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ACT Now: An Independent Review of the AFP's provision of policing services to the Australian Capital Territory (ACT)

FINAL REPORT (OFFICIAL SENSITIVE)

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PREPARED FOR THE AUSTRALIAN FEDERAL POLICE (AFP)

February 2023



As we embarked on this Review, we acknowledged the Traditional Owners and custodians of the countries we traversed. We would like to begin this report by specifically acknowledging the Traditional Owners of the lands on which our Review team conducted its engagement across the AFP sites: the Ngunnawal People.

We pay our respects to the Elders past, present and emerging on the lands and in the communities in which we work, and those lands upon which the AFP services.

We extend this respect to all Aboriginal and Torres Strait Islander people reading this Report.

Review Acknowledgement

We acknowledge and express our appreciation for the work of the Australian Federal Police (AFP) and Australian Capital Territory Policing (ACTP) in providing community safety, and for their tireless efforts in prioritising and addressing public safety concerns, and safeguarding lives and property.

We also express our appreciation to all stakeholders who participated in this Review, and the interest and engagement they have shown throughout this Review. We also sincerely thank the team members within the AFP and ACTP who provided us with their dedicated support throughout the Review.

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Executive summary

Since its formation in 1979 (via the amalgamation of the ACT Police, Commonwealth Police, and the Federal Bureau of Narcotics) the Australian Federal Police (AFP) has delivered community policing services to the Australian Capital Territory (ACT). The intent of this amalgamation – as set out by Sir Robert Mark QPM in 1978 – was to overcome jurisdictional boundaries between police forces, increase the effectiveness and economic coordination of Federal police resources, and increase the effectiveness of cooperation with the States in law enforcement matters.¹ In 1988, with the move to self-government in the ACT, the AFP was legislated to provide policing services to the ACT via amendments to the ACT (Self-Government) Act 1988 and the AFP Act 1979. In 2000, this evolved into a five-year formal Policing Arrangement (the Arrangement), and supports the annual Purchase Agreement (the Agreement) between the ACT Government (ACTG), the AFP Commissioner, and the Chief Police Officer for ACT, whereby the ACTG pays the Commonwealth for ACT policing services.

The services are primarily delivered through a dedicated organisational function of the AFP known as ACT Policing (ACTP), as well as through access to a range of the AFP's specialist capabilities (which include staffing funded by the ACTG) and corporate enabling core. Broadly, the model is understood as being beneficial to both parties, and a good outcome for the ACT community. ACTP is recognised for its importance to the wider AFP, particularly in relation to the specialist skills it brings in delivering safety to the ACT community. In addition, the 2020 decision by the AFP Commissioner to elevate the role of the Chief Police Officer role to an AFP Deputy Commissioner position demonstrated the importance of this service and was received very well by ACTG stakeholders.

Recent and ongoing shifts in the ACT are putting pressure on this model – driving up demand for traditional policing services and the requirement for new services. In the past five years, the ACT has experienced Australia's fastest population growth (+9%), at nearly double the national average (+5%). With this came geographical expansion, increased urban density (+147% increase in medium-density dwellings), and sustained high expectations of policing from the ACT community. Compounding this environmental shift is the ACTG's implementation (both past and planned) of permissive legislative reform which may have a downstream impact on the demand for policing services (e.g., decriminalisation of illicit drugs, which has an overall intent of harm minimisation but may also bring in new users of substance to the ACT and have flow-on effects to the broader crime activity that will require policing support).

The crime profile in the ACT is also changing and driving demand for ACTP services. While crime overall in the ACT is down over the past five years (-29% since FY18), this has largely been driven by a reduction in traffic offences (-58%; representing 14% of all offences captured in FY22), and masks upwards trajectories of other more serious crime and public safety related incidents types such as sexual assaults (+5%) and motor vehicle fatalities (+114%). Anecdotally, ACTP members also report increases in family violence and mental health-related issues. It is worth noting that while the ACT's homicide rate has not increased significantly from FY18 to FY22; it has been marked with peaks and troughs, and over the past three years (from FY20) it has increased +67%. While these shifts are not dramatically inconsistent with national crime trends, what they illustrate is the increasing threats to community safety, and the complexities and changing nature faced by ACTP in responding to community requirements for their services.

To ensure ongoing community safety and cohesion, the AFP and the ACTG need to determine how to meet this changing demand. This means ACTP needs to have the right capabilities and capacity in place to ensure the ongoing sustainable delivery of community safety outcomes.

¹ Australian Federal Police Bill 1979 Explanatory Memorandum

Based on current state findings, there are three key areas where ACTP will need to adjust its operations to effectively respond to the longer-term demand view. First, ACTP currently has a stronger focus on response policing than on prevention or disruption. While this has been a sustainable model to date, going forward, ACTP will need a delivery model with a greater balance between these three areas of policing. This will enable ACTP to continue to meet immediate demand while also influencing longer-term crime trends. A delivery model as such will need to be supported by changes to ACTP's underlying operating model, particularly in relation to uplifting capacity to better align with the long-term demand view. Enhancements to workforce processes (e.g. recruitment, promotion and recognition, and professional development) will support workforce attraction and retention. There is also a need for ACTP to ensure it has appropriate technology (and associated processes and quality assurance approaches) to support its changing model, as well as investment for the long-term sustainment of capital assets.

In the 2019-20 ACT Budget, the ACTG announced a \$33.9 million investment into ACTP over four years, to support a significant reform program through the community-focused Police Services Model (PSM). The PSM supports ACTP's transformation to an intelligence-led, mobility driven, and evidence-based workforce.

The PSM is currently in Phase 1 of a 12-year roadmap for the delivery of the model. Phase 1 is focused on the expansion of a proactive policing capability, operationalised intelligence, research and evaluation, and developing a community-focused online reporting portal. Whilst the PSM is enabling ACTP to establish strong foundations for transforming its operations, there is still work to be done to address the current state challenges identified by this Review

Collectively, the findings of this Review reflect a need for ACTP to '*act now*'. Get this right, and ACTP's ability to usher in dynamic community policing and improve public safety outcomes will be well-supported. Don't, and ACTP runs the risk of embedding a reactive cycle that threatens public safety outcomes.

To address these challenges, ACTP needs to undergo a transformation which delivers a cohesive, reimagined operating model which is more effective in delivering against a strategy of prevention, disruption, response, and resilience, and underpinned by:

- 1) **Enhancing its community policing response and interoperability** through uplifting its operations capacity and supporting technology; and improving its regional interoperability and driving sustainable quality assurance in response delivery.
- 2) **Enhance prevention and disruption policing** through uplifting its preventative capacity; enhancing existing data and information flows between functions; and fast-tracking ACTP's roll-out of the new intelligence tools.
- 3) **Strengthening ACTP core to increase resilience** through enhancing the workforce processes which underpin ACTP's employee value proposition, tailoring the recruitment process for community policing needs; reviewing ongoing sustainment for facilities and technology infrastructure, and adjusting key elements of the Arrangement to ensure agility in responding to demand changes.

A programmatic approach to transformation is a proven way to enable a successful implementation of these recommendations. Many pockets of this have been tried previously, with varying degrees of success. For ACTP and its future, a piecemeal approach will not work. A transformation of this scale requires a dedicated, programmatic approach. Doing so will provide the AFP and the ACTP with the structure, commitment to resources, integration and cross-benefits of initiatives, and measurement approach needed to succeed. This approach should be supported by a dedicated Program Implementation Team, with appropriate skills and knowledge needed to deliver each component of the program (i.e., process re-design, technology uplift, change and communications, financial management, and benefits reporting).

Overall, it is clear that ACTP is intrinsic to the successful future and growth of the ACT. The findings of this Review provide the impetus needed to implement changes that will embed resilience into the model, and ensure the ongoing delivery of quality community safety outcomes for the ACT.

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Background and approach

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Background and approach

1.1 Review context

Background

Since its formation in 1979 (via amalgamation of the ACT Police, Commonwealth Police, and the Federal Bureau of Narcotics) the Australian Federal Police (AFP) has delivered community policing services to the Australian Capital Territory (ACT). In 1988, with the move to self-government in the ACT, the AFP was legislated to provide policing services to the ACT via amendments to the *ACT (Self-Government) Act 1988* and the *AFP Act 1979*. In 2000, this evolved into a five-year formal Policing Arrangement (the Arrangement) and supports the annual Purchase Agreement (the Agreement) between the ACT Government (ACTG), the AFP Commissioner, and the Chief Police Officer for ACT, whereby the ACTG pays the Commonwealth for ACT policing services.

Under the Arrangement, the AFP provides the ACTG with community policing services, as well as access to its specialist capabilities and corporate enabling core. The AFP primarily provides these services through a dedicated ACT Policing (ACTP) function inclusive of operations (e.g., roads policing, general duties), intelligence, investigations, and a range of dedicated corporate and enabling support services. All members of ACTP are employees of the AFP. The AFP's corporate services also contribute additional corporate and enabling support beyond what specifically resides within ACTP, and this is provisioned through the Chief Operating Officer Portfolio, via Crime Command and Operational Science and Technology (OS&T) Command.

The services delivered by the AFP to the ACTG are done so against a rapidly changing landscape within the ACT – such as demographic shifts in population and density, continued community expectations of policing, and the rise and fall of different crime trends across the ACT. At over 450,000 residents and growing at almost twice the national rate (+9% since 2017, compared to +5% Australia population growth rate), the ACT is quickly becoming a significant metropolis with challenges to public safety stemming from new volume and complexity, including a rise in some serious crime types and public safety indicators (e.g., homicides, sexual assaults and road fatalities). All of this is as the ACT is simultaneously introducing significant (and in cases, nation-leading) legislative reform such as decriminalisation of illicit drugs. Along with other frontline and first response services, community policing is very much at the coal face of delivering against the ACTG outcomes, particularly noting the introduction and shifting preference of ACTG stakeholders towards multi-agency prevention and response models, which are increasingly pulling policing into non-traditional operational functions, such as mental health. This review is timely because against this evolving backdrop, there is a need for both the AFP and the ACTG to ensure the ongoing provision of services are aligned with shifting community needs and expectations.

Review Objectives

In September 2022, the AFP commissioned PricewaterhouseCoopers (PwC) to undertake an Independent Review (the Review) of the provisioning of policing services to the ACT. The Review was led by the eminent Mick Fuller AO, former NSW Police Commissioner and current PwC Partner, and sought to understand demand for community policing services in the ACT as it exists today and into the future (e.g., via crime trends and public safety indicators) and to identify how the AFP can best position ACTP to sustainably respond to this environment, and deliver ongoing positive outcomes for the community.

Interaction of the Review with the Police Services Model (PSM)

In the 2019-20 ACT Budget, the ACT Government announced a \$33.9 million investment into ACTP over four years, to support a significant reform program through the community-focused Police Services Model (PSM). The PSM supports ACTP's transformation to an intelligence-led, mobility driven, and evidence-based workforce.

Currently in Phase 1, the roadmap for the delivery of the model is staged over 12 years and includes strengthening both public and private partnerships to lead a multi-disciplinary response to criminal offending and crime prevention initiatives, creating a proactive and system-wide approach to crime prevention, disruption, and response. PSM Phase 1 is focused on the expansion of a proactive policing capability, operationalised intelligence, research and evaluation, and developing a community-focused online reporting portal.

PSM Phase 2 (scheduled to commence in July 2023, subject to ACTG approval) aims to build on the positive impacts of the PSM Phase 1 investment, enabling ACTP to serve and respond to dynamic community complexities; the predicted expansion of population, growing density and changing diaspora; and changes in government and community expectations to the increasing demand on police engagement, response and service.

The intent of this Review is to remain independent of the PSM recommendations and provide an objective perspective on the current policing model at ACTP. However, it is acknowledged that due to the similar focus and scope of these two reviews, there may be some common findings and some of the recommendations from this Review may be planned to be addressed by the PSM.

Approach

The Review was conducted over 16 weeks starting in September 2022, and was overseen by three governance bodies: 1) the Review Steering Committee (AFP membership including the AFP Commissioner and the AFP Chief Operating Officer); 2) a Consultative Working Group, comprising leadership from policing community stakeholders; and, 3) the AFP Strategy and Performance Board, chaired by the AFP Commissioner.

There were broadly four phases of activity to tactically deliver the outcomes of the Review, as detailed below. Throughout these phases, the Review engaged with over 125 stakeholders through a range of different mechanisms (i.e., interviews, focus groups, ride-along) from the broader ACT policing community, and within the AFP and ACTP. Details of stakeholders engaged can be found in Appendix A.

Phases and activities of the Review

Phase 1) Mobilisation and Leadership Interviews: Mobilisation of the Review team, review existing artefacts and reviews, stand-up (or aligning with) the governance bodies and briefing in relevant stakeholders from ACTP and the broader AFP (AFP National). This phase also included upfront interviews with senior stakeholders from across the policing community to get early insights, and to drive hypotheses and analysis.

Phase 2) Supply and Demand Assessment: Analysis of key demand drivers and indicators (e.g., population shifts, crime rates and trends, ACTP operational metrics), and supply factors (e.g., workforce capacity, functions and funding) through desktop research and extensive ACTP and AFP stakeholder engagement.

Phase 3) Refinement and Iteration: Synthesis, test and refinement of emerging Review findings, positioning and go-forward recommendations. This included activities such as validation with business owners/areas, retesting and refining with leaders across the Review (as per Phase 1) and governance bodies.

Phase 4) Report Finalisation and Endorsement: Finalisation of the Review report. Notably, this also included development and finalisation of implementation considerations and how the AFP (and collective stakeholder group) may take this forward following the Review.

Assumptions and Limitations

While utmost care has been taken to ensure findings in this report are verified and accurate, some limitations should be taken into consideration when reading this report, including: 1) stakeholder views captured are not fully representative of all views held by AFP members and the broader policing community; 2) the accuracy of the insights and analysis is heavily reliant on the accuracy of the report and dataset provided to PwC by the AFP (including ACTP), the ACTG, and the information accessed through publicly available datasets; 3) unless referred to as trend-analysis, data referred to throughout the report represents a point-in-time only, and may not accurately reflect long-term trends or future projections.

1.2 How to read this Report

This review report contains three core chapters:

- **Key findings:** Review findings relating to demand for community policing in the ACT, and how the AFP needs to position its provision of community policing in response to this demand.
- **Recommendations:** Details of key initiatives and sub-initiatives recommended for implementation.
- **Implementation approach:** Details for a programmatic approach to implementation, as well as the key principles required for effective implementation and their application to ACTP.

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Key Findings

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Key Findings

The key findings for this Review seek to draw out important and insightful points that relate to policing within the ACT, and the broader operating environment within which this is conducted. At a summary level, key findings for this review (and the structure of this section) are captured across two overarching domains, including:

- **The Demand for ACTP services:** findings which relate to indicators of demand and the broader environment within which ACTP operates, such as population growth, crime rates, public safety indicators, and legislative amendments, etc.
- **The Supply of ACTP services to the ACT community:** findings which relate to how ACTP should be positioned to respond to this changing service demand and landscape, including the workforce capabilities and capacity of ACTP, and other delivery model enablers such as core ACTP processes, infrastructure and technology.

Both quantitative and qualitative data points have been utilised to derive findings. Each of the sections contains an overarching 'summary of key findings', followed by detailed synthesised findings from the relevant data. Summary infographics are also included as appropriate. Note, this section does not seek to capture all elements of the evidence base that have been documented as part of this Review – rather, it details the relevant key findings and thematics.

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2.1 Demand for ACTP services

Foundationally for this Review, it was important to understand the environment within which ACTP operates – how at large this landscape is shaped, what's driving particular occurrences or trends specifically as they relate to community policing, and why this might be the case. This 'demand' evidence base was used to ground the Review early on and to establish a comprehensive understanding of the existing landscape – from both qualitative and quantitative analysis – that captures different dimensions ACTP faces, as it delivers ACT community policing objectives.

This section captures external drivers of demand as they relate to policing in the ACT, such as crime or public safety related statistics and trends, and broader macro-economic measures for the ACT at large.

At a Glance: Demand Findings

- The ACT presents a complex environment for community policing – it comprises rapid population growth, geographical expansion with multiple jurisdictions, and high community expectations of policing services. This is all whilst the ACT is leading permissive and progressive legislative change (e.g. decriminalisation of illicit drugs and increasing the minimum age of criminal responsibility) that has the potential to impact policing services and their response requirements (and may have flow-on effects for future heightened demand for policing services).
- Consistent with trends across state jurisdictions, whilst crime overall in the ACT is down over the past five years (-28% since FY18), there are some serious crime types and public safety outcomes that are adversely shifting, such as homicides, sexual assaults, and motor vehicle fatalities. Notwithstanding the pressure that the COVID-19 pandemic has placed on policing and the community at large, the ACT saw some of these crime types continue to worsen in recent years.
- These shifts in crime are not a unique problem faced by the ACT, and are reasonably consistent with national trends (with the exception of some more serious offences such as homicides). However, they illustrate the growing complexities and changing environment faced by ACTP in responding to community requirements for their services.

Demand Findings

Demand Finding #1: As a jurisdiction, the ACT is growing at the highest rate in Australia and almost double the national average; with this comes shifting infrastructure and community needs

Whilst the ACT accounts for just 1.8% (454,000) of Australia's population (25.9M) in FY21-22, its growth rate of +9% is the nation's highest and almost double the average (+5%) of other jurisdictions over the past five years. As illustrated below (Figure 1), the ACT has a younger than average population, is more highly educated, and less culturally diverse (including those who identify as Aboriginal and/or Torres Strait Islander) than other Australian States and Territories.

As the ACT's population and citizen dynamics evolve, so too does the ACTG. In the past five years, planned new dwellings have increased ~28% – driven by high and medium density apartment buildings from urban infill strategies, and the ACT's boundaries are expanding into previously NSW Government held land. These shifts have flow-on effects for community policing requirements, resulting in larger populations and geographical footprints to manage, and different circumstances to face into (particularly noting that density is a factor known to heighten the likelihood of crime²).

Figure 1 - Demand Finding #1



Demand Finding #2: ACT citizens largely feel safe in their community, and have high expectations of police

Overall ACT citizens feel safe in their community. In particular, citizen sentiment data showed that citizens felt safe in the daytime and at home, and did not see crime as a priority issue despite shifting crime trends. In FY21, 57% of ACT citizens reported feeling totally safe walking alone in their neighbourhood during the night (+3% increase since FY20), and 94% felt this during the day (+1% increase since FY20).

² Australian Institute of Criminology – Regional Development and Crime

Figure 2 – Demand Finding #2

ACT Community have high expectations of community safety, and police responsiveness

SAFETY PERCEPTION



57% (↑ 3% since FY20)
Feels totally safe waking alone
in their neighbourhood at **night**

94% (↑ 1%)
...during the **day** in FY21

COMMUNITY SATISFACTION

78% ... with police services in **past 12 months**

82% ... with police response to **emergencies and disasters**

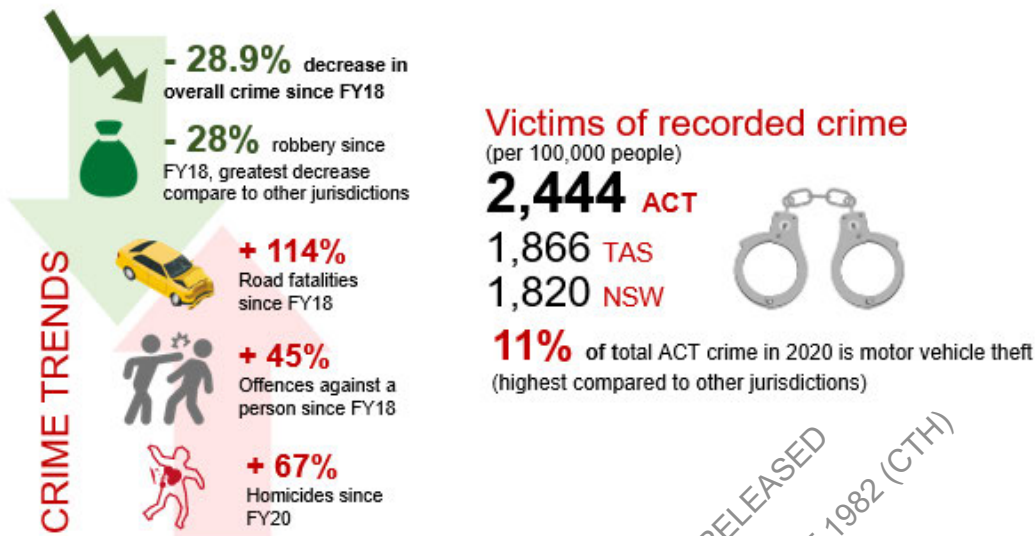
The ACT community also has high expectations of the role of police. Stakeholder consultations with ACTP members revealed that they are often called to assist in matters which may not need their support, and where other frontline agencies may be better placed to assist. This includes mental health calls, damaged or found properties, and motor vehicle accidents which do not result in injury. ACTP members also noted that they are often requested to attend events where police intervention is unlikely to deliver a result, but citizens require a police identification number for insurance cases. Through consultations, it was reported that police are often used to respond to complex issues where other agencies do not have appropriate resources, and for issues occurring in the after-hours of other frontline services. Community satisfaction data regarding ACTP appears high with 78% of people who had contact with police reporting satisfaction with the service received, and 82% reporting satisfaction with police response to emergencies and disasters.

Demand Finding #3: Crime in the ACT is dynamic and constantly shifting; whilst decreasing overall, there are rising pockets of serious crime and adverse public safety outcomes

Long-term crime statistics for the ACT showed an overall shift in the public safety profile. The total crime rate in the ACT has decreased over the past five years (-28.9% since FY18). However, this reduction has primarily been driven by a decrease in traffic infringement notices (reduction of -58.4%, from 11,251 notices in FY18 to 4,686 in FY22), and it is noted that the largest drop-off in traffic infringements occurred during FY22, and is likely to have coincided with the ACT's COVID-19 pandemic lockdown period.

Figure 3 – Demand Finding #3

The ACT crime profile is changing in line with national trends, putting community safety at risk



In contrast to the overall trend, over the past five years, the ACT has seen an increase in some serious offences and a rise in adverse public safety outcomes, such as offences against a person (+45.4%), sexual assault (+4.9%), and road fatalities (+114.3%). While the annual homicide rate was largely the same in FY18 and FY22, this has fluctuated significantly throughout the period – declining from FY18 to FY20 and then increasing by +67% from FY20 to FY22.

These changes in the ACT crime profile are consistent with those seen in other jurisdictions. Between FY18 to FY22, overall crime decreased across all jurisdictions, but serious crimes such as sexual assault were on the rise. Homicide and related offences have also increased in NT, VIC, and QLD. It is noted that the ACT has seen the greatest decrease in robbery (-28%) compared to other jurisdictions during this period. Despite these shifts, the ACT's crime rate is proportionately higher than other jurisdictions when compared to its population – with 2,444 victims of recorded crime per 100,000 people, 30% and 34% higher than Tasmania (1,866) and NSW (1,820), respectively.

Demand Finding #4: As crime evolves, so too does crime-related legislation within the ACT; the increasingly permissive environment is likely to impact and place heightened pressure on community policing requirements

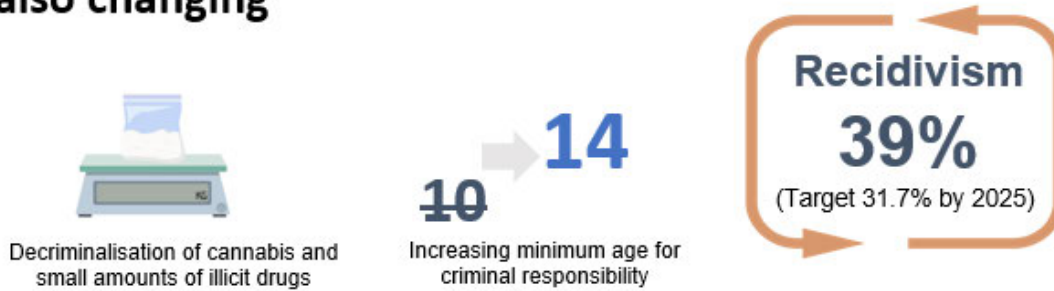
The ACT is underpinned by a rapidly evolving and complex legislative environment, particularly as this relates to law and order, and public safety. As seen via recent legislative reform (and in committed and planned reform), this presents structural shifts which may impact community policing and other frontline response services. For example, since the decriminalisation of cannabis in 2020 (via *Drugs of Dependence (Cannabis) Bill 2018*), the ACT has seen +20% increase in the use of cannabis per 100,000 ACT residents (which is the second highest across all capital cities)³. Furthermore, despite the ACTG's prioritisation to reduce recidivism

³ National Wastewater Drug Monitoring Program Report 17, ACIC

by 25% through its Reducing Recidivism Plan (2020)⁴, as of July 2022, recidivism rates had remained steady at 39% since the Plan was introduced.

Figure 4 – Demand Finding #4

Key areas of legislation likely to affect the crime profile in ACT are also changing



Beyond this, there are other planned and in-train legislative reforms which are likely to have significant impact on policing operations and public safety, such as 'increasing the minimum age for criminal responsibility' (from 10 years to 14 years of age), and the recently passed *Drugs of Dependence (Personal Use) Amendment Bill 2021* (ACT), which decriminalises possession of small amounts of illicit drugs, namely cocaine and heroin. In speaking to Review stakeholders, it is noted that while the intention of more permissive and progressive legislation is aligned to supporting vulnerable community members, these changes are likely to inadvertently increase illicit substance use overall in the community, and encourage visitors to the ACT for this purpose. They may also have flow-on effects to broader crime types (e.g., increase in burglary or motor vehicle theft as socially disadvantaged community members increase illicit drug use). Anecdotally, Review stakeholders have noted that in conjunction with the legislative reform, there is a broad misunderstanding from citizens around what this actually means – what is permissible, when and how. Parallel with the roll-out of any new legislation will be the need for clear guidance to ensure reform can be adopted and managed appropriately. Whilst this stance represents an overall harm minimisation approach from the ACTG, ACTP's role (training, first response models, or other activities, etc.) to support this legislative posture, and to ensure public safety is not yet clear.

Demand Finding #5: Adding to the complexity of the ACT is its inter-territory jurisdictional boundaries, for policing this means there are a number of distinct commands, control and coordination structures within which ACT policing is delivered

As noted in earlier findings, the ACT is a complex environment. This complexity is magnified when jurisdictional boundaries are overlaid. Within the ACT, which is a 'National Territory', there is Territorial jurisdiction, Federal jurisdiction, and specific protection boundaries around national critical infrastructure. As the overall responsible agency for ensuring public safety within the ACT, the AFP at large manages this via three distinct Outcomes: 1) National and International Policing; 2) ACT Policing; and 3) Specialist Protective Services and International Policing Missions.

The three outcomes appear to operate largely with effectiveness, but it does bring complexity for ACTP in navigating this landscape. Specifically, complexity arises when multiple outcomes need to coordinate their responses to the same event, and there can also be complexity in effectively communicating the role and

⁴ ACT Justice and Community Safety Directorate – Reducing Recidivism Plan 2020

remit of ACTP to the ACT community. In addition, Review stakeholders anecdotally noted that this model can create confusion for ACT residents around community policing and the role of the AFP. Recent market testing by the AFP with the ACTP community on branding found that there was appetite for some visible branding delineation of ACTP from the broader AFP, but not a complete separation from the overarching AFP brand. Such a shift could improve community understanding of ACTP and how it fits within the broader AFP remit.

Overall, the unique nature of the ACT and its jurisdictional boundaries is an important consideration when assessing the ways in which the ACTP operating environment affects its delivery of services, and how it should be accounted for in future planning.

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2.2 Supply (Provision) of Policing Services by the AFP to the ACT Government

Building off a view of the demand landscape for policing services within the ACT, the flipside of this is how ACTP and the AFP more broadly face into this environment. This section captures the key findings as they relate to the servicing of this demand (supply-related dimensions) – including how ACTP should be positioned to respond to their changing landscape, the workforce capacity and people capabilities, the critical processes they undertake, and the supporting enablers (such as technology) that need to underpin the delivery model.

At a Glance: Supply Findings

- Given the changing demand landscape, ACTP needs to have the right capabilities and capacity in place to ensure its ongoing sustainable delivery of community safety outcomes.
- At present, ACTP has a stronger focus on response policing than on prevention or disruption. While this has been a sustainable model to date, as the ACT continues to shift and change, ACTP will need to incorporate a greater balance between these three areas of policing. This will enable ACTP to continue to meet immediate demand while also having a greater influence on longer-term crime trends.
- ACTP's resourcing will be integral to a balanced delivery model. Currently ACTP is operating below the capacity levels comparative to other jurisdictions and will need increased capacity over the long-term to align with the growing population and demand in the ACT.
- In addition, ACTP's ability to attract and retain its workforce will be essential in meeting the long-term demand view. Specifically, while ACTP members currently benefit from the broader AFP employee value proposition, there are some aspects of the organisation-wide people processes (e.g., recruitment, promotion and recognition, and professional development) that present challenges for ACTP members. These will need to be addressed to support the long-term sustainability of the workforce.
- There is also a need for ACTP to ensure it has appropriate infrastructure (e.g., technology and capital assets) to suit its changing model and needs. At present, ACTP's infrastructure has largely been fit-for-purpose. However, there are a number of opportunities to enhance technological capabilities, as well as a need for investment in the long-term sustainment of capital assets.

Supply Findings

Supply Finding #1: ACTP needs to appropriately balance prevention, disruption, and response policing, in order to shift the long-term crime trends in the ACT

Critical for the long-term success of ACTP is its ability to effectively respond to its dynamic operating environment. This may be achieved via an operating model which balances delivery of prevention, disruption, and response activities.

Today, ACTP demonstrates a greater focus on response policing activities rather than those which are preventative or disruptive in nature. While ACTP does have a number of key functions which are designed to focus on preventative and disruptive policing, these are often drawn into supporting more response-based activities. This is a result of limited overall capacity, and acts as a short-term strategy for meeting the ACT's growing demand. Often, it's observed that there is limited integration between response and preventative functions, which means that much data captured by response teams is not fully leveraged to inform longer-term crime prevention strategies.

Without a deliberate intent to realign its delivery model to better provide balance, ACTP runs the risk of heightened demand from the ACT reinforcing a reactive delivery model. In this scenario, response activities tend to take centre focus (mainly due to acute peaks of specific crime types in the immediate term), and over time this reduces the model's ability to meaningfully influence long-term crime trends. This in turn drives up demand pressures, resulting from long-term trends going unchecked, and thus reinforces a reactive model.

Through adjusting the model to have greater balance, ACTP would be well positioned to allocate members to where they can have the greatest long-term impact on crime trends. This would enable ACTP to proactively manage demand on an ongoing basis, and intelligence gathered by all functions being easily shared and used to inform decision-making in other functions.

Supply Finding #2: ACTP requires sufficient resourcing to sustainably deliver preventative, disruptive, and response policing

Critical to the successful execution of a balanced delivery model is that ACTP has appropriate resourcing (capabilities and capacity of members) at the right organisational levels (e.g., early careers, experienced officers, senior leadership) to sustainably deliver each element of the model.

While ACTP does not capture benchmarks or metrics which assess the size of its workforce relative to levels of demand, this Review identified evidence which indicates ACTP is operating below optimum capacity. In particular, ACTP as a construct has lower staffing numbers (both police and unsworn members) relative to population size when compared to other jurisdictions. Historically this may have been appropriate due to the ACT's relatively small, largely contained geographical size, however, with noted shifts in the demand landscape, this level of resourcing appears to be insufficient for ACTP to sustain successful delivery of community safety outcomes in the long-term.

An important consideration in relation to the expanding of ACTP's workforce is the role of supervision from experienced leadership members. Specifically, at present, ACTP has a strong cohort of experienced members providing leadership and supervision. However, this cohort would likely be under pressure if there was a large influx of early career members. Instead, any workforce growth would likely need to incorporate concentrated expansion of the organisation's 'middle management' layer, to enable ACTP to sustain quality assurance and provide appropriate professional development of the ACTP workforce overall.

Supply Finding #3: To sustain its delivery model in the long-term, ACTP needs to be able to attract and retain its workforce

From consultation with ACTP members, it was noted that many regard their workforce to be highly motivated, dedicated, and resilient. Members reflected on the strong comradery and support provided by their colleagues and the benefits this has for their enjoyment of their role and wellbeing more generally. In particular, members spoke about the benefits of being able to share formative career experiences with one another, as well as learnings and key reflections. Members also reflected on feeling pride in the role they play in protecting the community, as well as important visitors to the Territory.

In order to enable ACTP to sustain its workforce and execute a balanced delivery model in the long-term, it will be essential that the organisation has the necessary processes and support practices in place to attract and retain its workforce. At present, ACTP is able to provide its workforce with a number of key benefits as a result of being part of the broader AFP. In particular, ACTP members are provided with extensive training by the AFP College (both in relation to recruit training, as well as ongoing professional development), have the opportunity to apply for any available position across the broader AFP (if they meet the criteria), and are also included in the organisation-wide promotion and recognition processes.

However, there are aspects of these organisation-wide workforce processes which may not remain fit-for-purpose as ACTP faces into the dynamic demand landscape, and seeks to grow its workforce. It is recognised that significant work to adapt and evolve these processes is already underway by the AFP, and the findings contained in this section of the report may or may not accurately reflect some of the more recent changes made centrally by the AFP.

Notwithstanding any such lag in feedback received for this Review and recent broader changes made by the AFP, key areas where ACTP may need to adjust its workforce processes are as follows:

- **Requirements of entry for new recruits:** the 'traditional' delivery model for the AFP College (i.e., face-to-face delivery during business hours, with the option to live onsite at the College) was noted by ACTP members to potentially be a barrier for new recruits who have family and/or other work commitments to fulfil during their study period. In addition, some elements of the pre-employment screening criteria for AFP (e.g., single instances of small amounts of illicit drug use or a single previous driving offence) may also prevent otherwise successful candidates from applying. Consideration of the pre-employment criteria (understood to already be underway across the AFP) and more flexible approaches to policing education may support ACTP in presenting a compelling attraction offer for potential new recruits. It is however noted that there are mixed results across other jurisdictions in adjusting recruit training approaches. While the NSW Police Force will soon shift to partial online delivery, other jurisdictions such as Queensland and Tasmania, which have previously moved to online learning are reported to be reconsidering this approach due to some challenges faced. A balanced approach to training modalities and due consideration of learnings from other jurisdictions could help support ACTP to deliver positive outcomes for recruit training.
- **Timing and consistency of promotion rounds and recognition:** In recent years, ACTP has experienced somewhat intermittent promotion rounds due to a range of factors, including a need for consistency across all of the AFP. This has at times resulted in downstream impacts for ACTP such as a backlog of promotions or capacity gaps within grades. In relation to recognition, ACTP members are eligible for ACTP-specific awards as well as AFP-wide awards. While no issues were reported with regards to the AFP-wide process, ACTP was noted to have a culture of making only limited nominations, which results in ACTP members at times perceiving difficulties in achieving AFP-wide recognition. To support a long-term positive workplace culture, ACTP will require consistency in how it provides its members with opportunities for recognition. It is recognised that a key factor driving timing of promotions is capacity of the promotion review panel members, however, it is noted that this is currently under review and is to be addressed across the AFP.

- **Provision of career development pathways:** Due to the contractual requirements of the AFP to the ACTG in providing community policing services, at times it is not always possible for ACTP leadership to release ACTP members who have successfully attained a position in the broader AFP. In addition, there are some perceptions from ACTP members that if they only have community policing experience, they will not be as competitive for broader-AFP roles as other members from across the broader organisation with more diverse experience. As the organisation continues to evolve and progress, providing greater clarity for members on ACTP career pathways could be beneficial. It is noted that work is already underway across the AFP to improve communication and clarity regarding mobility across the organisation.
- **Alignment of ACTP professional development needs with College:** As noted above, ACTP members benefit extensively from the provision of professional development opportunities by the AFP College. ACTP itself also supplements this training with internal training and support for members. As the organisation grows and demand continues to change, it will be critical that there is strong alignment between the learning needs of ACTP and in the capacity and delivery of professional development by the College. At present, there is evidence existing misalignments between these two factors, and while this has not presented any significant challenges in the current day, it is a key area that requires strengthening to ensure the long-term sustainability of the ACTP workforce and its capabilities.

Supply Finding #4 ACTP will need appropriate infrastructure in the longer-term in order to enable efficient delivery and consistency in quality assurance in the face of growing demand

A key element to ACTP's sustainable service delivery will be the appropriate infrastructure in the longer-term to enable efficient and high-quality service delivery. This should include leveraging of technology to supplement and augment otherwise inefficient or labour-intensive processes. Technology can also be used to drive quality assurance, ensuring consistency of practice, and data sharing across functions to enable collaboration and streamline service delivery. ACTP will also need access to appropriate facilities which meet its growing and changing needs on a long-term basis.

At present, ACTP has a range of technology solutions in place to enable front-line service delivery. These are broadly fit-for-purpose, and to date, have not created any significant challenges for the organisation. As it looks towards the future, there are a number of areas where targeted technology solutions could provide benefits to ACTP activities. In particular, the organisation does not have a strong technological focus on easing data sharing between functions. Improvement in this area would better enable the linkages between response and preventative policing, which is required for the balanced delivery model. Furthermore, while ACTP members value the role of quality assurance processes in their work, at times, the current day processes are quite manually intensive, and as such, possess the risk of inconsistent application driven by an inclination to shortcut the process. More sophisticated software could help to streamline these activities and increase consistency, and in turn support the ongoing sustainment of community trust and confidence. Note, any adjustments to the use of technology would need to be accompanied by appropriate changes to the relevant processes and policy.

In relation to facilities, ACTP has a capital works management plan which sets out the view of what facilities will require investment in the medium-to-long term, particularly in relation to expected growth of the workforce. This plan will be an essential part of ensuring ACTP is ready for growth, although it is noted that at the time of this report the ACTG has recognised the importance of policing facilities through funding a range of initiatives in recent ACT budgets, however no formal funding commitment to the capital works management plan from the ACTG has been made.

Supply Finding #5 The governance frameworks underpinning the AFP's provision of community policing should enable flexible responses to future shifts in demand

As noted above, the AFP's provision of community policing to the ACT is underpinned by a formal Arrangement with the ACTG, and a Purchase Agreement. Broadly, the Arrangement is working well, with most stakeholders reporting no major issues or concerns with its inclusions and scope.

In order to sustain this performance of the governance frameworks, it is likely that some adaptations will be necessary. In particular, the Purchase Agreement needs to be more adaptable to the changing environment trends and the requirements of police in response to these trends. Specifically, the current KPIs included in the Agreement do not include any references to external demand drivers (such as population growth or crime trends), and as such, such indicators are not directly used in relation to the funding cycle. This means that funding decisions (and thereby capacity and resourcing) for ACTP are not currently being made with explicit references to changing demand levels. This has likely been appropriate historically when demand in the ACT was relatively static. However, in the future a more targeted approach to determining funding will better support an ongoing sustainable service delivery.

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Recommendations

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3.1 Case for Change

Today, the ACT Region presents a complex and quite unique environment for community policing – there is rapid population growth (almost double the national average), increasing geographical expansion and urban density shifts, multiple jurisdictions which confuse and challenge interoperability and command and control structures, and high expectations of policing services – all whilst the ACTG is pioneering permissive legislative reform that may shift community response requirements of ACTP.

The ACT is also a rapidly evolving operating environment for ACTP with some serious crime types and public safety outcomes worsening, such as increases in homicides, sexual assaults, and motor vehicle fatalities (notwithstanding the impact of Covid-19). With ACTP's current operating model, it is likely that continued growth in demand will threaten to outstrip supply for community policing services in the ACT. Further, while the impact is not yet known, permissive legislative reform in the ACT is also a factor to consider when assessing the future demand for community policing services.

As a result, there is a need to evolve the current ACTP operating model so that it can sustainably deliver community safety outcomes and respond flexibly to shifts in demand over the long term. In particular, focus needs to be given to how ACTP can best balance and resource its prevention, disruption, and response activities, increase its capacity, attract and sustain its workforce, and make best use of available technology to drive efficiency and support quality assurance. For ACTP this means its future must be deliberately built and understood with resilience in mind, and will position ACTP to rebuild and bounce back as required.

Transforming on this scale is not something that should be done piecemeal: it requires deliberate and considered shifts across the community policing model – covering prevention, disruption, and response – and across ACTP's operating and service delivery model. For ACTP, having a resilient model is key to sustainability – how it can withstand shocks and pressures, and face into community shifting dynamics.

Collectively, this picture paints a need for ACTP to 'act now'. Get this right, and ACTP's ability to usher in dynamic community policing and deliver public safety outcomes will be well-supported. Don't, and ACTP runs the risk of embedding a reactive cycle that threatens public safety outcomes. In response, there is a need for a dedicated program of work, stitching together transformative initiatives that as a collective will deliver against a strategy of prevention, disruption, response, and resilience.

3.2 Intended application of recommendations

The Review recommendations have been designed to provide a comprehensive, end-to-end approach to uplifting and enhancing ACTP capacity and capabilities to meet and proactively influence demand on an ongoing basis.

It is recommended that these recommendations are delivered as a program of work to improve prevention, response, and resilience of ACTP. A programmatic approach to the delivery of recommendations will ensure a comprehensive, aligned, and integrated uplift to the identified gaps and needs of community policing in the ACT. The following chapter 'Implementation Considerations' sets out key programmatic considerations to guide the successful delivery of the recommendations.

3.3 Overview of recommendations

The recommendations are comprehensive and charter the course to improve policing in the ACT and to better protect the public. They have been designed to provide ACTP with answers to the following hierarchical questions:

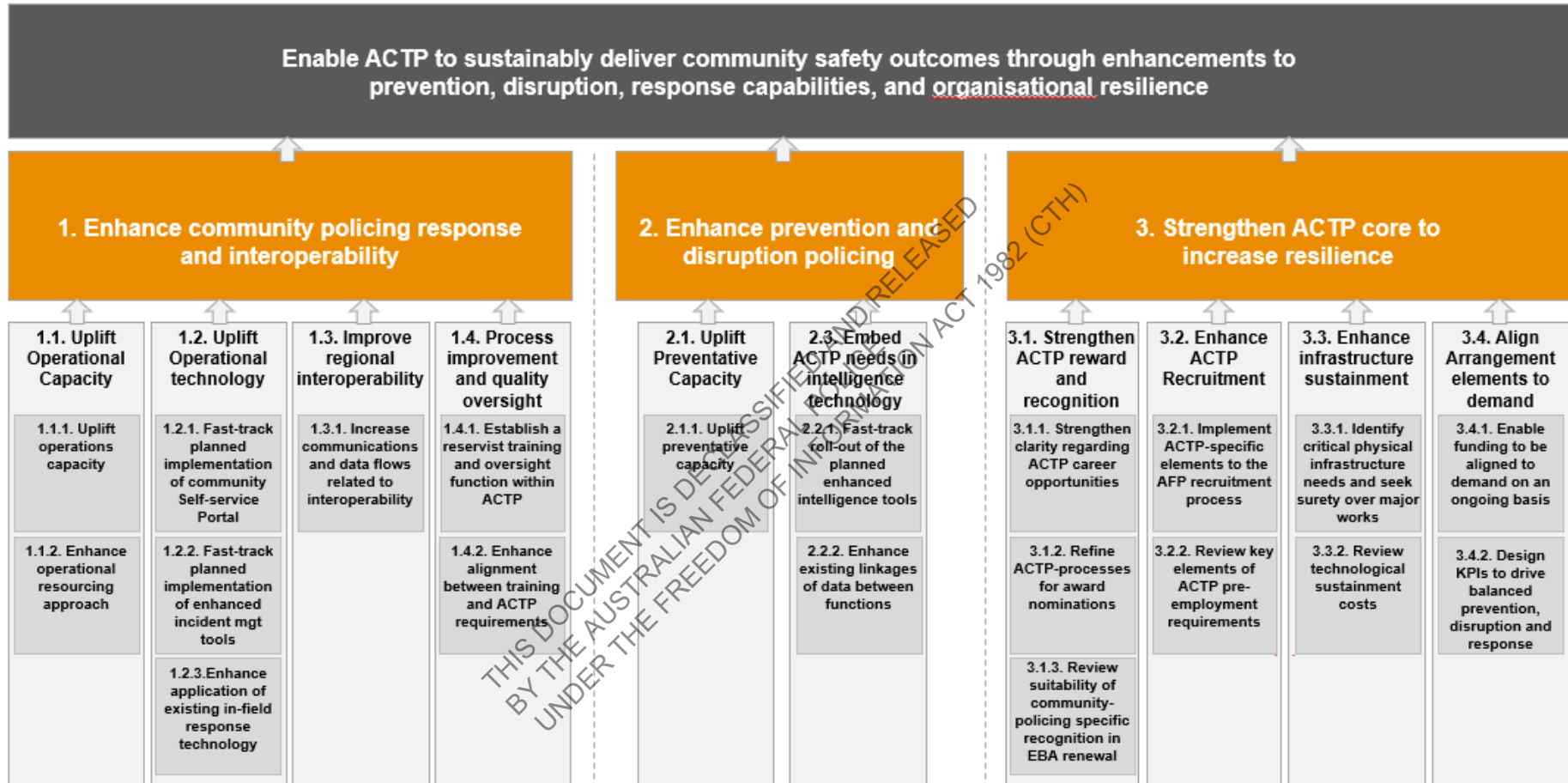
- At the highest level, what should the AFP be targeting as its future state for ACTP?
- What specific improvements and changes are required to deliver this future state?
- What sequence of steps and implementation approach does the AFP need to successfully deliver the recommendations?
- How will the AFP know if it has succeeded in implementation?

The following sections provide answers to each of these questions through two distinct recommendation layers:

1) Overarching rationale, inclusions, and outcomes for each recommendation; and 2) Within each recommendation, targeted initiatives and sub-initiatives which detail the specific changes needed. This structure can be seen in the recommendations overview diagram overleaf.

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Figure 5- Overview of Review Recommendations (note, full details of each recommendation included in the sections below)



Recommendation details

Recommendation 1: Enhance community policing response and interoperability

Rationale

Response policing is an essential component of community policing, and a core focus of ACTP. As ACTP looks to an increasing complex demand picture developing across the ACT, the organisation will need to reinforce how it delivers response policing. As part of this future-state positioning, there is also an opportunity to strengthen use of technology, as well as quality assurance and oversight.

Recommendation 1 Overview

Recommendation 1 is focused on enhancing ACTP's existing strengths in response policing through uplifting response capacity, and embedding processes and technology that will enable the delivery of the proactive response policing approach outlined above. Specific outcomes which should be achieved through this recommendation include:

- Increased ACTP capacity for operational policing
- Optimised utilisation of ACTP operational policing capacity for front-line activities, including online reporting, through leveraging fit-for-purpose technology which alleviates administrative burdens
- Improved regional interoperability and operational efficiency through consolidation and/or integration of regional communications infrastructure (including with other AFP functions focused on the ACT region, and other ACT emergency services); and
- Improved quality of core response policing skills and capabilities across the ACTP workforce, through enhanced quality assurance oversight, mentoring, and targeted community policing training.

Alignment with the ACT Government's strategic priorities

Through interviews with key public sector leaders across the ACTG, the Review has been able to consider how ACTP can best support key government priorities in the formation of recommendations. In enhancing ACTP's response capability, Recommendation 1 aligns with a number of key governmental priorities including the ACT Minister for Policing and Emergency Service's direction to policing – as strengthening the ACT's response will enable uplifted capacity and capability to address domestic and family violence, reducing and preventing alcohol-fuelled violence, and improving road safety.

Recommendation 1 also supports the ACTG's data and digital strategy of "improving service delivery through digitisation" through the implementation of a community self-service portal for ACTP which will deliver a modern platform for managing a variety of requests, and an incident management system, which will ensure ACTP has access to contemporary, fit-for-purpose technology to streamline processes and enhance service delivery.

Recommendation 1 Initiatives and Sub-Initiatives

Table 1 – Recommendation 1 Initiatives and sub-initiatives

Initiative	Sub-initiative details
<p>1.1. Uplift and optimise deployment of operations capacity</p>	<p>1.1.1. Fund new capacity within ACTP to deliver enhanced community policing response capabilities</p> <p>Uplift operational policing capacity over the near-term (i.e., 12-24 months) by increasing staffing levels by between 70–90 new roles. These should be focused towards frontline response functions to bolster ACTP’s ability to sustain the response element in their balanced operating model, as demand in the ACT continues to grow and become more complex.</p> <p>It is important to note that in order to successfully onboard this number of new roles, ACTP would need a phased approach. It is also noted that expanding operational roles may also require relevant expansion in corporate services roles.</p> <p>1.1.2. Enhance operational resourcing approach</p> <p>Establish centralised approaches to deploying resources across the Territory, to optimise alignment of resourcing to shifts in demand. Appropriate data inputs relevant to demand and supply variables should be used to inform deployment decisions, as this will enable a dynamic resourcing model on an ongoing basis.</p>
<p>1.2. Uplift operational technology</p>	<p>1.2.1. Fast-track planned implementation of community Self-service Portal</p> <p>Accelerate the planned implementation of the announced self-service portal for lower-complexity incidents relating to ACT community policing. Whilst the portal build is funded and nearly completed, its integration with existing and planned ACTP and AFP systems should be reprioritised for implementation to be completed by the end of FY23.</p> <p>Note, accelerating this for ACTP will involve some trade-offs, as finite capacity in the development teams means the prioritisation of this project will necessarily result in the deprioritisation of alternate projects.</p> <p>Robust risk assessments should be completed before confirming this prioritisation.</p> <p>1.2.2. Fast-track the planned implementation of enhanced incident management tools</p> <p>Accelerate the planned implementation for enhanced incident management tools, as this will provide ACTP members with improved efficiencies in completing their record keeping activities. Note, the implementation and ongoing sustainment requirements (costs and resourcing) should also be considered and accounted for, as well as how the enhanced tools will integrate with the existing AFP platforms.</p>

1.2.3. Enhance application of existing in-field response technology

The existing core technology for community policing members should be enhanced to deliver improved efficiencies and data flows between platforms. Opportunities may relate to automation, enhanced interconnectivity between platforms, and expanding in-field tools, to have greater functionality for point-in-time data capture.

Note, making these modifications to existing ACTP technology platforms may require the AFP to engage the relevant platform vendors to complete or support this work.

1.3. Improve regional interoperability

1.3.1. Increase communications and data flows related to interoperability

Interoperability between ACTP and other parts of the AFP will continue to be critical to the organisation's sustainable delivery of community safety outcomes. ACTP should increase the accessibility and use of formal communication channels between ACTP and other key operational areas of the AFP focused on ACT community safety. This could involve providing ACTP members with additional forums, channels, and protocols to share data and key decisions across the organisation. This enhanced level of collaboration will bolster existing coordination approaches, and better enable ACTP to support regional approaches to community safety.

1.4. Strengthen quality assurance and oversight

1.4.1. Establish a reservist training and oversight function within ACTP

Establish an ACTP reservist training and oversight function comprising highly experienced AFP Police Reservist Members (and other ongoing ACTP members as required) to support ongoing professional development, career guidance and quality assurance activities for ACTP members. Note, these members would be engaged on a casual basis and will contribute to ACTP's staffing levels.

1.4.2. Enhance alignment between training and ACTP requirements

Review the existing curriculums for centralised training provided to ACTP, as well as training provided within ACTP in relations to the demand trends identified in this Review. Through this process, identify where ACTP will likely require increased access to specific skills or knowledge in order to continue to meet community safety needs in the medium-to-long term. This information can then be used to align the content and availability of training to meet ACTP's long-term development needs. This may require expanding course frequency/intake sizes, and/or develop new training materials.

Recommendation 2: Enhance prevention and disruption policing

Rationale

In tandem with enhancing ACTP's response capabilities to drive long-term sustainability as set out Recommendation 1, there is a need to increase ACTP's capacity to sustain appropriate prevention and disruption activities. The ongoing sustainment of these activities will be critical in the face of the dynamic operating environment across the ACT, as it is primarily prevention and disruption activities which will have the greatest impact on shifting long-term demand trends.

Recommendation 2 overview

Recommendation 2 is centred on ACTP enhancing its existing prevention and disruption functions, and building additional linkages across functions to ensure a robust flow and application of data (as required). Specific outcomes which should be achieved through this recommendation include:

- Increased ACTP capacity for prevention and disruption policing functions.
- Enhanced linkages between activities and information across different ACTP functions – supporting decision-making and optimising resourcing through relevant information from across the policing ecosystem.
- In time, through this enhancement, ACTP should be able to have a greater influence on demand for response-based policing.

Alignment to the ACT Government's strategic priorities

This recommendation is integral to supporting the ACT's expected continual growth, with the ACT needing a sustainable and balanced model of preventative, disruptive and responsive policing in order for its community policing to drive positive community safety outcomes. This recommendation is also aligned to the ACTG's priority to reduce recidivism by 25% by 2025, as enhancing capacity and capability for proactive policing will provide ACTP with the necessary resources and processes to create meaningful change in this area.

In addition, the incorporation of data-led practices across ACTP aligns to the ACTG's priority for embracing a digital mindset to utilise increasing volumes and diversity of data to make better decisions at the city scale.

Recommendation 2 Initiatives and Sub-Initiatives

Table 2 – Recommendation 2 Initiatives and Sub-Initiatives

Initiative	Sub-initiative details
<p>2.1. Uplift Prevention Capacity</p>	<p>2.1.1. Fund new roles focused on delivering enhanced prevention and disruption capabilities</p> <p>Uplift preventative and disruption policing capacity over the near-term (i.e., 12-24 months) by increasing staffing levels by between 15–25 new roles. These should be focused towards prevention and disruption functions to enhance ACTP’s proactive elements in their balanced operating model.</p> <p>In alignment with recommendation 1.1.1, ACTP will need a phased approach to onboarding these roles. It is also noted that expanding preventative and disruption roles may also require relevant expansion in corporate services roles.</p>
<p>2.2. Enhance ACTP proactive policing technology</p>	<p>2.2.1. Fast-track roll-out of the planned enhanced intelligence tools</p> <p>It is recommended that ACTP reprioritised a fast-tracked rollout of the enhanced intelligence tools that are currently planned across the AFP, so that they commence in ACTP in early 2023. This accelerated roll-out will support ACTP to enact Recommendation 1.2.1.</p> <p>2.2.2. Enhance existing linkages of data between functions</p> <p>To support ACTP to have a sustainable and long-term influence over demand trends, the organisation should enhance its existing linkages of information and data flows between functions. ACTP can also support its longer-term sustainability through building stronger data flows with external partners across the ACT region. In the long-term, this approach will enable functions across ACTP to collectively drive greater impact on demand trends, as enhanced access to the right data at the right time will enhance decision-making and delivery of services. The information, data flows, and resulting decisions should be enhanced using appropriate technological solutions, and be underpinned by existing and enhanced quality assurance approaches and protocols.</p>

Recommendation 3: Strengthen our core to increase resilience

Rationale

As ACTP seeks to grow and develop in response to the changing demand landscape, it will be critical that it can attract and retain its workforce and sustain fit-for-purpose infrastructure. It will also need to ensure that its overarching governance frameworks appropriately enable the organisation to respond to demand as needed. This focus on resilience will ensure that future shocks to the model in the shape of new demand do not prevent ACTP from delivering services as needed for the ACT community.

Recommendation 3 overview

Recommendation 3 incorporates a range of measures related to workforce, infrastructure, and governance designed to strengthen the core of ACTP and ensure its operating model is sustainable in the face of growing and changing demands. Specific outcomes which should be achieved through this recommendation include:

- ACTP attracted and sustained the workforce it needs for the long-term
- ACTP is equipped to sustain key physical and technology assets; and
- The ACTP governance frameworks enabled flexible adjustments to the supply of policing services to changes in demand.

Alignment to the ACT Government's strategic priorities

In addition to underpinning and enabling Recommendations 1 and 2, and their corresponding alignment to government priorities, Recommendation 3 also supports the ACTG priority to attract and retain great talent within the ACT, and to strengthen infrastructure which drives outcomes for the community.

Recommendation 3 Initiatives and Sub-Initiatives

Table 3 – Recommendation 3 Initiatives and Sub-Initiatives

Initiative	Sub-initiative details
3.1. Strengthen ACTP reward and recognition	<p>3.1.1. Strengthen clarity regarding ACTP career opportunities</p> <p>The AFP should build on existing work being undertaken to provide greater clarity to members about promotion and transfer requirements. This clarity is an essential component of a compelling employee value proposition for ACTP.</p> <p>Specifically, ACTP should:</p> <p>a) Ensure clear communication of the knowledge and competencies required for promotion eligibility. This would provide ACTP members with increased clarity on how they can progress their career within ACTP, and will also lift internal recognition of the professionalism and skills required to pursue a community policing career. Decisions made and the rationale regarding promotions should be fully transparent with members. This should be consistent with ongoing career development coaching and support provided to ACTP members by local leaders such as Superintendents, who should be regularly engaging with their team</p>

members on career progression opportunities and providing feedback on decisions made.

- b) **Provide timely transparency regarding promotions and transfers.** The ACTP should establish and communicate transparent and timely decision-making criteria about transfers to the broader AFP, which can be shared with all members (inclusive of the need for ACTP to maintain sufficient capacity to deliver the services set out in the Policing Arrangement).

All transfer decisions made within ACTP and their rationale should then be made fully transparent for the members involved, and commitments for transfers should be enacted as agreed. As above, the delivery of this communication will likely fall to local leaders to provide to ACTP members.

Note, the uplifted capacity outlined in Recommendations 1.1.1. and 2.1.1. above, will better enable ACTP to permit transfers without affecting their capacity commitments to the ACTG.

3.1.2. Refine ACTP-processes for award nominations

Review ACTP-processes for nominations to AFP awards to address any perceived or actual barriers for members completing this process, and encourage appropriate nominations through leadership.

3.1.3. Review the suitability of community policing specific recognition ahead of consideration in the upcoming 2023 AFP EBA

Ahead of the new EBA (discussions commencing May 2023), review the appropriateness of including community policing specific dimensions for AFP members who undertake this work.

Whilst further scoped is required, an important consideration will be the shift-work ACTP members undertake and the personal safety risks they face in community policing roles. This may include things such as re-aligning shift-work composites so that the requirements of ACTP members to work 24/7 rosters and face personal risk while on duty is appropriately recognised.

3.2. Enhance ACTP recruitment

3.2.1. Implement ACTP-specific elements to the AFP recruitment processes

Building on existing work being undertaken to redesign the AFP enterprise-wide recruitment process, the following ACTP-specific adjustments should be incorporated to better reflect specific community policing needs:

- a. expand localised, community policing recruitment campaigns, target candidates who live in or near the ACT Region, or who wish to reside here (e.g., Queanbeyan, Yass, Goulburn, Cooma) (note, such campaigns should be supported by appropriate market-testing/piloting in the local area prior to broader-scale approaches to the talent market);
- b. provide candidates with greater clarity during the recruitment phase and when their offer is communicated regarding career pathways within ACTP and the AFP more broadly, and ensure their allocation to ACTP aligns with their career goals (note, as is intended through the 18-month forward schedule of recruit courses and corresponding targeted Command recruitment activities).

3.2.2. Review key elements of ACTP pre-employment requirements

Review key elements of ACTP pre-employment requirements, and consider the following opportunities for increasing the accessibility of ACTP as a career pathway.

- a. As part of the existing AFP-wide review of pre-employment requirements, consider any community policing-specific requirements and seek to remove any unnecessary barriers to entry, provided these changes do not cause undue misalignment of requirements across the broader AFP (e.g., previous driving or drug offences). It may also be necessary to consider any unintended negative impact to the NSW Police Force (NSWPF) as a result of ACTP having significantly different pre-employment criteria, (particularly in relation to recruiting candidates from surrounding NSW towns to the ACT), as the AFP should remain in partnership with NSWPF rather than in competition for talent.
- b. Consider online and/or part-time college options to increase ACTP accessibility as a career pathway.

3.3. Enhance long-term sustainment of ACTP infrastructure

3.3.1. Identify critical physical infrastructure needs and seek surety over major works

Identify critical infrastructure needs relevant to ACTP. Investment commitments should be provided by the ACTG to deliver long-term certainty for ACTP infrastructure and property related assets.

3.3.2. Review technological sustainment costs

Review ACTP's existing technical debt and ongoing sustainment costs (patching, server upgrades, monitoring) and assess the suitability of incorporating some of these costs into the Arrangement (i.e., labour costs, as well as hardware and licencing costs) so to ensure this is not unreasonably borne by the AFP, where it specifically supports ACTP operations.

Once the sustainment requirements are identified, a potential avenue for addressing the labour costs on an ongoing basis would be to establish an ACTP technology sustainment team of between ~5-7 additional roles comprising developers, testers, and business analysts to provide dedicated sustainment support to ACTP technology.

3.4. Align Arrangement elements to demand

3.4.1. Embed key indicators within the Agreement to enable funding to be aligned to demand on an ongoing basis

Embed key indicators within the Agreement that relate to external demand (such as population growth and density levels), and map these to internal measures of capacity to determine when new funding for expanded capacity in ACTP is required (noting criteria for meeting the thresholds will need to account for any internal performance or operational reasons why existing capacity is not meeting demand).

3.4.2. Mature KPIs to drive balanced prevention, disruption and response activities

Noting the new categories in the 2022-26 Agreement include prevention, disruption, and recidivism, the KPI model should be actively reviewed at every opportunity, and renew the Agreement going forwards to ensure balanced and

effective measures that are fit-for-purpose are included across all disruption, prevention and response activities.

On the next refresh of the Agreement, these KPIs should also seek to drive increased collaboration with Emergency Management Agencies (EMAs) and other community partners which can be leveraged to meet expanding demands in the region.

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Implementation Considerations

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Implementation considerations

As outlined above, the Review recommendations have been designed to be implemented using a programmatic approach, which means they need to be implemented in conjunction with one another as a single body of work. A programmatic approach provides the following key advantages:

- Structured resourcing and funding approach for the duration of implementation;
- Integration of all required changes into a coordinated sequence, which appropriately balances the need for change with the need for stability; and
- Clear measurement of the impacts and outcomes of the change, which can be used to inform ongoing program implementation.

In the case of the recommendations that are put forward by this Review, a programmatic approach also enables the three tenets of Review recommendations (response; prevention and disruption; resilience) to complement one another and elicit cross-initiative benefits. The mechanisms to establish the program of work will depend on relevant governance forums and decisions made by the AFP and the ACTG, and do not form part of the implementation considerations included in this report.

Once established, the program of work should apply best practice programmatic principles relating to program governance, structure, resourcing, and delivery, as follows:

- **Leadership endorsement:** Senior leadership of ACTP and the AFP more broadly need to endorse and visibly support and advocate for the program, provide dedicated resources, and hold initiative owners and delivery teams accountable for results.
- **Dedicated resourcing with appropriate levels of seniority and range of skills:** The AFP needs to appoint dedicated resourcing (either within or directly linked to ACTP) to drive implementation. This should include multiple layers of authority (i.e., program leadership, workstream leads, initiative owners, delivery teams, program administrators), as well as bring together multidisciplinary skill sets needed for different components of the program (e.g., procurement, technology design and build, process design, change management).
- **Accountability:** All appointed personnel must be held to account for the successful delivery of implementation milestones and agreed impacts/benefits. It is the role of organisational leadership to provide this accountability, and it should include formal and informal reward and recognition approaches, as well as remediation steps to address performance issues.
- **Central governance and management:** A central Program Execution Office (PEO) should be established to provide the overarching program governance and day-to-day management including the tracking of benefits and impacts.
- **People-centred change management support:** For the duration of the program, it is essential that appropriate support is in place to provide stakeholders affected by the changes with the necessary tools, skills, and resources to adapt constructively to new ways of working, systems, and processes. This support can include communications, training, appropriate phasing and testing of key transitions (e.g., critical systems or processes), and wellbeing support.
- **Single-source-of-truth progress and impact reporting:** The program should have a single-source-of-truth for all program information and reporting (including but not limited to: workstream, initiative and benefit/impact accountabilities; milestones and performance; interdependencies; and risks). Ideally this information would be captured in a digital platform/software, and all personnel engaged in the program implementation would have access and are responsible for maintaining up-to-date information.

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Appendix A: List of Stakeholders Engaged

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List of stakeholders engaged and engagement type

The Review engaged with over 125 stakeholders across these organisations, through a range of engagement approaches including interviews, focus groups and ride-alongs.

- Federal Attorney General
- ACT Police Minister
- ACT Justice and Community Safety Director General
- ACT Director of Public Prosecutions
- ACT Attorney General
- ACT Director General
- AFPA President
- AFP leadership and key personnel across operational and enabling service functions
- ACTP leadership and key personnel across operational and enabling service functions

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