

# SAPOL 2020

REGIONAL POLICING REVIEW  
REGIONAL POLICING MODEL  
CONSULTATION PAPER

April 2021

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



**SOUTH AUSTRALIA POLICE**  
KEEPING SA SAFE



**Government  
of South Australia**

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## EXECUTIVE SUMMARY

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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

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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 generally 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 2036 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.

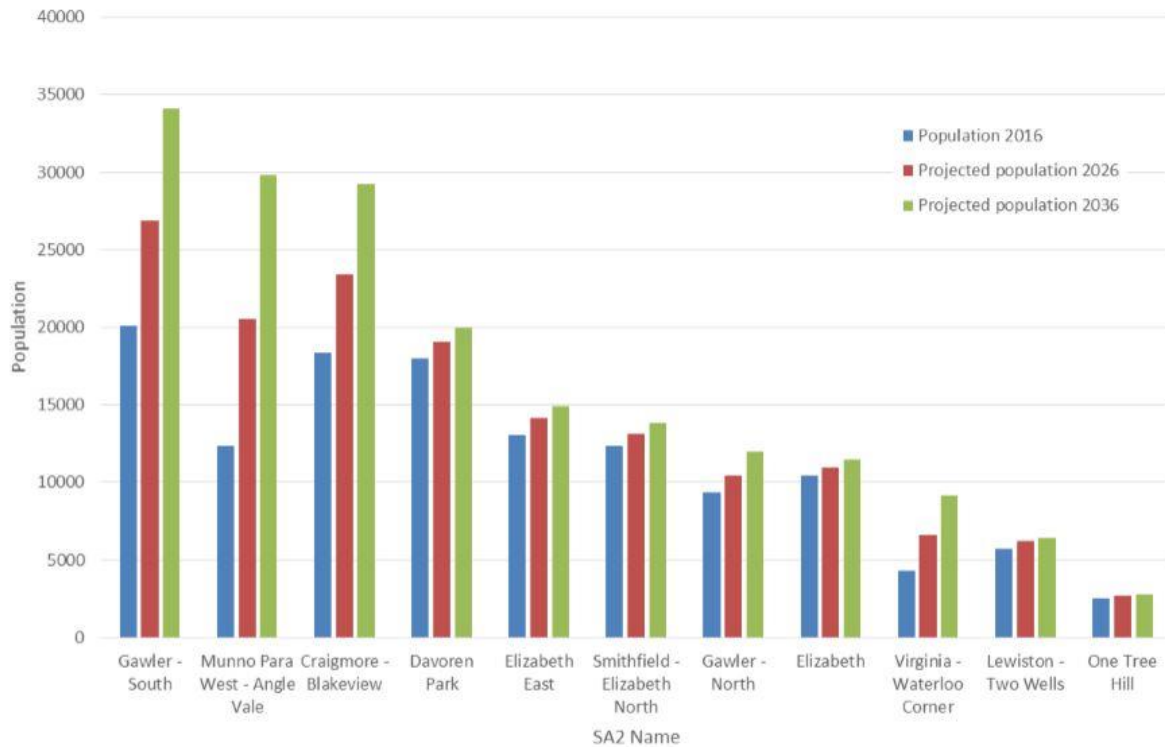
South Australia's total population is projected to increase by 273,781 from 1.71 million to 1.99 million by 2036, an average annual population increase of 13,689 (0.8%). Greater Adelaide, which includes Barossa and Hills Fleurieu LSAs, contains 77% of the current population. By 2036, this share is predicted 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 in contrast to 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%
<b>SA TOTAL</b>	<b>1,685,505</b>	<b>1,824,999</b>	<b>1,959,547</b>	<b>273,781</b>	<b>16.26%</b>

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**

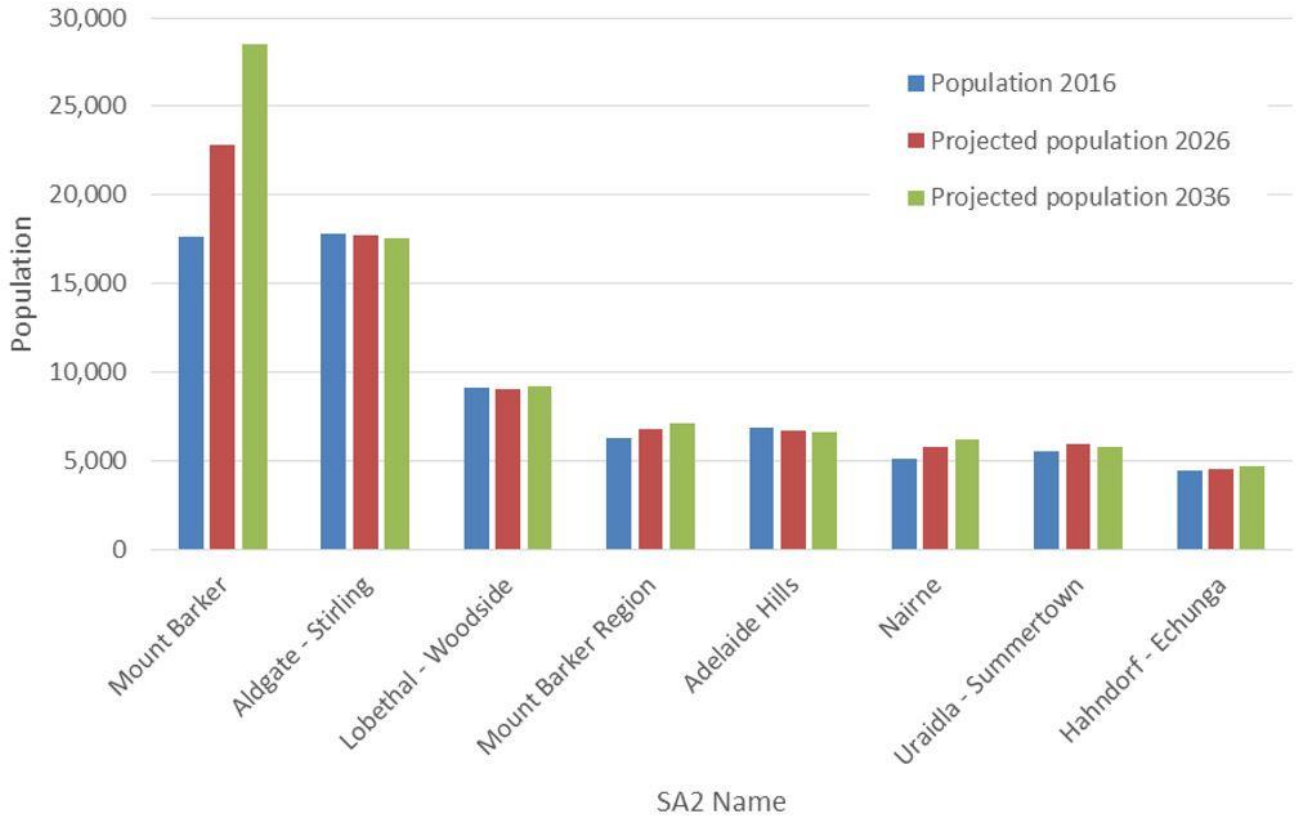


**Table 2: Barossa Population Growth**

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%
<b>BAROSSA LSA TOTAL</b>	<b>71,515</b>	<b>77,470</b>	<b>83,087</b>	<b>89,035</b>	<b>17,520</b>	<b>24.49%</b>

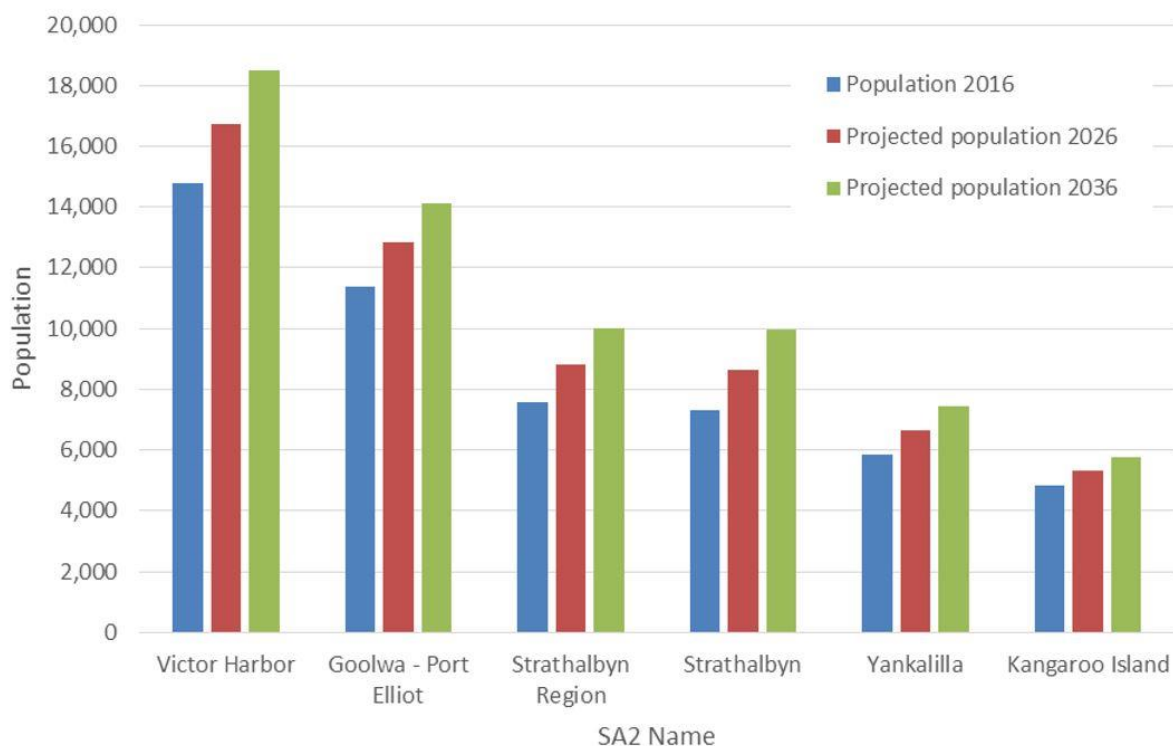
The following graphs illustrate the significant growth occurring in the Hills Fleurieu LSA:

**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%
<b>HILLS FLEURIEU LSA TOTAL</b>	<b>125,216</b>	<b>131,813</b>	<b>138,769</b>	<b>145,524</b>	<b>20,308</b>	<b>16.22%</b>

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

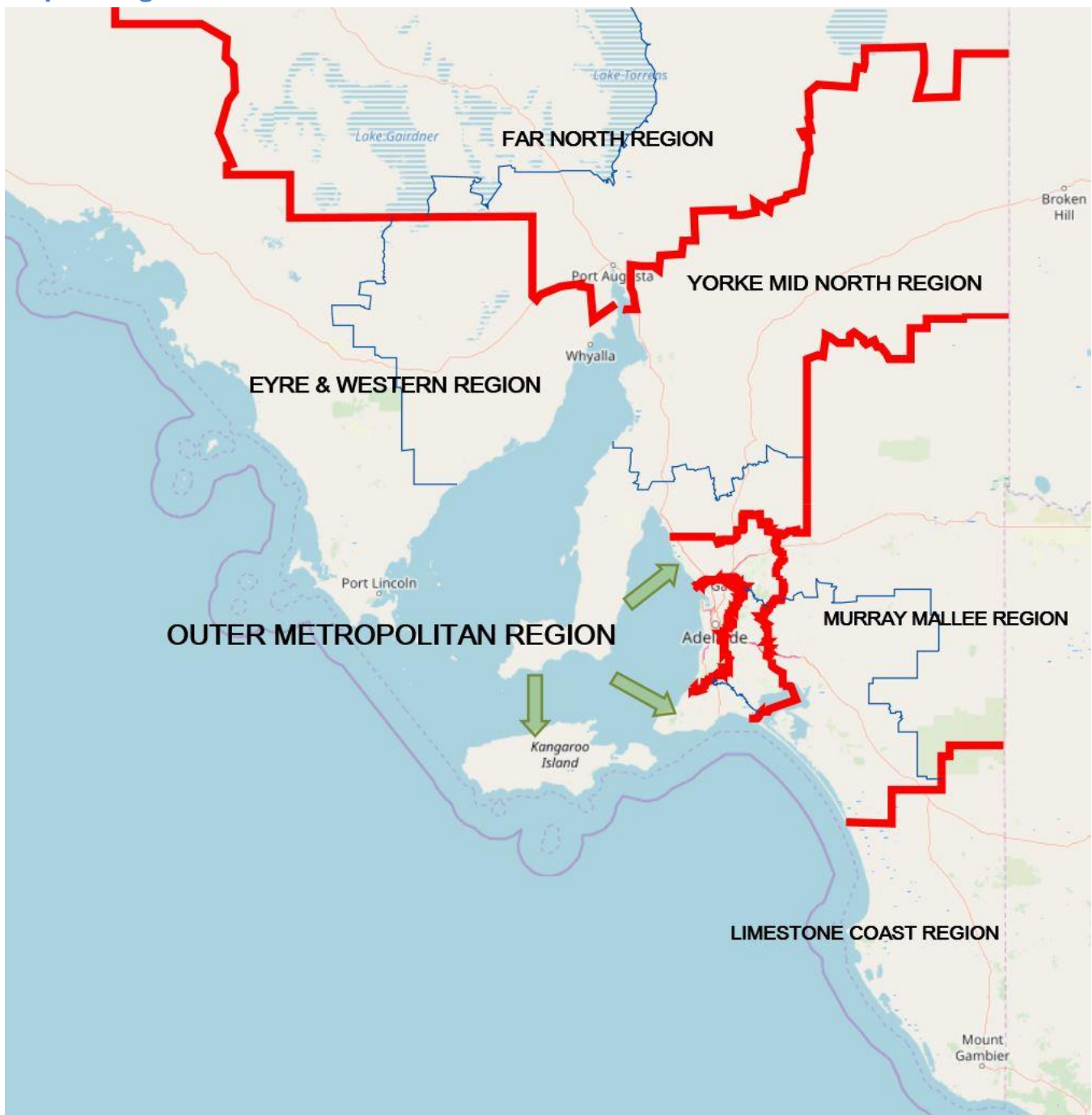
It is proposed that the Regional Policing Model will include an “Outer Metropolitan Region” created by amalgamating the existing Barossa LSA with the Hills Fleurieu LSA and then dividing the new Region into three operational policing Districts that will be structured accordingly. It is proposed that the Metropolitan Northern District boundary is moved so that the outer lying suburbs including Angle Vale, Virginia, Buckland Park and the areas located north of the Northern Expressway 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**

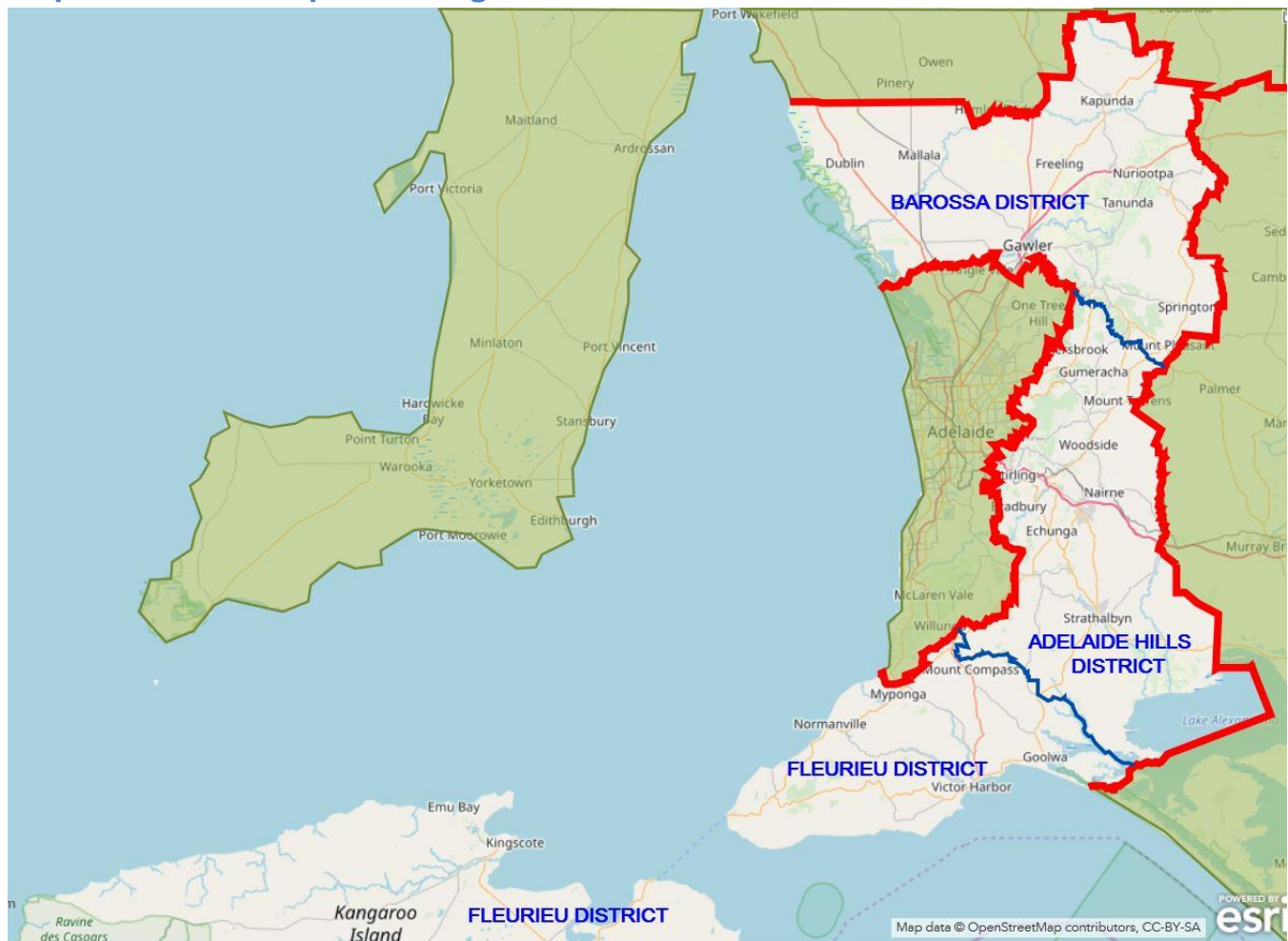
CURRENT LSA	CURRENT CRIME MANAGEMENT RESPONSE AREA	FUTURE REGION	FUTURE DISTRICTS
<b>Barossa LSA</b>	Gawler Crime Management	<b>Outer Metropolitan Region</b>	Barossa District
	Nuriootpa Crime Management		Barossa District
<b>Eyre Western LSA</b>	Port Lincoln Crime Management	<b>Eyre Western Region</b>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

## Map 2: Outer Metropolitan Region



The Outer Metropolitan Region will be comprised of the Barossa District, Adelaide Hills District and the Fleurieu District. The Districts will consist of the following stations:

### **BAROSSA DISTRICT**

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

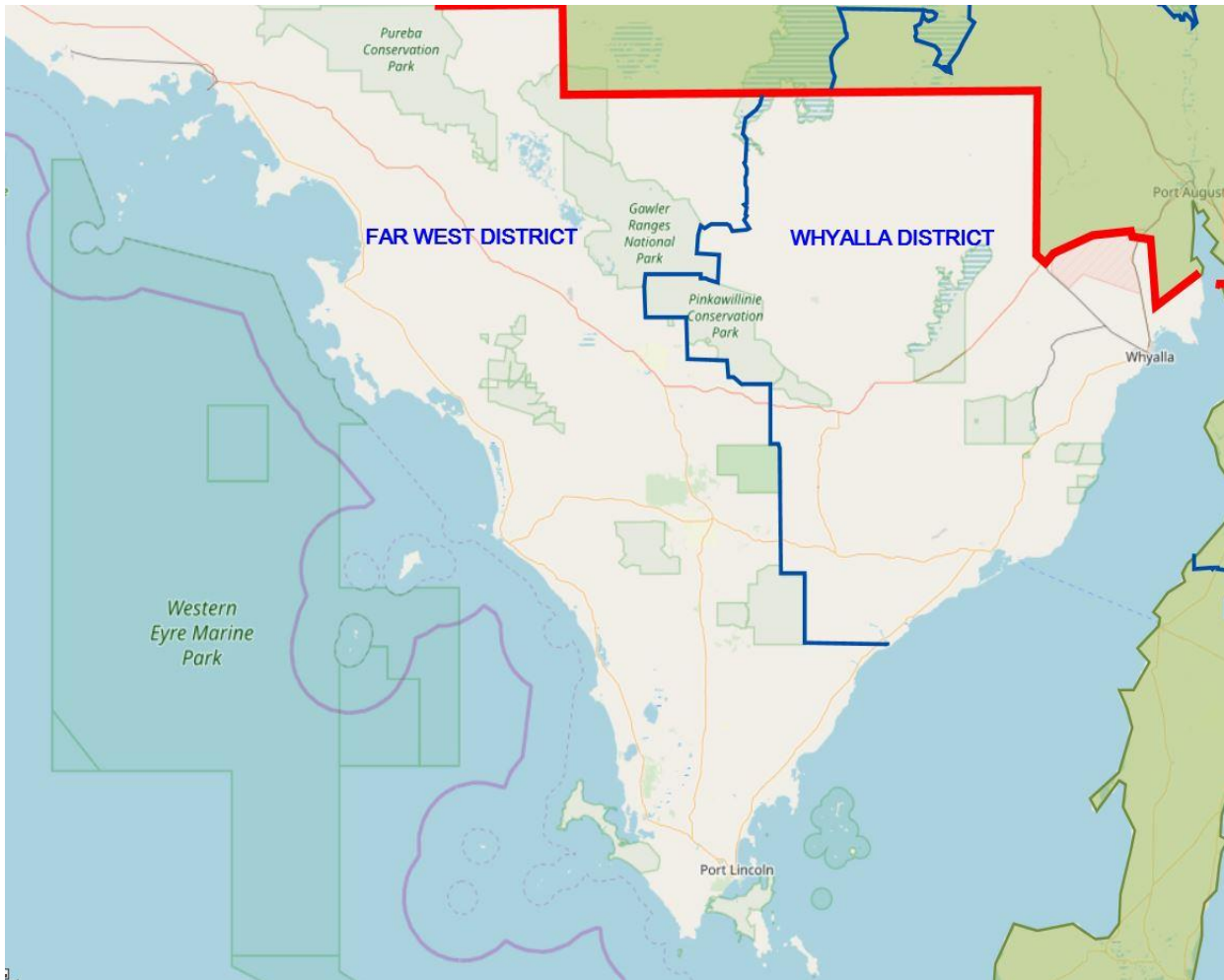
### **ADELAIDE HILLS DISTRICT**

- Gumeracha
- Mount Barker
- Stirling
- Strathalbyn
- Woodside

### **FLEURIEU DISTRICT**

- 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:

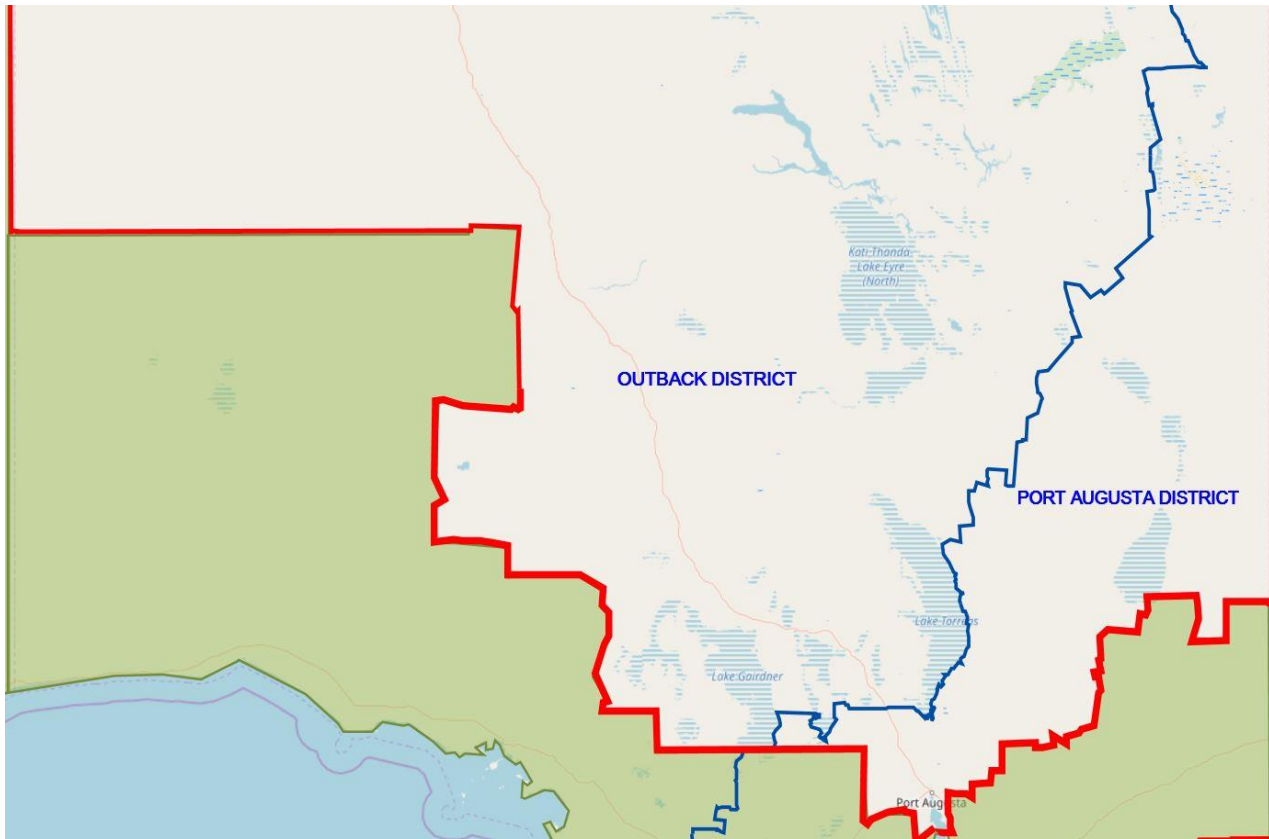
#### **FAR WEST DISTRICT**

- 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:

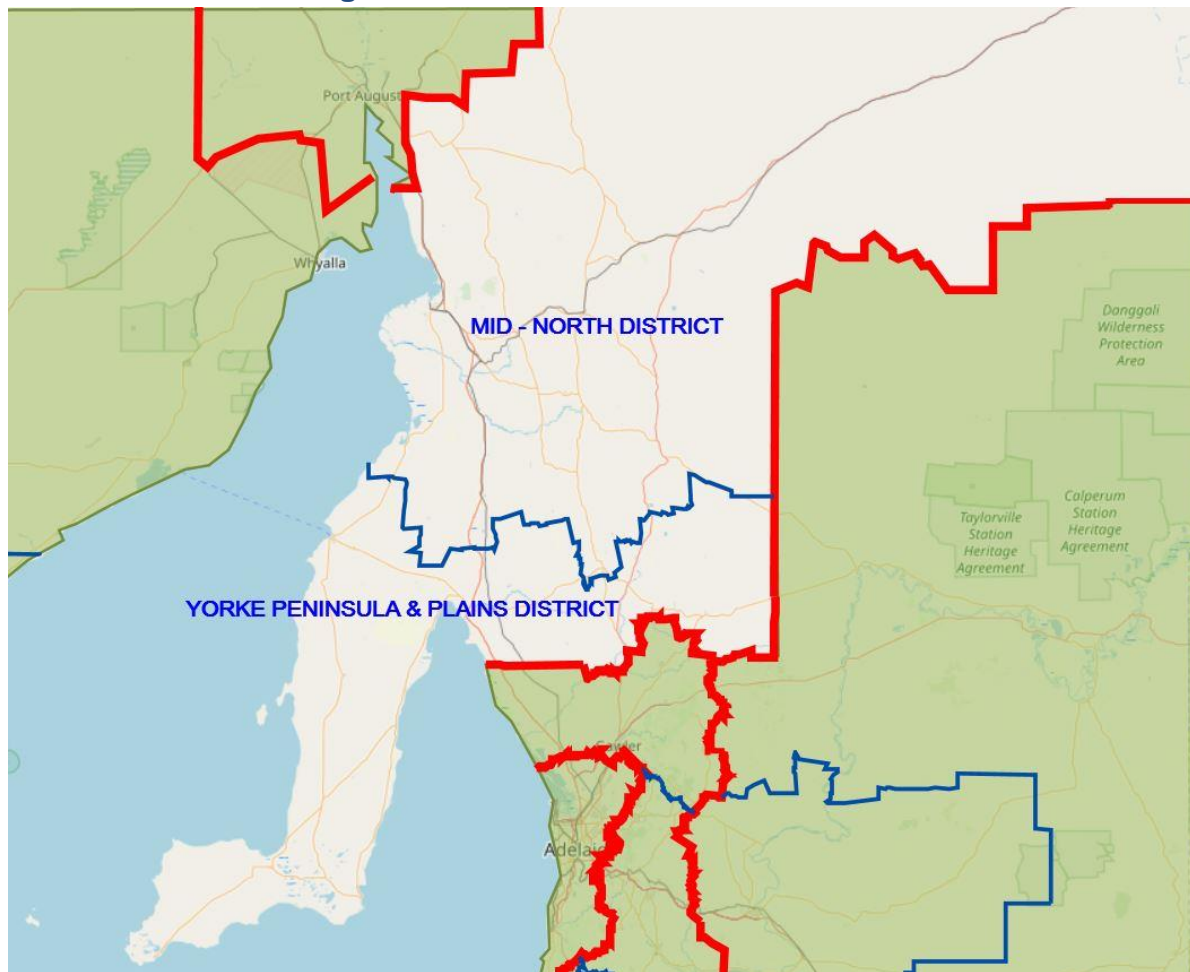
### **OUTBACK DISTRICT**

- 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:

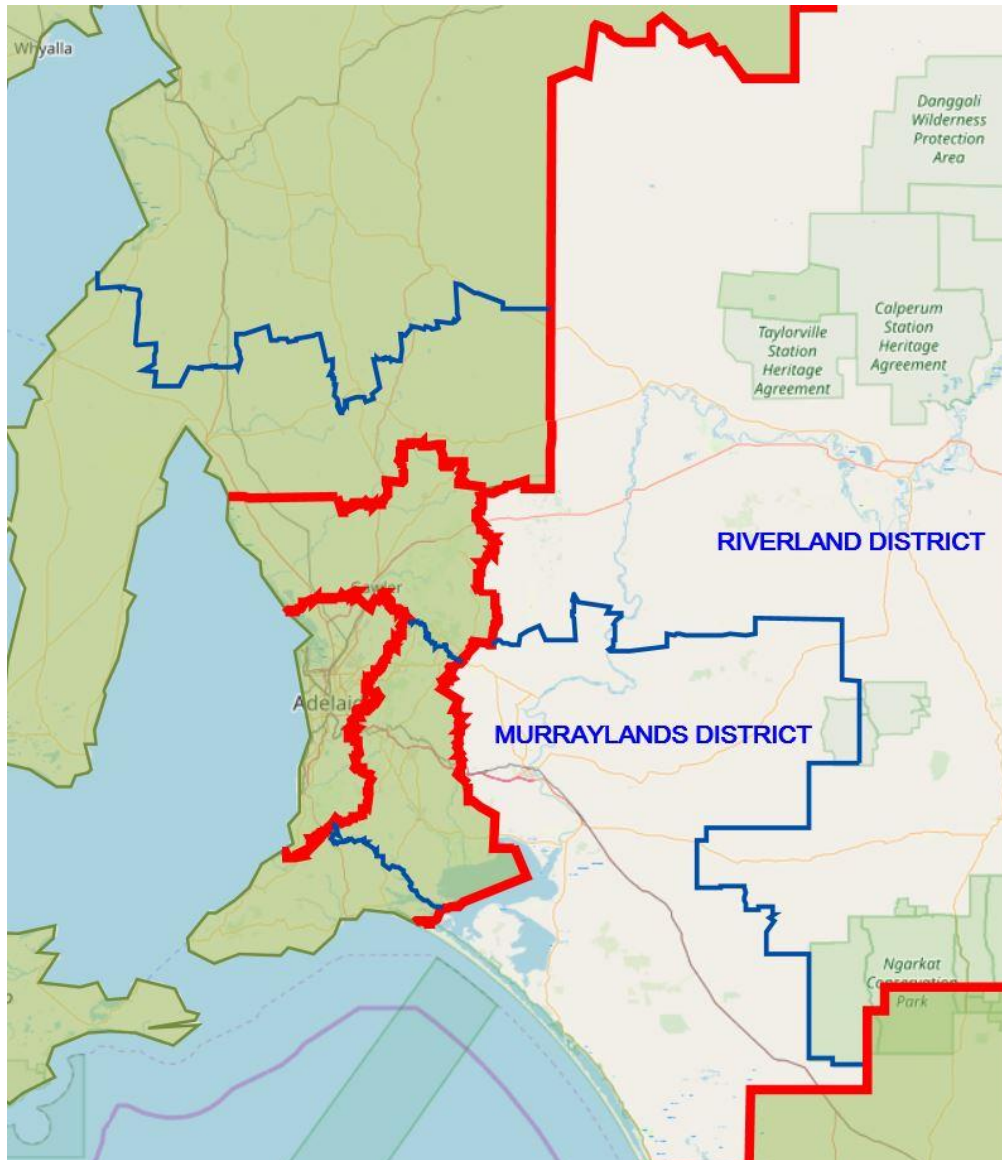
### MID NORTH DISTRICT

- 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

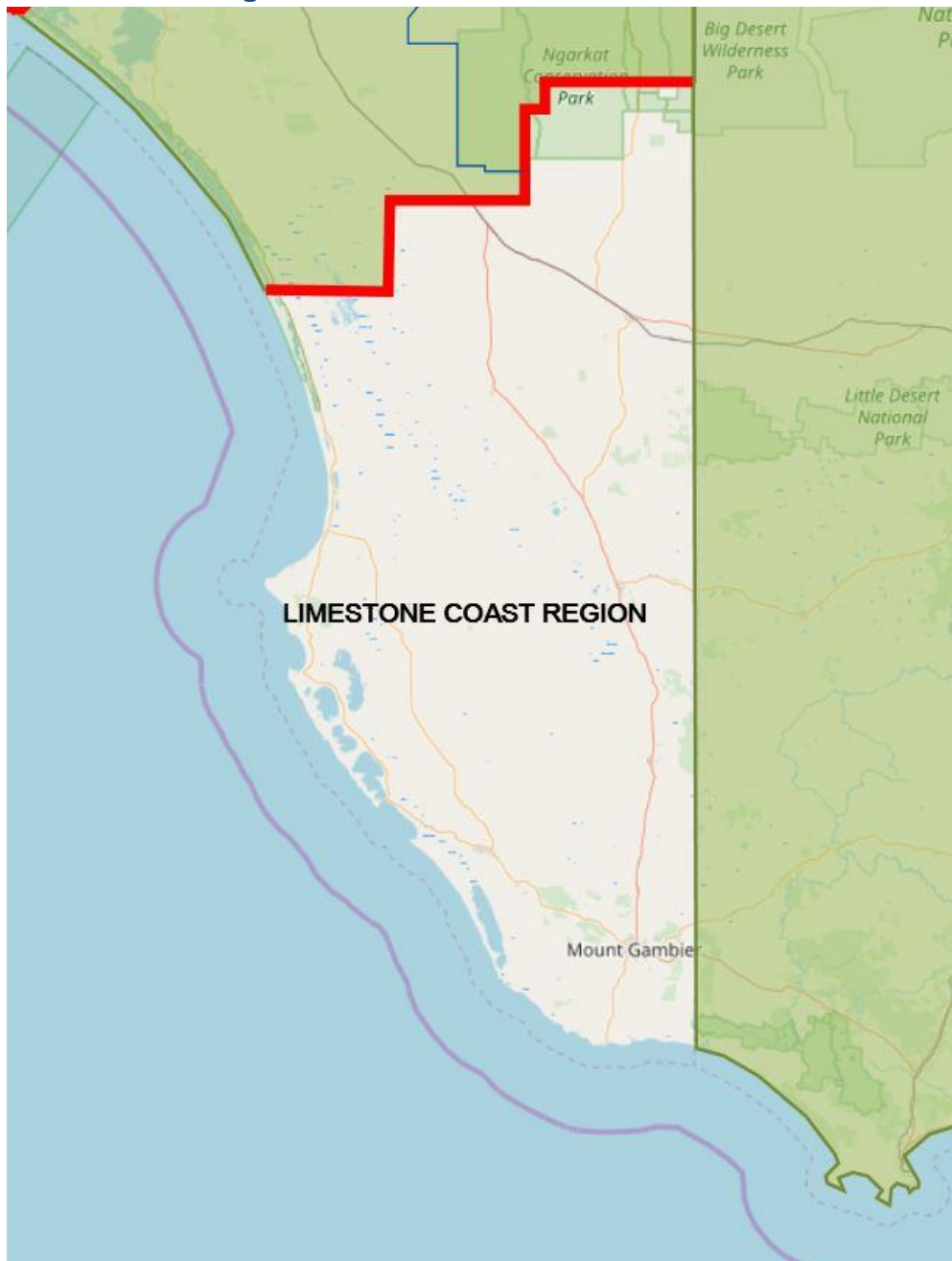
- Coonalpyn
- Karoonda
- Mannum
- Meningie
- Murray Bridge
- Tailem Bend

### RIVERLAND DISTRICT

- Barmera
- Berri
- Blanchetown
- Lameroo
- 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

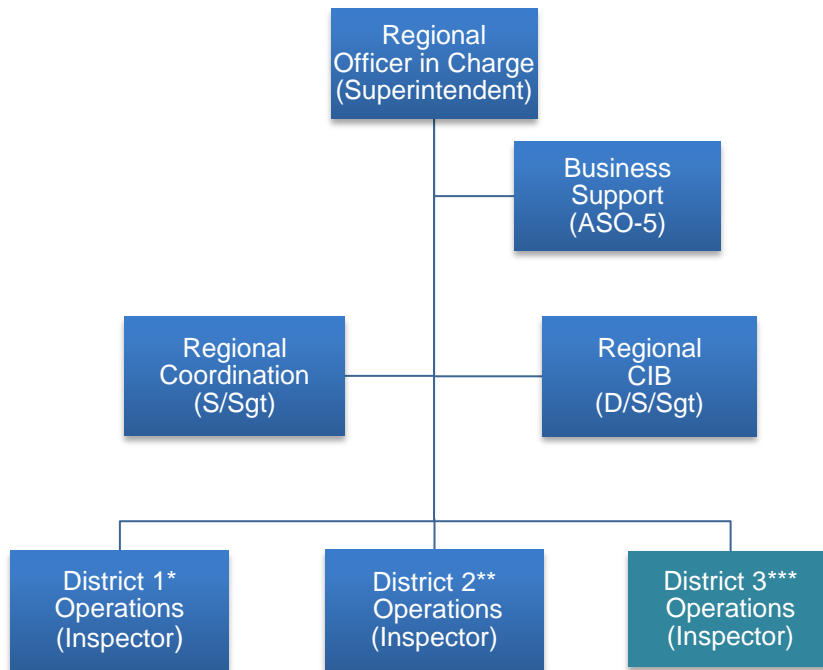
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Current LSA organisational structures have evolved over time and lack consistency. Some functions have dedicated staff in one LSA but not in another. There is a disparity between the ranks and allocated roles across the LSAs. The Regional Policing 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:

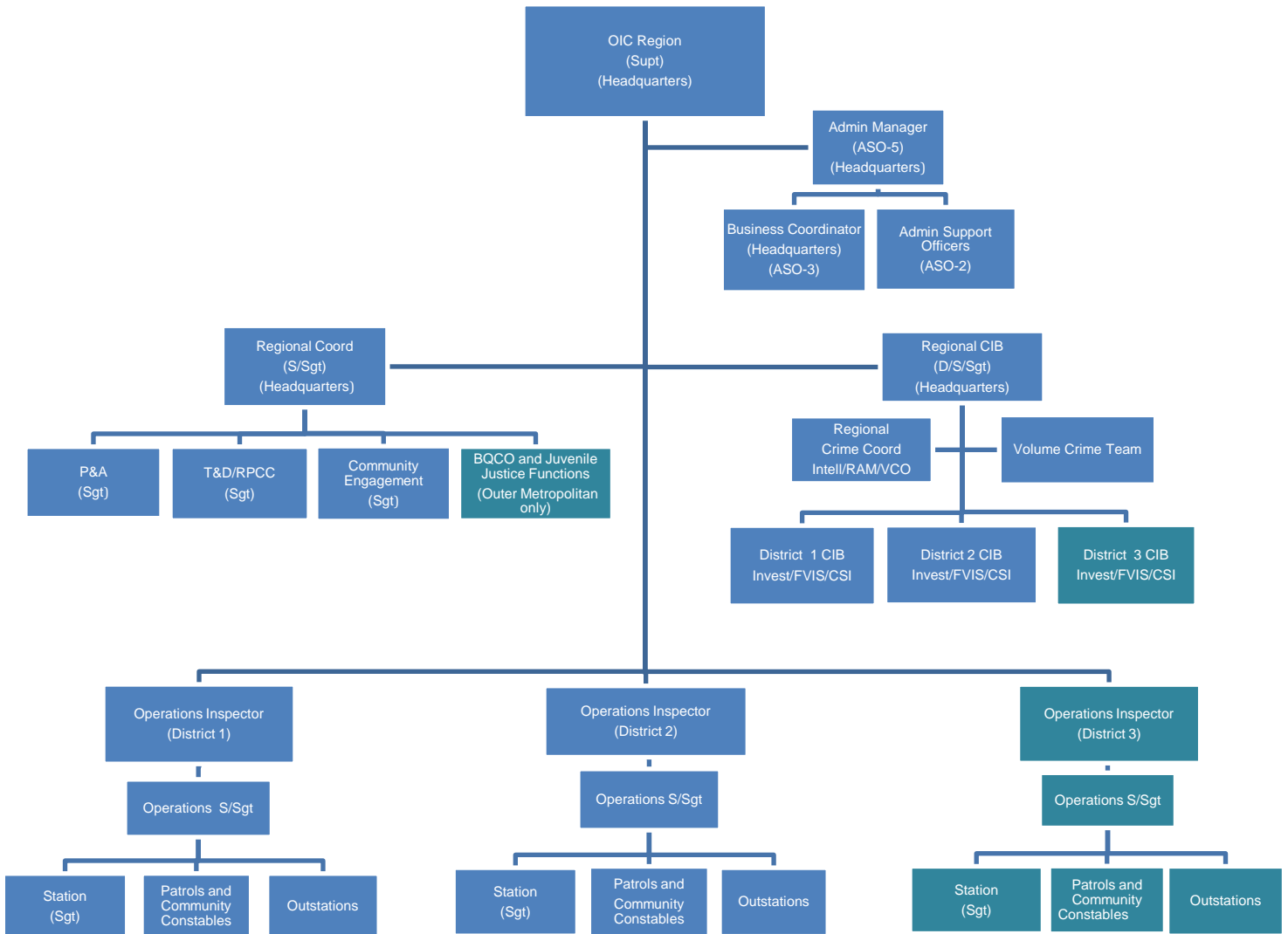


*\*1 Inspector per Regional District.*

*\*\* 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**

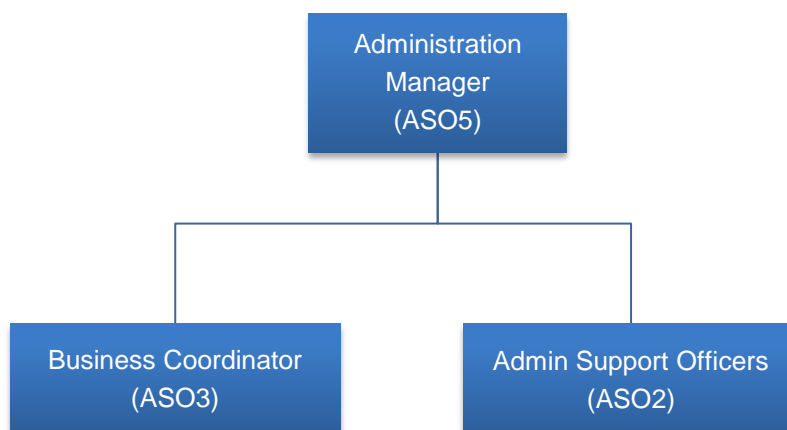


## OFFICER IN CHARGE

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 CIB 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 Manger 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:

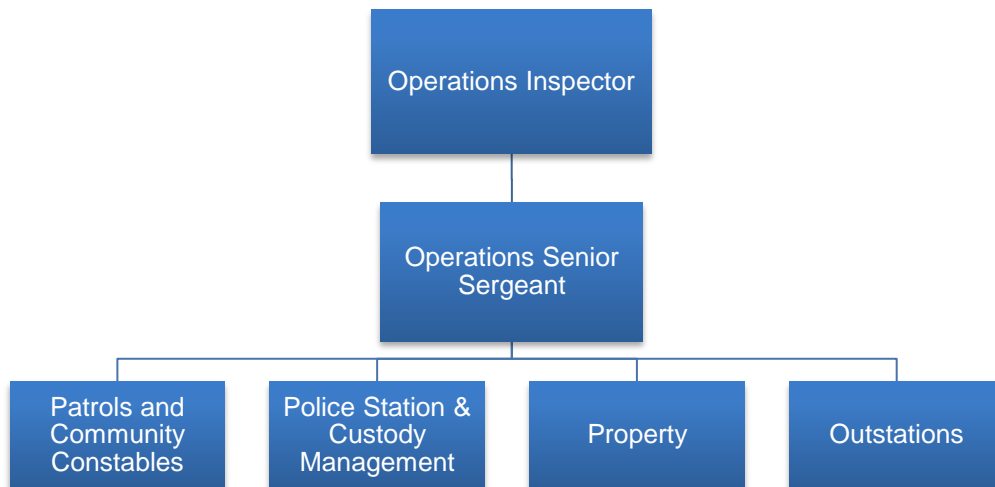
The Region's Administration Support Officers will provide a multi-skilled service and will be responsible for the provision of administrative support by undertaking tasks including but not limited to:

- 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 1<sup>st</sup> 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.

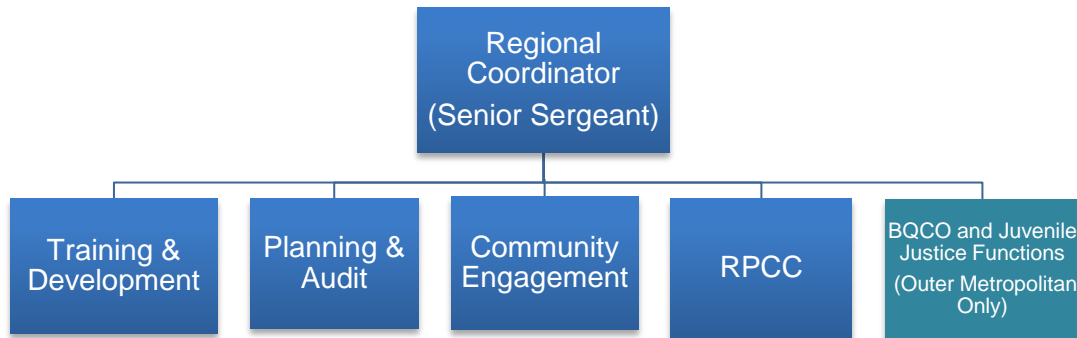
#### Clause 14 – Brevet Sergeant and Constable/Senior Constable

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:

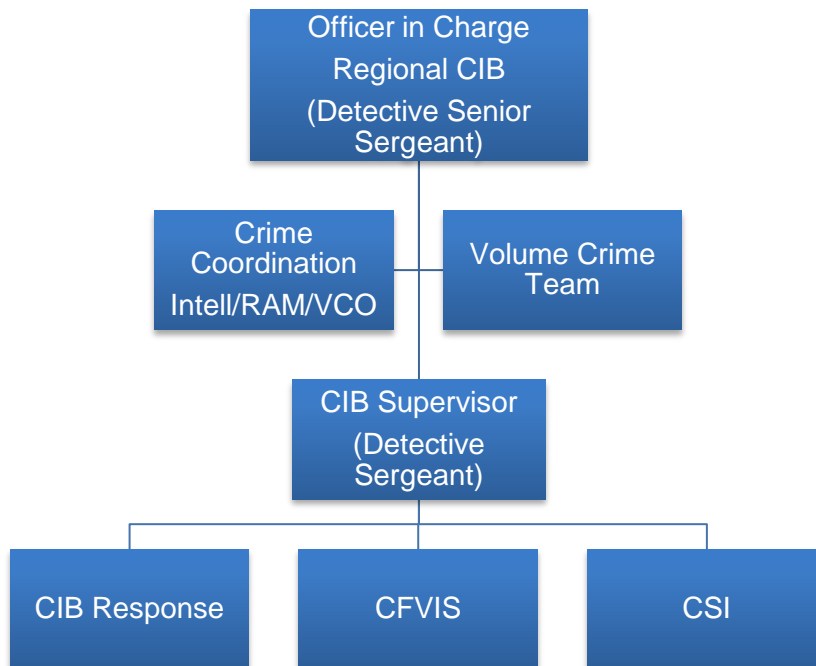
Refer to Centralised Support Functions.

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	6	6	0
Chief Inspector	1	0	-1
Inspector	6	12	6
ASO5	7	6	-1
ASO3	0	6	6
ASO2	58.03	52.03	-6
SS1C	24	23	-1
Sergeant	86	100	14
Brevet Sergeant	134	134	0
Detective SS1C	4	6	2
Detective Sergeant	11	12	1
Detective Brevet Sergeant	55	54	-1
Sergeant - Intel**	1	0	-1
Brevet Sergeant - Intel	19	19	0
Brevet Sergeant - Crime Scene	20	20	0
Constable/Senior Constable	504	538	34
Community Constable	21	21	0
SOS Relief (S.Const)	8	0	-8
Centralised BQCO (Con/S.Con)	0	5	5
Centralised Youth Diversion Sergeant	0	3	3
<b>TOTALS</b>	<b>965.03</b>	<b>1017.03</b>	<b>52</b>
*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	1	1	0
Chief Inspector	Chief Inspector	1	0	-1
Inspector	Inspector	1	3	2
Administration Manager	AS05	2	1	-1
Business Support Officer	AS03	0	1	1
Client Services Officer	AS02	11.5	10.5	-1
Training and Development	Senior Sergeant	2	0	-2
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	2	1	-1
Planning & Audit Member	Const/S.Const	0	1	1
Training	Sergeant	0	1	1
Blue Light Camp Manager	Const/S.Const	0	0	0
Crime Prevention Supervisor	Sergeant	2	1	-1
Crime Prevention Member	Const/S.Const	4	2	-2
Operations Manager	Senior Sergeant First Class	4	4	0
General Duties Supervisor	Sergeant	17	17	0
Sergeant in Charge Level 3	Sergeant	2	2	0
Senior General Duties Member	Brevet Sergeant	19	19	0
General Duties Members	Const/S.Const	106	122	16
Country LSA Relief Members	Const/S.Const	6	0	-6
OC Level 3 Stations	Brevet Sergeant	3	3	0
OC Clause 14 Stations	Brevet Sergeant	7	7	0
General Duties Member CI 14	Const/S.Const	3	3	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	1	1
Community Constable	Community Constable	0	0	0
Officer in Charge CIB	Detective Senior Sergeant First Class	1	1	0
CIB Supervisor	Detective Sergeant	3	3	0
CIB Investigator	Detective Brevet Sergeant	15	15	0
Victim Contact Officer	Const/S.Const	2	2	0
Family Violence Officer	Const/S.Const	6	7	1
Intelligence Sergeant	Sergeant	1	1	0
Intelligence Officer	Brevet Sergeant	4	4	0
Crime Scene Investigator	Brevet Sergeant	4	4	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	2	2
<b>TOTAL</b>		<b>229.5</b>	<b>243.5</b>	<b>14</b>

## Eyre Western Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	1	1	0
Inspector	Inspector	1	2	1
Administration Manager	AS05	1	1	0
Business Support Officer	AS03	0	1	1
Client Services Officer	AS02	10.4	9.4	-1
Training and Development	Senior Sergeant	1	0	-1
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	0	1	1
Training	Sergeant	1	1	0
Blue Light Camp Manager*	Const/S.Const	1*	0	-1
Crime Prevention Supervisor	Sergeant	1	1	0
Crime Prevention Member	Const/S.Const	3	2	-1
Operations Manager	Senior Sergeant First Class	3	3	0
General Duties Supervisor	Sergeant	13	13	0
Sergeant in Charge Level 3	Sergeant	0	0	0
Senior General Duties Member	Brevet Sergeant	13	13	0
General Duties Members	Const/S.Const	61	66	5
Country LSA Relief Members	Const/S.Const	5	0	-5
OC Level 3 Stations	Brevet Sergeant	0	0	0
OC Clause 14 Stations	Brevet Sergeant	14	14	0
General Duties Member CI 14	Const/S.Const	3	3	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	2	2
Community Constable	Community Constable	8	8	0
Officer in Charge CIB	Detective Senior Sergeant First Class	1	1	0
CIB Supervisor	Detective Sergeant	3	3	0
CIB Investigator	Detective Brevet Sergeant	10	10	0
Victim Contact Officer	Const/S.Const	0	1	1
Family Violence Officer	Const/S.Const	7	8	1
Intelligence Officer	Brevet Sergeant	4	4	0
Crime Scene Investigator	Brevet Sergeant	4	4	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	1	1
<b>TOTAL</b>		<b>169.4</b>	<b>177.4</b>	<b>8</b>
*Subject to separate review				



## Far North Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	1	1	0
Inspector	Inspector	1	2	1
Administration Manager	AS05	1	1	0
Business Support Officer	ASO3	0	1	1
Client Services Officer	ASO2	9.6	8.6	-1
Training and Development	Senior Sergeant	1	0	-1
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	0	1	1
Training	Sergeant	1	1	0
Blue Light Camp Manager	Const/S.Const	0	0	0
Crime Prevention Supervisor	Sergeant	1	1	0
Crime Prevention Member	Const/S.Const	3	2	-1
Operations Manager	Senior Sergeant First Class	3	3	0
General Duties Supervisor	Sergeant	8	8	0
Sergeant in Charge Level 3	Sergeant	1	1	0
Senior General Duties Membe	Brevet Sergeant	5	5	0
General Duties Members	Const/S.Const	62	67	5
Country LSA Relief Members	Const/S.Const	5	0	-5
OC Level 3 Stations	Brevet Sergeant	0	0	0
OC Clause 14 Stations	Brevet Sergeant	7	7	0
General Duties Member CI 14	Const/S.Const	1	1	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	1	1
Community Constable	Community Constable	8	8	0
Officer in Charge CIB	Detective Senior Sergeant First Class	1	1	0
CIB Supervisor	Detective Sergeant	1	1	0
CIB Investigator	Detective Brevet Sergeant	7	7	0
Victim Contact Officer	Const/S.Const	1	1	0
Family Violence Officer	Const/S.Const	3	3	0
Intelligence Officer	Brevet Sergeant	3	3	0
Crime Scene Investigator	Brevet Sergeant	3	3	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	1	1
<b>TOTAL</b>		<b>137.6*</b>	<b>143.6*</b>	<b>6</b>
* 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	1	1	0
Inspector	Inspector	1	2	1
Administration Manager	AS05	1	1	0
Business Support Officer	ASO3	0	1	1
Client Services Officer	ASO2	8.5	7.5	-1
Training and Development	Senior Sergeant	1	0	-1
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	0	1	1
Training	Sergeant	0	1	1
Blue Light Camp Manager	Const/S.Const	0	0	0
Crime Prevention Supervisor	Sergeant	1	1	0
Crime Prevention Member	Const/S.Const	2	2	0
Operations Manager	Senior Sergeant First Class	2	2	0
General Duties Supervisor	Sergeant	8	8	0
Sergeant in Charge Level 3	Sergeant	2	2	0
Senior General Duties Member	Brevet Sergeant	8	8	0
General Duties Members	Const/S.Const	45	48	3
Country LSA Relief Members	Const/S.Const	3	0	-3
OC Level 3 Stations	Brevet Sergeant	0	0	0
OC Clause 14 Stations	Brevet Sergeant	27	27	0
General Duties Member CI 14	Const/S.Const	11	11	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	1	1
Community Constable	Community Constable	0	0	0
Officer in Charge CIB	Detective Senior Sergeant First Class	0	1	1
CIB Supervisor	Detective Sergeant	1	2	1
CIB Investigator	Detective Brevet Sergeant	6	5	-1
Victim Contact Officer	Const/S.Const	1	1	0
Family Violence Officer	Const/S.Const	3	4	1
Intelligence Officer	Brevet Sergeant	2	2	0
Crime Scene Investigator	Brevet Sergeant	3	3	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	1	1
<b>TOTAL</b>		<b>137.5</b>	<b>147.5</b>	<b>10</b>

## Murray Mallee Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	1	1	0
Inspector	Inspector	1	2	1
Administration Manager	AS05	1	1	0
Business Support Officer	AS03	0	1	1
Client Services Officer	AS02	10.53	9.53	-1
Training and Development	Senior Sergeant	1	0	-1
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	0	1	1
Training	Sergeant	1	1	0
Blue Light Camp Manager	Const/S.Const	0	0	0
Crime Prevention Supervisor	Sergeant	1	1	0
Crime Prevention Member	Const/S.Const	3	2	-1
Operations Manager	Senior Sergeant First Class	2	2	0
General Duties Supervisor	Sergeant	10	10	0
Sergeant in Charge Level 3	Sergeant	5	5	0
Senior General Duties Member	Brevet Sergeant	10	10	0
General Duties Members	Const/S.Const	81	86	5
Country LSA Relief Members	Const/S.Const	5	0	-5
OC Level 3 Stations	Brevet Sergeant	1	1	0
OC Clause 14 Stations	Brevet Sergeant	7	7	0
General Duties Member CI 14	Const/S.Const	0	0	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	2	2
Community Constable	Community Constable	5	5	0
Officer in Charge CIB	Detective Senior Sergeant First Class	1	1	0
CIB Supervisor	Detective Sergeant	2	2	0
CIB Investigator	Detective Brevet Sergeant	10	10	0
Victim Contact Officer	Const/S.Const	1	1	0
Family Violence Officer	Const/S.Const	4	4	0
Intelligence Officer	Brevet Sergeant	4	4	0
Crime Scene Investigator	Brevet Sergeant	4	4	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	1	1
<b>TOTAL</b>		<b>171.53</b>	<b>178.53</b>	<b>7</b>

## Limestone Coast Region Staffing Summary

Current Location	Rank	Current FTE	Proposed FTE	Variation
Officer in Charge LSA	Superintendent	1	1	0
Inspector	Inspector	1	1	0
Administration Manager	AS05	1	1	0
Business Support Officer	ASO3	0	1	1
Client Services Officer	ASO2	7.5	6.5	-1
Training and Development	Senior Sergeant	1	0	-1
Regional Coordinator	Senior Sergeant	0	1	1
Planning & Audit	Sergeant	0	1	1
Training	Sergeant	0	1	1
Blue Light Camp Manager*	Const/S.Const	1*	0	-1
Crime Prevention Supervisor	Sergeant	1	1	0
Crime Prevention Member	Const/S.Const	2	2	0
Operations Manager	Senior Sergeant First Class	3	3	0
General Duties Supervisor	Sergeant	7	7	0
Sergeant in Charge Level 3	Sergeant	1	1	0
Senior General Duties Member	Brevet Sergeant	5	5	0
General Duties Members	Const/S.Const	51	52	1
Country LSA Relief Members	Const/S.Const	1	0	-1
OC Level 3 Stations	Brevet Sergeant	0	0	0
OC Clause 14 Stations	Brevet Sergeant	8	8	0
General Duties Member CI 14	Const/S.Const	4	4	0
Property Officer	Const/S.Const	0	1	1
Station Officer	Sergeant	0	1	1
Community Constable	Community Constable	0	0	0
Officer in Charge CIB	Detective Senior Sergeant First Class	0	1	1
CIB Supervisor	Detective Sergeant	1	1	0
CIB Investigator	Detective Brevet Sergeant	7	7	0
Victim Contact Officer	Const/S.Const	1	1	0
Family Violence Officer	Const/S.Const	3	3	0
Intelligence Officer	Brevet Sergeant	2	2	0
Crime Scene Investigator	Brevet Sergeant	2	2	0
Volume Crime Team	Const/S.Const	0	2	2
Regional Allocation Member	Const/S.Const	0	1	1
<b>TOTAL</b>		<b>111.5</b>	<b>118.5</b>	<b>7</b>
*Subject to separate review				

## CENTRALISED SUPPORT FUNCTIONS

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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**

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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**

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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**

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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

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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