

# NSW Police Force Statement of Strategic Intent 2019



## PROACTIVE PARTNERSHIP POLICING

**Our vision: A safer NSW**

**Our purpose: To prevent, disrupt and respond**



### Commissioner's message

Since becoming Commissioner, I have taken significant steps with my Executive Team to put the community's needs first. The NSW Police Force has been reengineered to deliver resources to the areas where they are most needed. We are also enhancing our processes and systems to make us more adaptive and responsive to the changing environment.

To realise our vision for 'A safer NSW' we must now focus on prevention, disruption, response and capability.

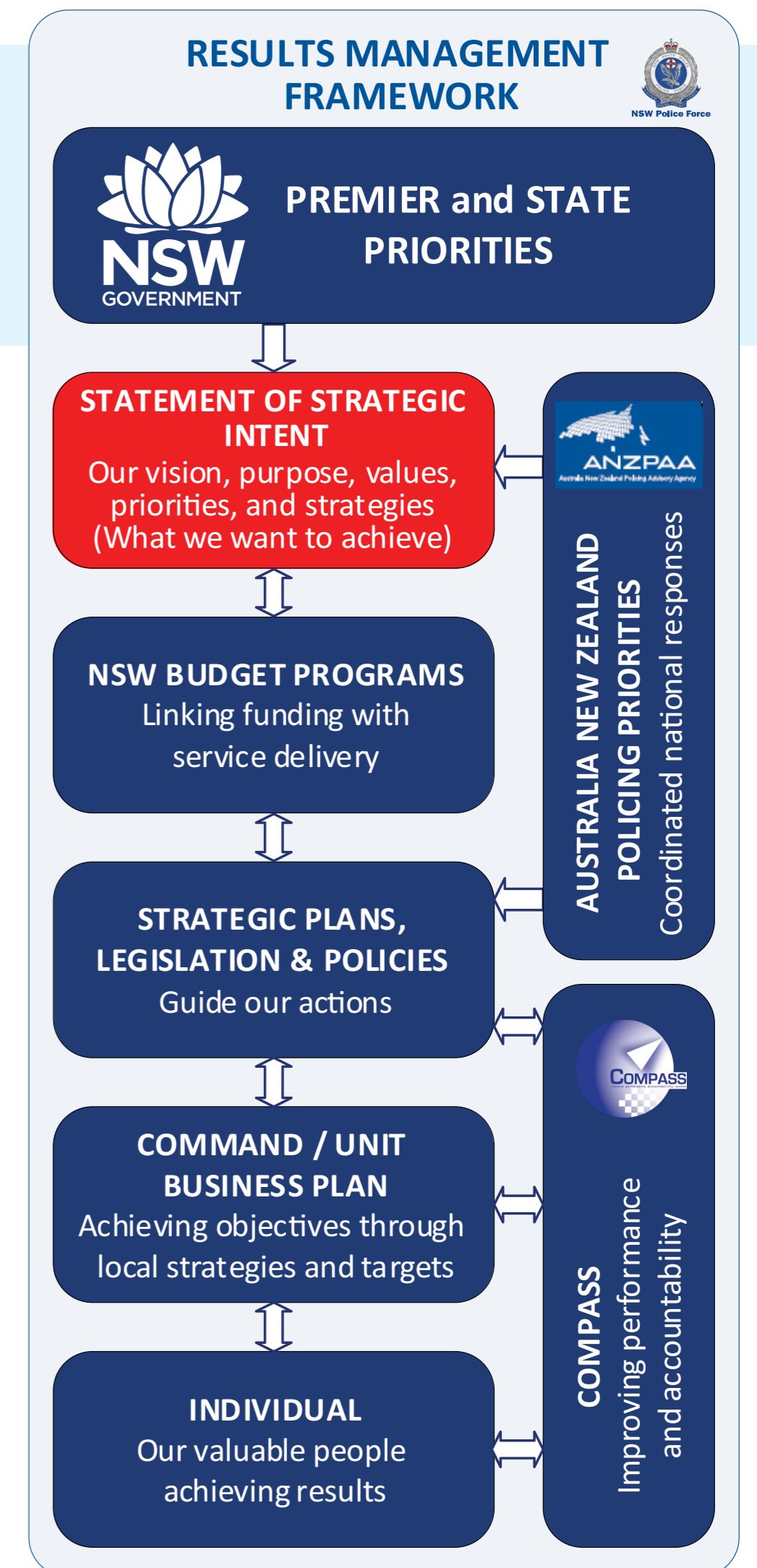
We need to be proactive, to collaborate with communities across NSW, and establish partnerships to impact the underlying causes of crime and disorder. For victims of crime and our customers we need to provide care and protection, communicate effectively and deliver efficient services to maintain trust and confidence in policing.

Wherever possible, we must intervene early and minimise unnecessary contact with the criminal justice system. At the same time, we must rigorously disrupt the behaviour of high-risk offenders and criminal groups through the latest policing tactics and technologies.

As an organisation and as individuals we must continue to improve victim and customer satisfaction; look for innovative ways to deliver our services; build our resilience; and enhance our leadership.

This Statement of Strategic Intent lays a strong foundation for our future and I expect all employees to embrace our new direction. With your help over the coming years, we will confirm our reputation as one of the best policing agencies in the world. I look forward to working with you to make NSW a safer place.

**M J Fuller APM**  
Commissioner of Police



# NSW Police Force

## Statement of Strategic Intent 2019



### PROACTIVE PARTNERSHIP POLICING

KEY RESULT AREAS	PREVENT CRIME	MAINTAIN PUBLIC SAFETY	ENGAGE THE COMMUNITY
INDICATORS	<ul style="list-style-type: none"> <li>LGAs with stable or falling reported violent crime rates [<math>\geq 98\%</math>]</li> <li>Property crime rate per 100,000 population [stable or falling]</li> <li>Successful prosecutions [<math>\geq 87\%</math>]</li> </ul>	<ul style="list-style-type: none"> <li>Community perceptions of safety walking after dark [<math>\geq 61\%</math>]</li> <li>Urgent calls responded to within target time [<math>\geq 80\%</math>]</li> </ul>	<ul style="list-style-type: none"> <li>Community confidence in police [<math>\geq 86\%</math>]</li> <li>Community satisfaction with most recent contact with police [<math>\geq 85\%</math>]</li> </ul>

OUR APPROACH	STRATEGIES	
<b>PREVENTION</b>	<p><b>SAFEGUARD and STRENGTHEN individuals, communities, assets and infrastructure to deter crime, improve personal safety, and build resilience</b></p> <ul style="list-style-type: none"> <li>Conduct intelligence driven high-visibility patrols of crime hotspots, roads, transport networks, local neighbourhoods, planned events.</li> <li>Proactively initiate police interactions with individuals, groups and communities at risk of crime.</li> <li>Communicate tailored community safety messages (e.g. road safety, reporting crime and suspicious activity, security advice, scams).</li> <li>Effectively regulate firearms, alcohol and the security industries.</li> <li>Rigorously test emergency management and counter terrorism arrangements with partner agencies.</li> <li>Work with government and non-government agencies to deliver safe large scale major events.</li> </ul>	<p><b>INTERVENE EARLY for at risk individuals and groups to limit escalation, minimise harm and positively influence behaviour</b></p> <ul style="list-style-type: none"> <li>Contribute to whole of government and interagency crime prevention and public safety initiatives and programs (e.g. Domestic Violence Safety Action Meetings, local offender case management, Aboriginal programs, international students).</li> <li>Enhance partnerships to develop local solutions to community safety issues (e.g. Police and Aboriginal Consultative Committees, RISEUP Program, Community Safety Precinct Committees).</li> </ul> <p><b>DIVERT minor offenders and at-risk groups (e.g. young persons, Aboriginal people) to reduce reoffending and avoid unnecessary contact with the criminal justice system</b></p> <ul style="list-style-type: none"> <li>Appropriately apply police discretion through available court alternatives (e.g. protected admissions, warnings, cautions, conferences, MERIT, criminal infringement notices).</li> </ul>
<b>DISRUPTION</b>	<p><b>INTERRUPT criminal behaviour to break criminal networks and bring offenders to justice</b></p> <ul style="list-style-type: none"> <li>Proactively engage high-risk and prolific offenders (i.e. persons on the Child Protection Register, DV perpetrators).</li> <li>Identify, target and disrupt organised crime groups and their business models (e.g. firearm prohibition, serious crime prevention, place restriction and non-association orders).</li> </ul>	<ul style="list-style-type: none"> <li>Focus intelligence activities on organisational priorities (e.g. terrorism, cybercrime).</li> <li>Utilise technology and forensic science capabilities to full effect (e.g. DNA and fingerprint capture, mobile devices, body-worn video, automated number plate recognition, CCTV, data analytics).</li> <li>Improve road safety through targeted enforcement (e.g. random breath testing, mobile drug testing, targeting high-risk behaviours).</li> </ul>
<b>RESPONSE</b>	<p><b>DELIVER professional policing services to maintain community confidence</b></p> <ul style="list-style-type: none"> <li>Protect, support and refer victims to appropriate services.</li> <li>Deliver respectful and responsive customer service through face-to-face contact, social media, community portal.</li> <li>Respond swiftly and safely to urgent calls for assistance.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure appropriate use of tactical options and police powers (i.e. use of force, arrest).</li> <li>Undertake thorough investigations, lay appropriate charges and produce high-quality briefs.</li> <li>Maintain the safety and wellbeing of people in custody and ensure legal rights are protected.</li> </ul>
<b>CAPABILITY</b>	<p><b>DEVELOP CAPABLE AND RESILIENT PEOPLE to maximise performance</b></p> <ul style="list-style-type: none"> <li>Ensure safe workplaces, safe people, and safe operations by engaging staff, learning from workplace incidents, improving WHS systems and return to work practices, healthy lifestyles.</li> <li>Facilitate flexible workforce allocation and deployment to meet demand and community need.</li> <li>Embed misconduct prevention and reinforce ethical behaviour.</li> <li>Actively contribute to respectful, inclusive and productive workplaces.</li> <li>Promote and capitalise on workforce diversity (e.g. recruiting additional Aboriginal staff).</li> <li>Increase individual capacity to respond to complex and evolving policing issues (e.g. terrorism, cybercrime, mental health, elder abuse, cultural literacy).</li> <li>Enhance staff knowledge, skills and expertise in the use of new policing methodologies (e.g. electronic evidence-capture, behaviour observation and suspicious activity recognition, surveillance).</li> <li>Support and encourage personal development through classroom and technology enabled education and training opportunities (e.g. learning technologies, micro learn, distance education).</li> </ul>	<p><b>BUILD EFFECTIVE SYSTEMS to future-proof our service delivery</b></p> <ul style="list-style-type: none"> <li>Identify and share information, intelligence, and best-practice (e.g. lessons learned, knowledge management).</li> <li>Streamline and improve organisational processes (e.g. legal actions, diversions, crime recording, correspondence, legislative reform).</li> <li>Partner with industry to deliver innovative and integrated information, communications, science and technology (e.g. cloud platforms, augmented reality, 3-D imaging, geospatial applications).</li> <li>Progress infrastructure and asset modernisation (e.g. police properties, fleet, next generation Triple Zero, computer aided dispatch, police operations centres, SAP).</li> </ul> <p><b>ENHANCE LEADERSHIP to build an agile and innovative organisation</b></p> <ul style="list-style-type: none"> <li>Reinforce accountability and good governance at all levels.</li> <li>Enhance leadership, management and supervisory capabilities including staff engagement, managing change, performance management, budgeting.</li> <li>Positively influence organisational cultural change.</li> </ul>

Strategic Workforce Plan

Education & Training Priorities

ICT Strategy & Roadmap

Infrastructure Strategy

Budget Strategy

Corporate Sponsors

Improvement Projects