*While tiered policing models deploy a more diverse mix of policing personnel they are also meant to “complement and support” core police functions and activities. Tiered police service models allow regular police officers to better utilize their special powers and training to focus on more essential police function and activities<sup>15</sup>.*

This differs from the existing business model which is primarily linked to numbers of sworn police with full powers and police stations, rather than policing functions or capabilities and the creation of ‘fit for purpose’ multi-disciplinary teams led by police.

The traditional business model, if continued, would increasingly impede the ability of Tasmania Police to build, scale and deploy appropriate specialist support capability and internal capacity to deliver the best possible policing services in the future.

<sup>15</sup> <http://publications.gc.ca/collections/collection2017/grcmp-/PS67-1-2-2014-engpdf>

It can also result in innovation and development being based on historic data rather than assessing and promoting a police response to policy objectives and underlying demands.

Development of a capability focused business and a two-tiered police staffing model will ensure the department has the necessary autonomy to build its professional, flexible and agile service response to reassure and protect the community.

This approach would give greater weight to expanded organisational capability and capacity. It recognises that fully sworn police officers are not always the most appropriate people to perform specialist support functions e.g. Prosecution Services, Radio Dispatch Services, Intelligence, Forensic Services and Strategy and Support.

This approach will ensure Tasmania Police has the right mix of staff to provide specialised support for investigation of complex crime types including financial and computer crimes. As well as staff to support intelligence gathering and analysis, it is envisaged that efficiencies arising from a two-tiered police staffing model can be reinvested into addressing capability gaps and frontline policing.

Subject to suitability tests, scope exists to identify appropriate targeted opportunities to interchange sworn officers with other employees who have specific powers or limited police powers to provide either administrative or specialist support to policing in emerging specialist fields such as cyber forensics and digital analysis. This will ensure we have the most comprehensive range of skills and experience possible.

The Capability Review has identified a demand for specialist personnel in the following disciplines:

- Legal officers
- Intelligence analysts
- Contract managers
- Communications operators
- Technical support
- Forensic accountancy
- Project managers

## Preventative Policing

This theme acknowledges the value in delivering a policing service which includes an emphasis on preventative activities.

Tasmania Police has a strong history in developing and delivering preventative policing functions. This theme seeks to build on strong foundations, greater community engagement, and refocus activities to ensure better community outcomes.

Multiple factors contribute to offending by individuals and that the causes of criminal behaviour vary between different people and across crime types. Prevention and early intervention focusing on risk factors are cost effective ways to prevent crime and our approach will emphasise the value in:

- Earlier youth intervention practices
- More effective ways of engaging with the community, including Culturally and Linguistically Diverse (CALD) communities
- Expanded multi-agency collaborative approaches
- Acknowledging future benefits will be difficult to measure in the short to medium-term

## Flexible Work Practices

Tasmania Police has systems in place to identify and map demand and activity levels, with establishment levels designed to cover basic staffing requirements, including provision for planned annual or short-term sick leave.

Nevertheless, extended absences, unexpected or extraordinary demand drivers for human resources impact on service delivery. Reasons include unfilled vacancies, variations by individual officers in rostered hours due to sickness, injury or parental and carer entitlements, absences due to training as well as unexpected demands in service.



A strategic response as part of a Tasmania Police workforce planning and development strategy should include planned and flexible use of substantive, pool or other staff similar to those utilised within the health and banking sectors.

These initiatives will allow a more flexible approach to providing police services to the community. There are also opportunities to contribute to officer wellbeing outcomes, including enhancing fatigue management practices. When suitably applied, operational divisions will realise greater predictability and improved accessibility to human resources.

The proposal is to be achieved through adoption of the following initiatives:

- District Workplace Pool
- Relief Pool (casual/part-time)
- Flexible Rostering model

As a police service it is vitally important that we maintain effective service delivery and support our officers by ensuring appropriate staffing.

To address planned or longer term absences it is proposed to establish a District Workplace Pool of officers within each geographical district.

It is envisaged the District Workplace Pool would reduce the impact of absences on first response front-line service delivery.

Short-term absences can be managed with establishment levels or from a Relief Pool. This Pool can potentially include officers who choose to work on a part-time or casual basis to fill short-term absences.

Implementation is designed to support:

- Maintenance of optimal 24 hour operational divisions
- Officer welfare and wellbeing
- Officer safety
- Improved police services
- Improved emergency management
- Enhanced fatigue management

### Rural Community Safety Model

Tasmania Police currently maintains a wide network of rural police stations throughout the state. The distribution has varied little since the late 19<sup>th</sup> Century.



Whilst subject to minor adjustments over time the current response model may not adequately acknowledge the demographic changes anticipated across rural and regional areas. Similarly it is not reflective of the significant advances in policing methodology or the Operational Response Policy.

The advent of modern transport, infrastructure, communications technology and information sharing methods now provides an opportunity to enhance our rural policing model.

It is anticipated the future will involve improvements to infrastructure and redrafting divisional and district boundaries in support of a hub focused response. This will create greater weight of policing capability in rural areas and facilitate improvements in service delivery, community and officer safety, improved infrastructure, and a more flexible and agile service model.

This approach requires close collaboration with local government and regional communities.

### **Investigations and Intelligence**

The Capability Review has identified an opportunity to develop a strategic, integrated, investigation and intelligence model that better supports all aspects of crime investigation.

This involves a redesign and expansion of a number of existing capabilities, and the development of new resources to address existing and emerging demands. A reform of current crime governance would support these activities.

The suggested approach recognises the need to address the changing nature of crime types, operational responses and community expectations.

## Recommendation summary

### Capability Focused Business and Two-Tiered Police Staffing Model

- *Hub focused policing response*
- *Physical Surveillance – creation of extra team*
- *Rapid Response – develop rapid response capability*
- *Combined Emergency Services Dispatch and State Control Centre – explore feasibility of a dedicated facility to support emergency services*
- *Targeted multidisciplinary support roles, including a two-tiered police staffing model designed to improve operational response and release fully sworn officers to front-line service delivery*

### Preventative Policing

- *Reassurance – expand digital communication capability and develop strategic framework*
- *Crime Investigation (Youth) – develop new strategic, collaborative framework*
- *Children and Youth – implement a suitable multi-agency collaborative response, realign current activity focus*

### Rural Community Safety Model

- *Rural Community Safety Model (RCSM) – redesign rural policing model to enhance service delivery and community and officer safety*
- *Supporting Infrastructure – develop new police station infrastructure*
- *Online Reporting – develop comprehensive online reporting*

### Flexible Work Practices

- *Flexible Work Practices – district based Flexible Workplace Pool and a central Relief Pool*
- *Rostering – demand driven rostering models*
- *Centralised Rostering – develop information technology solution*
- *Fatigue management*

## Investigations and Intelligence

- *Governance – develop integrated crime policy and procedures, including dedicated Crime Command with state-wide responsibility*
- *Crime Investigations (Intelligence Support) – develop multi-disciplinary state-wide model*
- *Intelligence – implement centralised management and diversified workforce*
- *Investigations (Digital and Online) – create expanded capability including covert*
- *Investigations (Human Source Management) – review policy and procedures*
- *Crime Scene Examination – examine co-location with Forensic Science Service Tasmania (FSST), and expand formal accreditation processes*
- *Specialist Group Support – develop specialist co-ordination function*





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