



**PUBLIC SKILLS**  
AUSTRALIA

**Jobs and  
Skills  
Councils**  
An Australian Government Initiative



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# Police

Workforce Plan 2024

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# ABOUT PUBLIC SKILLS AUSTRALIA

Public Skills Australia is the Jobs and Skills Council (JSC) for the Public Safety and Government industry, which includes Correctional Services, Defence, Federal, State/Territory and Local Government, Fire and Emergency Services and Police.

As the JSC for Public Safety and Government, we promote the importance of a well-trained, effective and efficient Public Safety and Government workforce. We work closely with industry employers and employee organisations, to identify and mitigate workforce challenges and support future skilling.

Public Skills Australia is committed to:

- conducting consultation with our key industry-sectors and their representatives,
- undertaking data analysis, research and employing strategic foresight tools to understand current workforce challenges and develop future workforce plans,
- developing quality training products to strengthen the Public Safety and Government training packages,
- advocating for the needs of our industry-sectors.

This Workforce Plan explores the workforce challenges and requirements of the Police industry-sector. Organisations within this industry-sector play a vital role to support community safety, combat crime and enforce the law. The Police workforce is made up of dedicated sworn members and public servants who support operations. This Workforce Plan identifies key findings to support these members.



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**Acknowledgements**  
Public Skills Australia acknowledges the contributions of industry representatives, who gave their valuable time and effort to contribute to this Workforce Plan. We further acknowledge the Department of Employment and Workplace Relations who provide the funding for workforce planning under the Jobs and Skills Council program.

# EXECUTIVE SUMMARY

Public Skills Australia successfully delivered an Initial Workforce Plan for Public Safety and Government industry-sectors. JSCs are required to build upon the Initial Workforce Plan and deliver an updated and more comprehensive Workforce Plan in 2024.

*Workforce Plan 2024: Police* provides a high-level snapshot of the Police industry-sector, its workforce, and identified workforce challenges. The plan highlights industry insights gathered from consultation. Through research and consultation, nine megatrends were consistently identified as impacting the Public Safety and Government workforce.



Expansion of core duties



Recruitment and retention



Technological development



Public trust and perceptions



Demographic shifts



Competition for labour



Diversity and inclusion



Career pathways



Climate change

## Public Skills Australia further identified a workforce challenge specific to the Police industry-sector:

### Elevated Attrition of Younger Police Officers:

The Police workforce is experiencing elevated attrition rates amongst younger Police Officers. This attrition may have long term impacts on Police capacity.

In the development of future Workforce Plans, Public Skills Australia will seek to conduct further research and analysis to develop strategies that may address the identified challenge.

# METHODOLOGY

This Workforce Plan is supported by a mix of Federal Government data, industry-sector data and insights from industry-sector consultation. Federal Government data are mostly derived from the Australian Bureau of Statistics (ABS) and Jobs and Skills Australia (JSA). Industry-sector data are largely obtained from publicly accessible sources, such as annual reports. Industry-sector consultation was undertaken directly with employee, employer and government representatives. Due to the complexity of large-scale workforce data, accurate data cannot be derived from a single source only. As such, multiple data sources are preferred, however, this can magnify data discrepancies. Where possible, this Workforce Plan prioritises the data source, or combination of data sources, that provide the most accurate representation of the workforce possible.

## Federal Government Data

Federal Government datasets, such as those from the ABS and JSA, are helpful for understanding high-level and overarching aspects of the entire Public Safety and Government workforces. ABS data used throughout this Workforce Plan includes National Census data, occupation classification information and other labour force and general population survey insights. Importantly, JSA provides an Employment and Education & Training Data Placemat directly to JSCs to inform their workforce planning. Informative and relevant data provided by JSA have been summarised in the Public Safety and Government Industry Snapshot and are supported by the industry-sector specific data detailed in this Workforce Plan. It requires noting that all employment data presented in the Public Safety and Government Industry Snapshot do not include volunteers.

## Industry Consultation

Consultation was undertaken with employee, employer and government representatives. Public Skills Australia leveraged established relationships and governance arrangements to:

- invite participation in direct consultation,
- identify additional stakeholders,
- verify and validate research and data findings, and
- seek feedback on the Workforce Plan.



A range of consultation methods were utilised to support effective engagement. This included in-person stakeholder meetings, online presentations and written review and feedback from Public Skills Australia governance group members. Consultation plans were designed around previously identified and emergent workforce challenges, as well as possible strategies to support the workforce. Insights generated from consultations were deductively mapped to the identified challenges and validated by multiple Public Skills Australia researchers and are presented in the Industry Insights breakout boxes across this Workforce Plan. Insights were further reviewed and validated by members of Public Skills Australia's subcommittees, Industry Advisory Group and Public Skills Australia Board. Further information on this engagement is contained in the Consultation Plan section of this Workforce Plan.

# PUBLIC SAFETY AND GOVERNMENT INDUSTRY SNAPSHOT

Public Safety and Government is the fifth largest employing industry in Australia (Figure 1). As of November 2023, there were just under 823,000 individuals employed in the industry.<sup>1</sup> This number has grown steadily year-on-year since 1985 (Figure 2). New South Wales, Victoria and Queensland are the largest employing states for occupations within the industry (Figure 3), with 31.1 per cent, 26.1 per cent and 22.1 per cent of the total employment percentage, respectively. The top 10 employing occupations are presented in Table 1.

Figure 1: Total individuals employed in each industry<sup>2</sup>

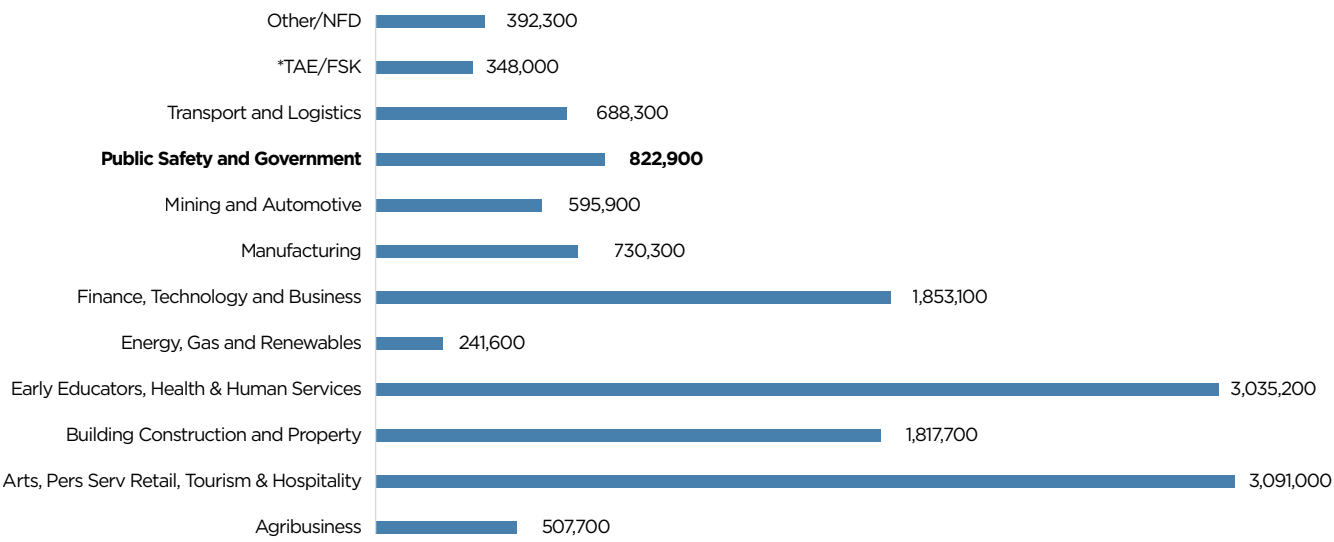
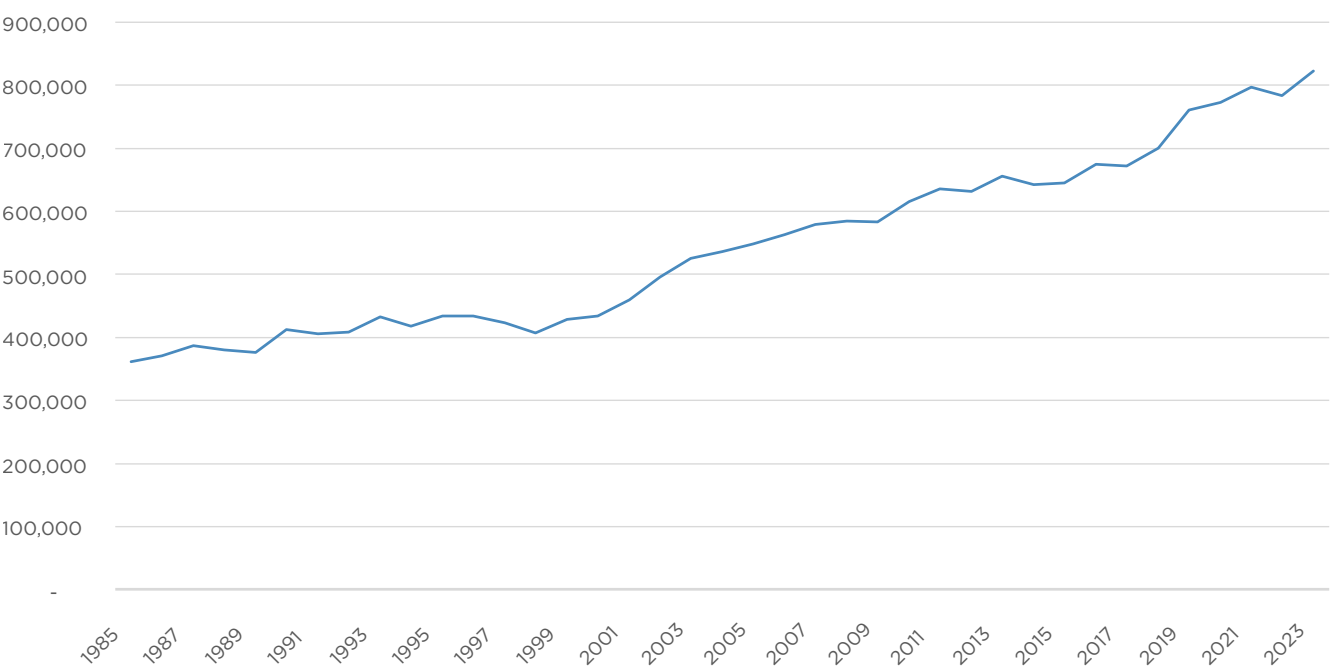


Figure 2: Total number of individuals employed in the Public Safety and Government industry from 1985 to 2023<sup>3</sup>



<sup>1</sup>Employment data presented in this snapshot does not include volunteers.  
<sup>2</sup>Australian Bureau of Statistics (ABS), Labour Force, Australia, Detailed, November 2023 [data set], ABS website, 2023, accessed 1 May 2024.  
<sup>3</sup>ABS, Labour Force, Australia, Detailed, November 2023 [data set], ABS website, 2023, accessed 1 May 2024.

Figure 3: Total number of individuals employed in Public Safety and Government industry by State/Territory in 2023<sup>4</sup>

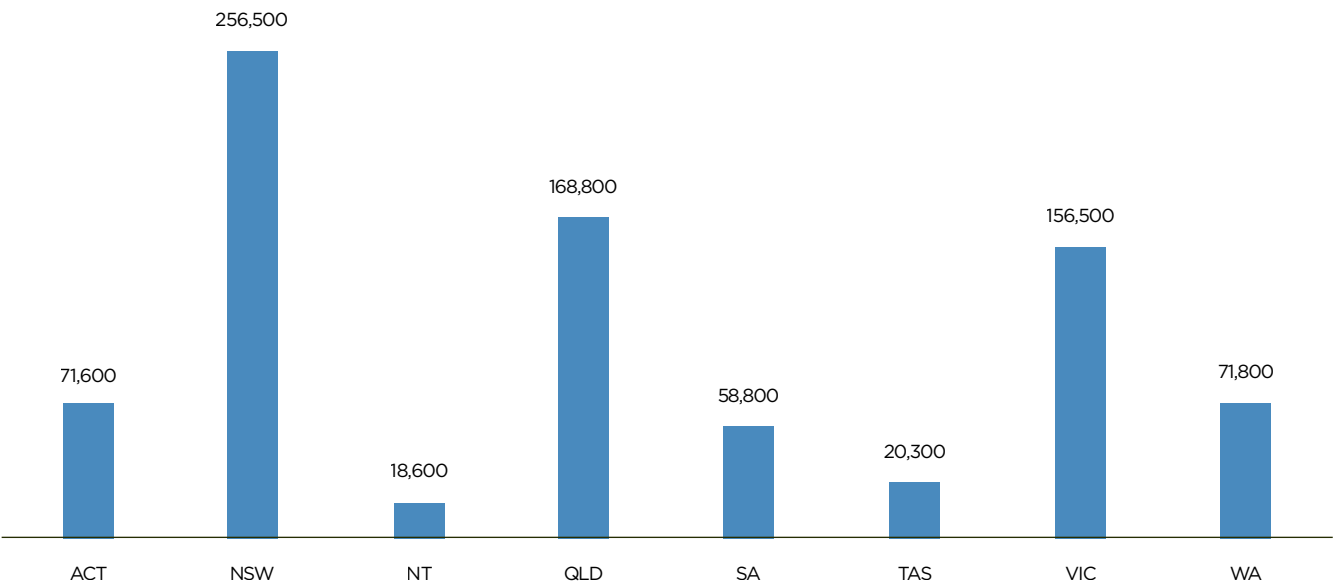


Table 1: Top 10 employing occupations in the Public Safety and Government industry<sup>5</sup>

| ANZSCO | Occupation                                       | %   |
|--------|--------------------------------------------------|-----|
| 4413   | Police                                           | 8.4 |
| 5311   | General Clerks                                   | 4.9 |
| 5995   | Inspectors and Regulatory Officers               | 4.5 |
| 5111   | Contract, Program and Project Administrators     | 4.0 |
| 1324   | Policy and Planning Managers                     | 3.2 |
| 4421   | Prison Officers                                  | 2.7 |
| 4411   | Defence Force Members - Other Ranks              | 2.3 |
| 5412   | Information Officers                             | 2.2 |
| 2249   | Other Information and Organisation Professionals | 2.1 |
| 8999   | Other Miscellaneous Labourers                    | 2.1 |

<sup>4</sup>ABS, Labour Force, Australia, Detailed, November 2023 [data set], ABS website, 2023, accessed 1 May 2024.  
<sup>5</sup>Australian Bureau of Statistics (ABS), Labour Force, Australia, Detailed, November 2023 [data set], ABS website, 2023, accessed 1 May 2024.



A comparison between the Public Safety and Government and national workforces on median weekly earnings, median age, proportion of workforce who are female and proportion of workforce who are First Nations people is presented in Table 2.<sup>6</sup>

Table 2: Demographic comparison between the Public Safety and Government industry and national workforces<sup>7</sup>

|                                         | National | Public Safety and Government Industry |
|-----------------------------------------|----------|---------------------------------------|
| Median weekly earnings                  | \$1,300  | \$1,656                               |
| Median age                              | 38       | 42                                    |
| Proportion who are female               | 47.6%    | 52.1%                                 |
| Proportion who are First Nations people | 2.2%     | 3.4%                                  |

The Public Safety and Government industry workforce is currently projected to experience a 4.7% increase in employment across the next five years and an 8.8% increase in employment over the next ten years.<sup>8</sup> These projections provide a useful insight into overall labour market trends, however any forecasting needs to take into consideration the unique drivers in the Public Safety and Government industry. These drivers may include changes in crime rates, bushfires, natural disasters and other large-scale

emergencies. Further, there are several national political and economic influences and constraints, such as government budgets and political commitments, that could impact the industry. Lastly, international and geopolitical factors such as conflict and international deployment, along with emerging infrastructure needs (e.g., AUKUS nuclear submarine program, new correctional facilities), may also impact labour market growth projections in this industry.

<sup>6</sup>First Nations people will be used as preferred terminology inclusive of Aboriginal and Torres Strait Islanders. When citing a data source (i.e., annual reports, ABS data, and the Productivity Commission's Report on Government Services) the terminology of the data source will be used to maintain accurate data representation.  
<sup>7</sup>ABS, Labour Force, Australia, Detailed, November 2023 [data set], ABS website, 2023, accessed 1 May 2024.  
<sup>8</sup>Jobs and Skills Australia (JSA), Employment Projections, JSA website, n.d., accessed 1 May 2024.

# POLICE INDUSTRY-SECTOR OVERVIEW

The Australian Police workforce, according to the Report on Government Services, is made up of 63,667 Sworn Officers nationally.<sup>9</sup> The Police workforce is dispersed across State/Territory agencies as well as one Federal agency (Figure 4). Policing of the Australian Capital Territory (ACT) is conducted under an agreement with the Australian Federal Police (AFP), which directs ACT Policing under its portfolio.

Figure 4: The span of policing agencies in Australia<sup>10</sup>



The roles and responsibilities of State/Territory agencies are largely the same; however, they differ considerably between the State/Territory agencies and the AFP (Figure 5).

Figure 5: List of roles and responsibilities specific to both the State/Territory policing agencies and the AFP<sup>11</sup>

| State/Territory Police                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Australian Federal Police                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Funded by and operates under direction from State/Territory Governments.</li><li>Comprised of both sworn and un-sworn cohorts. Sworn cohorts consist of Police Officers and Protective Service Officers, who maintain a visible presence in the community and perform investigative roles. The un-sworn cohort is made up of the public service workforce who generally provide administrative and specialist support.</li><li>Policing operations are bound to their respective jurisdiction, though Police from different States/Territories may work together through memoranda of understanding to conduct cooperative investigations and operations.</li></ul> | <ul style="list-style-type: none"><li>Funded and directed by the Australian Government.</li><li>Comprised of both sworn and un-sworn cohorts. Sworn cohorts consist of Police Officers and Protective Service Officers. The un-sworn cohort is made up of the public service workforce.</li><li>Has a broad remit with national responsibilities articulated through Commonwealth legislation, including but not limited to, cybersecurity, prevention of child exploitation, dignitary protection, combatting transnational and organised crime, and partaking in international deployments.</li></ul> |

<sup>9</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2023. Australia Federal Police (AFP), Annual Report 2022-23; In this Workforce Plan, the term ‘Sworn Officers’ refers to both sworn Police Officers and sworn Protective Service Officers. The term ‘Police Officer’ refers specifically to a person who is sworn into a policing role and can exercise Police powers.  
<sup>10</sup>See State/Territory and Federal Police agency websites in Appendix B.  
<sup>11</sup>See State/Territory and Federal Police agency annual reports in Appendix A; Productivity Commission, *Police Services*, pc.gov.au, 2024, accessed 24 July 2024.

Note that Police staff comprise sworn and unsworn staff in both operational and non-operational roles. A definition of these staffing categorisations is provided below as per the Productivity Commission website.<sup>12</sup>

*An operational police staff member is any member, sworn or unsworn, whose primary duty is the delivery of police or police-related services to an external client (where an external client predominately refers to members of the public but may also include law enforcement outputs delivered to other government departments).*

*Police staff are also categorised according to ‘sworn’ status. Sworn police officers exercise police powers, including the power to arrest, summons, caution, detain, fingerprint and search. Specialised activities may be outsourced or undertaken by administrative (unsworn) staff. Operational police staff is considered the primary estimate of the number of police staff actively engaged in the delivery of police-related services.*

## AUSTRALIAN FEDERAL POLICE

4,291  
Sworn Officers<sup>13</sup>

### Core Duties<sup>14</sup>



Coordinate Investigation



Protective Services



International Deployments

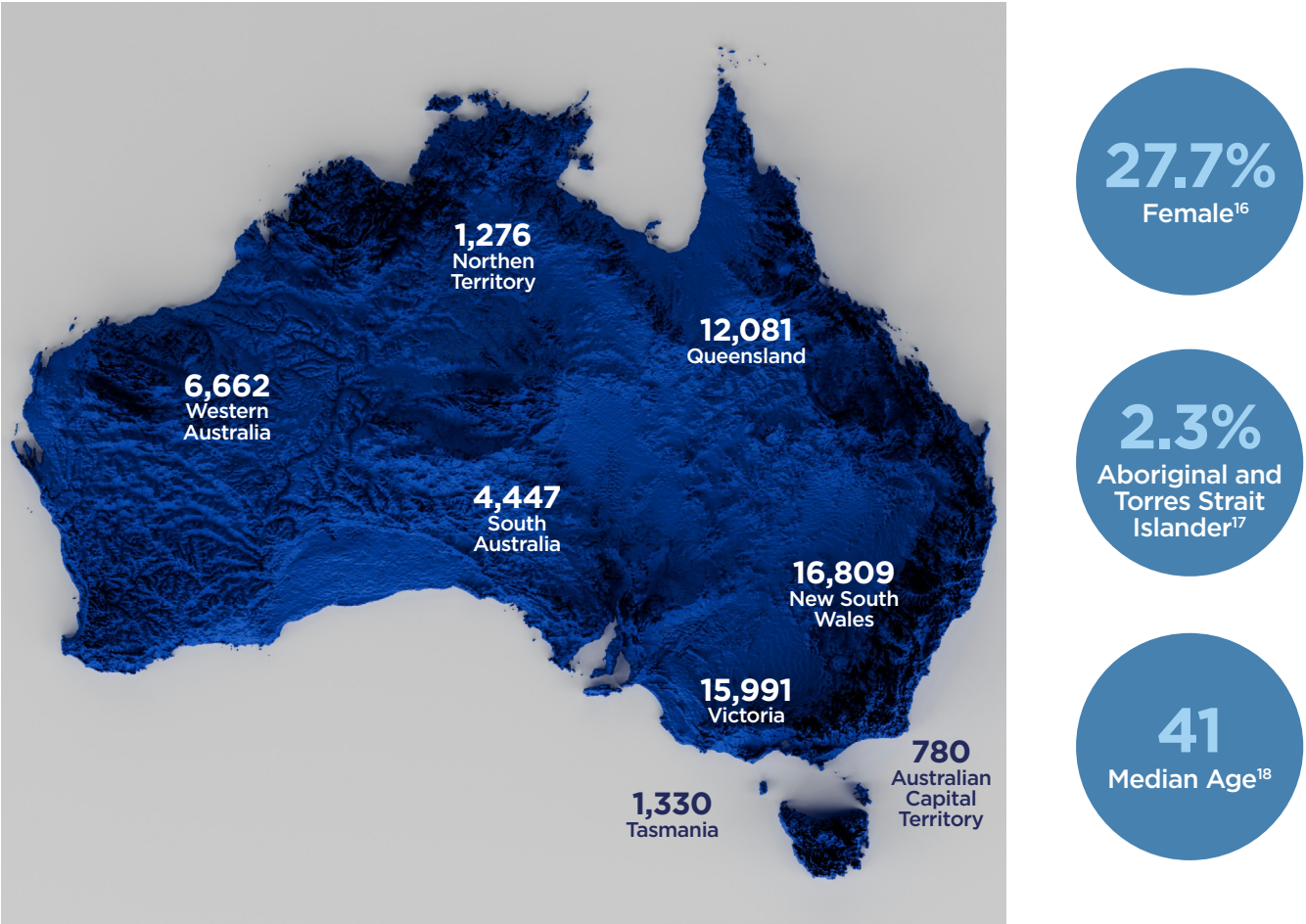


Intelligence Building

<sup>12</sup>Productivity Commission (PC), *Police Services*, PC website, 28 May 2024, accessed 24 July 2024.  
<sup>13</sup>Australia Federal Police (AFP), Annual Report 2022-23, AFP, 2023, Accessed 15 January 2024.  
<sup>14</sup>Australia Federal Police (AFP), Annual Report 2022-23, AFP, 2023, Accessed 15 January 2024.

# STATE/TERRITORY SWORN POLICE OFFICERS<sup>15</sup>

Figure 6: Overview of the Police industry-sector



## Core Duties<sup>19</sup>



<sup>15</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024.  
<sup>16</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024. Note that the 27.7% figure only includes sworn operational staff, and does not include sworn non-operational or unsworn staff.  
<sup>17</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024. Note that the 2.3% figure applies to all policing staff, including unsworn members.  
<sup>18</sup>Jobs and Skills Australia (JSA), *Police Officers*, JSA website, n.d., accessed 6 May 2024.  
<sup>19</sup>See State/Territory Police agency annual reports in Appendix A.

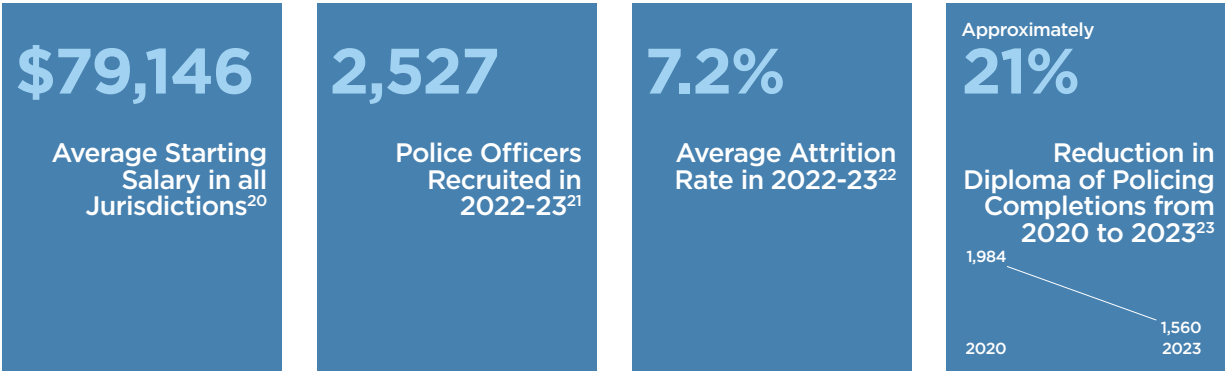
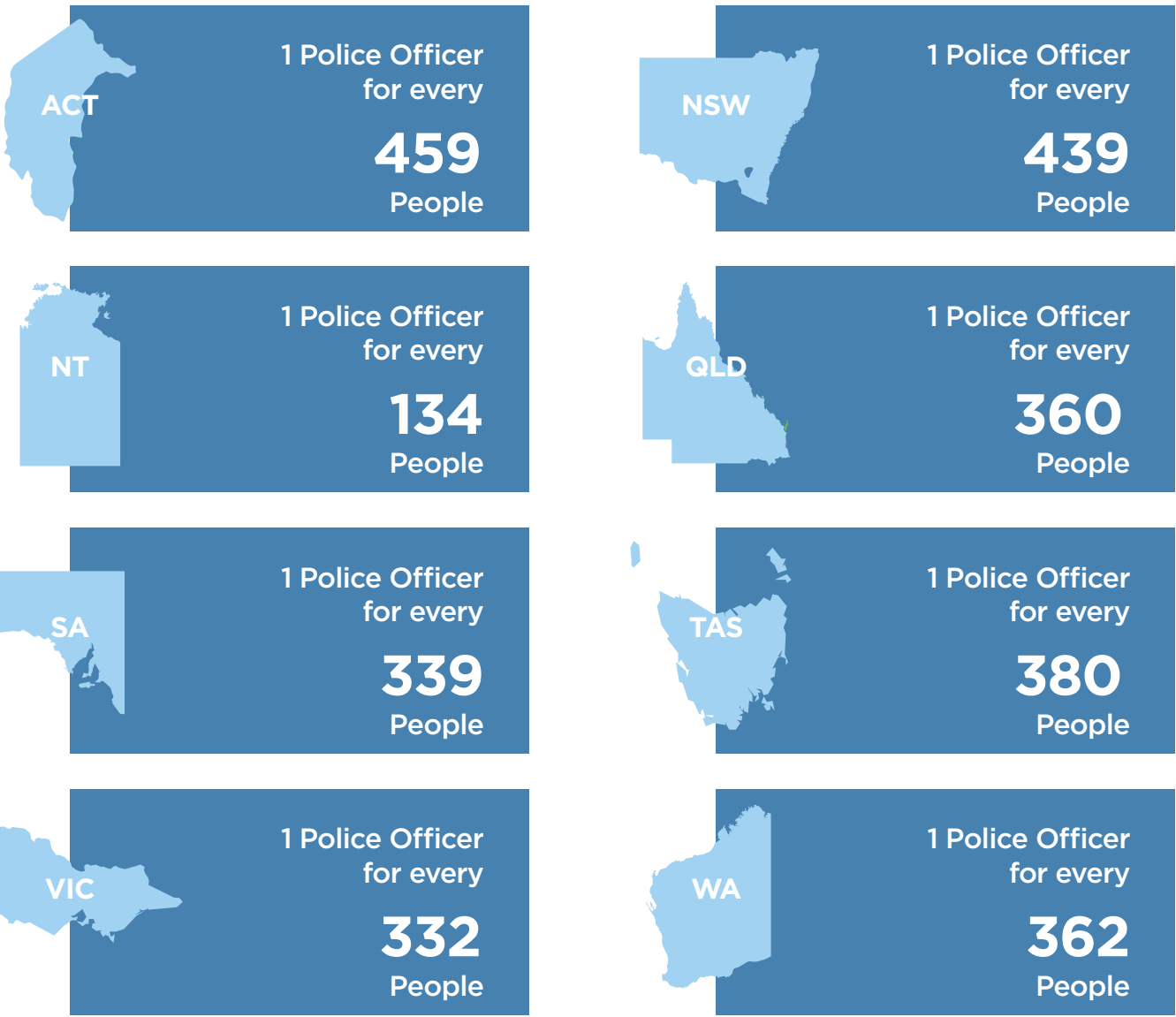


Figure 7 represents the ratio of Police Officers to the general population, which varies between agencies. Ratios of Police Officers to population can be used as preliminary indicators of operational capacity. These ratios do not consider geographic distribution, where remote Police stations may have to service a large geographical area, presenting a resourcing challenge particularly in the Northern Territory, Western Australia, and Queensland.

Figure 7: Police-to-population ratios, specific to each jurisdiction<sup>24</sup>



<sup>20</sup>Compiled from data from State/Territory and Federal Police agency websites in Appendix B.  
<sup>21</sup>Compiled from data from State/Territory and Federal Police agency websites in Appendix B.  
<sup>22</sup>Compiled from data from State/Territory and Federal Police agency websites in Appendix B.  
<sup>23</sup>Collated by ANZPAA from Police jurisdictions.  
<sup>24</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024.

# POLICE USE OF VOCATIONAL EDUCATION AND TRAINING (VET)

The Police industry-sector is supported by the POL Police Training Package, which establishes the entry level training required for Police recruits, through the *POL50124 Diploma of Policing* (see Megatrend 4 – Career Pathways for more information). The training package also provides qualifications for specialisations, which Police Officers can access as they transition into specialised policing roles.

The review of the Police Training Package is coordinated through the Australia New Zealand Policing Advisory Agency (ANZPAA) and its approval body, the Australia New Zealand Council for the Police Profession (ANZCoPP). The members of this Council are the Federal and State Police Commissioners across Australia

and New Zealand as well as the Presidents of both the Police Federation of Australia and the New Zealand Police Association. This supports a tripartite approach between Police employers, employee bodies, and the industry experts within Police when developing and reviewing the Police Training Package. Upon any review of the Police Training Package, ANZPAA will present training product recommendations to Public Skills Australia for quality assurance, governance support, and implementation, as set out by the Training Package Products Development and Endorsement Process Policy (TPPDEPP).

Not all Police jurisdictions are Registered Training Organisations (RTO) and therefore do not have the ability to deliver and award VET qualifications.

| Police academies that are RTOs                     | Police academies that are not RTOs |
|----------------------------------------------------|------------------------------------|
| Australian Federal Police (including ACT Policing) | South Australia Police             |
| New South Wales Police Force                       | Tasmania Police                    |
| Northern Territory Police Force                    | Western Australia Police Force     |
| Queensland Police Service                          |                                    |
| Victoria Police                                    |                                    |

Regardless of whether Police academies are an RTO or not, individual agencies have elected to establish relationships between Police, TAFEs, and/or higher education institutions. These relationships may cover delivery of:

- the Police Training Package (in-house where Police academies and Colleges operate as RTOs to deliver qualifications, or through external RTOs and local TAFEs),
- Higher Education courses (such as Charles Sturt University and the University of Tasmania), and
- other industry-generated training (such as an industry-based accredited course, or operational safety training).



All Police jurisdictions (RTOs and non-RTOs) are further supported by a framework developed by ANZPAA that is aligned to the Police Training Package qualifications and supports national consistency of training across a broad spectrum of practice areas.

Due to AVETMISS reporting exemptions for policing, there exists an evidence gap regarding the full scope of utilisation for the POL Training Package. While NCVER data for the POL Training Package shows a large drop in enrolments, NCVER enrolment and completion data does not provide an accurate assessment of how the POL Training Package is used.<sup>25</sup> This is because not all training data is reported consistently, and not all RTOs that deliver POL Training Package qualifications report on learner data.

Data on POL Training Package completions and enrolments may be available via ANZPAA from police organisations, however, this data is not complete, and does not represent all Police jurisdictions that deliver the qualification. Of the jurisdictions that are represented, some report completions only, and do not include enrolment numbers. As the data is incomplete, it cannot be used in cross-analysis with other datasets.

For future iterations of the *Workforce Plan*, Public Skills Australia may seek to coordinate the collection of POL Training Package VET data from ANZPAA and/or the relevant Police jurisdictions to address the identified data gaps.

<sup>25</sup>National Centre for Vocational Education Research (NCVER), Total VET students and courses 2022: DataBuilder [data set], 2023, ncver.edu.au, accessed 15 January 2024

# CROSS-INDUSTRY MEGATRENDS

Across all Public Safety and Government industry-sectors, nine cross-industry megatrends have consistently been identified as impacting the workforce (Figure 8). Cross-industry megatrends are often interrelated and may amplify or compound other trends. Future workforce planning may look to map these interdependencies.

Figure 12:

## Identified cross-industry megatrends

|                        |                           |                              |
|------------------------|---------------------------|------------------------------|
| Competition for Labour | Demographic Shifts        | Recruitment and Retention    |
| Career Pathways        | Expansion of Core Duties  | Diversity and Inclusivity    |
| Climate Change         | Technological Development | Public Trust and Perceptions |

# MEGATREND 1: COMPETITION FOR LABOUR

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Competition for labour is a complex and multifaceted challenge for Australia’s labour force. The Public Safety and Government industry often attracts applicants who are committed to public service and the safety of Australian communities. This means that its industry-sectors find themselves competing for labour not only with the private sector but at times also with each other. As indicated by the Police Federation of Australia, differences in pay and employment conditions may see Police agencies actively competing with each other for prospective recruits.<sup>26</sup>

The competitive job market also impacts the prospective and existing Police workforce, as the availability of employment in other sectors with higher rates of remuneration or better flexibility arrangements may decrease the pool of applicants and increase rates of attrition for Police.

## INDUSTRY INSIGHT

**Overall recruitment numbers remain below jurisdictional targets**, despite widespread Police recruitment drives. An industry-sector representative noted that **Police agencies may compete against one another for the same recruitment pool**. Quite often, recruitment strategies in policing will look to attract people to a particular jurisdiction with a variety of incentives that another jurisdiction may not be able to offer, increasing competition.

**Police skills are highly sought after in other Government departments and bodies as well as in private industry**, particularly in investigative or regulatory-based roles. This may increase the likelihood of Police Officers moving to other sectors. Police Officers are often highly sought due to their ability to lead people, manage complex projects and the breadth of their skills ranging from financial to human resources and communication skills.

<sup>26</sup>Police Federation of Australia (PFA), *Submission to the Employment White Paper*, Police Federation of Australia, 2022.

# MEGATREND 2: DEMOGRAPHIC SHIFTS

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Demographic shifts are likely to pose a significant challenge for the Public Safety and Government industry-sectors. Population growth is also likely to place increased demands on Public Safety and Government industry-sectors as more services will be required (often in increasingly dense areas). As highlighted in the *2023 Intergenerational Report*, the population of people who are 65 years and older in Australia is expected to double across the next 40 years.<sup>27</sup>

The movement of people between remote, regional and urban areas is also likely to pose a significant challenge for Public Safety and Government industry-sectors.

For policing, demographic shifts such as those detailed above may impact on policing in several ways, such as:

- an ageing workforce in policing itself leading to higher attrition rates, particularly for Police agencies that have a mandatory retirement age,
- an increase in the number of vulnerable or ageing community members who may require Police assistance (e.g. during emergency events), and
- an increasing need for wellbeing checks for ageing community members.

<sup>27</sup>Commonwealth of Australia, *2023 Intergenerational Report: Australia's future to 2063*, The Treasury, Australian Government, 2023.

# MEGATREND 3: RECRUITMENT AND RETENTION

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Recruiting and retaining new employees is a significant challenge across all industry-sectors in Public Safety and Government and is examined in further detail in Figure 9.

Figure 9: Recruitment and retention challenges common to all industry-sectors within the Public Safety and Government industry

| Recruitment                                                            |                                                     |
|------------------------------------------------------------------------|-----------------------------------------------------|
| Competitive salaries and flexible working conditions                   | Attractiveness of higher education                  |
| Competitive labour markets or low volume of workers in specific fields | Perceptions of the industry                         |
| Retention                                                              |                                                     |
| Australia's sustained economic growth                                  | Changes to employer's expectations of the workforce |
| Increasing demand and scope of public safety work                      | Staff wellbeing                                     |

## INDUSTRY INSIGHT

**Recruitment targets are commonly set by State/Territory Governments** and align to political, legal, policy or strategic aims. As a result, they may not always align to organisational or community needs.

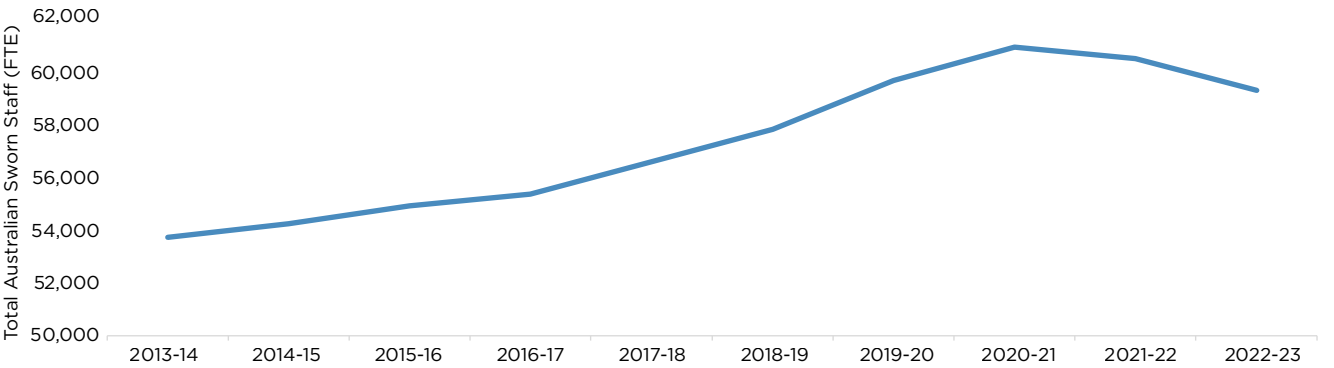
**Some Police agencies reported that fulfilling Government recruitment targets remains a challenge.**

**Attrition of experienced officers not only diminishes the overall expertise within Police jurisdictions but also impacts upon overall workload,** which in turns diminishes the ability to deliver quality services to the community and impacts on workforce wellbeing.

**Greater flexibility in lateral recruitment across policing agencies may increase retention rates.**

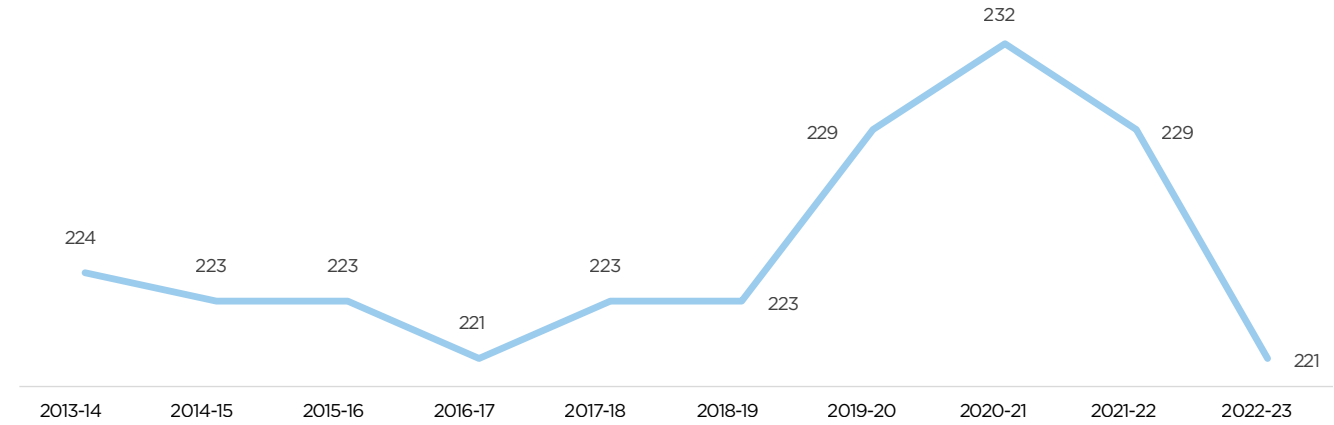
Police agencies recruit through a single-entry pathway (i.e. their Police academies) with limited or no established pathways for lateral entry for sworn members. This means that, in most cases, people entering the Police workforce have no prior operational policing experience. Therefore, as Police Officer training takes time and on-the-job experience is built through years of service, recruitment drives may fill labour shortages, but an experience gap will remain if the Police workforce also endures high levels of attrition. The inability to recruit and retain Police Officers may impact operational capacity and workforce wellbeing. From 2013-14 through to 2022-23, the total Australian sworn Police Officer workforce (FTE) grew from 53,765 to 59,376 (Figure 10).<sup>28</sup> However, since 2020-21, there has been a year-on-year decline in total sworn Police Officers across Australia.

Figure 10: Total Australian yearly FTE of sworn Police Officers. Please note this data does not include Australian Federal Police sworn Police Officers



This decline in sworn Police Officers is occurring while Australia’s population is growing. As a result, there is a decline in the national ratio of operational sworn Police Officers per 100,000 people from 2020-21 to 2022-23 (Figure 11).<sup>29</sup> The current figure represents a 10-year low in the operational Police workforce to population ratio across Australia.

Figure 11: Yearly ratio of operational sworn Police Officers to population (per 100,000). Please note this data does not include Australian Federal Police sworn Police Officers



<sup>28</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024. Please note this data does not include Australian Federal Police sworn Police Officer data.  
<sup>29</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 30 April 2024. Please note this data does not include Australian Federal Police sworn Police Officer data.

# MEGATREND 4: CAREER PATHWAYS

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Clearly defined career pathways are crucial to support employee value propositions and to retain staff. Career pathways may include:

- structured and connected personal development plans that enable candidates to enter an industry, develop core skills, and achieve training goals, and
- clearly defined educational pathways to support candidates into promotional pathways or move laterally into specialised roles.

In policing, existing career pathways through the VET system are well defined. Generally, Police recruits enter a Police agency through a single point of entry and will receive training through the Police academy or college. Except for New South Wales and Tasmania, the *POL50124 Diploma of Policing* is the prerequisite qualification for a Police Officer in all other jurisdictions. It is delivered through each of the Police academies, or if the academy is not an RTO, through an external provider that works closely with the academy, such as a university or TAFE partner. However, a potential learner must still be recruited into a Police agency first before undertaking the qualification through recruit training; this cannot be accessed directly through the education provider.

New South Wales Police Force and Tasmania Police do not use the *POL50124 Diploma of Policing*. These Police agencies require their staff to complete an associate degree or degree through an arrangement with a university partner. However, it should be noted that every effort is made to ensure that these higher education

qualifications are aligned with the *POL50124 Diploma of Policing*. As highlighted earlier, the New South Wales Police Force academy is an RTO, and may deliver other POL Training Package qualifications, while the Tasmania Police academy is not an RTO.

After general recruit training, further training (leadership, specialised and refresher training) is available as Police Officers progress through their careers. Leadership training is usually associated with higher ranks and is broadly supported by the Australian Institute of Police Management, internal leadership training, or using other avenues such as universities and higher education. Refresher training is generally available through a variety of means like most other industry-sectors.

Despite the existence of structured and well-defined educational pathways through the VET system for Police recruits at a jurisdictional level, there remains a challenge with lateral entry pathways for experienced and qualified Police Officers between Police agencies, as well as lateral entry into specialised operational or tactical roles. This is due to differences in legislation, operating procedures, and other internal governance between jurisdictions. While formalised lateral pathways exist in a limited capacity for certain roles, such as for experienced investigators, they do not exist for other specialised roles. This impacts the ability for Police agencies to address shortages in these roles, as these vacancies can only be filled internally, require significant training and assessment, and may also involve challenging and lengthy selection processes.

# MEGATREND 5: EXPANSION OF CORE DUTIES

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Expanding core duties is a challenge affecting all Public Safety and Government industry-sectors. The expansion of core duties and responsibilities (or ‘role creep’) refers to the gradual and unintended expansion of responsibilities and tasks beyond the original scope of a role or rank. In a professional context, it often occurs when additional duties and responsibilities are assigned to an individual or a team without a corresponding adjustment in resources, time, or compensation. For employees, this can result in increased workloads and responsibilities and may contribute to employee attrition.

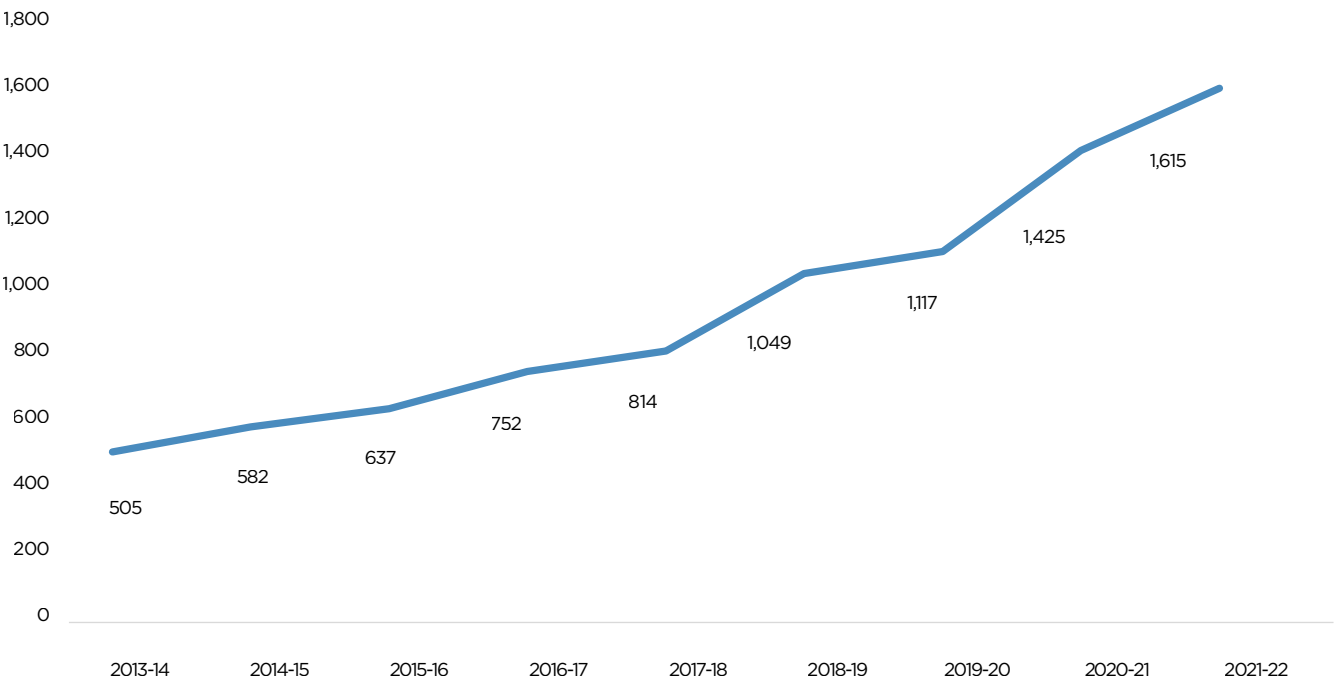
For the Police industry-sector expansion of core duties may be driven by budgetary restrictions, the challenge to ‘do more with less’, increasing government or community expectations, changing understandings of effective practices and technological advancements. Specific examples include:

- Increasing reported rates of family violence and associated response/administrative requirements for Police Officers.<sup>30</sup>
- Increasing expectations of Police Officers performing enforcement and reassurance duties in the wake of emergencies and unplanned incidents. This has been seen in the deployment of Police to respond to public health crises during the COVID-19 pandemic.<sup>31</sup>
- Expanding responsibilities in response to mental health incidents in some States/Territories, such as increased care requirements for persons in the community undergoing a mental health crisis.<sup>32</sup>

The expansion of core duties in policing, including an increase in the volume and complexity of calls for assistance, poses challenges for resource allocation, wellbeing, and training. While this growing demand for Police resources reflects changing government and public expectations, it requires additional skilling and careful examination of the legal and policy implications of revised operational practices.

Police industry-sector representatives indicated that they are aware of the impact of the expansion of core duties on the mental health of the workforce. The number of active Workcover claims in one jurisdiction has been reported to be as high as 10 per cent of operational staff.<sup>33</sup> From a national perspective, serious claims (defined as one week or more of absence from work) due to mental stress have increased year-on-year since 2013-14 (Figure 12). This contributes to high attrition rates, increased sick leave, and challenges with maintaining public trust. Industry-sector representatives indicated that finding the solution is multifaceted and complex.

Figure 12: Number of yearly serious claims due to mental stress in the Police industry-sector from 2013-14 to 2021-22<sup>34</sup>



## INDUSTRY INSIGHT

An industry representative highlighted that **Police are experiencing high rates of Workcover claims, resulting in members deemed non-operational or unfit for duty**, which in turn impacts on overall operational capacity and service delivery to the community.

**The implementation of presumptive Post Traumatic Stress Disorder legislation** relating to worker’s compensation claims made by Police Officers was noted by an industry representative as having led to a rise in the number of operational members unable to work as a result of physical or mental injuries.<sup>35</sup>

<sup>30</sup>Productivity Commission, *Police services – Table 6A.18*, [data set], pc.gov.au, 2024, accessed 30 April 2024.  
<sup>31</sup>Human Rights Law Centre (HRLC), *Explainer: Increased Police powers and COVID-19*, HRLC, 2020.  
<sup>32</sup>Chief Parliamentary Council, *Mental Health and Wellbeing Act 2022*, Chief Parliamentary Council, Parliament of Victoria, no. 39, 2022; Queensland Parliamentary Council, *Mental Health Act 2016*, Queensland Parliamentary Council, Queensland Government, 2016.

<sup>33</sup>J. Petrusma, *Transcript of Legislative Council Estimates Committee A*, Parliament of Tasmania, 2022; Productivity Commission, *Report on Government Services – Police Services (Table 6A.2)* [data set], pc.gov.au, 2024, accessed 15 February 2024.  
<sup>34</sup>Safe Work Australia (SWA), *Number of claims by TOOCS Mechanism Major group and select ANZSIC Industry Classes, 2008-09 to 2021-22* [unpublished dataset], 2024.  
<sup>35</sup>Legislation relating to workers compensation is varied by jurisdiction. An analysis of changes to presumptive PTSD legislation at a federal level can be found through Comcare, *Comcare, Comcare Scheme Guidance –Post Traumatic Stress Disorder Suffered By Certain Employees*, Australian Government, 2024.

# MEGATREND 6: DIVERSITY AND INCLUSIVITY

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Public Safety and Government industry-sectors have made significant strides towards fostering inclusive and equitable practices in recruiting First Nations peoples, culturally and linguistically diverse individuals, women, gender-diverse people, and people with disabilities; however, representation remains an ongoing challenge.<sup>36</sup>

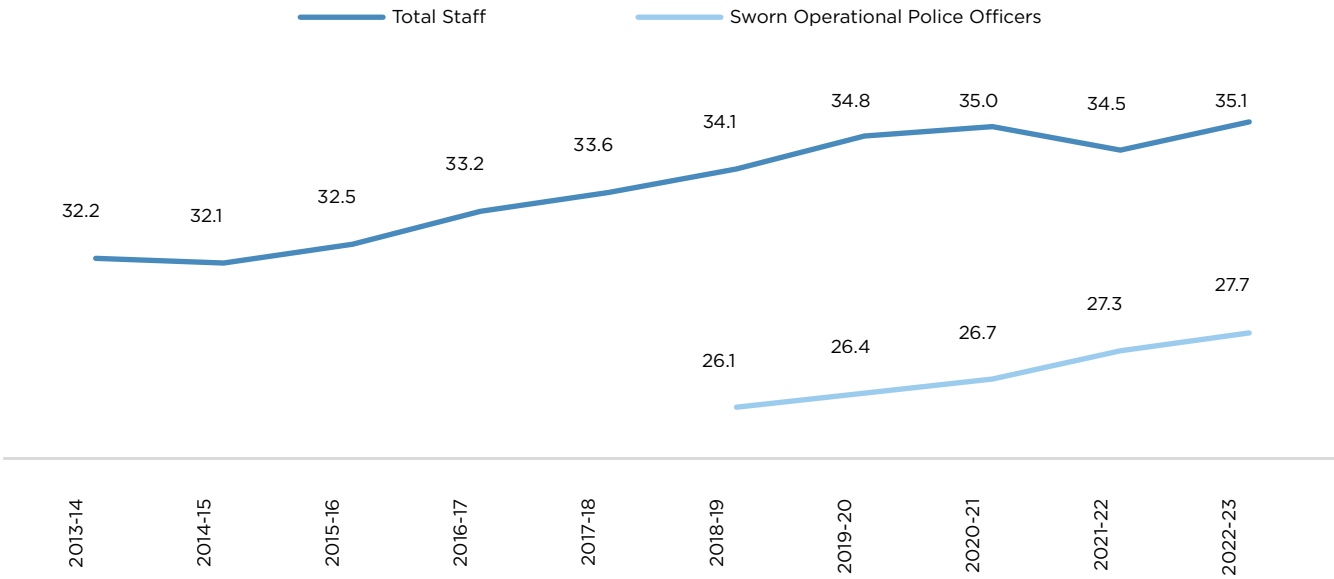
The representation of First Nations peoples fluctuates across States/Territories as well as in different industry-sectors. As an average across State/Territory Police, 2.3% of all policing staff, inclusive of sworn and unsworn cohorts, are of Aboriginal and Torres Strait Islander descent.<sup>37</sup> The *National Agreement on Closing the Gap* provides a road map for how the public sector should engage with reconciliation; however, the actual strategies that are implemented deviates across State/Territories and specific industry-sectors.<sup>38</sup> An increase in First Nations representation in the Police industry-

sector may help to build community relationships, cooperation and trust. This may lead to improved understanding of First Nations issues by Police.<sup>39</sup>

As noted by the Workplace Gender Equality Agency, gender equitable organisations adapt to changing environments more effectively, demonstrate broader diversity of thought, better decision making and have lower instances of sexism and sexual harassment.<sup>40</sup> As such, there has been a national effort to increase the representation of female staff in the Police industry-sector. The proportion of female staff in all roles in the Police industry-sector reached 10-year highs in 2022-23 (Figure 13).<sup>41</sup> Similarly, in sworn operational roles, there have been yearly increases in the proportion of female staff since data became available in 2018-19.<sup>42</sup>

<sup>36</sup>Gender-diverse refers to individuals who do not identify as male or female, for example non-binary.  
<sup>37</sup>Council of Australian Governments, *National Agreement on Closing the Gap*, Council of Australian Governments, Australian Government, 2020; Appendix A.  
<sup>38</sup>Council of Australian Governments, *National Agreement on Closing the Gap*, Council of Australian Governments, Australian Government, 2020; Appendix A.  
<sup>39</sup>Australian Law Reform Commission (ALRC), *Pathways to Justice—Inquiry into the Incarceration Rate of Aboriginal and Torres Strait Islander Peoples* - (ALRC Report 133), 2018, Australian Government.  
<sup>40</sup>Victoria Police, *Gender Equality Strategy and Action Plan 2017-2020*, Victoria Police, 2017.  
<sup>41</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 8 May 2024.  
<sup>42</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 8 May 2024.

Figure 13: National proportion of female employment in all Police roles (Total Staff) and Sworn Operational Police Officer roles<sup>43</sup>



The availability of Police workforce participation data for gender diverse peoples and people with disabilities currently varies significantly between Police agencies. Table 3 highlights three types of demographic data (age, First Nations participation, culturally and linguistically diverse workforce participation) and which jurisdictions report these within annual reports.

Table 3: List of agencies that report specific types of demographic data<sup>44</sup>

| Age distribution of Police Officers                                                     | First Nations peoples workforce participation                                                                                                                                                                                        | Culturally and linguistically diverse persons workforce participation                                                                                                                              |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Tasmania Police</li><li>Victoria Police</li></ul> | <ul style="list-style-type: none"><li>ACT Policing</li><li>New South Wales Police Force</li><li>Queensland Police Service</li><li>Northern Territory Police</li><li>Victoria Police</li><li>Western Australia Police Force</li></ul> | <ul style="list-style-type: none"><li>ACT Policing</li><li>New South Wales Police Force</li><li>Queensland Police Service</li><li>Victoria Police</li><li>Western Australia Police Force</li></ul> |

<sup>43</sup>Productivity Commission, *Police services – Table 6A.2*, [data set], pc.gov.au, 2024, accessed 8 May 2024.  
<sup>44</sup>See State/Territory Police agency annual reports in Appendix A.

# MEGATREND 7: CLIMATE CHANGE

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Climate change and weather-related disasters are having a significant influence on every industry-sector, including those overseen by other JSCs. As climate change intensifies the impact of natural disasters, there are several industry-sectors within Public Safety and Government that will be impacted to varying degrees.

In differing levels of partnership with other Public Safety and Government industry-sectors, the Police industry-sector supports responses to weather related incidents and emergencies. All State/Territory Police agencies have a legislated

responsibility to, at a minimum, support emergency management response and recovery. Therefore, an increase in emergencies and natural disasters will impact on the availability of Police resources. Police agencies will continue to consider the workforce capacity and capability implications, and plan for interoperability arrangements with other agencies.

# MEGATREND 8: TECHNOLOGICAL DEVELOPMENT

- ✓ Defence
- ✓ Police
- ✓ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

The rapid evolution of technology presents a challenge for Public Safety and Government industry-sectors and most commonly impacts:

- workplace capability and practices (i.e. streamlining processes and enhancing communications),
- response or operational practices, and
- standardised training practices.

Evolving technological capabilities are transforming the landscape of policing, including the volume and sophistication of cybercrime and technologically enabled crime, the impact on community dynamics and how people interact, and the availability of operational technologies to enhance Police capabilities. Emerging tools such as artificial intelligence (AI) and data analytics are being explored by Police agencies to enhance operational and investigative techniques. Adoption of new technological capabilities may come with risks and ethical considerations. In collaboration with ANZPAA, Police agencies have developed a set of Police Artificial Intelligence Principles to support the ethical use of AI.<sup>45</sup> As new technology capabilities emerge in policing, there will be a demand for capability review and additional training.

<sup>45</sup>Australian New Zealand Policing Advisory Agency (ANZPAA), *Australia New Zealand Police Artificial Intelligence Principles*, ANZPAA, 2023.

# MEGATREND 9: PUBLIC TRUST AND PERCEPTIONS

- ✓ Defence
- ✓ Police
- ✗ Fire and Emergency Services
- ✓ Correctional Services
- ✓ Federal, State/Territory and Local Government

Public Safety and Government industry-sectors are commonly impacted by public trust and community perceptions which can influence the ability of agencies to effectively undertake their work.

For Police agencies, public trust is related to four key indicators. These are:

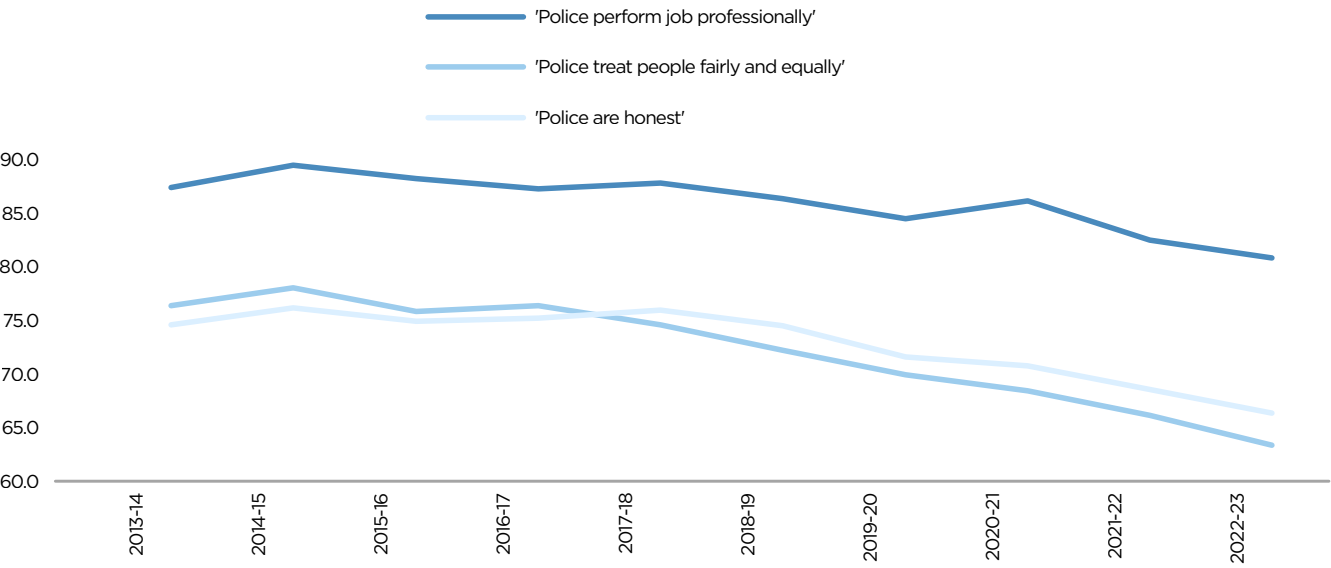
- **Effectiveness:** the perception that Police are capable of undertaking their duties
- **Value alignment:** the perception that Police are acting in alignment with community values
- **Fairness:** the perception that Police apply services equally and consistently
- **Intentions:** the perception of Police motives.<sup>46</sup>

Together these four indicators gauge the overall level of trust a community has in its Police. To quantify the public perception of overall Police integrity, the *Report on Government Services – Police services*, collates responses from the National Survey of Community Satisfaction.<sup>47</sup> In 2022-23, public opinions on three key Police integrity questions were each at 10-year lows (Figure 14).<sup>48</sup> Specifically, the proportion of respondents who agreed:

- ‘Police perform job professionally’ had decreased 6.3 percentage points from 86.7 per cent since 2013-14,
- ‘Police treat people fairly and equally’ had decreased 12.5 percentage points from 76.1 per cent since 2013-14; and
- ‘Police are honest’ had decreased 7.9 percentage points from 74.4 per cent since 2013-14.<sup>49</sup>

<sup>46</sup>Australia New Zealand Police Advisory Agency, *The four dimensions of trust*, ANZPAA website., 2021, accessed 19 February 2024.  
<sup>47</sup>Productivity Commission, *Police services – Table 6A.7*, [data set], pc.gov.au, 2024, accessed 30 April 2024.  
<sup>48</sup>Productivity Commission, *Police services – Table 6A.7*, [data set], pc.gov.au, 2024, accessed 30 April 2024.  
<sup>49</sup>Productivity Commission, *Police services – Table 6A.7*, [data set], pc.gov.au, 2024, accessed 30 April 2024.

Figure 14: The proportion of national respondents in agreement with three key Police integrity survey questions<sup>50</sup>



The decline in public satisfaction with Police detailed above may be attributable to a decrease in trust and confidence in the wake of the COVID-19 pandemic. During the pandemic all Police agencies were tasked with a range of operational public health regulations and enforcement responsibilities that were outside their standard duties. ANZPAA has undertaken work on implementing the four Dimensions of Trust in survey methodologies, to identify particular areas of diminishing trust.

<sup>50</sup>Productivity Commission, *Police services – Table 6A.7*, [data set], pc.gov.au, 2024, accessed 30 April 2024.

# INDUSTRY-SECTOR CHALLENGES

## Challenge 1: Elevated Attrition of Younger Police Officers

There has been a noted shift in the longevity of employees in the Australian labour market. In the 12 months to February 2020, 18.4 per cent of people had been employed for less than one year, increasing to 21.1 per cent in the 12 months to February 2023.<sup>51</sup> Importantly, this is supported by a 10-year high in the job mobility rate of 9.5 per cent in 2023.<sup>52</sup>

Specific to policing, in 2017, 69 per cent of Australian Police Officers leaving the profession did so at the rank of Constable (41 per cent) and Senior Constable (28 per cent).<sup>53</sup> To further highlight the increasing attrition of Police Officers earlier in their careers, the *Police Federation of Australia Submission to the Employment White Paper* noted elevated attrition rates for individuals aged 20-34 years at Victoria Police.<sup>54</sup>

Elevated attrition rates of younger Police Officers have a significant impact on the operational capability of policing agencies, as the recruitment and training required to fill the gaps left by members separating from the workforce is both time and cost intensive and challenging to anticipate.

This is a complex challenge, as it is compounded by an ageing workforce and increasing attrition amongst older members due to retirement or ill health. The loss of experienced Police Officers poses additional challenges when examined in the context of capability and leadership impacts.

### INDUSTRY INSIGHT

Industry-sector representatives noted that **key reasons for these elevated attrition rates among younger members include changing career expectations, prevailing negative media portrayals of policing** and its impact on public trust, as well as the ongoing impacts of stress and fatigue in this industry-sector.

**The increased transferability of core policing skills are increasingly recognised by Government** and the private sector, which may also prompt junior Police Officers to seek other career opportunities.

As a considerable portion of the workforce approaches retirement age, there is a risk of losing a wealth of experience, institutional knowledge and leadership. This may have a flow on effect on the availability of leadership and guidance for younger Police Officers entering the workforce.

<sup>51</sup>Australian Bureau of Statistics (ABS), *Job mobility* [data set], ABS website, 2023, accessed 8 May 2024.  
<sup>52</sup>ABS, *Job mobility* [data set], ABS website, 2023, accessed 8 May 2024.  
<sup>53</sup>ANZPAA, Australia New Zealand Policing Advisory Agency, *Future Workforce, Police Workforce Compendium*, ANZPAA, 2019, accessed 22 September 2023.  
<sup>54</sup>Police Federation of Australia (PFA), *Submission to the Employment White Paper*, PFA, Page 29 2022, accessed 30 April 2024.

# STRATEGY DEVELOPMENT & TIMEFRAMES

Public Skills Australia has not identified any workforce strategies for the Police industry-sector through this Workforce Plan and for the Public Skills Australia work program across 2024-25. The policing industry is well supported by ANZPAA for research and policy development for the Police workforce.

Public Skills Australia recognises that, due to the need to maintain a secure operating environment, some qualifications and units within the POL Police Training Package are Not for Public Access. As such, ANZPAA will continue to undertake the technical drafting component when qualifications and units of competency are required to be updated. Public Skills Australia will facilitate the review and update of the POL Police Training Package.

ANZPAA conducts a robust initial technical drafting process that leverages subject matter expertise from industry experts within relevant specialist areas of policing. This process

incorporates a review from training and education staff, including the managers and Assistant Commissioners that oversee their Police academy/college/RTO (where applicable). Final industry approval of these reviews is provided by Police Commissioners and the peak union bodies for policing across Australia and New Zealand.

Any future workforce strategy development for the Police industry-sector will be conducted in partnership and consultation with:

- ANZPAA (and any related national groups, committees and networks they facilitate) to coordinate the collection of information from State/Territory Police agencies.
- Police Federation of Australia and state-based Police unions.

Potential training product development and review strategies for the Police industry-sector will be identified in the next 12 months, for scoping and development in the 2025 Workforce Plan for Police.

Table 4: Proposed actions to address identified industry-sector challenge

| Labour Market Dynamics                            | Proposed Action                                                                                                                                                                                                                    | Key Stakeholders                                                                            |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>Megatrend 4:</b><br><b>Career Pathways</b>     | <b>JSC Function:</b><br>Training Product Development                                                                                                                                                                               | <ul style="list-style-type: none"><li>• ANZPAA</li><li>• PFA</li><li>• STTA/SROs.</li></ul> |
| <b>Symptom:</b><br>Unclear qualification pathways | <b>Activity:</b><br>Facilitate quality assurance and governance of training products, identified as a priority by the industry-sector through ANZPAA.                                                                              |                                                                                             |
|                                                   | <b>Actions:</b> <ul style="list-style-type: none"><li>• Support the review of Police Intelligence Qualifications (anticipated).</li><li>• Support the review of Police Crash Investigation Qualifications (anticipated).</li></ul> |                                                                                             |
|                                                   | <b>Anticipated Timing:</b> <ul style="list-style-type: none"><li>• Upon approval of project plan.</li><li>• Upon approval of project plan.</li></ul>                                                                               |                                                                                             |

# EXISTING WORKFORCE STRATEGIES

This chapter maps the connections between existing workforce strategies in the Public Safety and Government industry-sectors and Public Skills Australia’s *Workforce Plan 2024: Police*. This mapping identifies strategies that are currently used by Government and industry-sectors to inform Public Skills Australia’s workforce planning efforts.

Table 5: Existing national and industry-sector strategies

| National Strategies                                                                                 |                                   |                                |       |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                                                                                            | Link to Industry-Sector Challenge | Link to Cross-Sector Megatrend | Owner | Timing          | Purpose and Components                                                                                                                                                                                                                                                                                                                                                                                                                      | How it will inform our work                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <i>Towards a National Jobs and Skills Roadmap: Annual Jobs and Skills Report 2023</i> <sup>55</sup> | 1                                 | 1, 3, 4                        | JSA   | 2023 (complete) | This report maps trends in the labour market including digital transformation, and the transformation to a clean energy and net-zero economy. Reforms undertaken within the VET and higher education system to meet the identified workforce challenges, including the formation of the JSC program, proposed National Skills Passport, and the <i>Australian University Accord Interim Report</i> are also considered.                     | Public Skills Australia will support Jobs and Skills Australia (JSA) by undertaking and facilitating consultation with the Public Safety and Government industry on all components of the report. This will include engaging consistently with its industry-sectors and JSA throughout the development of the Skills Priority List (SPL) to ensure access to critical industry intelligence.                                                               |
| <i>The Clean Energy Generation: Workforce needs for a Net Zero Economy</i> <sup>56</sup>            |                                   |                                | JSA   | 2023 - 2025     | This series of reports considers emerging and future clean-energy workforce requirements as Australia strives to reach net-zero emissions by 2050. JSA’s preliminary modelling estimates Australia’s clean-energy workforce will need to grow from the current 53,000 workers to 84,000 workers by 2050.                                                                                                                                    | The impact of climate change and more frequent natural disasters flow into the related challenges of competition for labour, and recruitment and retention across the Public Safety and Government industry-sectors. Consideration of the impact of Net Zero on the Public Safety workforce will be supported by Public Skills Australia and its industry-sectors.                                                                                         |
| Skills Priority List (SPL) <sup>57</sup>                                                            | 1, 2                              |                                | JSA   | Ongoing         | The SPL is an online tool that assesses whether an occupation is in shortage and its anticipated future demand. The SPL is released annually, and classifies occupations into one of three categories: shortage, no shortage and regional shortage. The SPL outcomes may be used to inform, along with other inputs and evidence, the direction of national and State/Territory workforce policies.                                         | Ongoing engagement with the Public Safety and Government industry will capture intelligence related to specific industry-sector challenges such as regional and remote workforce development, and national skills shortages that may support the SPL Stakeholder Engagement Survey. Public Skills Australia will continue to facilitate access to critical intelligence, ensuring that the SPL reflects the realities of industry-sector skills shortages. |
| The Australian and New Zealand Standard Classification of Occupations (ANZSCO) Review <sup>58</sup> |                                   |                                | ABS   | 2023 - 2024     | A review of the ANZSCO occupation classification structure is underway. The ABS review provides an opportunity to update the classification structure to better reflect contemporary occupations in the Australian economy. This will ensure that more accurate data is collected regarding the Australian labour market to inform, along with other inputs and evidence, the direction of national and State/Territory workforce policies. | Public Skills Australia has worked closely with its industry-sectors to collate industry intelligence and provide advice regarding required changes to the ANZSCO structure. Outcomes of this review may ensure that occupational shortages in the Public Safety and Government industry are more accurately represented in datasets that are aligned to the ANZSCO framework.                                                                             |

<sup>55</sup>Jobs and Skills Australia (JSA), *Towards a National Jobs and Skills Roadmap*. Towards a National Jobs and Skills Roadmap, JSA, Australian Government, 2023.

<sup>56</sup>Jobs and Skills Australia (JSA), *The Clean Energy Generation: Workforce needs for a Net Zero Economy*, JSA, Australian Government, 2023.

<sup>57</sup>JSA, *Skills Priority List*, JSA website, 2023, accessed: 13 February 2024.

<sup>58</sup>Australian Bureau of Statistics (ABS), *ANZCO Comprehensive Review – Consultation Round 3*, ABS, Australian Government, 2023, accessed 30 April 2024.

Table 5: Existing national and industry-sector strategies

| National Strategies                                            |                                   |                                |                                          |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------|-----------------------------------|--------------------------------|------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                                                       | Link to Industry-Sector Challenge | Link to Cross-Sector Megatrend | Owner                                    | Timing      | Purpose and Components                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | How it will inform our work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| The Australian Government's Strategic Priorities <sup>59</sup> |                                   | 6                              | Department of Prime Minister and Cabinet | 2022 - 2026 | The Federal Government's strategic priorities provide a four-year (2022 - 2026) policy direction for the Australian Public Service (APS) and sets targets across key areas. These key areas include the economy, public health and climate change.                                                                                                                                                                                                                                                                                                                                                                       | Public Skills Australia will aim to support the implementation of Federal Government's strategic priorities, particularly those which seek to strengthen the APS workforce.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Closing the Gap <sup>60</sup>                                  |                                   | 3, 6                           | Council of Australian Governments        | 2019 - 2029 | The <i>Closing the Gap Report</i> informs the development of specific recruitment, health and social programs for First Nations peoples. These programs are deployed across the Public Safety and Government industry.                                                                                                                                                                                                                                                                                                                                                                                                   | Representation of First Nations peoples within the five Public Safety and Government industry-sectors varies greatly. Improving the quality of workforce data pertaining to First Nations peoples' representation is an ongoing priority in workforce planning.                                                                                                                                                                                                                                                                                                                               |
| Australian Cyber Security Strategy <sup>61</sup>               |                                   | 8                              | Department of Home Affairs               | 2023 - 2030 | <p>The 2023 - 2030 Australian Cyber Security Strategy serves as a roadmap to achieve the Australian Government's vision of becoming a world leader in cyber security by 2030. Most relevant to Public Safety and Government, the Strategy aims to ensure:</p> <ul style="list-style-type: none"><li>Australia has a diverse and professional cyber workforce that can protect citizens and businesses from cyber-attacks.</li><li>Critical infrastructure and government systems can withstand and bounce back from cyber-attacks.</li></ul>                                                                             | Public Skills Australia will aim to support the Cyber Security Strategy in its work with Public Safety and Government industry sectors. Ensuring that Public Safety and Government industry-sectors have the requisite workforce skills and expertise to fulfil the Cyber Security Strategy is of critical importance for the safety of the Australian public and businesses.                                                                                                                                                                                                                 |
| Industry-Sector Specific Strategies                            |                                   |                                |                                          |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Police Workforce Compendium <sup>62</sup>                      | 1                                 | 1, 2, 3, 4, 5, 8, 9            | ANZPAA                                   | 2019        | The <i>Police Workforce Compendium</i> compiles research on workforce trends, recruitment strategies and future considerations for policing. This compendium outlines shared challenges for Police and recommends strategies to address them including transforming organisational culture, promoting diversity of thought in recruitment, creating a reserve of experienced officers, and developing virtual teams for flexibility and collaboration.                                                                                                                                                                   | The <i>Workforce Plan 2024: Police</i> identifies similar challenges to those mapped in the Compendium. Public Skills Australia will work with ANZPAA and its member agencies to support development of strategies, bolster the research and workforce policy for the Police industry-sector and promote areas of priority for the review of the Police Training Package.                                                                                                                                                                                                                     |
| State/Territory Policing Strategic Plans <sup>63</sup>         | 1                                 | 1, 3, 6, 8                     | State/ Territory Police                  | 2023        | <p>State/Territory strategic plans identify multiple shared priorities including:</p> <ul style="list-style-type: none"><li>changing operating environments.</li><li>prioritisation of diverse and representative workforces which reflect the community.</li><li>integration of new technology to enhance learning outcomes for new and existing members of the workforce.</li></ul> <p>Identified regional priorities include:</p> <ul style="list-style-type: none"><li>A focus on embedding cultural competence and consulting local communities in regional and remote areas (Northern Territory Police).</li></ul> | <p>The <i>Workforce Plan 2024: Police</i> identified similar specific industry-sector challenges, including the need for additional training to combat cybercrime, stronger career pathways, and more effective recruitment and retention strategies, with a focus on developing an inclusive workforce that represents the communities that Police serve.</p> <p>Public Skills Australia will continue to develop close relationships with Police industry-sector representatives to identify how workforce planning and training product development may support identified challenges.</p> |
| Australian Federal Police (AFP) Strategic Plan <sup>64</sup>   | 1                                 | 1, 3, 6, 8                     | AFP                                      | 2023        | <p>The Australian Federal Police strategic plan identifies priority areas including:</p> <ul style="list-style-type: none"><li>Investigations – with specific attention to developing technological capabilities to counter online child exploitation, cybercrime, international interference, terrorist activity</li><li>ACT community policing</li><li>Specialist protective services</li><li>International police assistance and external territories</li></ul>                                                                                                                                                       | Public Skills Australia will continue to develop close relationships with Police industry-sector representatives to identify how workforce planning and training product development may support identified challenges.                                                                                                                                                                                                                                                                                                                                                                       |

<sup>59</sup>Department of the Prime Minister and Cabinet (PM&C), *2022-2026 Corporate Plan: Part two – The Australian Government's Strategic Priorities*, PM&C, Australian Government, 2022.

<sup>60</sup>Council of Australian Governments, *National Agreement on Closing the Gap*, Council of Australian Governments, Australian Government, 2020.

<sup>61</sup>Digital Transformation Agency, *2023–2030 Australian Cyber Security Strategy*, Digital Transformation Agency, Australian Government, 2023.

<sup>62</sup>ANZPAA, Australia New Zealand Policing Advisory Agency, *Future Workforce, Police Workforce Compendium*, ANZPAA, 2019, accessed 22 September 2023.

<sup>63</sup>Appendix A.

<sup>64</sup>Australia Federal Police (2023). Annual Report 2022-23. AFP, accessed 15 January 2024.

# CONSULTATION PLAN

## 2024 Workforce Plan Engagement

In the development of the 2024 Workforce Plans, Public Skills Australia undertook extensive industry-sector consultation. The approach adopted by Public Skills Australia towards the engagement of consultees, gathering and analysing their insights, and generating high-level themes and challenges across the industry-sector, is summarised in the Methodology section above. Table 6 illustrates the industry-sector representatives engaged in the development of the *Workforce Plan 2024: Police*.

Table 6: Summary of stakeholders engaged for Workforce Plan 2024

|                                                 |                                                                                                |                                                    |
|-------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------|
| AUSTRALIAN<br>FEDERAL<br>POLICE/ACT<br>POLICING | ANZPAA AND<br>ANY RELATED<br>NATIONAL GROUPS,<br>COMMITTEES AND<br>NETWORKS THEY<br>FACILITATE | NEW SOUTH<br>WALES<br>POLICE FORCE                 |
| NORTHERN<br>TERRITORY<br>POLICE                 | QUEENSLAND<br>POLICE<br>SERVICE                                                                | SOUTH<br>AUSTRALIA<br>POLICE                       |
| TASMANIA<br>POLICE                              | THE POLICE<br>FEDERATION<br>OF AUSTRALIA                                                       | VICTORIA<br>POLICE                                 |
| WESTERN<br>AUSTRALIA<br>POLICE FORCE            | STATE AND<br>TERRITORY<br>TRAINING<br>AUTHORITY<br>(STTA) CONTACTS                             | SENIOR<br>RESPONSIBLE<br>OFFICER (SRO)<br>CONTACTS |

## 2025 Workforce Planning Engagement

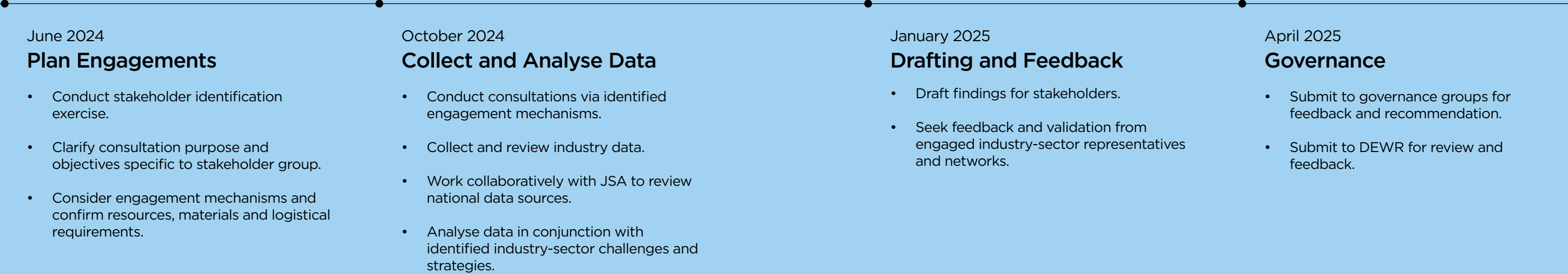
In the development of the 2025 Workforce Plans, Public Skills Australia will target identified stakeholders for consultation using different engagement mechanisms, as outlined in Table 7.

Table 7: Consultation methods for the 2025 iteration of the Workforce Plans

|                                    |                                                  |
|------------------------------------|--------------------------------------------------|
| ONLINE PRESENTATIONS<br>AND FORUMS | GOVERNANCE, ADVICE<br>AND FEEDBACK<br>MECHANISMS |
| TECHNICAL<br>GROUPS                | WORKSHOPS,<br>ROUNDTABLES<br>AND THINK TANKS     |
| SITE VISITS<br>AND ROADSHOWS       | IN-PERSON<br>STAKEHOLDER MEETINGS                |

# STAGING AND TIMING

Public Skills Australia will consult with identified stakeholders from June 2024 to April 2025. The specific phasings of the consultation efforts are illustrated below:



# ENGAGING WITH INDUSTRY-SECTOR REPRESENTATIVES

In the development of the 2025 Workforce Plans, Public Skills Australia will adopt the consultative approach detailed above to continue valuable conversations with identified stakeholders relevant to the Police industry-sector. Table 8 presents an overview of the planned engagements in the development of the 2025 Workforce Plan. This is an indicative list of the organisations that have been identified as relevant to Public Skills Australia’s ongoing workforce planning. Public Skills Australia will identify and engage with any additional stakeholders as necessary as part of consultation efforts.

Table 8: Engagement plan with industry-sector representatives

| Industry-Sector Representative              | Representation Type | Industry-sector specific challenges | Megatrends | Purpose of Ongoing Consultation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------|---------------------|-------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ANZPAA                                      | Association         | All                                 | All        | As the peak body representing the State/Territory and Federal Police organisations in Australia and New Zealand, ANZPAA provides holistic industry-sector intelligence from member agencies to inform workforce planning and training product development. Public Skills Australia will continue to consult with ANZPAA as a key stakeholder in providing access to and advice on workforce strategy, industry-sector intelligence and data through its internal groups including the ANZPAA Workforce Capability and Diversity Network (AWCDN) and ANZPAA Police Professionalisation Network (APPN). |
| Police Federation of Australia              | Employee            | All                                 | All        | The PFA, as the national union body for policing, represents over 65,000 Police Officers across all Australian jurisdictions. Public Skills Australia will continue to consult with PFA to understand the employee representative perspective on identified industry-sector specific challenges and megatrends.                                                                                                                                                                                                                                                                                       |
| State/Territory and Federal Police Agencies | Employer            | All                                 | All        | Public Skills Australia will continue to consult with State/Territory and Federal Police agencies on specific challenges and megatrends.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

# ENGAGING WITH OTHER STAKEHOLDERS

In the development of the 2025 Workforce Plans, Public Skills Australia will explore industry-sector-specific challenges and cross-industry megatrends identified within the Workforce Plans. Stakeholders and their proposed contributions to workforce planning are summarised below. It is likely this approach will continue to evolve as the mapping of industry, gaps and challenges matures.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <div><div>JOBS AND SKILLS AUSTRALIA</div><div>JSA conducts significant research and analysis of the Australian workforce and labour market, drawing on Federal Government datasets.</div><div>Public Skills Australia will continue to work with JSA to efficiently communicate industry-sector intelligence and support JSA's data collection. This relationship will also conversely ensure that Public Safety and Government workforce planning and product development is informed by JSA research.</div></div>                                                                                                                           |
| <div><div>NCVER</div><div>NCVER is the primary body responsible for collecting, analysing and publishing data and conducting research on the Vocational Education and Training sector in Australia.</div><div>Public Skills Australia will continue to work with NCVER to source relevant datasets that provide key insights into the training of the Public Safety and Government workforce.</div></div>                                                                                 | <div><div>STATE/TERRITORY TRAINING AUTHORITIES</div><div>State/Territory Training Authorities (STTA) oversee the implementation of VET in States/Territories and gather industry intelligence to identify future skills needs.</div><div>Public Skills Australia will continue to engage with STTAs to share industry intelligence, identify emerging skill requirements, and ensure the effective implementation of training products nationally.</div></div>                                                                                                                                                                                |
| <div><div>ABS</div><div>The ABS provides the foundational data that enables an analysis of the Australian labour market, including the ANZSCO classification system that classifies occupations in the Australian labour market.</div><div>Public Skills Australia will continue to engage with the ABS to ensure that their data collection efforts accurately reflect the Public Safety and Government workforce, and the occupations that sit within each industry-sector.</div></div> | <div><div>CROSS-JSC COLLABORATION</div><div>Public Skills Australia will prioritise industry-sector intelligence sharing and cross-collaboration through building strong relationships with the other nine JSCs. In continuing to engage in this way, Public Skills Australia will identify workforce trends that impact on multiple industries or sectors and will collaborate with other JSCs on effective processes and methodologies for both workforce planning and training product development. Public Skills Australia will also undertake consultation and collaboration with individual JSCs on cross-council projects.</div></div> |

# PUBLIC SKILLS AUSTRALIA'S GOVERNANCE FRAMEWORK

Public Skills Australia has established a governance framework to support industry-sector engagement and integrate subject-matter expertise into its workforce planning and training products.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div><div>• NETWORKS</div><div>Provides comments and feedback using their subject-matter expertise on key priorities. Networks provide feedback to Subcommittees.</div><div><div><div><div>Volunteer Network:</div><div>Provides specialist advice on volunteer participation in the Public Safety and Government industry.</div></div><div><div>Diversity and inclusion Network:</div><div>Provides specialist advice on diversity, inclusivity and cultural respect.</div></div><div><div>First Nations Network:</div><div>Provides specialist advice on First Nations peoples participation in and interaction with Public Safety and Government.</div></div><div><div>RTO Network:</div><div>Provides specialist advice related to the implementation and delivery of VET training products.</div></div><div><div>Careers and Pathways Network:</div><div>Provides specialist advice on pathways between VET and higher education.</div></div></div></div></div>                                                                      |
| <div><div>• SUBCOMMITTEES</div><div>Provides information and advice on our products and supports nominations to the Working Groups. Subcommittees recommend products to the Board through the IAG.</div><div><div><div><div>Government Subcommittee:</div><div>Recommends endorsement of workforce planning and training products for the Federal, State/Territory and Local Government to the IAG.</div></div><div><div>Correctional Services Subcommittee:</div><div>Recommends endorsement of workforce planning and training products for the Correctional Services industry-sector to the IAG.</div></div><div><div>Workforce Planning Subcommittee:</div><div>Recommends endorsement of workforce planning and training products for Police, Fire and Emergency Services and Defence industry-sectors to the IAG.</div></div><div><div>Training Product Development Subcommittee:</div><div>Recommends endorsement of training products for Public Safety and Government industry-sectors to the IAG.</div></div></div></div></div> |
| <div><div>• Industry Advisory Group (IAG)</div><div>Provides industry intelligence, as well as strategic input and advice. The IAG endorses products.</div><div><div>IAG:</div><div>Endorses workforce planning and training products to the Public Skills Australia Board for approval to be presented to DEWR.</div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

# ONGOING WORKFORCE PLANNING

## Challenges with Traditional Workforce Planning

To date, workforce planning exercises have largely been driven by quantitative analysis of national datasets (such as ABS or other datasets) and economic modelling. This approach presents some unique challenges for the Public Safety and Government industry.

## Employment Projections, Modelling and Quantitative Analysis

When used in isolation, quantitative and economic modelling approaches to workforce planning present challenges for the Public Safety and Government industry. Although data sources that are generally used for workforce planning - including ABS Census, ABS Labour Force Survey and JSA data holdings - are helpful to identify rates of workforce participation and vacancy trends, they are not able to clearly represent the complexities and unique characteristics of Public Safety and Government workforces. As a not-for-profit industry, employment projections and modelling provide a limited view of the current and future workforce as:

**Budgets for each of the Public Safety and Government industry-sectors are determined by the Federal Government and may vary depending on political cycles. These budgets may also be impacted by community sentiment, political objectives, public reviews and the perceived value of public services and/or criminal justice.**

**Recruitment targets and the size of the Public Safety and Government industry are not solely driven by economic conditions - they are also impacted by community expectations, regulatory and policy contexts, government budgets and political priorities. These may shift and change as geopolitical events, emergencies and climate-related disasters emerge.**

The ANZSCO and Australian and New Zealand Standard Industrial Classification (ANZSIC) frameworks, which are used to classify ABS and JSA data, present four main challenges for Public Safety and Government industry-sectors:

1. The Public Safety and Government industry employs a diverse range of skills across the breadth of the Australian labour market and is not restricted to a specific range of ANZSIC or ANZSCO classifications.
2. ANZSIC and ANZSCO classifications do not represent the range of roles within the Public Safety and Government industry.
3. Volume-based measurements do not identify skills shortages in specialised roles. Such measurements only identify roles that are currently classified within the ANZSCO and ANZSIC structures, and do not drill into specialised roles. For example, specialised roles could only require a handful of additional people to be trained, but the training could take years, or the size of capability required is not dependant on volume but rather on the criticality of the role.
4. Employment data only captures people's area of paid employment, which may be in industries other than the one that they volunteer for.

Understanding the size and nature of vacancies within the Public Safety and Government workforce is vital to recognising the challenges this workforce faces. These evidence gaps could be addressed by:

- collaborating with industry-sectors (where possible) to make their data available for workforce planning purposes,
- leveraging Public Skills Australia's position to develop partnerships with its industry-sectors to access workforce data,
- working with ABS and JSA to review their classifications and better represent the roles in Public Safety and Government, and
- engaging with JSA to capture identified data gaps with input from industry.

## Industry Data

Across Police agencies, high-level workforce data is publicly available in annual reports, and these generally include information such as headcount, FTE, demographics, number of incidents responded to, and others.

In the formation of this Workforce Plan the following challenges were identified:

- The size of workforce data is not consistently or reliably reported between Police agencies.
- The collection and reporting of workforce demographic information is inconsistent.
- Access to industry data relating to factors that may influence workforce capacity and attrition (such as physical and mental health injury data and workforce attrition statistics) is limited.
- Access to VET data related to the POL Training Package is limited due to AVETMISS reporting exemptions.

This presents challenges in the reconciliation of industry-sector specific data available in public annual reports with other data sources, such as ABS and JSA. As such, utilisation of industry-sector data to support ABS and JSA data is complex. Further consultation will be undertaken with industry to identify more effective sources of data and reporting methods.

## INDUSTRY INSIGHT

**Police agencies record demographic data in different ways, making comparisons between agencies difficult.**

**Accurate vacancy data is not regularly published by State/Territory Police agencies, making it difficult to assess the scale of workforce shortages in policing.**

Workforce vacancy data is held by each Police agency but may be challenging to obtain. As a means of assessing Police workforce vacancies, the use of national datasets, such as the Internet Vacancy Index (IVI) is ineffective for this industry-sector as Police recruitment practices generally entail bulk recruitment through a single point of entry. This means that the IVI does not paint an accurate picture of Police workforce vacancies, as the IVI methodology counts the total number of job advertisements as a measure of workforce vacancies, using recruitment platforms such as Seek and Career One, which are generally not used by Police agencies. Rather, these agencies will use their own recruitment platforms.

In partnership and consultation with ANZPAA, Public Skills Australia may seek to coordinate the collection of detailed workforce vacancy data and information from State and Territory Police agencies to explore potential workforce planning strategies for the Police industry-sector as part of scoping and development of the 2025 Workforce Plan.

In addition, Public Skills Australia may also seek to coordinate the collection of POL Training Package VET data from ANZPAA and/or the relevant Police jurisdictions to address the identified evidence gaps.

Alternative Approaches to Workforce Planning

Considering the gaps presented by quantitative analysis, exploring other research methodologies will be required to accurately represent the Public Safety and Government workforce, and to fully understand skills shortages, personnel challenges and potential strategies. As such, Public Skills Australia will explore how to support quantitative analysis by using the following:

Futures and Strategic Foresight

Strategic foresight is a structured and systematic method for examining plausible, potential and preferred futures. It utilises analytic tools to forecast future outcomes across a range of alternate scenarios that have been identified by thought leaders. Through strategic foresight, targeted activities can be implemented that address challenges and identify opportunities using different scenarios.

Life Cycle Analysis and Case Studies

Life cycle analysis involves examining the progress of workforce staff through their entire career journey – from their early career until they exit from the workforce. This will allow for a greater understanding of entry and exit points in a career lifecycle and how individuals’ requirements from their employment changes over time and as a result of personal changes in circumstances.

Skills and Capabilities Profiles

Skills and capabilities profiles further examine the range of skills and associated capabilities across industry-sectors, and identifies where those skills are found within a particular organisation or occupation. In doing so, it highlights critical skills shortages in specialist roles that are generally not captured by volume-based quantitative datasets.

APPENDIX A

State/Territory and Federal Police Annual Reports

ACT Policing (2023). Annual Report 2022-23. ACT Policing, Accessed 15 January 2024.

Australia Federal Police (2023). Annual Report 2022-23. AFP, Accessed 15 January 2024.

Northern Territory Police, Fire & Emergency Services (2023). 2022-23 Annual Report. Northern Territory Police, Fire & Emergency Services, Accessed 15 January 2024.

New South Wales Police Force (2023). Annual Report 2022-2023. NSW Police Force, Accessed 15 January 2024.

Queensland Police Service (2023). 2022-23 Annual Report. Queensland Police Service, Accessed 15 January 2024.

South Australia Police (2023). 2022-23 Annual Report. South Australia Police, Accessed 14 December 2023.

Tasmanian Government (2023). Department of Police, Fire and Emergency Management Annual Report 2022-23. Tasmania Government, Accessed 14 December 2023.

Victoria Police (2023). Annual Report 2022-2023. Victoria Police, Accessed 15 January 2024.  
Western Australia Police Force (2023). Annual Report 2023. Western Australia Police Force, Accessed 15 January 2024.

# APPENDIX B

## State/Territory and Federal Police Websites

ACT Government (n.d.) ACT Policing [website], accessed 18 April 2024.

Australian Government (n.d.) Australia Federal Police [website], accessed 18 April 2024.

Northern Territory Government (n.d.) Northern Territory Police, Fire & Emergency Services [website], accessed 18 April 2024.

NSW Government (n.d.) New South Wales Police Force [website], accessed 18 April 2024.

Queensland Government (n.d.) Queensland Police Service [website], accessed 18 April 2024.

Government of South Australia (n.d.) South Australia Police [website], accessed 18 April 2024.

Tasmanian Government (n.d.) Tasmania Police [website], accessed 18 April 2024.

Victoria State Police (n.d.) Victoria Police [website], accessed 18 April 2024.

Government of Western Australia (n.d.) Western Australia Police Force [website], accessed 18 April 2024.

