



Police Federation  
of Australia

The National Voice of Policing

***SUBMISSION to the***

***The Employment White Paper***

via – [employmentwhitepaper@treasury.gov.au](mailto:employmentwhitepaper@treasury.gov.au)

30 November 2022

***Police Federation of Australia submission to the  
Employment White Paper***

**Introduction:**

Every community expects and needs to be provided with a dedicated police service. Such dedicated police services, allow for trusting relationships to be formed, for a consistent policing approach to law and order issues to be taken, and provides community stability in which business and other government agencies and services can be safely provided.

The police are one of the fundamental pillars of a free and safe democracy. Policing is a physically and morally dangerous occupation in which practitioners deal constantly with complex, and often ambiguous, problems. Policing requires high levels of judgment, discretion, dispute resolution, problem solving, and physical and moral courage. Police exercise *original*, not delegated, authority and have considerable autonomous discretion. In other words, policing is an intellectually challenging and quintessentially professional task.

Without professional police forces, policing with the consent of the community, society cannot operate effectively.

While current recruitment and retention issues are not immediately threatening the future of policing in this country, any delay in strategies to address the current recruitment and retention issues across every policing jurisdiction, will ultimately put the community, businesses and government at risk.

The Police Federation of Australia (PFA) is the national body representing the professional and industrial interests of Australia's more than 66,000 police officers, across all state, territory, and the federal police jurisdictions within excess of 95% membership density.

| Membership as at: 31 December 2021        |               |
|-------------------------------------------|---------------|
| Police Association of South Australia     | 4,774         |
| Western Australia Police Union of Workers | 7,100         |
| Queensland Police Union of Employees      | 12,190        |
| The Police Association (Victoria)         | 17,791        |
| Police Association of NSW                 | 17,174        |
| Police Association of Tasmania            | 1,419         |
| Northern Territory Police Association     | 1,616         |
| Australian Federal Police Association     | 3,965         |
| <b>Police Federation of Australia</b>     | <b>66,029</b> |

Just **6.3 per cent** of police officers in 1983 were female<sup>1</sup> compared to **28.1 per cent** in the last Census. The Census also revealed that **30.2 per cent** of officers had a Bachelor's Degree or Higher Qualification compared to just **0.4 per cent** in 1981<sup>2</sup>.

The 2021 Census also indicates that Australian police officers are an aging occupation. The average police officer in 2021 was more than three years' older than their 2011 counterpart:

The most recent Report on Government Services found **80.7 per cent** of the Australian community to be satisfied with the level of service of police while **85.5 per cent** believed police performed their job professionally. A survey conducted in April 2022 found police officers to be among Australia's top six most trusted professions<sup>3</sup>.

The above statistics indicate that Australian police officers have never been better staffed, educated, and more gender diverse, however the recruitment and retention of police, like many other areas of the Australian workforce, of recent times, has become problematic.

As earlier argued, the wider Australian community appreciates that law and order and community safety are fundamental to the successful functioning of society and to family and community well-being.

Historically, Australian police forces have been the envy of many other countries in the western world. Whilst we have witnessed community unrest about the quality of policing provided in other jurisdictions together with major protests and calls for a reduction in

<sup>1</sup> AIC (1985). *Police Source Book 2*, pp 96-97

<sup>2</sup> *Ibid*, p 129

<sup>3</sup> <https://www.readersdigest.com.au/true-stories-lifestyle/work/the-most-trusted-professions-in-australia>

police funding, the same has not occurred here in Australia due to the quality of policing services provided.

In support of this submission, various information and data has been provided by the respective police associations/unions and can be found in Annexure's A – H at the end of the submission.

## **PFA calls for a policing job summit -**

At its September 2022 PFA Federal Council meeting, the following resolution was carried unanimously –

*That the PFA President formally write to all State and Territory Commissioners, Police Ministers, and Federal Attorney General, Mark Dreyfus, to invite them for a round table discussion with PFA Branch Presidents to address the police recruitment national crisis.*

Whilst the PFA is cognizant that the primary responsibility for police recruitment and retention lies with each police jurisdiction and their respective government, we believe, the federal government has an increasing role to play across all jurisdictions.

State and territory police, in conjunction with their federal counterparts, play a major role in the investigation and detection of serious and organized crime including issues such as the importation and distribution of drugs and other illicit products, money laundering and counter terrorism, just to mention a few.

The Australian Institute of Criminology's Annual Report 2021-22, reports that serious and organized crime cost Australia up to \$60.1 billion in 2020-21 alone. Included in this are numerous areas of lost tax revenue for the federal government, that state and territory police, with their AFP colleagues, are investigating and prosecuting. As an example, the ATO's recent reported tobacco tax gap alone, indicates lost federal revenue of \$1.9 billion, which doesn't include the GST that states would have received, and recent reports on vaping suggests that the federal government could increase its tax intake by up to \$800 million dollars through a more regulated and licensed regime, in an effort to stamp out the black market in that product alone. Increasingly, state and territory police are being asked to investigate crimes of this nature due to insufficient resources at the federal level.

There are many other examples of federal policies that require the strong support of state and territory police to enforce laws that are important to our nation, including in the area of family and domestic violence. The recently released *National Plan to End Violence against Women and Children 2022-2032* is just one of those policies that requires the buy in from state and territory police departments to be achieved.

It is for those reasons the PFA believes that the Federal government has a role in supporting strategies to assist in the recruitment and retention of police, nationally.

## Strategies for police recruitment and retention that could be assisted by the Federal Government -

There are a range of strategies that the PFA believes would be of great assistance to both the recruitment and retention of police nationally but could not be achieved without the support of the Federal Government.

The PFA would be pleased to work with the Government to implement the following initiatives –

### Salary packaging through FBT concessions

The PFA has lobbied the Australian Government for a number of years to provide the same fringe benefits tax (FBT) concessions that apply to hospital and ambulance service employees, particularly as it applies to the FBT exempt cap, that applies to those employees.

When the *Tax Laws Amendment (2004 Measures No. 2) Bill 2004* was passed, it provided FBT and deductible gift recipient status changes for public ambulance services.

While we accept that it is clear from well-established legal precedent that government organisations fulfilling a government function cannot be characterised as public benevolent institutions (PBIs) or charities, the special FBT gross benefits exemption per employee provided to ambulance services arose because of an adverse court finding in the Ambulance case concerning a wrongful, yet pre-existing, practice undertaken by the ambulance services. The benefit was not originally bestowed by a specific Government policy decision, it was merely partially maintained after the Ambulance case decision. Specific statutory amendment was needed to achieve the FBT relief for the ambulance services.

We argue that a similar amendment should be made for police and that the same FBT concessions as ambulance services and public and non-profit hospitals should be available for the following reasons –

- Police provide a unique service in the community – this is recognised in a number of regulatory areas and should also be recognised in the Fringe Benefits Tax system
- Many of the duties that police perform do come within the scope of the definition of public benevolent institutions and that the tax system should recognise this:
  - police relieve suffering, misfortune etc.;
  - police operate in a non-discriminatory manner for all members of the public; and
  - police are a non-profit service
- Police are often treated in a special manner consistent with other emergency service providers, and that should occur in FBT as well
- The FBT law already specifically recognises the unique role of police officers by providing a special concession for travel on public transport which is not available to employees generally:
  - In addition, emergency service vehicles for both police and ambulances obtain equivalent exemptions

- There are already a number of precedents of the Commonwealth extending access to FBT concessions originally provided only to charities or public benevolent institutions to non-charity or government bodies:
  - public and non-profit hospitals;
  - public ambulance services & call centres connected to ambulance services;
  - certain childcare organisations;
  - certain self-help groups; and
  - closed or contemplative religious orders.

Extending such access for the police services would be consistent with the above and encourage current members to stay within policing or encourage potential new recruits to join a police force.

### **Mental health and wellbeing of police –**

Over the past several years the PFA has made submissions to number of inquiries into mental health/suicide. They include the 2018 Senate Education and Employment’s inquiry into the role of Commonwealth, State and Territory Governments in addressing the high rates of mental health conditions experienced by first responders, emergency service workers and volunteers, as well as providing oral evidence to that Committee, two submissions to the Productivity Commission’s Inquiry into Mental Health as well as to the 2021 Select Committee on Mental Health and Suicide Prevention.

In those submissions and evidence, we spoke about the unique nature of policing due to a police officer’s ‘oath of office’, the obligations that oath imposes on an officer as well as highlighting the various research that had been undertaken both in Australia and overseas that identified the significant physical and psychological toll police work has on officers. We also raised in all those submissions the issue of the impact of the workers compensation process on police, including the need for the provision of presumptive legislation for mental health injury, which this submission will elaborate on in the next section.

The key stressors within the police workplace include:

- consistent exposure to trauma
- inadequate staffing levels and a lack of resources
  - police are the last agency of resort (e.g., transport of prisoners and guarding and transport of mental health patients)
- hypervigilance
- fear of reporting mental health injuries to the system
- bureaucratic management styles
- perceived lack of leadership
- perceived lack of support from politicians & senior management
- perceived unfair decision-making by managers
- the accountability applied to police officers including a bureaucratic complaint management processes
- multiple layers of oversight bodies
- various inquiry bodies, including coronial inquiries
- perceived insensitivity to personal distress
- ever increasing workload

- pressure to achieve fast response times
- pressure on clear up rates
- changing nature of crime
  - organized crime
  - terrorism
  - cybercrime
- often unreal community expectations and demands
  - police try to be all things to all people and it's not possible
- intense public criticism post event
- media/social media
  - police on camera all the time
  - damned if you do, damned if you don't
- instant information, whether it's factual or not
  - constant news cycle
- priorities constantly shifting and dictated by 'flavour of the month' issues
- massive changes in the way police do their work but the judicial system slow to keep pace
- economic factors within the workplace
  - on one hand police are costing too much but on the other hand expected to do more with less
- shift work.

The Beyond Blue Australia, *Answering the Call National Survey*, National Mental Health and Wellbeing Study of Police and Emergency Services Final Report (2018) supported all of the observations and research raised above.

The Report found that employees in the police and emergency services sector had substantially higher rates of psychological distress and probable PTSD, compared to the Australian population and workers in other industries, including the Australian Defence Force, with police highest amongst all the emergency services.

A synopsis of the survey report shows that –

- One in three employees in the emergency services sector experience high or very high psychological distress, much higher than the national average;
- More than one in 2.5 employees in the emergency services sector report having been diagnosed with a mental health condition in their life compared to one in five of all adults in Australia;
- They report having suicidal thoughts over two times higher than adults in the general population and are three times more likely to have a suicide plan;
- More than half of all employees indicated that they had experienced a traumatic event that had deeply affected them during the course of their work;
- Poor workplace practices and culture were found to be as damaging to mental health as occupational trauma;
- Those who had worked more than 10 years were almost twice as likely to experience psychological distress and were six times more likely to experience symptoms of PTSD;
- Three in four found that their current workers compensation process to be detrimental to their recovery; and

- One in four surveyed former employees experienced probable PTSD (compared to one in 10 current employees) and one in five experienced very high psychological distress.

The above paints a very distressing picture of the state of mental health and wellbeing of Australia's police and other emergency services personnel.

In an endeavour to combat the issues raised above, the PFA has embarked on a number of projects in an endeavour to assist with the mental health and well-being of its members and to support a healthy work life balance.

These include –

- A national awareness campaign on police officer mental wellbeing, which is in the process of developing a 'one stop shop' web portal for police and their families aimed at educating and building the resilience of police officers in the areas of social, emotional and psychological health associated with policing;
- The conduct of a flexible working arrangements survey focused on the work life balance of officers targeting working arrangements to assist with officers' stress, burnout and increasing fatigue at work;
- Working with a provider for the implementation of appropriate Return to Work processes, or where an officer cannot return to their policing career, Career Transition provisions to assist them out of policing and into a future career that is rewarding and recognizes the skills they have gained throughout their policing career; and
- A national independent service provider network, the 'BlueHub', where a centre of excellence is being developed to support satellite 'BlueHub' locations aimed at providing best practice assessment and treatment for injured officers.

The PFA has also been pursuing the implementation of a Police Veteran's Health Card, similar to the DVA Card for Defence Veterans to facilitate officer's treatment for mental health conditions ensuring services are available, wherever they might be post, their police service.

All of the above provisions would benefit both the retention and recruitment of officer.

### Workers' compensation issues –

The PFA made a submission in response to the recent Stakeholder Consultation Paper into Presumptive Workers' Compensation Provisions for First Responders. In our submission we pointed out, that the 2020 Productivity Commission's Inquiry into Mental Health, indicates that *"...only about 6% of all workers compensation claims in Australia are for work related mental health conditions, the cost of these claims is typically about 2.5 times the cost of other workers compensation claims, involve 2.5 times more time off work (the median time off work for mental health related workers compensation claims is 16 weeks, compared with 6 weeks for other claims), and are much less likely to be accepted"*.

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The Report further states that, “...occupations with the most work-related mental health claims have been police, fire fighters and defence force members (9% of all serious claims)...”

Evidence suggests that the rate of workers compensation claims for mental health injuries for police, is a lot higher than the 9% suggested in the Report.

As earlier indicated, the Beyond Blue Australia: *Answering the Call National Survey Report* identified that three in four first responders found the current workers compensation process to be detrimental to their recovery. Many police argue that the arduous and unhelpful process of making a claim, often stands in the way of many members getting quick access to effective treatment.

Members with insurance claims have reported that they have felt “isolated from their employers and former colleagues”<sup>4</sup> with reports that police officers making psychological damages claims waiting an average of six years to settle.<sup>5</sup>

“Making a workers’ compensation claim can be a stressful experience in and of itself, and questions have been raised as to whether the claims process is helpful or harmful to the recovery of people with mental health conditions. These include concerns as to whether the workers’ compensation system, having originally been designed for helping those who incur physical injuries at work, is more suited to physical injuries than mental health problems, whether the adversarial nature of the process exacerbates stress-related conditions, and whether cost-pressures and the desire to identify possible fraud, place an unduly high burden on people with mental health issues to prove they have a mental health condition”<sup>6</sup>.

The PFA acknowledges however, that some providers of claims processing services, have been working diligently to overcome this issue.

Research shows that people who seek compensation for PTSD are more likely to have a poorer prognosis, more severe symptoms and longer recovery time than those who haven’t sought compensation.

According to findings, there are plausible reasons for this pattern including:

- people seeking compensation are doing so because their psychological injury is more severe; and

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<sup>4</sup> Patty, A. “Police on the Scrap Heap – Public Campaign for Insurance Claim.” *Sydney Morning Herald*, November 01, 2015. <https://www.smh.com.au/national/nsw/police-on-the-scrap-heap--public-campaign-for-insurance-claim-20151101-gknxst.html>

<sup>5</sup> Pike, B. “Traumatised Police Officers Waiting Six Years for Claims as Insurance Companies Drag Heels.” *The Sunday Telegraph*, July 09, 2017. <https://www.dailytelegraph.com.au/news/nsw/traumatised-police-officers-waiting-six-years-for-claims-as-insurance-companies-drag-heels/news-story/94f7c64c108c0eba7faebe71e61a83a7>

<sup>6</sup> Kyron, J., Ridders, W., O’Brien, P., Bartlett, J. & Lawrence, D. “Experiences of Police and Emergency Services Employees with Workers’ Compensation Claims for Mental Health Issues” *Journal of Occupational Rehabilitation* (2021) 31:197-206, Published online: 02 July 2020



- the claims process is prolonged, triggers further stress and exacerbates symptoms or otherwise hinders recovery<sup>7</sup>.

Issues brought to the PFA's attention regarding members seeking support during the processing of claims include:

- The process involved in many workers compensation claims have actively prevented members from returning to good health;
- Have prevented members from returning to work; and
- When members have returned to work, often times treatment is taken away thus making it difficult for members to remain at work.

Changes to the current workers compensation process would benefit current serving police officers and ensure a likely longer career in policing.

### Presumptive Legislation

Efforts to lobby various governments for presumptive legislation has been undertaken in some jurisdictions with varying success.

The legislative recognition of PTSD as an occupational illness for police would:

- Recognise the value and risks associated with the work performed by officers;
- Acknowledge the psychological toll that repeated exposure to trauma has on police;
- Remove barriers to obtaining treatment by providing police suffering PTSD with fair access to worker's compensation benefits by reversing the onus of proof so that the employer must show that PTSD was not caused by work; and
- Remove the adversarial approach to PTSD claims that will reduce the stress and anxiety already felt by officers and enable earlier treatment, so they make a speedier recovery and return to work sooner.

As earlier indicated, we are aware that the Department of Employment and Workplace Relations is currently reviewing extending presumptive legislation to cover first responders for PTSD injury, we encourage the government to expedite this process.

### Infectious diseases policy (testing of offenders)

In the course of their duties, police officers are often put in the situation where a person's blood or saliva comes into contact with the officer. This has been particularly concerning in situations where a person resists police officers, and in the resulting struggle, spits saliva or blood onto an officer, or cases where an officer is stabbed with a needle. The issue has recently again been highlighted where during the COVID-19 crisis offenders have either spat or threatened to spit on police.

This places a great deal of apprehension and anxiety on an officer, who then has to wonder whether they have been infected by any diseases.

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<sup>7</sup> Skeffington, P. "One in Five Police Officers Are at Risk of PTSD- How Do We Respond" Australian Emergency Services Magazine, Published online: 06 January 2017 <https://ausemergencyservices.com.au/emergency-services/police/one-in-five-police-officers-are-at-risk-of-ptsd-how-do-we-respond/>

Most police jurisdictions now have legislation supporting mandatory blood testing of offenders in such circumstances and this is strongly supported by the PFA.

The aim of such legislation is to minimise the stressful experience and therefore it is important that there are effective and speedy procedures for the testing of both the officer and the offender/person that police interact with.

This allows for:

- The officer's mind to be put at ease, in the knowledge that they have not/will not contract a disease as a result;
- Identify diseases the offender has in order to best plan for prevention/treatment of the officer contracting those diseases; and
- Identify diseases the officer has been infected with to begin appropriate treatment as soon as possible.

Testing of offenders/persons with whom police have had contact to bodily fluids/blood is important because some diseases may not be present in the officer immediately (eg long incubation period diseases). Therefore, to achieve the aims outlined above, it is important that the person be tested, so that potential diseases can be identified immediately.

It is important however, that legislation in all jurisdictions is robust enough to ensure that the order to seek the test does not solely rely on requiring a result to prove or disprove the commission of an offence against an officer. The test is about the safety and wellbeing of the officer to ensure that they do not contract a disease/virus as a result of the interaction.

### **Childcare and the demand for flexible working arrangements**

Childcare responsibilities are a major reason for the requirement for flexible working arrangements within policing and a specifically important tool for the recruitment and retention of police. Severe difficulties in being able to access affordable and appropriate childcare limits the workplace participation of parents, currently predominantly women.

In a 2016-17 survey of police nationally, responded to by in excess of 11,000 officers, the data clearly demonstrated many issues for parents managing childcare whilst in the police workforce:

- There is inflexibility in paid childcare and a mismatch in the times of availability of care compared with police rosters;
- The cost of childcare which can cover extended hours, or of home based options such as nannies is prohibitive;
- The needs of school age children change, but do not decrease;
- Officers in regional areas may have limited options for care and limited family support; and
- Single and divorced parents can experience particularly high levels of stress as they try to negotiate their caring roles within their workplaces.

The survey showed that of those on FWAs for parenting, 42 percent would consider returning to regular full-time work if appropriate and affordable 24/7 childcare was available. Qualitative data demonstrated an evolving pattern amongst police couples of planning their childcare and future careers together, so that for many couples both men and women anticipate using FWAs to share the responsibilities of caring for their children.

The survey also showed that parenting responsibilities is the most significant family and health related factor causing officers to consider leaving policing over the next decade. This is a major factor for more than 1 in 6 police officers who are currently thinking about leaving - the equivalent of 8 percent of all serving Australian officers. There is a strong linkage between officers considering leaving police work because of parenting or other caring responsibilities and the lack of flexible work<sup>8</sup>

### Work/life balance

The aim of the 90 question survey mentioned above, was to generate a detailed picture of police working patterns and workplace issues, with special reference to work-life balance and flexible working arrangements (FWAs).

The main research objectives were to gain a better understanding of:

- Police working patterns and issues around work-life balance;
- The extent and profiles of FWAs as they operate on the ground in various work settings;
- The effectiveness and benefits of FWAs;
- Attitudes to FWAs;
- Negative impacts and barriers to the implementation of FWAs; and
- The future role of FWAs.

The survey concluded that the benefits of FWAs are very significant and access to them is greatly appreciated. Evidence strongly supported this and suggested that FWAs can mitigate many of the work stress factors affecting police officers. Almost all measures of job satisfaction collected show better outcomes for those working FWAs than for regular full-timers.

Qualitative data also strongly suggested that FWAs allow retention of staff who would otherwise leave the police force, and that for many respondents their commitment to a policing career is increased as a result.

### Recognition through medals in the Australian Honours system

The PFA has previously provided a submission calling on the Federal Government to introduce Meritorious Service Awards to provide an equitable and measured mechanism to appropriately recognise the professionalism, dedication and commitment to duty by members of Australian police forces and emergency services. The proposal has been supported by Australia's Police Commissioners through ANZPAA, the Australian Fire and Emergency Services Council (AFAC) and the Council of Ambulance Authorities (CAA).

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<sup>8</sup> Cole, M and Sanderson, C. *Flexible Working Arrangements for Police in Australia and New Zealand Summary Report* Nov 2017 pg 12

The proposal put forward, has been specifically and carefully designed to protect the integrity of the Australian Honours system by not introducing a new type of award, but rather extend the ability of the Australian community to recognise the outstanding efforts of the members of the police and emergency service workers in a manner consistent with awards that are eligible to Australian defence force personnel.

The PFA has also gone to effort to put forward a proposed medal and ribbon, using a design that draws a link between these awards and the equivalent military conspicuous service awards with the use of yellow within the ribbon. The Ribbon recognises the colours of the eligible services – police, blue; fire, red; ambulance, green; and emergency services, orange.

This proposal offers a unique opportunity for Government to provide a very tangible and ongoing formal recognition of the exemplary contribution that is made by police and emergency service workers, both salaried and volunteer, to the Australian community.

Again, another opportunity to assist with not just recruitment, but also retention with police and other members of the emergency services feeling valued by the government and the wider community.

#### **Establishing Policing as a profession -**

For over two decades the PFA has been at the forefront of calls for the establishment of policing as a profession.

The PFA supports the pursuit of full professional status and the development of industry-specific and determined training and educational opportunities for police. Any strategy designed to achieve police professional status needs to include a national registration scheme which would incorporate the recognition of skills and experience of existing police officers.

A national registration scheme should be designed to:

- improve the status of the police profession;
- facilitate inter-jurisdictional mobility; and
- protect the police professional domain.

The PFA supports the pursuit of enhanced police professionalism through education and training in a strategy embracing professional practice standards for basic training complemented by ongoing professional development throughout their career. As a result, the PFA would be gravely concerned if, in an effort to maintain recruit numbers across jurisdictions, there was any attempt to lower entry standards.

The PFA also endorses inter-force mobility within the Australasian Police Industry involving police who are recruited from Police Services throughout Australia and New Zealand. This could be extended to other international police forces, including the UK, where appropriate research could be undertaken to benchmark the skills and training required in those forces.

Police officer mobility between state and territory police forces, and to the AFP, is now such that a national police registration scheme, as suggested, is essential.

Such a process has been endorsed by successive federal governments over the years, however some jurisdictions have not supported the concept thus denying an opportunity for a national scheme.

New recruits, attracted to joining a 'profession', may be one way that could assist in overcoming some of the current recruitment issues.

The PFA also recommends, that as police forces and their respective governments outlay a large amount of tax-payer money to initially train and continue to upskill police, those highly trained and skilled officers should be considered as a 'sovereign asset'. If for whatever reason they cannot continue to be a police officer, their skills should be recognised and they should be supported for appropriate employment opportunities post their police career befitting of their status and the skills they have acquired in policing.

### **Further additional support measures that the Federal Government could consider working with state and territory governments and police unions to implement -**

- the possible establishment of a national police recruitment pool with necessary funding allocated, likely to the Australia New Zealand Police Advisory Agency (ANZPAA) to undertake the development of a scoping report and legislative review, as well as the necessary consultation with state and territory policing, government, and the PFA;
- waiving the Australian citizenship requirement for baseline security vetting for New Zealand citizens, to increase recruitment into Australian policing agencies from New Zealand;
- adding police officer (441312) and Detective (441311) to the Skills Priority List. Both of these roles are listed by the National Skills Commission as having no current shortage and of having soft future demand despite the existing recruitment issues facing Australian policing;
- lowering fees for Police studies (ASCED code 091105) as part of the Commonwealth's promised Universities Accord to reverse the significantly higher fees enacted by the previous government's 'Job-ready Graduates package'; and
- funding packages for the development of the specialist skills required for data analysis and cyber security, these could go to both TAFE and University level programs and the Australian New Zealand Council of the Police Profession (ANZCoPP), of which the PFA is a member, could set the guidelines for curriculum.

## Future issues for consideration -

A range of new technologies and other factors will have a strong impact on future police employment, including recruitment and retention of officers. These include:

### Analysis of new technology -

- A 2019 Deloitte report observed that the key to using technology in law enforcement is by playing to its strengths. Machines can efficiently process vast amounts of data, allowing them to perform time-consuming and often tedious tasks. This in turn frees up police officers to interact more with the community where human judgement is still vital<sup>9</sup>. Several technologies have revealed this distinction is far from clear cut though:
  - **Body Worn Cameras.** Body Worn Cameras (BWC) have been extensively rolled out amongst police officers in every PFA affiliate. One of the major reasons for the introduction of BWCs is improved levels of police accountability. But a 2021 report of 90 peer-reviewed studies into the matter found that increased monitoring of officers also increases the risk of officer burn-out and turnover<sup>10</sup>;
  - **Predictive policing.** Predictive policing involves using algorithms to analyse massive amounts of information to predict and help prevent potential future crimes<sup>11</sup>. The most common algorithms identify locations and times that have a high risk of crime. However, such algorithms often lack transparency and run the risk of racial profiling<sup>12</sup>. Predictive policing is being adopted by police forces across Australia<sup>13</sup>. What this might mean for policing and police officers is yet to be determined;
  - **Drone forensics.** The use of drones in forensic analysis is still in its infancy. Yet some predict drones will eventually be used to process whole crime scenes, providing instant analysis of DNA and ballistics (among other things)<sup>14</sup>. These drones can potentially be an enormous labour-saving device for police agencies. The corollary being potentially limiting the opportunity for police officers who would like to specialise in these areas;
  - **Robotics.** Forensics is not the only policing field where advances in robotics could impact upon the employment conditions of police officers. Advances may eventually allow drones to autonomously issue on-the-spot traffic infringements, patrol high-crime areas, and conduct search operations. A UCLA Law Review article from 2016 expected some future drones will be

<sup>9</sup> Deloitte (2019), *The future of law enforcement*, p 7

<sup>10</sup>

[https://www.researchgate.net/publication/352986474\\_Control\\_or\\_protection\\_Work\\_environment\\_implications\\_of\\_police\\_body-worn\\_cameras](https://www.researchgate.net/publication/352986474_Control_or_protection_Work_environment_implications_of_police_body-worn_cameras)

<sup>11</sup> <https://www.brennancenter.org/our-work/research-reports/predictive-policing-explained>

<sup>12</sup> <https://www.technologyreview.com/2020/07/17/1005396/predictive-policing-algorithms-racist-dismantled-machine-learning-bias-criminal-justice/>

<sup>13</sup> <https://www.aspistrategist.org.au/artificial-intelligence-and-policing-its-a-matter-of-trust/>

<sup>14</sup> <https://uavcoach.com/drones-criminal-forensics/>

artificially intelligent and authorised to use force in some circumstances<sup>15</sup>. Such advances may be 20 to 30 years' off. But they could essentially change police officers from being frontline workers to becoming remote operators.

### Climate change -

- An Australian Strategic Policy Institute (ASPI) paper from 2008 stated that climate change is likely to impact on the working environment of police officers in several ways<sup>16</sup>:
  - Increased risk of heat stress from working in a warmer climate;
  - Potential mosquito-related disease variations due to temperature variations;
  - Police officers working in tropical climates face an increased risk of infection from endemic diseases;
  - Police officers responding to more frequent natural disasters could reduce the number of officers available for law enforcement duties;
  - More frequent natural disasters increase the risk of physical and psychological injury to police officers; and
  - Climate change is predicted to produce rising levels of violent crime which also threatens police officer health and safety.

I would be happy to expand on this submission, including the following attached Annexure's, or explore further options, either orally or in a supplementary submission, with whomever the Employment Taskforce deemed appropriate.

Sincerely yours



Scott Weber APM  
Chief Executive Officer

<sup>15</sup> <https://www.uclalawreview.org/policing-police-robots/>

<sup>16</sup> APSI (2008)., *The thin green line: Climate change and policing*, pp 7-8

## QUEENSLAND

Statistics &/or expected trend for recruitment in future -

- Previously had 3 suitable applicants for every vacancy. Now:
  - September 2022 intake 144 vacancies, 78 recruits
  - November intake 2022 144 vacancies, 37 recruits
  - January 2023 intake cancelled

Statistics &|or Expected trend of resignations/retirements -

- Current attrition this quarter is at 6%. This quarter is generally higher due to retirements after 30 June (tax benefits). True attrition is between 5-6%.

Current recruitment/retention strategies in place -

- Latest changes:
  - ACER assessment and PCYC physical now free (cost covered by QPS)
  - Bachelor degree or higher exempt from ACER
- Previous changes:
  - New recruiting manual due to CCC investigation
  - Removal of 50/50 targets
  - Change to mental health restriction (if linked to personal tragedy)

New initiatives being discussed and the QPS has reached out to the QPUE seeking assistance to discuss further options -

Achieved in EB10:

- Rejoinder policy, 6 month commitment in EB10
- 18% Super on all OTE (including penalties)

Issues that are regularly raised by members in Queensland:

- Housing, in rural and remote locations (availability and cost)
- Shiftwork and work/life balance (extended shifts/matrix rosters)  
Salary sacrifice – home loan, health insurance



## AUSTRALIAN FEDERAL POLICE

### Resignations and Retirements -

- Currently there are 43 AFPA members that have resigned, and 139 members that have retired in the last 12 months;
- Resignations have largely been the result of members moving to other government agencies, resigning due to adverse PRS findings, or due to the COVID mandate;
- For members that have moved to other agencies, the major factor in their decision to leave the AFP was not having access to flexible working conditions. This largely affected female members who have raised issues with not being able to have Individual Flexibility Agreements approved or have been unable to secure suitable part-time roles;
- Losing lateral entrants after they had been provided inaccurate information on pay scales by the AFP. When the member starts, they realise that information they were provided by the AFP on pay was incorrect and despite seeking a review the AFP reaffirms the lower rate and the new member subsequently leaves;
- A number of members have been taken off the rostered ops work pattern and put on the ops work pattern, which has caused disruption in their home life and been a major reason for them leaving the organisation.

### Recruitment -

- 83 recruits join the AFPA in the last 12 months, however based on the resignations and retirements outlined above, that means the AFP has had a net loss of 99 members

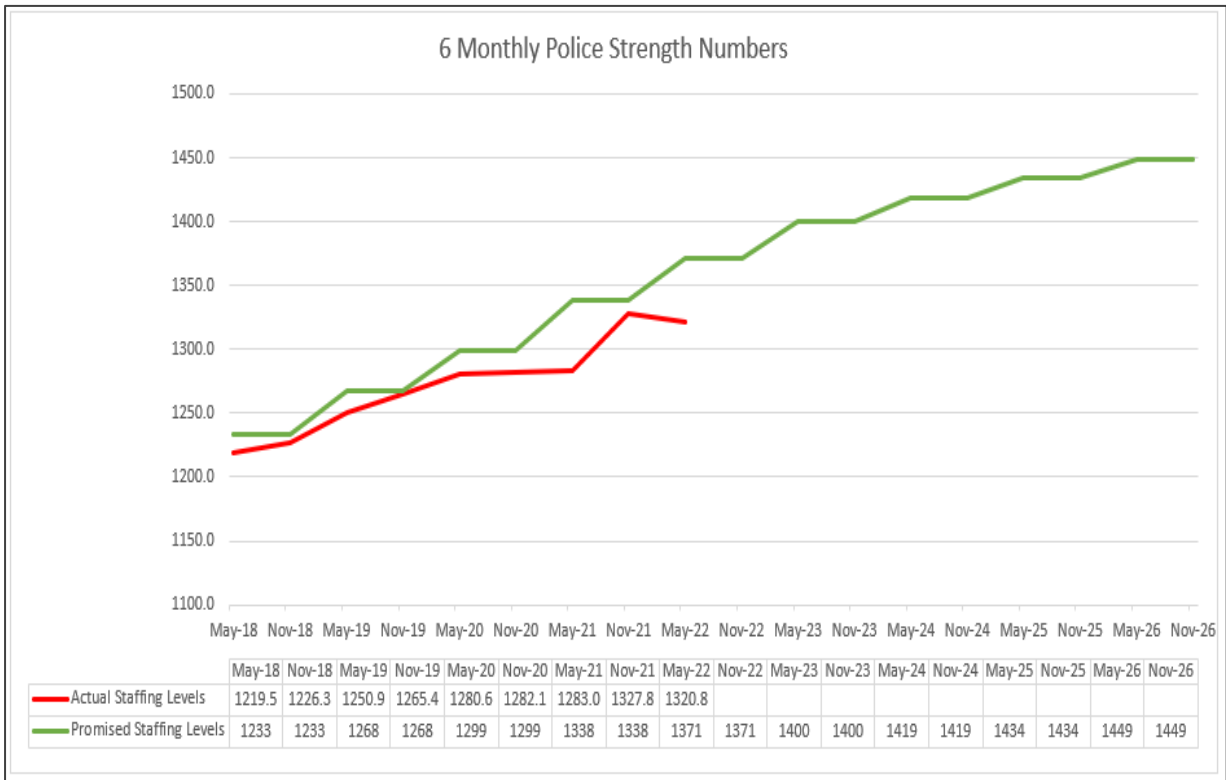
### Endeavour to secure better flexible working arrangements -

- AFPA are currently working on attaining greater flexible working arrangements in their current EA. This will include expanding on home-based working arrangements so that it is equivalent with other government agencies in a post-COVID environment. In particular, they are seeking to lower the threshold required for employees to have IFA's approved.

**ANNEXURE C -**

**TASMANIA**

Statistics &/or Expected trend for recruitment in future -



## Statistics &amp;/or Expected trend of resignations | retirements -

Separation rates:

| Year         | Separations |
|--------------|-------------|
| 1998         | 43          |
| 1999         | 56          |
| 2000         | 61          |
| 2001         | 53          |
| 2002         | 51          |
| 2003         | 62          |
| 2004         | 46          |
| 2005         | 50          |
| 2006         | 36          |
| 2007         | 65          |
| 2008         | 58          |
| 2009         | 38          |
| 2010         | 47          |
| 2011         | 42          |
| 2012         | 71          |
| 2013         | 36          |
| 2014         | 26          |
| 2015         | 21          |
| 2016         | 24          |
| 2017         | 33          |
| 2018         | 25          |
| 2019         | 29          |
| 2020         | 44          |
| 2021         | 59          |
| 29 Oct 2022  | 73*         |
| <b>Total</b> | <b>2024</b> |

**\*73 =** 19 or 26.03% retirements  
 52 or 71.23% resignations  
 1 or 1.37% termination  
 No longer includes trainees.

Separations 1 Jan 27 Oct 2022 = 73 @ **7.3 per month**

Current recruitment/retention strategies in place

- TasPol has recently commenced a comprehensive recruitment campaign.

*From TasPol: All courses will be filled WITHOUT DROPPING ENTRY STANDARDS. No courses will be cancelled. There is a substantial recruiting campaign that is well underway (all forms of media – including social media, pod casts, signage etc.). This campaign is based on research that states how job seekers aren't solely interested in pay, or boats, helicopters, and bear cats! Today's job seekers want good working conditions, personal fulfillment, and variation. The new marketing campaign capitalises on these things. There has been a marked increase in Applications to join Tasmania Police since the new Marketing Campaign was launched on 12 October."*

- There is no retention strategy in place

No other new initiatives that haven't been tried before are currently being discussed.

What your EB wish list/asking for is? Our agreement expires in December 2022, seeking:

- Wages:
  - a 6% percent wage increase commencing on the first full pay period on or after 1 December 2022 to bring wages to the national average
  - a 6% percent wage increase commencing on the first full pay period on or after 1 December 2023 to bring wages to the national average
  - a 5% percent wage increase commencing on the first full pay period on or after 1 December 2024 to bring wages to the national average
- Minimum safe staffing levels at 24-hour stations which is now a policy into an industrial agreement
- Shift and penalty increases:
  - 24 hour increase by 5%
  - Non 24 hour increase by 2%
  - Other shift workers increase by 1%
  - Remote stations increase by 3% and incur overtime after working 12 hours cumulatively in one calendar day
  - Inspectors allowances increase by ~2%
  - Availability and standby when on a day off to be increased compared to when on a day at work
- Childcare costs fully covered when turned off for court
- Rest period of 10 hours after working excessive hours is to be extended to 10 hours rest post giving evidence in court if on afternoons or night shifts
- Detective allowance increases by \$2000 as a retention issue

Issues that have been raised by your members as significantly challenging:

- Superannuation (Medium Priority)
- Childcare (High Priority)
- FBT (minimal)
- Working From Home (minimal)
- Wages: Due to the significant variations in rank structure and conditions in each jurisdiction, the most valid methodology to establish benchmarks for comparison is to examine the salaries of Constables and Sergeants at base level, that is on graduation from being a trainee and on promotion to sergeant respectively. Effectively, those levels' commencement base salaries are comparable in the scope of work and responsibilities nationally. This then enables the existing internal relativities for all ranks, including inspectors, which has been established and refined over decades to be maintained, along with conditions that are relevant and likewise have been developed to reflect the work environment and organisational needs of the Tasmanian jurisdiction.

- The salary rates for Tasmania compared to the average of the other six Australian police jurisdictions in August 2022 indicates that Tasmanian Police:
  - are the lowest paid police officers in Australia (with the exception of Queensland constables that are paid \$84 less p.a.);
  - require an 11% increase to be paid in 2022 to provide a wage equal to the average of the other six jurisdictions.
- The comparative salary rate for Tasmania compared to the average of the other five jurisdictions with a current Award at December 2024 indicates that Tasmanian Police:
  - require a 17% wage increase over the next three years to be at the average of the other five jurisdictions at December 2024.

## NEW SOUTH WALES

NSW Police and the NSW Government recently made a major announcement about the recruitment and retention of its police. It announced that it will make a significant investment in the physical and mental wellbeing of police officers as part of a more than \$100 million package of reforms designed to help recruit, retain and better take care of the 22,000 (sworn and unsworn) members of the NSW Police Force throughout their career.

\$79 million is earmarked to be invested over the next five years in Pulse - a new program designed to better look after sworn and unsworn members' physical and psychological wellbeing. The reforms will also include the investment of an additional \$27 million over the next five years in a new recruitment and retention fund to ensure the NSW Police Force's ongoing strength.

The injection of funds will see Mental Health clinicians embedded in stations and Specialist Commands across the state focusing on consultancy and counselling and officers medically retiring will gain access to a dedicated Career Transition team, designed to help them transition to civilian life.

Through periodic health checks, officers will also have access to nurses, dieticians and trainers to improve their overall health and wellbeing.

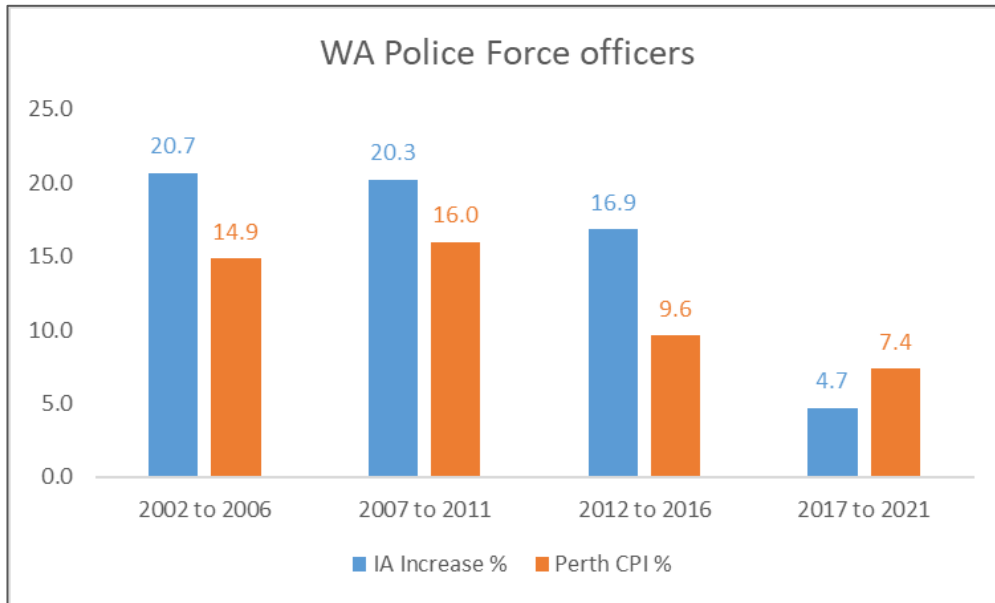
**ANNEXURE E -**

**WESTERN AUSTRALIA**

Issues impacting on Western Australia police include -

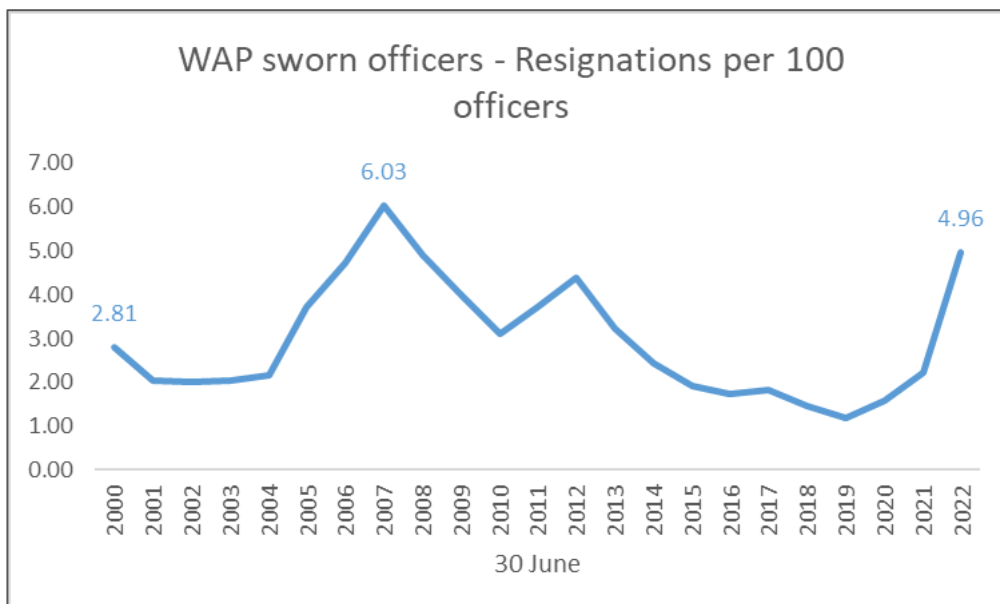
**1. Wages**

The State Wages Policy implemented in 2017, limiting public sector wage increases to \$1,000 p.a., has seen most WAPU Members suffer a notable decline in real income compared to previous years:



**2. Police Moral**

A WA Police Union (WAPU) survey of 1,966 Members in April 2022 found 64.6 per cent of respondents believed morale within WA Police to be poor. This compares to 20 per cent from a similar survey in 2017, and attrition data collected by WAPU shows there was a sharp spike in sworn officer resignations in 2021-22. The 2021-22 rate was the highest in 15 years.



WAPU conducted a survey of 135 Members who resigned throughout January to June 2022 to try and find reasons for this trend. The survey's three key findings were:

- Dissatisfaction with WA Police Force management and culture” was clearly the primary reason for respondents resigning with more than **76.8 per cent** selecting it. “Secured a different job” was the next highest reason at **45.6 per cent** followed by “Long hours and / or high workload” at **37.6 per cent**.
- Only one respondent indicated they had resigned due to securing a higher paying job in the resources and energy sector.
- **79.2 per cent** of respondents believed WA Police Force could have prevented them from resigning in the first place. Most said more empathetic management and a healthier organisational culture would have convinced them to stay. Only one respondent said higher pay would have stopped them from resigning.

The above results are far from conclusive. But the concluding paragraph of a WAPU Morale Study from 1988 is arguably just as applicable to the current situation<sup>17</sup>:

*“The study indicates that the level of morale in the Police Force is less than desirable. However, much of the dissatisfaction expressed is directed towards procedural and administrative aspects of the Police Department, rather than to the job itself.”*

Other issues identified by members –

- Regional Housing
  - Approximately one-quarter of WA Police officers are stationed outside the Perth Metropolitan Area. Yet the standard of Government Regional Officer Housing (GROH) is one issue that had been consistently raised by Members for decades
  - **61 per cent** of respondents to the 1988 WAPU Morale Study said they were dissatisfied with the standard of government employee regional housing in Regional WA.
  - Up to **45 per cent** of respondents to WAPU’s April 2022 survey said the standard of government housing provided to them was either “Fair” or “Poor”. Common complaints included the length of time waiting for repair work, the age of the property, and the quality of air conditioning / heating.
  - The importance of air conditioning in warmer parts of WA makes the cost of electricity an important issue to WAPU Members residing there. Key to the WA Government’s *Energy Transformation Strategy* is an orderly transition from the existing model of centralised generation towards homes and businesses using stand-alone systems (such as solar and battery storage)<sup>18</sup>. Yet as far as WAPU is aware, no plan current exists to integrate GROH housing

<sup>17</sup> WAPU Morale Study (1988), p. 52

<sup>18</sup> <https://reneweconomy.com.au/rooftop-solar-throws-massive-curve-ball-to-worlds-most-isolated-grid-54901/>



with solar photovoltaic systems to help the reduce electricity costs of government employees in Regional WA

- Regional WA contains some of the highest crime locations within the State. But the task faced by WAPU Members is made even more difficult when they are supplied with sub-standard accommodation throughout their deployment.

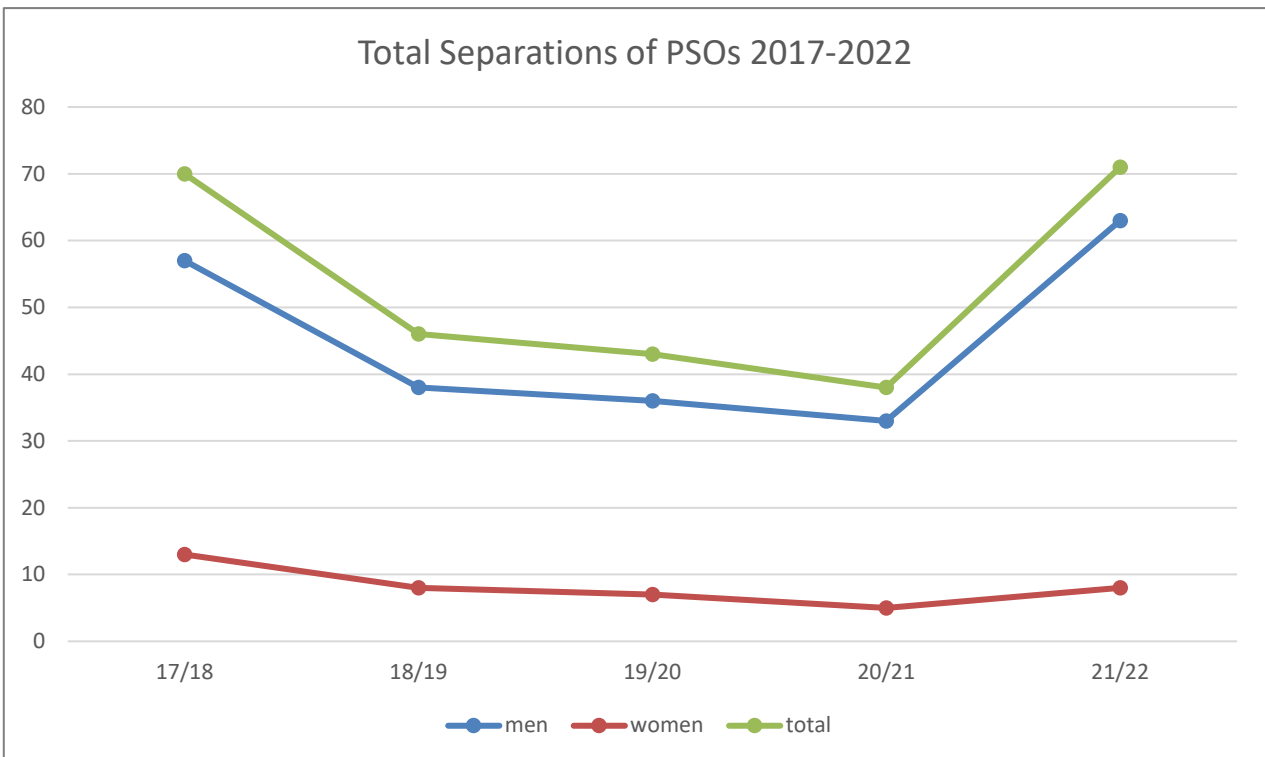
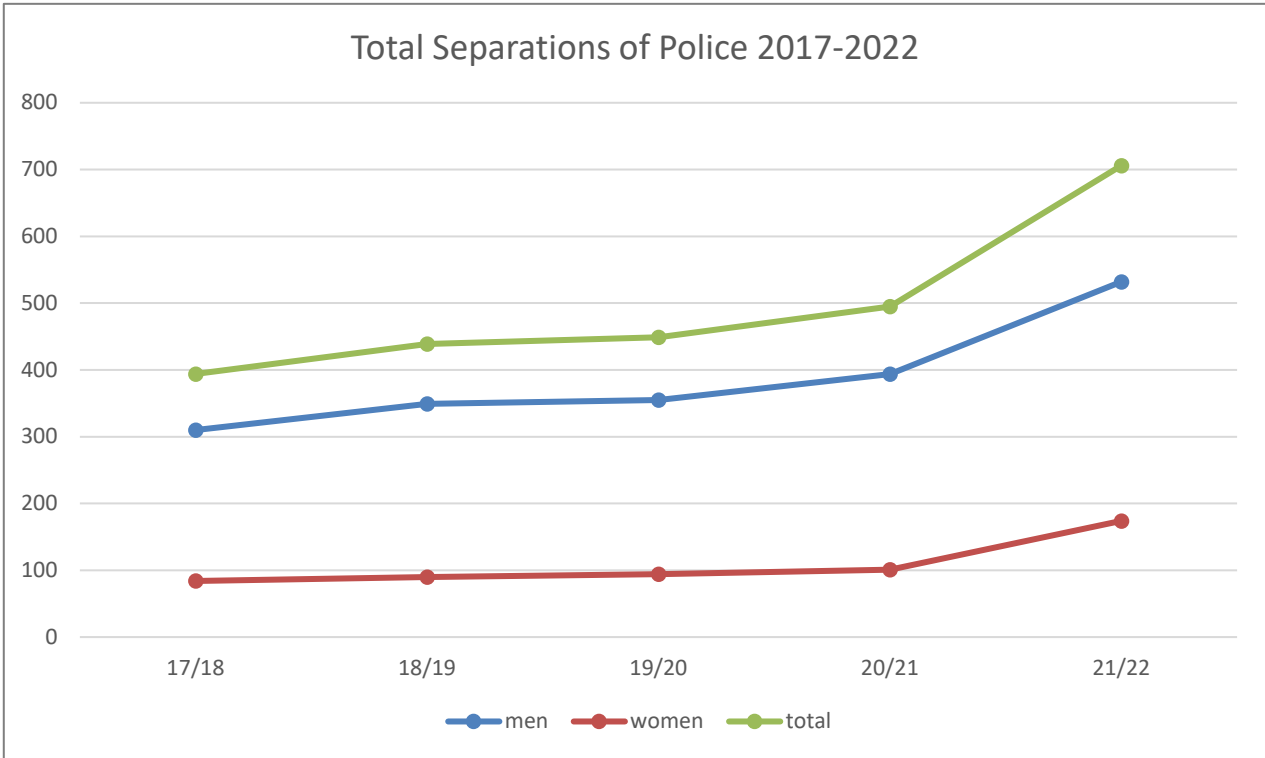
Further to comments earlier in this submission where we identified ‘further additional support measures that the Federal Government could consider working with state and territory governments and police unions to implement’, Western Australia recently launched a recruitment campaign in the United Kingdom to bolster its ranks amid a record number of resignations, as witnessed in the data above.

Of the 393 applications received by early November 2022, 301 (75 per cent) of the applicants were from England, 40 from Scotland, 19 from Wales and 33 from Ireland. Of those 320 were potential male recruits while 73 were women.

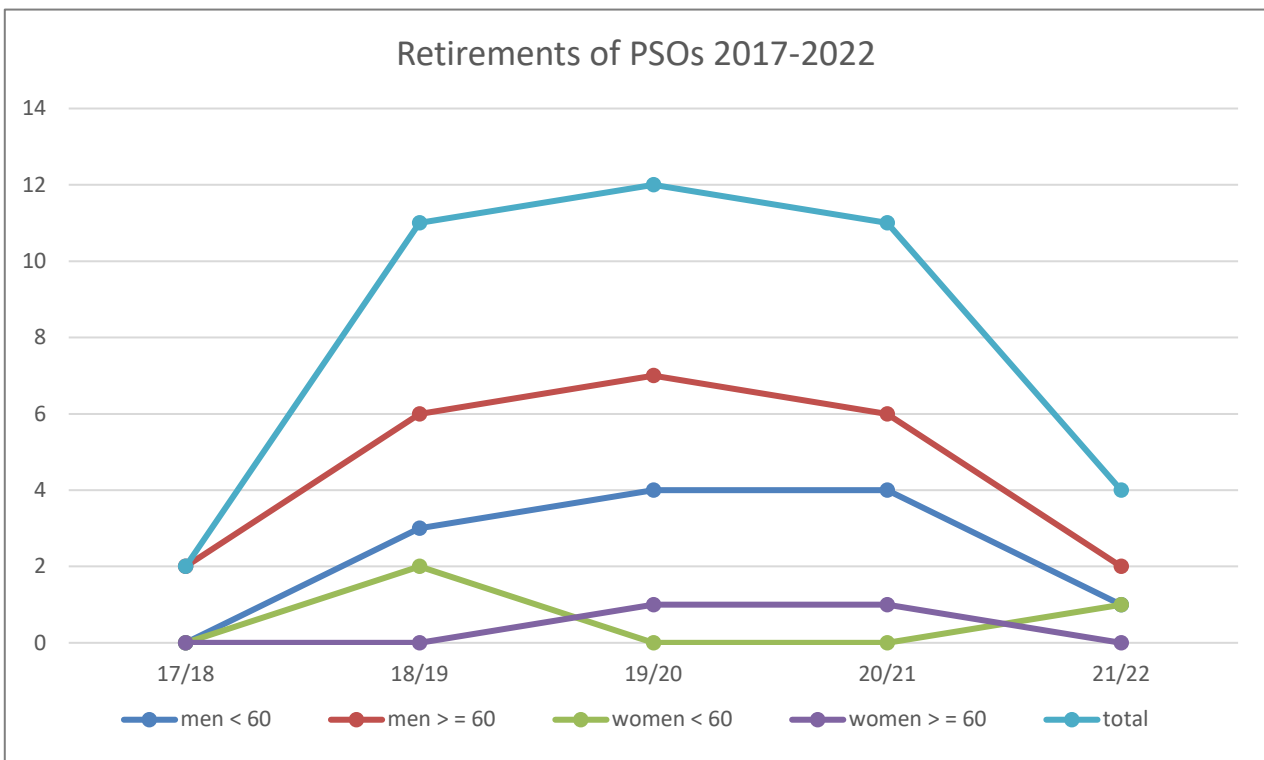
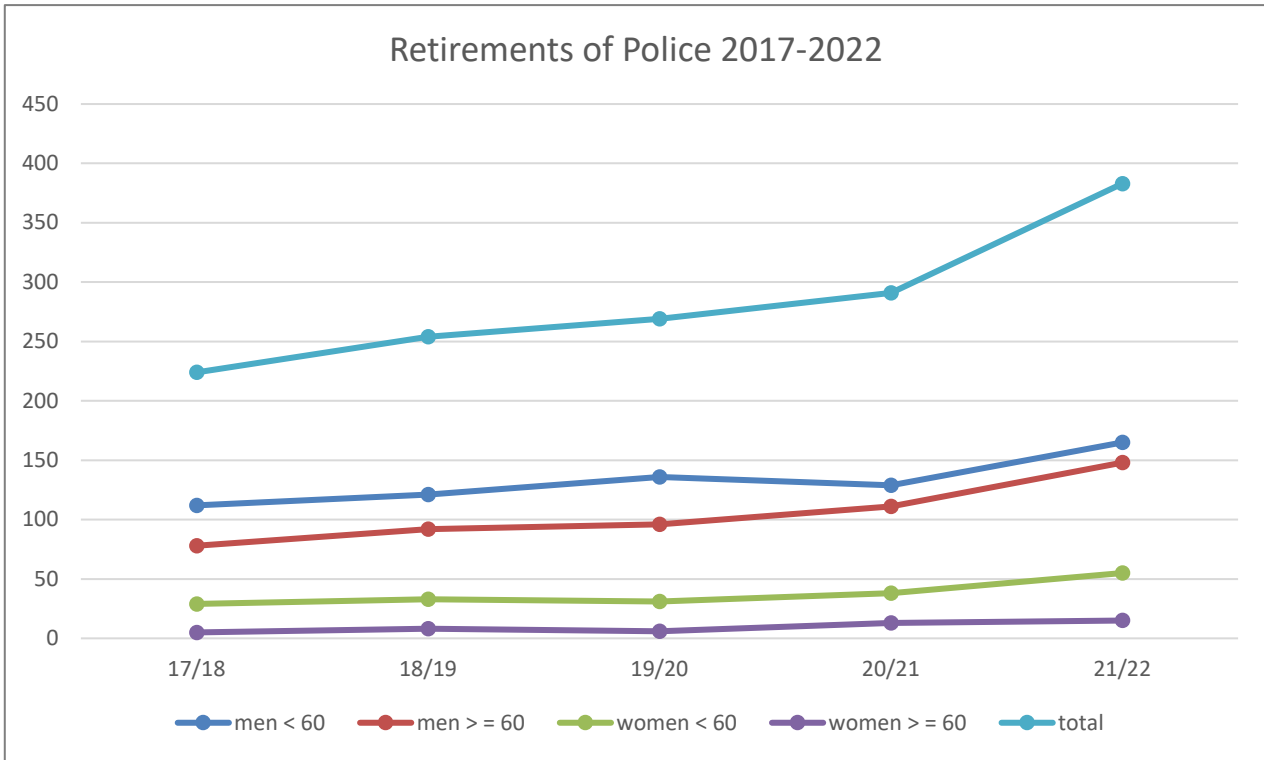
**ANNEXURE F -**

**VICTORIA**

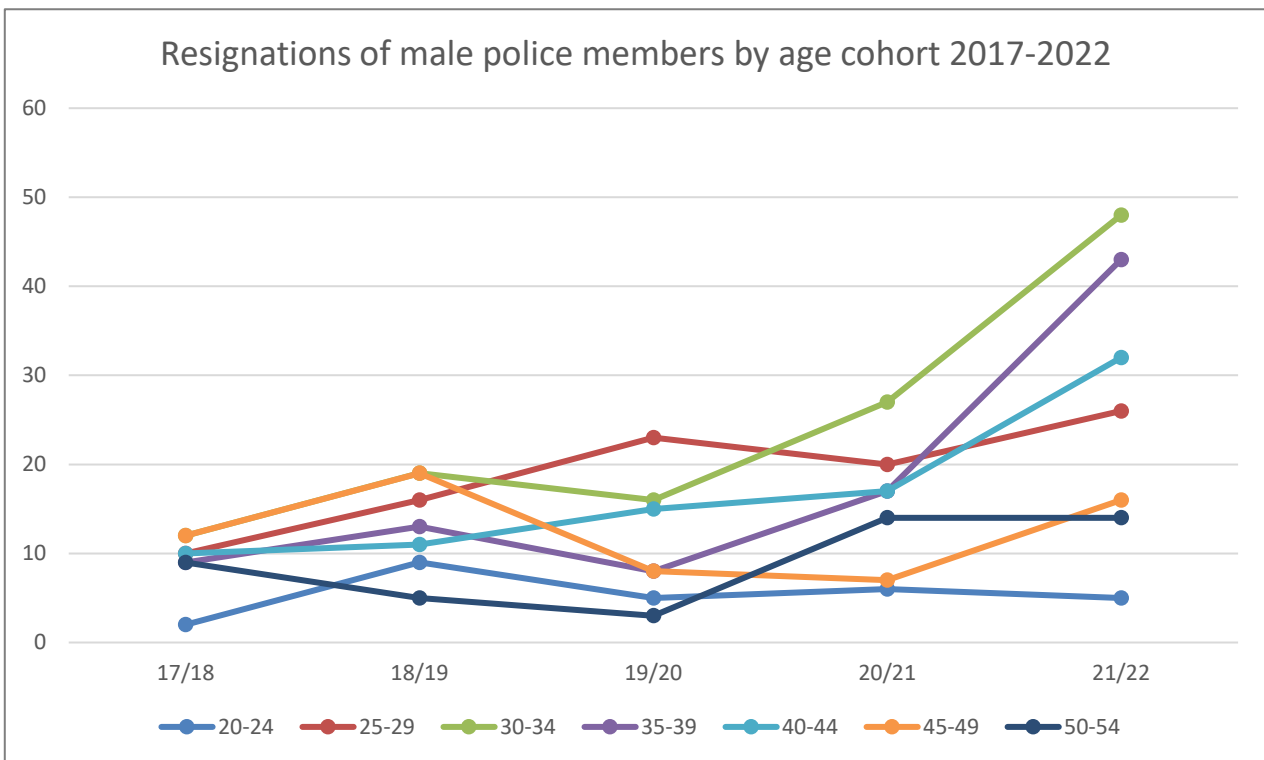
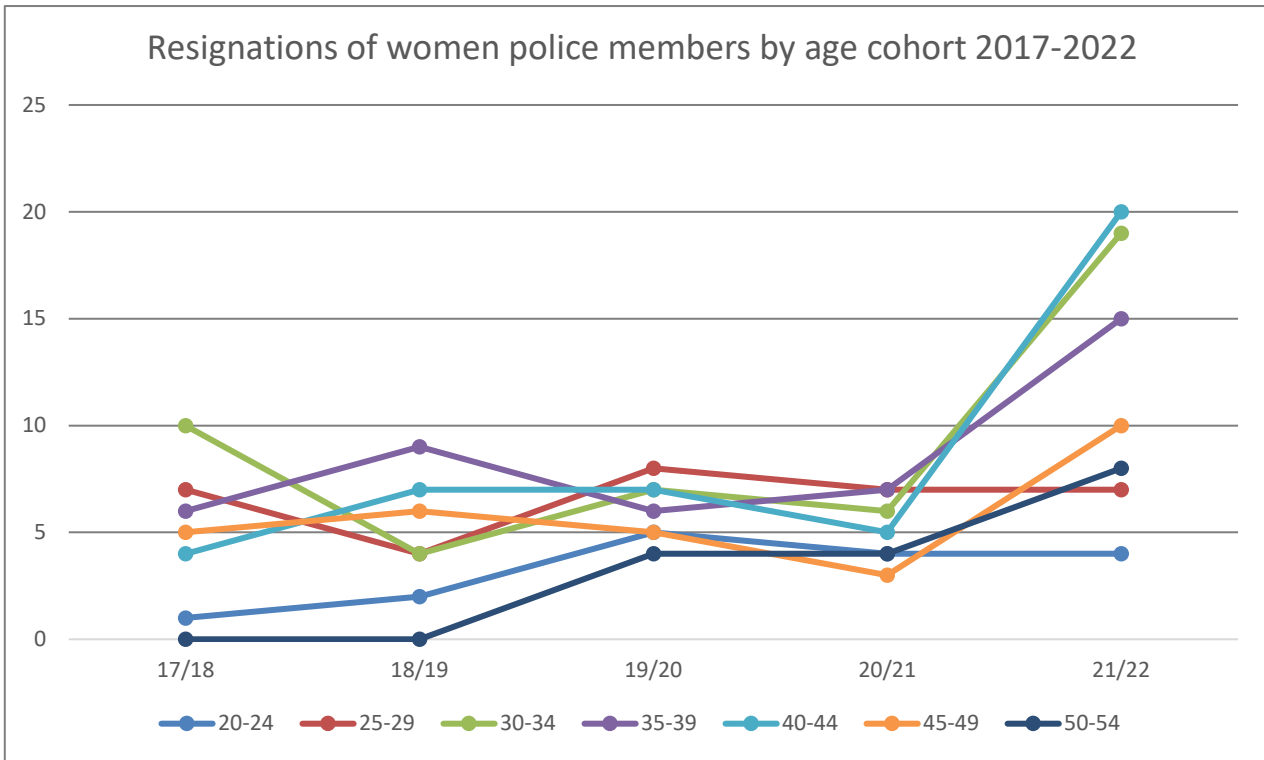
**Total Separations of Police and PSO members by Gender, 2017-2022**

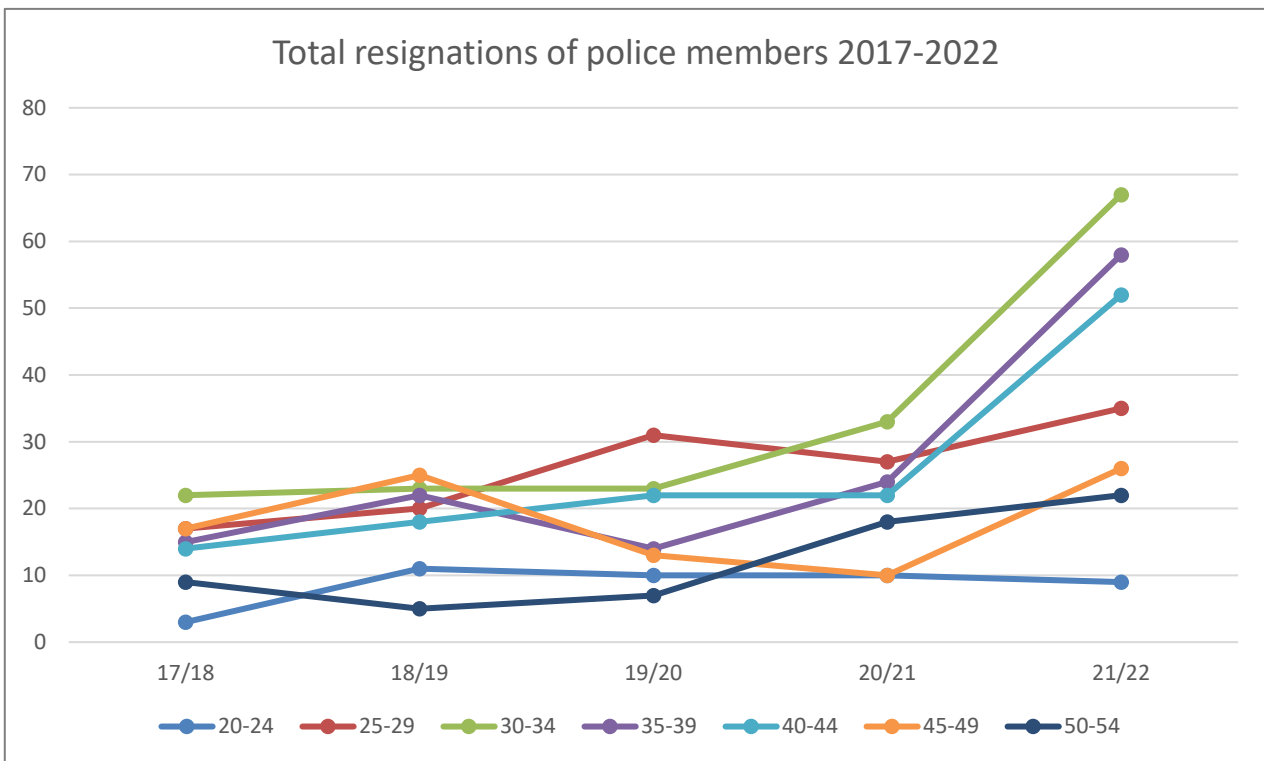


### Retirement of Police and PSO Members by Gender, 2017-2022

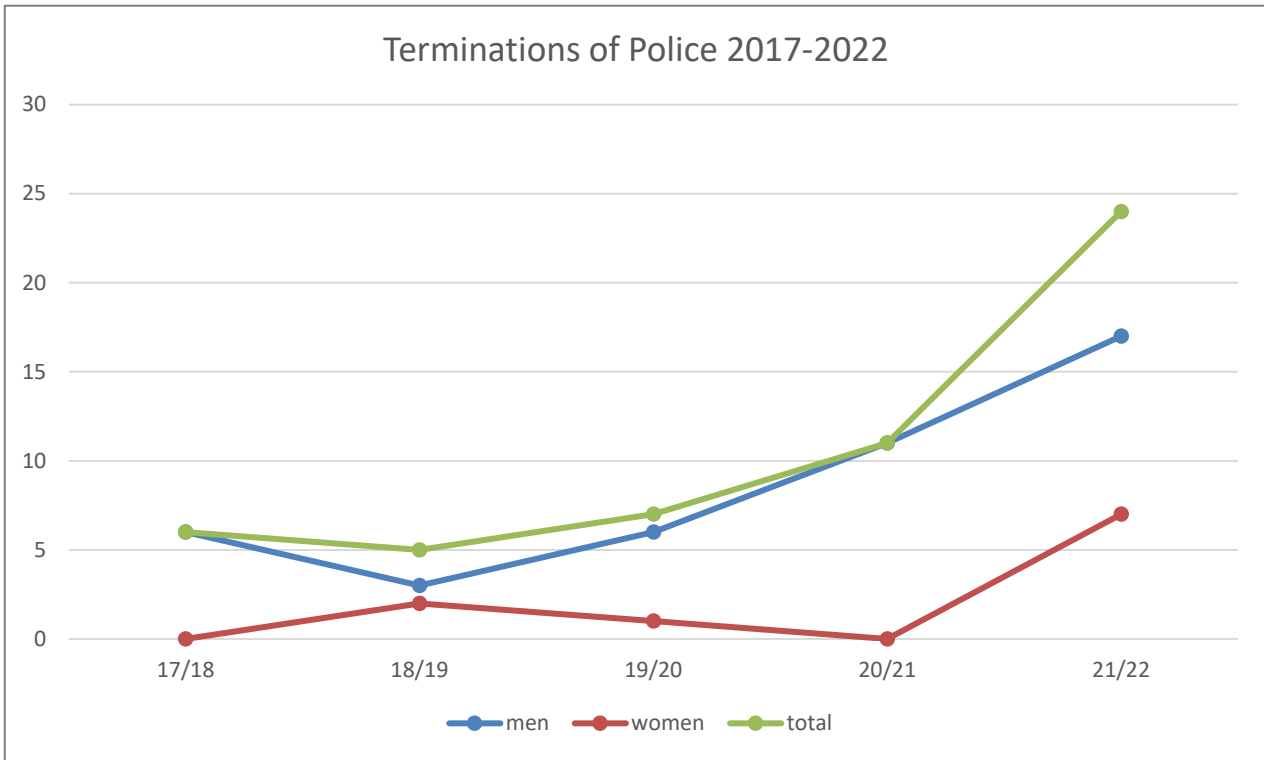


**Resignations of Police Members by Age Cohort, 2017-2022**





**Terminations of Police and PSO Members by Gender, 2017-2022**



| Separations Report |                    |                             |                             |                          |                          |
|--------------------|--------------------|-----------------------------|-----------------------------|--------------------------|--------------------------|
| Financial Year     | Age Range   Gender | Police Retirement Headcount | Police Retirement Headcount | PSO Retirement Headcount | PSO Retirement Headcount |
|                    |                    | Man                         | Woman                       | Man                      | Woman                    |
| 17/18              | < 60               | 112                         | 29                          | 0                        | 0                        |
|                    | >= 60              | 78                          | 5                           | 2                        | 0                        |
|                    | <b>Result</b>      | <b>190</b>                  | <b>34</b>                   | <b>2</b>                 | <b>0</b>                 |
| 18/19              | < 60               | 121                         | 33                          | 3                        | 2                        |
|                    | >= 60              | 92                          | 8                           | 6                        | 0                        |
|                    | <b>Result</b>      | <b>213</b>                  | <b>41</b>                   | <b>9</b>                 | <b>2</b>                 |
| 19/20              | < 60               | 136                         | 31                          | 4                        | 0                        |
|                    | >= 60              | 96                          | 6                           | 7                        | 1                        |
|                    | <b>Result</b>      | <b>232</b>                  | <b>37</b>                   | <b>11</b>                | <b>1</b>                 |
| 20/21              | < 60               | 129                         | 38                          | 4                        | 0                        |
|                    | >= 60              | 111                         | 13                          | 6                        | 1                        |
|                    | <b>Result</b>      | <b>240</b>                  | <b>51</b>                   | <b>10</b>                | <b>1</b>                 |
| 21/22              | < 60               | 165                         | 55                          | 1                        | 1                        |
|                    | >= 60              | 148                         | 15                          | 2                        | 0                        |
|                    | <b>Result</b>      | <b>313</b>                  | <b>70</b>                   | <b>3</b>                 | <b>1</b>                 |

## NORTHERN TERRITORY

Statistics & |or Expected trend for recruitment in future –

- NT Police are heavily reliant upon interstate recruitment but a focus on recreating locals still exists. Pool for recruitment shallow in NT.

Statistics & |or Expected trend of resignations | retirements –

- Attrition has doubled in last 2 years to over 10%, with a vast majority being resignations and some retirements. Losing over 160 sworn members per year.

Current recruitment | retention strategies in place –

- There doesn't appear to be one. Members who have left the organisation have reported not being able to participate in an exit interview, no-one appears to be interested in understanding why they are leaving and ways to retain that person.

New initiatives being discussed –

- None that the Northern Territory Police Association (NTPA) is aware of.

What your EB wish list/asking for is?

- Increase in salary in real terms
- Minimum safe staffing levels
- Disconnect clause
- Safeguarding a minimum number of days off per roster period for remote members
- 3-year agreement.

Issues that have been raised by your members as significantly challenging –

- Superannuation – particularly when receiving worker's compensation benefits and superannuation is not paid; increase to employer superannuation contributions to remain competitive with other police jurisdictions;
- Childcare – not an issue raised with the NTPA of recent times;
- FBT – not an issue raised with the NTPA of recent times;
- Working From Home – not an issue raised with the NTPA of recent times with the exception of members who objected to taking the COVID vaccines and therefore were not permitted in the workplace despite the CHO Direction providing that the employer was permitted to make allowances for unvaccinated workers;
- Disconnecting and having respite from work particularly in remote areas – the inability to do so;



- Inexperienced supervisors – lack of at some large stations due to the failed planning to distribute new recruits and retain experienced members, dangerous to the individual, work colleagues and the community;
- Increase in tasks and time taken to complete those tasks but not a commensurate increase in resourcing to perform said tasks;
- Managing fatigue – excessive overtime being asked to be performed by members leading to burn out, call outs, no ability to have days off quarantined particularly in remote areas;
- Lack of leadership and accountability at the executive level – rank and file being blamed for all failings of the Northern Territory Police;
- Absence of professional development training or courses focusing on supervision – removed Sergeant and Senior Sergeant development courses 2 years ago. Now that rank being criticised in current inquest should see them return;
- Discipline processes – the process being the punishment, lack of trust in the administration of the discipline regime. Antiquated process. Review underway but protracted.

## Workforce data

### NT Police Force classifications

| CLASSIFICATION                              | 2019-20         | 2020-21         | 2021-22         |
|---------------------------------------------|-----------------|-----------------|-----------------|
| Commissioner                                | 1               | 1               | 1               |
| Deputy commissioner                         | 2               | 2               | 2               |
| Assistant commissioner                      | 4               | 4.5             | 4               |
| Commander                                   | 12              | 12              | 8               |
| Superintendent                              | 34              | 35.78           | 42.76           |
| Senior sergeant                             | 77              | 84              | 83.50           |
| Sergeant                                    | 225.30          | 220.85          | 228.16          |
| Remote sergeant                             | 41              | 40              | 41              |
| Constable                                   | 851.14          | 864.63          | 834.78          |
| Recruit constable                           | 1.98            | 81              | 78              |
| Aboriginal community police officer         | 76.70           | 60.33           | 60.33           |
| Recruit Aboriginal community police officer | 0               | 10              | 4               |
| Police auxiliary                            | 245.53          | 223.79          | 198.27          |
| Auxiliary recruit                           | 23.50           | 2               | 21.70           |
| <b>Total</b>                                | <b>1,595.15</b> | <b>1,641.88</b> | <b>1,607.50</b> |

Note: The figures reflect full time equivalent (FTE) paid staffing numbers, excluding casual employees.

### Attrition rate 3-year comparison

| CLASSIFICATION                            | 2019-20 | 2020-21 | 2021-22 |
|-------------------------------------------|---------|---------|---------|
| Overall police                            | 4.53%   | 8.51%   | 10.65%  |
| Constables and above                      | 4.17%   | 6.98%   | 9.73%   |
| Aboriginal community police officer       | 2.65%   | 10.30%  | 5.63%   |
| Auxiliaries                               | 6.89%   | 10.66%  | 18.37%  |
| NT Fire and Rescue Service (firefighters) | 2.70%   | 3.28%   | 5.04%   |
| NT Emergency Service                      | 10.53%  | 12.08%  | 0%      |
| NT public sector                          | 8.21%   | 12.10%  | 15.21%  |

Source: Data was provided by People Branch on 20 September 2021.

Note: A major contributing factor to the increase in separations relates directly to heavy recruitment activity in other policing jurisdictions. Other factors identified have remained fairly consistent and include family/work-life balance, personal reasons/relocation interstate for family, aged retirement and pursue their career. Recruitment amongst other jurisdictions is competitive with WA, Qld, NSW all being funded to recruit a combined 4,500 over the next 3 years.

## SOUTH AUSTRALIA

OFFICIAL



**Government of South Australia**  
 Department of the Premier  
 and Cabinet

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Mr Mark Carroll, Mr Wade Burns and Mr Steve Whetton  
 Police Association of South Australia (PASA)  
[markcarroll@pasa.asn.au](mailto:markcarroll@pasa.asn.au)  
[sw@pasa.asn.au](mailto:sw@pasa.asn.au)

Dear Mr Carroll, Mr Burns and Mr Whetton

In early July 2022, the Premier, Hon Peter Malinauskas MP, established the Premier's Taskforce - Police resourcing, of which you are a member. The Taskforce has been asked to make recommendations on increasing the number of sworn Police Officers and Protective Security Officers (PSO) over the next 10-15 years.

Specifically, the Taskforce has been charged with developing a set of principles that may be applied when determining the future balance between Police Officers and PSOs. There is an expectation that the Taskforce will provide a report including the recommendations and principles to Cabinet for consideration later this year.

As Chair of this Taskforce, I am writing to you to welcome PASA to the Taskforce and to reiterate the importance and time sensitive nature of this Taskforce's purpose.

I look forward to collaborating with you all through this Taskforce and in the spirit of collaboration, I am asking PASA, the South Australia Police and the Commissioner for Public Sector Employment to provide details to me, through my office, on any critical outcomes that they wish to see come from the Taskforce as well as any issues that they wish to have considered by the Taskforce. These should align with the Taskforce's Terms of Reference. I will consolidate everyone's response to this request and present it at the first meeting for discussion.

In addition to this, I would like the Taskforce at its first meeting to take the time to explore and define the matter we have formed to address. As part of this discovery process, we will need to discuss the specific areas highlighted in the Terms of Reference, these being:

- Numbers of each cohort (Police Officers and PSOs) required and the capital and recurrent costs necessary to enable the recommended resource levels over the next 10-15 years
- Areas of community safety that create growing demand with a particular focus on domestic and family violence

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- Any new and different skills that may be required and how these skills can be acquired.

I ask that PASA work in partnership with the South Australia Police to provide an agenda paper and presentation, setting the scene for all Taskforce members that address these key points in the Terms of Reference but also seeks to cover:

- the historical and current snapshot of police resourcing
- the key police resourcing constraints and opportunities
- the methodology and process around police recruitment and recruitment targets
- a best practice or ideal methodology in determining Police Officers, PSOs and support staff resourcing requirements
- examples of best practice police recruitment nationally or internationally
- details on the resourcing required to assess the District Policing Model
- advice on current staffing levels for the District Policing Model, particularly any resourcing pressures
- any other relevant information the Taskforce would find of value to address this matter.

My office will be providing secretariat support to the Taskforce for its duration and can provide PASA with an agenda paper template. Meeting agendas and papers will be circulated ahead of meeting times to all members.

At our first meeting, I would also like to discuss how the Taskforce wishes to structure the meetings and maximise the time we have allocated, so please attend prepared for this discussion.

If you have any questions, please contact Jemma Fletcher, Principal Adviser at [Jemma.Fletcher2@sa.gov.au](mailto:Jemma.Fletcher2@sa.gov.au) or 8429 4642 or Rebecca Smart, Executive Officer at [Rebecca.Smart@sa.gov.au](mailto:Rebecca.Smart@sa.gov.au) or 8429 3175 from my office.

Yours sincerely



Damien Walker  
**CHIEF EXECUTIVE**

11/01 2022

The Department of the Premier and Cabinet acknowledges and respects Aboriginal people as the state's first people and nations, and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

**OFFICIAL**



**THE HON PETER MALINAUSKAS MP**  
PREMIER OF SOUTH AUSTRALIA

**Premier's Taskforce**

**Terms of Reference**

**The Premier's Taskforce is being established to make recommendations on increasing the number of sworn Police Officers and Protective Security Officer's (PSOs) over the next 10-15 years. The Taskforce will include representatives of Government, SAPOL & PASA. The establishment of this Taskforce was an election commitment.**

The Taskforce will provide the Premier with a report, or reports, that document the need for resources which will ensure that SAPOL can meet its legislated responsibilities and deliver community safety through the next 10-15 years.

The Taskforce will not impact on the Commissioner's responsibilities under the Police Act, including determining workforce mix and operational deployment imperatives.

**Terms of Reference**

The Taskforce will consider the development of a set of principles the Commissioner may apply when determining the future balance between Police officers and PSOs, including duties which may be transitioned from Police to PSOs.

In determining the above set of principles, the Taskforce will consider the numbers of each cohort required and the capital and recurrent costs necessary to enable the recommended resource levels over the next 10-15 years.

The Taskforce will identify and highlight areas of community safety which create growing demand with particular focus on domestic and family violence.

The Taskforce may consider whether new and different skills will be required and how those skills may be acquired.

In determining the future need for policing resources, the Taskforce will take into consideration:

- Population trends
- Census data
- Metropolitan and regional expansion
- Socio economic status, unemployment, and reported crime rates
- Areas of high traffic density and poor road layout
- Drivers of police demand including the provision of other public services provided by police
- SAPOL Recruitment policies and need to increase FTE component to support recruiting strategy
- The number of FTE required to implement and assess the District Policing Model
- Regional and remote policing
- Further opportunities to enhance workplace flexibility
- Any other relevant matter

A handwritten signature in blue ink, appearing to read 'Peter Malinauskas'.

Peter Malinauskas  
**PREMIER**

05 / 07 / 2022

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