



SOUTH AUSTRALIA POLICE
KEEPING SA SAFE

CORRUPTION PREVENTION STRATEGY



Government
of South Australia



Foreword

Maintaining the public's confidence and trust is an essential requirement of policing. Such factors may be compromised and placed at risk by the existence of corrupt actions. An organisation free from corruption and 'abuse of office' is a **core requirement** of policing in a liberal democracy such as Australia. The provision of quality service delivery by the South Australia Police (SAPOL) is dependent upon providing a level of service the public both requires and expects – one that is honest, ethical and effective.

SAPOL has a long and enviable reputation for being a professional and ethical police service and enjoys the longstanding support and confidence of the wider community. However, there is no justification for complacency. It is a sad and unfortunate truth that abuse of office and corruption scandals have impacted on many police services in Australia and overseas. No police service can consider itself immune from the risk of such events occurring. The development and implementation of the Corruption Prevention Strategy acknowledges these risks, and provides a vigilant, proactive and professional response.

This is a holistic and comprehensive strategy that will coordinate and integrate new initiatives and existing systems in an ongoing and sustained manner that is capable of responding to the changing needs and circumstances of both SAPOL and the community.

All SAPOL members have an obligation to perform their duties honestly, ethically and with integrity. The organisation will provide the support necessary to maintain and enhance these practices and will vigorously pursue and bring to justice those who choose to deviate from this approach. The Corruption Prevention Strategy is an integral component in this process.



Mal Hyde
Commissioner

Introduction

The power of police to fulfil their functions and duties is dependent on public approval and on the ability to secure and maintain public respect. This requires police to be ethical and professional, displaying high levels of integrity at all times. All modern policing has been built upon this principle. Police corruption is an ethical problem and promoting ethical policing has been demonstrated to be an effective path to minimising abuse of office and corruption.

While SAPOL will continue to rigorously pursue those individuals who engage in corrupt activity, such an approach alone

Identifying and removing them is crucial but doing so does not always address the core of the problem.

The growth of police corruption can be slow and insidious. Corrupt police officers are not generally born that way, are not recruited that way, and for the most part, may not want to be corrupt. The process may begin when unethical behaviours, abuse of office or corrupt attitudes and practices are not identified or understood. By the time an individual officer appears on the 'corruption radar' it is often too late.

Organisational culture has been identified as the single most crucial factor in determining whether an organisation fosters or inhibits the development of corrupt practices and values. Corruption is largely eliminated when both the organisation and its employees' values are ethical and in alignment.

Effective corruption prevention requires developing a culture of non acceptance of corruption, the pursuit of those who engage in corrupt behaviour, and a requirement by all to be accountable in stamping out corrupt behaviours. This ethical and professional approach is inherent in SAPOL's

places a focus on addressing symptoms that have already spread, rather than addressing the disease itself. From a corruption prevention viewpoint such systems rest upon the assumption that abuse of office or corruption is a problem of the individual. This assumption obscures a proper focus on prevention – a point emphasised in every Inquiry and Commission report into police corruption that has been made, whether in Australia or overseas. The so called 'rotten apples' in an organisation are, sometimes, visible symptoms of a larger malaise.

vision whereby being professional requires us to strive for high standards of personal skills, conduct and integrity. How we go about our business of serving the community of South Australia will have a direct impact on the level of respect and trust the community has toward its police service; an ethical and professional approach to service delivery is essential.

The Corruption Prevention Strategy builds on current and well understood misconduct policies and processes, clearly establishing a zero tolerance to corruption and abuse of office.

Aim

The aim of SAPOL's Corruption Prevention Strategy is to provide a framework for the activities, responses and procedures necessary to minimise the opportunity for, and to ensure a consistent and coherent approach to corruption prevention.

This will be achieved by:

- Promoting, maintaining and enhancing a culture of ethics, integrity and professionalism.
- Minimising incidents of abuse of office and corruption through the application of a zero tolerance approach and effective internal investigation, intelligence analysis and compliance procedures.
- Maintaining and enhancing public confidence.

Outcomes

The results of implementing SAPOL's Corruption Prevention Strategy will be

- A reduction in incidents of, and potential for, abuse of office and corruption.
- An improved quality of service.
- Increased community confidence and support for SAPOL.
- Improved communication both internally and externally.
- Improved morale.
- Improved effectiveness in dealing with crime.

Corruption in the context of this strategy

There are many different forms of corruption. Generally speaking, corruption occurs when powers or authorities vested in sworn and non-sworn officers are utilised in ways that deviate or undermine the core standards and values that are essential to professional policing. Corruption generally refers to an individual gaining a reward or benefit for themselves or others and can include financial, tangible and/or intangible rewards and benefits.

Corruption is the abuse or misuse of a role or position held in SAPOL for gaining a reward or benefit, or for any dishonest or improper purpose.

Corruption can also refer to the abuse or misuse of office for other dishonest or improper purposes. Although it is impossible to identify all corrupt activities, examples of corruption include: abuse of office; receiving bribes; inappropriate access to confidential information; acting outside legal parameters to achieve results; and the direct participation of police in criminal activities such as drug taking, drug dealing and extortion.

An integrated approach to Corruption Prevention

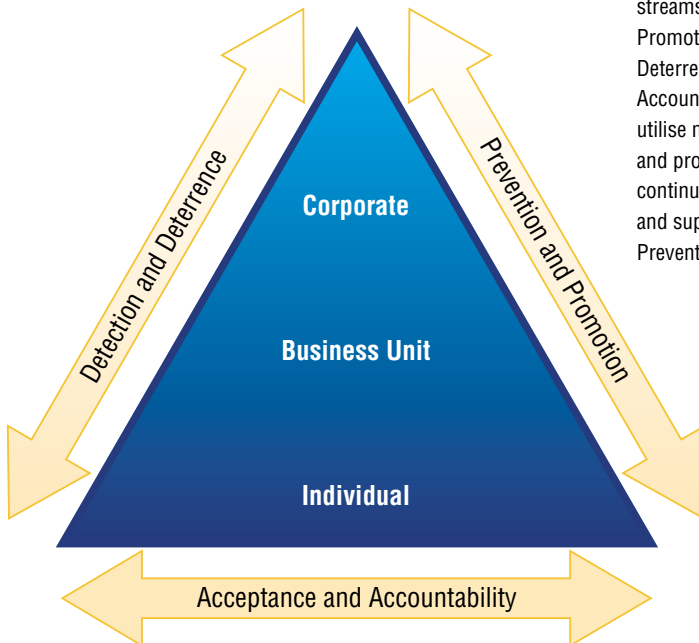
The SAPOL Corruption Prevention Strategy uses an integrated approach focusing on three broad objectives:

1. **Prevention and Promotion**
2. **Detection and Deterrence**
3. **Acceptance and Accountability**

This approach will be applied at three levels – corporate, business unit and individual.

The three areas are consistent with and reinforce each other.

Long term and permanent change is dependant upon internalising ethical standards.



Whenever possible the three streams of Prevention and Promotion, Detection and Deterrence, and Acceptance and Accountability will overlap and utilise many of the same activities and procedures. It is by this continual process of reinforcement and support that the Corruption Prevention Strategy works.

Prevention and Promotion

The prevention of corruption begins with effective organisational guidelines built around legal requirements and community expectations. These guidelines are supported and augmented by ongoing communication and education as essential ingredients in the development of a culture of ethical decision making.

STRATEGIES

- Establish effective corruption prevention policies and plans at Organisational and Service levels.
- Implement corruption prevention policies through effective methods and systems.
- Ensure ethical structures exist for all employees and volunteers.
- Ensure contacts with criminal or human sources of information are properly monitored, recorded and reported.
- Use innovative methods of preventing unethical and corrupt behaviour.
- Market corruption prevention and deterrence methods to SAPOL employees, customers and the community generally.
- Establish and enhance ethics education across all areas and levels of the organisation.
- Include ethics as a component of all training programs.
- Ensure risk management forms a central component of the business planning process and is kept up to date as the business environment changes.
- Ensure corruption awareness forms part of individual performance management strategies and induction processes.

Detection and Deterrence

Detection plays an important role beyond its immediate value of identifying corrupt individuals. Strong and effective detection processes have significant deterrent value for those who may be considering engaging in corrupt activities. At the corporate level the detection component would include the current activities and procedures of the Anti Corruption Branch, Ethical and Professional Standards Branch and related activities in order to investigate and adjudicate allegations of abuse of office and criminality.

STRATEGIES

- Continually reinforce both the SAPOL and PSMA Codes of Conduct and SAPOL's Leadership Charter.
- Undertake timely and thorough investigation of complaints in accordance with SAPOL policy.
- Continuously improve capacity to undertake robust investigations.
- Ensure corrective or remedial action is taken as a part of investigations in accordance with SAPOL policy.
- Adopt pro-active targeting strategies to detect corruption, including integrity testing.
- Where appropriate disseminate general information on the outcomes of investigations.
- Ensure greater willingness to voice concerns, encourage reporting and support for sources of information or complaint.
- Create open and confidential lines of communication to allow the reporting of abuse of office and corruption, or activities that may lead to such behaviour.

Acceptance and Accountability

When abuse of office or corrupt behaviour is detected it must be dealt with quickly and effectively. SAPOL has robust processes in place for dealing with such behaviour and it is the responsibility of every employee to ensure appropriate action is taken and that proper monitoring, recording and reporting occurs. All employees must accept accountability for their own behaviour and for taking action to prevent or reduce the opportunity for unethical behaviour or corruption.

STRATEGIES

- Identify corruption prevention accountabilities at all levels of the organisation.
- Ensure corruption prevention policies and plans identify accountabilities and responsibilities.
- Ensure corruption prevention policies and plans are linked to business planning processes.
- Ensure all employees and volunteers are provided support during any investigation process.
- Ensure effective monitoring, recording and reporting of activities related to corruption prevention plans are in place.
- Establish relevant performance indicators for reporting on corruption prevention, detection, accountabilities and outcomes.
- Establish independent and robust corruption prevention audit processes across all areas of the organisation.
- Undertake service and compliance audits.
- Communicate outcomes of audit processes.
- Ensure corruption prevention features in Individual Performance Management Programs.
- Ensure systems for the reporting of abuse of office or corruption are robust and supportive of those providing such information.
- Enhance systems that recognise and reward ethical behaviour.



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