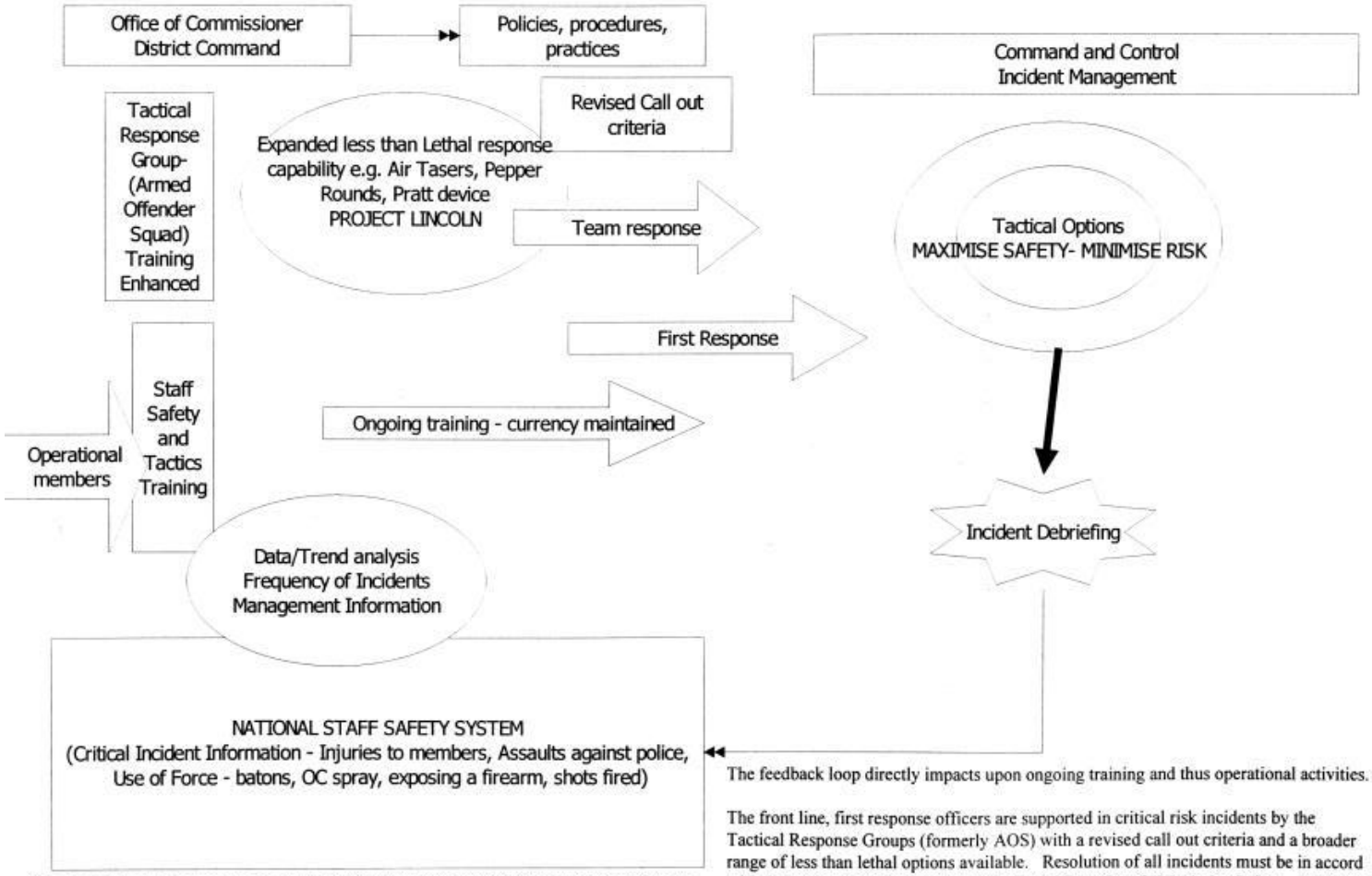
Evaluation of Use of Force

Appendices

New Zealand Police

December 2001

RESPONSE TO CRITICAL INCIDENTS - STRATEGIC DIRECTION



The above diagram represents the strategic direction recommended as all encompassing to ensure Internatinal Best Practice is achieved and maintained. In summary, policies procedures and practices cover all aspects of command and control, training, information management and tactical response to operational incidents. The National Staff Safety System underpins the whole future directions, recording all use of force incidents and being interrogated for trend analysis, frequency of incidents and able to provide timely information.

The feedback loop directly impacts upon ongoing training and thus operational activities.

The front line, first response officers are supported in critical risk incidents by the Tactical Response Groups (formerly AOS) with a revised call out criteria and a broader range of less than lethal options available. Resolution of all incidents must be in accord with the tactical options with the overriding philosophy of "Maximise Safety – Minimise Risk". All incidents involving injury to members or lessons to be learnt are subjected to formal debriefing with feedback into the National Staff Safety System with a consequential impact on training and operational deployment. Overall, the strategic direction relies highly on Quality Assurance and feedback from all sources.

Appendix A

Appendix B

1 June 2001

Detective Superintendent P Marshall
P O Box 40003
Glenfield
AUCKLAND

LETHAL FORCE : BEST PRACTICE REVIEW

Having regard to the shooting of Stephen Wallace together with other recent shootings by Police, the forthcoming review of Staff Safety Tactical Training and Project Lincoln it is appropriate to review Police best practice.

You have been appointed to conduct this review.

Your Terms of Reference are to:

Conduct a policy search and investigation to:

- *Determine whether the policy, training and practice around the use of potentially lethal force meets international best practice and recommend ways in which policy, training and practice can be improved.*

Superintendent D Kerr has a collection of material relevant to this task and Superintendent P Nickalls has copies of the recent public reports issued by the Police Complaints Authority on the use of lethal force.

Would you also brief Assistant Commissioner Shuey of the Victoria Police to peer review your work and findings on these Terms of Reference.

Please keep me briefed on progress and complete this work as soon as practicable.

S E Long
Deputy Commissioner
Operations

Appendix C

OPERATIONAL SAFETY PRINCIPLES

The following philosophy applies to the planning, implementation and evaluation of police operations;

"The success of an operation will be primarily judged by the extent to which the use of force is avoided or minimised."

To give effect to this philosophy in responding to incidents or planning operations, which may involve a person who is armed or is reasonably suspected to be armed, the following principles are to apply:

1. SAFETY FIRST
   The safety of police, the public and offenders or suspects is paramount.

2. RISK ASSESSMENT
   Risk assessment is to be applied to all incidents and operations

3. TAKE CHARGE
   Effective command and control must be exercised

4. PLANNED RESPONSE
   Every opportunity should be taken to convert an unplanned response into a planned operation

5. CORDON AND CONTAINMENT
   Unless it is impractical to do so, a "cordon and containment" approach is to be adopted

6. AVOID CONFRONTATION
   A violent confrontation is to be avoided

7. AVOID FORCE
   The use of force is to be avoided

8. MINIMUM FORCE
   Where force cannot be avoided, only the minimum amount reasonably necessary is to be used

9. FORCED ENTRY SEARCHES
   Forced entry searches are to be used only as a last resort

10. RESOURCES
    It is acceptable that the "safety first" principle may require the deployment of more resources, more complex planning and more time to complete.

Appendix D

PREMIER'S PUBLIC SECTOR AWARDS

NSW POLICE SERVICE
INTELLIGENCE BASED SMART ROSTERING SYSTEM

SHORT DESCRIPTION AND OVERVIEW

"Intelligence Based Smart Rostering" is the term now used by the New South Wales Police Service to describe demand driven, best practice rostering, supported by state-of-the-art intelligent software.

The *"Intelligence Based Smart Rostering System"* is more than just a new piece of very smart technology. The concept commenced with a fundamental challenge to the way that the Police Service traditionally rostered its operational policing resources. It concluded that whilst nearly all patrols and local areas professed to pursue "intelligence based flexible rostering", in reality, few did, although the majority attempted to. Simply, the long prevailing culture, the lack of clear objectives, and the absence of the right technology tools left a huge void.

The *"Smart Rostering System"* will produce a roster, but its functionality will far exceed this primary objective. It will more effectively automate the task of deploying police personnel in a way that most optimally achieves organisational objectives and answers community needs. The system is an integrated solution which places a heavy emphasis upon crime *statistics (allowing officers to determine and project demand)*, generic incident models *(indicating the resources and time needed to complete certain types of jobs)*, and personnel data *(describing the resources available to do the job)*, to achieve these ends.

"Intelligence Based Smart Rostering" is a complete package, comprising purpose-built software specific to Police requirements, the definition of "best practice" in rostering, supported by an improved understanding and recognition of the role of a local policing environment and the needs of its customers.

The Police Service is currently beta testing the *"Smart Rostering System"*. This is a piece of leading edge software that when applied, in conjunction with "best practice" rostering, will have the effect of more closely aligning police resources with the requirements and demands of the community. This will unarguably make a substantial contribution to a safer environment across the state of New South Wales.

BACKGROUND

The Police Service expends approximately 80% of its overall budget on human resource costs. The amount exceeds $800 million per annum. The potential benefits realisation from a significant improvement in its human resources management is at the very least substantial.

After extensive surveying, the Police Service established that its complex set of requirements for a rostering system could not be met by any standard software solution available within the country. A consortium was established comprising a Federal Agency (CSIRO), a State Agency (NSW Police), and a private sector specialist resource management organisation, Time and People Australia. An application was made to the Federal Government's Industry Assistance Board for a

research grant to research, design and construct a generic *"Smart Rostering System"*. An industry research grant was approved to Time and People Australia in the vicinity of $1 million. One criterion for the awarding of a grant is that there is no existing comparable product in the marketplace.

This new technological rostering solution has been designed to meet 100 per cent of the New South Wales Police Service requirements. The development of this leading edge technology has been predicated upon the definition of "best practice" human resources deployment and improved processes.

OBJECTIVES

The *"Smart Rostering System"* will improve common procedures, ensuring the effective deployment of the right police, to the right place, at the right time, for the right duration. It is an integrated strategic solution to address rostering and deployment issues which are currently dealt with by approximately 250 roster officers using isolated PC based software with little, if any, scope for consistency and process improvement.

The *"Smart Rostering System"* contains industrial awards information, which allows events and even entire shifts to be accurately costed. Provision has been made for linkages to both the payroll and HR systems, so those members are paid exactly according to the shift they performed. The system will be governed by industrial rules so those employees are treated equitably and fairly. It will be customisable, within approved limits, to meet the specific geographical and circumstantial needs of each local area.

Local commitments, including Court duties and escorts, calendar events (i.e. protests, sporting events and special operations), and personal human resource considerations, (i.e. specific child-care needs of the staff), will all be defined in the system. These specific customisations will enable the system to optimally allocate personnel in any one location to meet the demands of the Service and the community.

In the final analysis, the beauty of the *"Smart Rostering System"* rests on the fact that it is an interconnected locally based management tool which takes significant rostering variables into account and enables efficient and effective rostering of staff. Utilising the latest client/server distributed database technology, critical information from the system will be available globally within the Police Service, and local management will provide autonomy for local commands to better meet community needs.

FIT WITH THE SELECTION CRITERIA

This project has been nominated for a Premier's Award because it significantly improves service outcomes through the application of technology. The personnel committed to this initiative believe there are few public policy issues more worthy of community support than that of helping to deliver a safer environment to the children, teenagers, adults and the senior citizens of our community.

The *"Smart Rostering System"* will permit better service to the community through delivering optimal deployment of personnel at a local area level across the state. The implications of this improved deployment are appropriate police numbers and those police having the rights skills to deal with projected workload, more rapid and effective delivery of services, and reduced crime rates for some types of incidents due to improved police presence. Those benefits will naturally have a flow-on effect in improving Police – Community relations and employee satisfaction.

The intensive research and development that has, of necessity, preceded the creation of the *"Smart Rostering System"* has created significant intellectual capital for the New South Wales Police Service. The project has substantially increased the knowledge base and application of human resource deployment and shift allocations within the context of a business framework, viz., the business of policing and crime reduction.

As well, the success of the project results in a unique product that will be adaptable to a wide range of business applications across Australia, and not limited to the public sector. In short, the Smart Rostering project has increased the intellectual capital of the organisation and its employees while significantly contributing to improved service delivery.

INTELLIGENCE BASED SMART ROSTERING SYSTEM
PROJECT PERFORMANCE AND ACHIEVEMENTS

PERFORMANCE

Effective deployment of police officers at a station is a very demanding task. The successful rostering officer must balance the human needs of the staff, industrial issues, budgetary constraints relating to allowances and shifts, availability of police equipment and availability of suitably skilled officers with the expectations of the community. However, consistent and successful management of these resources within human limitations is not always easy to achieve. The *"Smart Rostering System"* will ensure uniform rostering outcomes across the state and, in turn, this will have a major impact on the workforce planning. The system will play a significant role in improving the operational performance of the Police Service and reducing the fear of crime and the incidence of some types of crime. In essence, the *"Smart Rostering System"* applies creative technology to provide solutions to very complex staffing problems.

The ideal solution that provides optimal deployment of personnel is predicated on a systematic analysis of historical data representing the incidence of crime and calls for service, equated through the application of a mathematical algorithm, incorporating the use of "artificial intelligence". The result is an optimised response capability of the Service within the resource availability limits.

The term *"Smart Rostering"* comprises many parts, a principal component is the *"Demand Model"*. *"Demand Modelling"* is a phrase coined to describe the accurate assessment of the number of personnel, and time, required to perform specified jobs and the subsequent follow-on tasks. The determination of these properties are the means of populating the Roster Software with forecast demand measured in terms of numbers of police units, at every half hour interval over the roster planning horizon.

The Demand Modeling project was the first of its type to be conducted in the NSW Police Service. Its utility in accurately and objectively describing resources required for specific jobs in specific locations will have widespread applicability in many parts of the Police Service. The user specifications for this module were completed in May 1998. Wide cross sections of staff were involved in the definition of user requirements and design of the Demand Model. This exercise alone has focused the organisation toward improving practice and setting a clear direction for the future.

ACHIEVEMENTS

The *"Smart Rostering System"* has been conceptualised and certain modules have been completed. The Service has acquired an increased capacity to effectively deploy police resources in the continuous struggle to favourably impact upon the level of public safety. As a whole, the service better understands the business of resource deployment. It has defined the "best practices" of resource deployment and has acquired a wider acceptance and recognition of the need to effectively deploy personnel.

The roster software is currentiy being "bench tested". Operational trials will commence firstly at Bankstown, and then at Mount Druitt Local Area Commands. The *"Smart Rostering System"* will be implemented at all local commands by July 1999. The introduction of the *"Smart Rostering System"* will play a major role in achieving broader Police Service objectives of increased accountability, improved work practices, and improved customer service delivery.

The end product for the *"Intelligence Based Smart Rostering Project"* has not been delivered as yet. To reach that goal there are a number of significant and complex steps which must be completed or developed concurrently so that the Smart Rostering System can function. There is a substantial degree of computer systems connectivity that needs to be achieved to allow *"Smart Rostering"* to reach its full potential. This project does not have a definitive end date, to ensure the system adapts readily to the dynamic demands of the Policing environment, an ongoing evolutionary process is envisioned whereby the system will "learn" from previous experience, with each iteration making itself smarter.

The challenge of an organisation as complex and diverse as the New South Wales Police Service, effectively delivering public safety outcomes of the public is a never ending job, as is the challenge of deploying scarce resources when required, where required, in the right numbers and with the right human resource and policing skills.

Therefore, it is considered appropriate to recognise the professional development and progress on this important public sector service delivery initiative at this juncture.

TEAM MEMBERS

Craig Somerton
Ross Lloyd