



VICTORIA POLICE

VICTORIA POLICE  
CAPABILITY PLAN 2016-2025

# Annual Plan 2018-2019



YEAR

## Acknowledgement to traditional owners

Victoria Police pay our respect to the traditional owners of lands on which we live and work. We pay our respects to Elders and all Aboriginal and Torres Strait Islander peoples who continue to care for their country, culture and people.

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Prepared by Capability Management and Engagement Division

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# Foreword

## from the Chief Commissioner

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**Graham Ashton, AM**  
Chief Commissioner



I am pleased to introduce the *Victoria Police Annual Plan 2018-2019* (Annual Plan), representing the third year of the *Victoria Police Capability Plan 2016-2025* (Capability Plan).

Over the past 12 months our investment and modernisation decisions have been guided by capability-based planning across the organisation, which has involved a reassessment and reprioritisation of our capabilities based on future needs.

Through this approach we are making a real difference. We have seen a reduction in crime across the state and are responding to the changing needs of the policing environment.

In a partnership with the Forensic Mental Health Service, we have established the Fixated Threat Assessment Centre which brings specialist police and mental health experts together to promote early intervention into situations involving people with complex needs, that could result in terrorism or acts of extreme violence.

We have formed dedicated firearms investigation teams targeting organised crime groups and high-risk offenders to prevent firearm-related crime.

Our upcoming reform and investment builds on achievements from years one and two of the Capability Plan. The Capability Plan allows

us to deliver on many of the commitments that we have made to the Victorian Government in the current and previous Community Safety Statements.

Over the next three years we will complete the largest increase in employee numbers in the organisation's history. Our police are being deployed to the areas of greatest need utilising the Staff Allocation Model. This significant investment is already having positive impacts on preventing and reducing crime in these areas.

Victoria Police's first backfill positions for police and Protective Services Officers on parental leave have been allocated, with more than 200 positions to be backfilled by the end of 2019. This is part of our commitment to a more inclusive workplace and is a tangible example of a goal expressed in the *Gender Equality Strategy and Action Plan 2017-2020*.

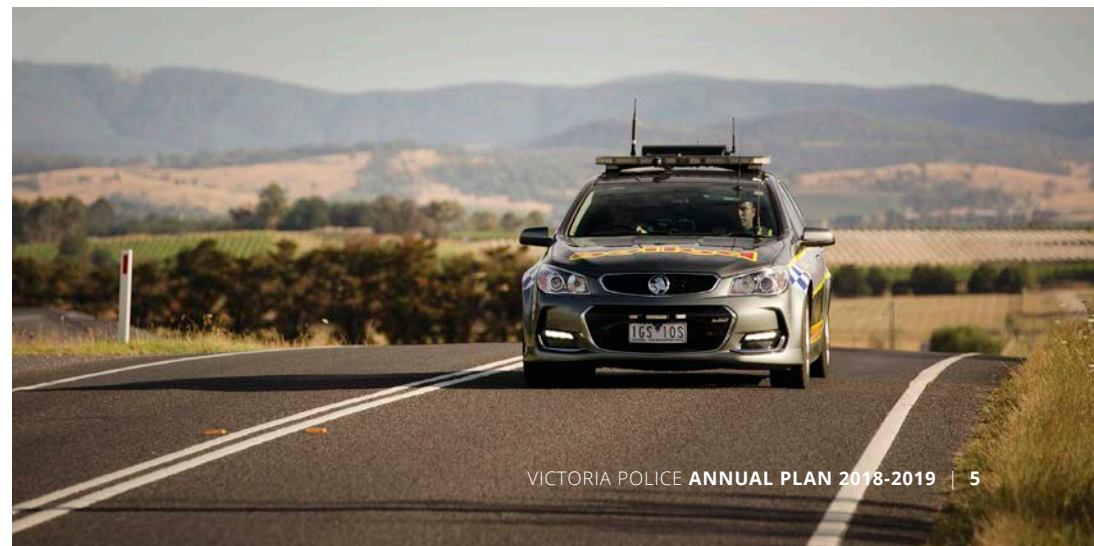
We are on track to deliver more than 9,000 mobile devices to frontline staff by 30 June 2019. Our new mobile technology is making us more connected with the community and with one another, and will improve police access to real-time information when it is most needed.

The deployment of mobile police stations will enable us to be more agile and responsive,

capabilities that have been further enhanced through the recent launch of three new, state-of-the-art mobile forensic vehicles. These vehicles are designed to deliver mobile forensic technology services at major crime scenes, and will provide rapid forensic intelligence to frontline police, and fast-track investigations.

We will continue to focus on keeping our employees and the community safe by building our OH&S and leadership development capabilities. We will implement the *Workplace Health, Safety and Wellbeing Strategy 2018-2021* and upgrade training and equipment. We will continue to implement the *Mental Health Review* and the *Victorian Equal Opportunity and Human Rights Commission* (VEOHRC) review recommendations to ensure a safe and harm-free workplace for all employees.

This Annual Plan demonstrates how we are modernising Victoria Police through capability to deliver a safe, secure and orderly society. It also importantly highlights the diligence and dedication of all Victoria Police employees and the diversity of work they undertake every day in upholding the right and protecting the Victorian community.



# About Victoria Police

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## Our Role and Function

The role of Victoria Police is to serve the Victorian community and uphold the law so as to promote a safe, secure and orderly society. Victoria Police achieves this by:

- preserving the peace
- protecting life and property
- preventing the commission of offences
- detecting and apprehending offenders
- helping those in need of assistance.

## Our Capability Framework

Victoria Police provides policing services to the Victorian community 24 hours a day, 7 days a week. The *Victoria Police Capability Framework* (Capability Framework) describes what we do, and how all parts of the organisation contribute towards achieving a safe, secure and orderly society. Our core capabilities represent policing services that are delivered directly to the community and our enabling capabilities are critical in contributing to the delivery of multiple core capabilities.





# VICTORIA POLICE CAPABILITY FRAMEWORK

**OUR ROLE — SERVING THE COMMUNITY, UPHOLDING THE LAW**

## FUNCTIONS

PRESERVE THE PEACE

PROTECT LIFE AND PROPERTY

PREVENT COMMISSION OF OFFENCES

DETECT AND APPREHEND OFFENDERS

HELP THOSE IN NEED OF ASSISTANCE

## SERVICE DELIVERY MODEL - CONNECTED POLICING

CONNECTED TO COMMUNITIES

CONNECTED IN RESPONSES

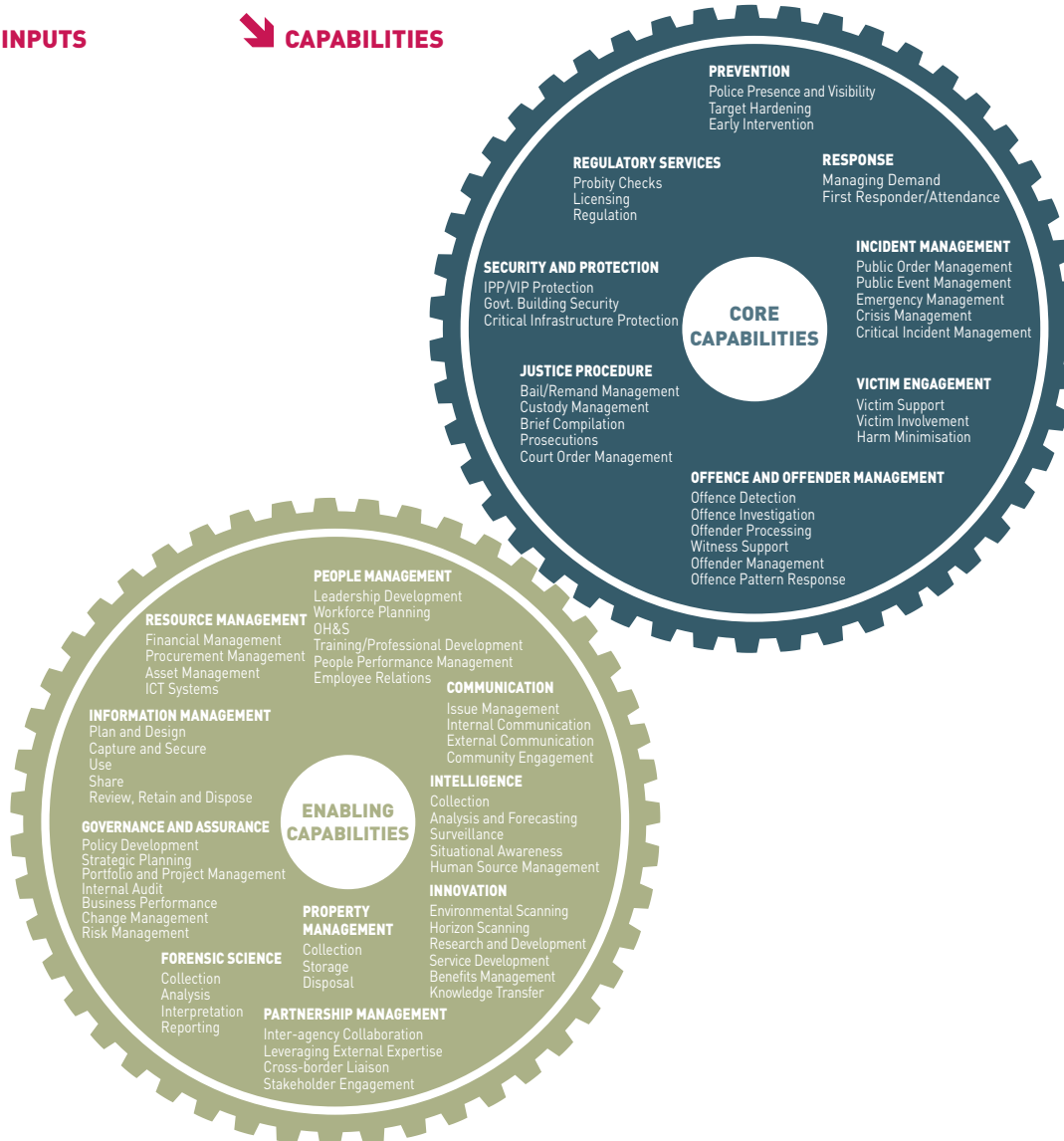
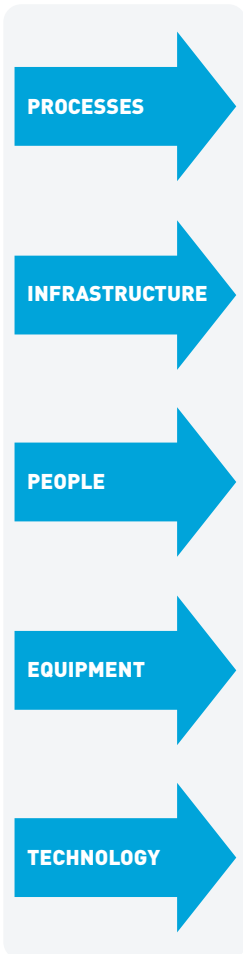
CONNECTED BY TECHNOLOGY

### FUNDAMENTAL INPUTS TO CAPABILITY

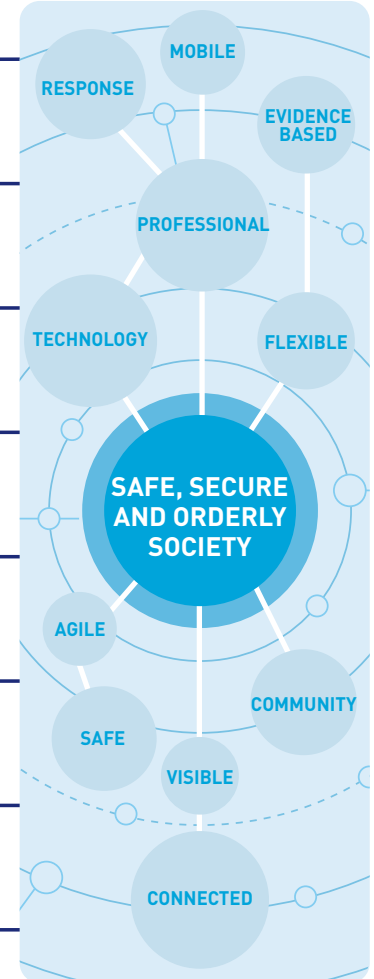
### CAPABILITIES

### BLUE PAPER TRANSFORMATION PATHWAYS

### THE OUTCOME



- SAFETY**  
More focused on the health, safety and wellbeing of our people
- LEADERSHIP**  
More confident, humble, respectful and people-focused
- AGILITY**  
More responsive, agile and visible policing
- EVIDENCE BASED**  
More evidence-based practices and decision making
- VICTIM-CENTRIC**  
Stronger focus on victims, prevention and reduction of harm
- GENDER, DIVERSITY AND FLEXIBILITY**  
A more professional, flexible and diverse workforce
- TECHNOLOGY REFORM**  
Leveraging technology to improve policing and business processes
- PARTNERSHIP**  
Stronger partnerships and co-production with stakeholders



# Our Operating Environment

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## Our Finances

Victoria Police has received a published budget of \$3.3 billion in 2018-2019 to deliver policing services to the Victorian community 24 hours a day, 7 days a week. Approximately 72 per cent of the annual budget is allocated to employee salaries and entitlements.

## Our People

Victoria Police employs over 20,000 staff. This comprises approximately 14,662 police, 238 recruits, 1,440 Protective Services Officers, 394 Police Custody Officers and 3,435 Victorian Public Service employees, who work as administrators, managers and specialists across a range of functions such as legal services, forensic science, intelligence, accounting, human resources and media.

This level of staffing is approximately 1,000 above that of last financial year. The increase in staffing will continue with additional staff employed, including police and specialist personnel as a result of Victorian Government investment.

In line with the Capability Plan, Victoria Police is committed to ensuring our workforce reflects the diversity of our community.

## Our Organisational Risks

In 2018-2019 Victoria Police will continue to mature its risk management capability. Significant progress has been made in the integration of risk management into Victoria Police's strategy and planning processes through alignment of risk management with the Capability Framework. We have focused on the development of a fit for purpose risk management model to enhance a risk culture within the organisation, which should now drive more sophisticated engagement on risk across all levels of the organisation. With our external partners we will continue to grow and improve practices for the management of inter-agency and state wide significant risks.

## Our Performance

Our performance is monitored through the measures set out in the Victorian Government budget papers, *Community Safety Statement 2018/19*, our Capability Plan and our Annual Report. Additionally, our progress is monitored across a number of aspects including reporting to the Minister for Police, Family Violence Reform Implementation Monitor, Victims Commissioner, Community Safety Trustee and the Victorian Equal Opportunity and Human Rights Commission.





# Our Code of Ethics and Values

## Code of Ethics

Victoria Police employees are expected to commit to the highest ethical standards, as espoused in the code of ethics.

*"I uphold the right in my role within the Victoria Police Force by acting impartially, with integrity and by providing service excellence to everyone."*

## Our Values

Our values define what is important to our organisation. They underpin Victoria Police's policies, procedures and practices, and set the standards for how employees interact with individuals in the community and with each other. All Victoria Police employees are to act in a manner which reflects these values.

## THE VICTORIA POLICE VALUES

### SAFETY

the health, safety and wellbeing of our people, and ensuring healthy, safe and respectful workplaces, are integral to the success of Victoria Police

a strong safety culture, driven by an understanding and acceptance that the responsibility of health, safety and wellbeing rests with all Victoria Police employees

our managers, supervisors and employees will focus on healthy and safe behaviours and practices in the workplace and the community in which they serve

### INTEGRITY

act with honesty, respecting the right of fair process for all

maintain confidentiality and respect those we deal with

demonstrate moral strength and courage

behave with honour and impartiality

### LEADERSHIP

are approachable and consistent when dealing with colleagues, partners and the community

apply fair process

strongly commit to the values of the organisation

guide, trust, develop and empower colleagues

make timely decisions that are guided by both values and evidence

inspire participation and commitment through a shared vision

### FLEXIBILITY

are open minded and adaptive to change

adopt an attitude of continuous improvement

encourage creativity

build partnerships with our community

welcome difference

practise tolerance

### RESPECT

accept diversity with tolerance and understanding

listen with patience, value opinions and provide feedback

are appreciative of and acknowledge the efforts of others

consider our internal and external customers

inspire confidence through ethical and fair treatment of others ensuring that our actions are not unlawfully discriminatory

### SUPPORT

recognise and reward service of employees

provide empathy in a timely and genuine manner

promote professional and career development

care for the wellbeing of colleagues

### PROFESSIONALISM

accept responsibility, show commitment and lead by example

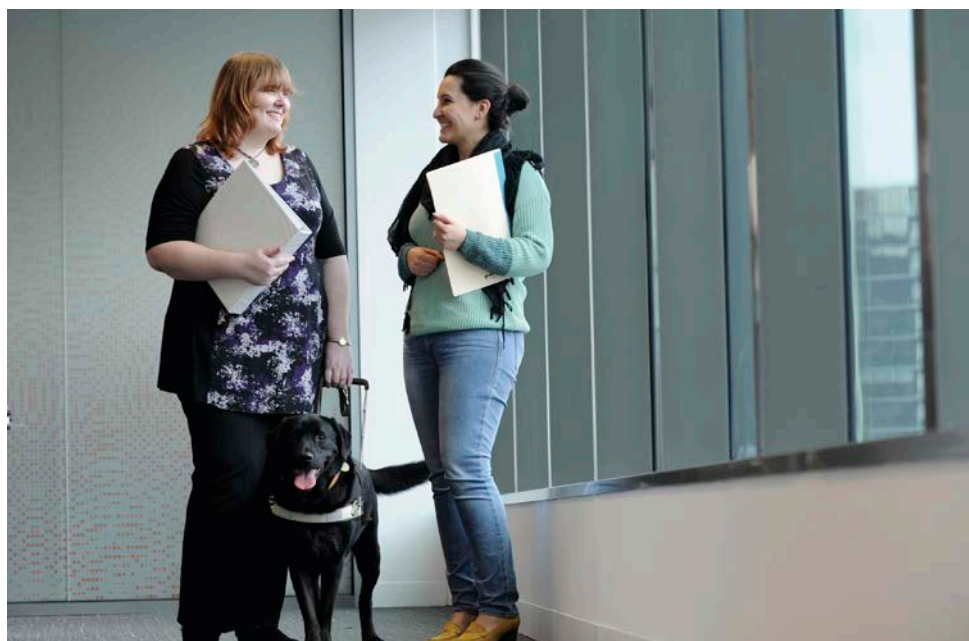
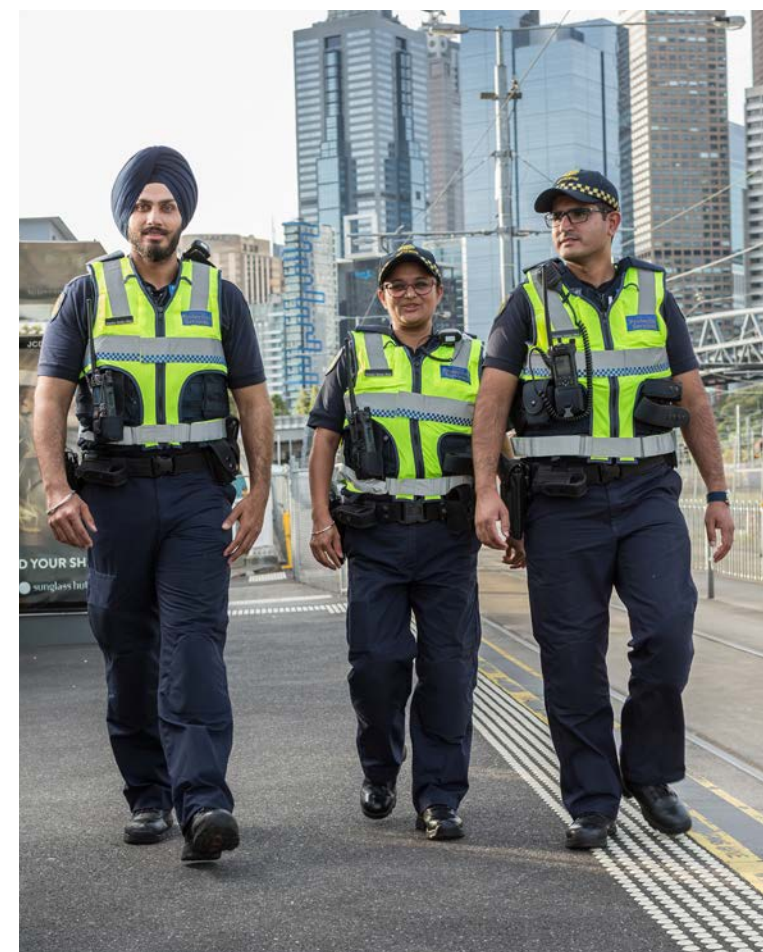
achieve and contribute to the professional knowledge pool

are accountable to both our internal and external customers

maintain high personal standards, taking pride in our appearance and conduct

communicate openly, honestly and consistently

are transparent in our delivery and strive for service excellence



# Toward 2025: Victoria Police Capability Framework

Our Capability Plan is driving our end to end investment and reform activities. It provides a focus that enables Victoria Police to more effectively identify and respond to internal and external factors that might impact on our service delivery. Through a capability focus we:

- Understand the causal factors of the issues and challenges we face.
- Better understand the likely impact of changes on the maturity of our capabilities.
- Identify where investment or reform is necessary to achieve the appropriate change.
- Evaluate the impacts of investment and reform through an end to end process and multi-year strategy.

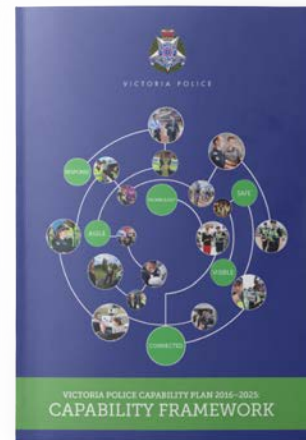
Modernising our organisation to a capability based approach has enabled us to better assess and understand the maturity of all our organisational capabilities. It has also provided the focus to justify investments and reforms by demonstrating how each project contributes to building capability and the confidence of government and the community in our ability to manage our resources. Embedding the Capability Plan has realised benefits including:

- Establishing common language for business planning and decision making.

- Facilitating greater alignment of plans and strategies across the whole organisation.
- Removing siloes and duplication of projects and processes.
- Facilitating common understanding of business direction and priorities across various levels of the organisation.

The Capability Plan establishes what we need to do as an organisation and how we will transform our service delivery to be an agile, responsive, people focused and connected organisation that further promotes a safe, secure and orderly society.

Victoria Police Capability Plan 2016-2025: Capability Framework is available for download from: [http://www.police.vic.gov.au/content.asp?Document\\_ID=48](http://www.police.vic.gov.au/content.asp?Document_ID=48)



# Our Focus

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This Annual Plan demonstrates our commitment to modernisation and highlights what we will deliver to keep the community safe over the next year.

The actions in this Annual Plan represent priorities identified through our capability-based planning approach, continuation of multi-year projects and what we have committed to delivering on behalf of the Victorian Government.

The Annual Plan demonstrates how, through structured investment and reform, our services will be more tailored and responsive so that Victoria continues to be a safe, secure and orderly place to live. Investment and reform in our people, processes, infrastructure, equipment and technology will contribute to the modernisation and connectivity of Victoria Police. We will continue to train and equip our workforce to more effectively respond to the changing nature of offending and to meet community expectations. By embracing technology we will offer better community services and provide more agile responses that keep the Victorian community safe.



# 1. Safety

More focused on the health, safety and wellbeing of our people

Primary Capability	Actions	Action Owner
<b>A safer workplace through improved safety culture, processes, environment and outcomes</b>		
<b>OH&amp;S</b>	1.1 Implement the next stage of the <i>Workplace Health, Safety and Wellbeing Strategy 2018-2021</i> .	Human Resource Department
<b>Enhanced health, safety and wellbeing of the workforce</b>		
<b>Critical Incident Management</b>	1.2 Procure and deploy longarm firearms to expand our Critical Incident Management capability.	Transit and Public Safety Command
<b>OH&amp;S</b>	1.3 Continue the implementation of recommendations from the <i>Mental Health Review</i> , including a Foundation Training Program for recruits and a wellbeing website housing mental health literacy, tools, resources and links services for employees, former employees and their families.	Human Resource Department
	1.4 Continue the delivery of the <i>Victorian Equal Opportunity and Human Rights Commission (VEOHRC) Report</i> recommendations.	VEOHRC Review Response, Partnerships and Innovation

***In addition:***

*The Chief Commissioner of Police and the Secretary of the Police Association of Victoria (TPAV) are undertaking the Head to Head Walk to improve support for police suffering from mental health issues, including finding ways to support police when they retire. This is a demonstration of the commitment of Victoria Police and TPAV to support current and past serving officers affected by such issues. The funds raised by the walk will be used in direct support of the Victoria Police Provident Fund's new Mental Health Fund, and will initially focus on supporting the Retired Peer Support Officer program.*

*We will improve the safety of our workforce through equipment upgrades such the replacement of Integrated Operational Equipment Vests.*

## 2. Leadership

More confident, humble, respectful and people-focused leadership

Primary Capability	Actions	Action Owner
<b>The reform agenda is effectively driven through the organisation</b>		
<b>Internal Communications</b>	2.1 Upgrade internal communication processes to ensure messages to staff are coordinated, prioritised and relevant.	Media and Corporate Communications Department
<b>The organisational values are embraced, and embedded into culture and behaviour</b>		
<b>People Performance Management</b>	2.2 Complete the review of guides, policies and procedures that drive accountable leadership and decision making. Namely, the attendant behaviours underpinning the Victoria Police Values, Code of Conduct, Conflict of Interest Policy and discipline and complaints process.	Professional Standards Command

***In addition:***

*We will drive cultural change through the VEOHRC Program of Work. We will maintain a focus on building our leadership competencies at all levels through initiatives such as the Leadership Capability Uplift Project.*

# 3. Agility

## More responsive, agile and visible policing

Primary Capability	Actions	Action Owner
<b>Resources are deployed when and where they are most needed</b>		
<b>Police presence and visibility</b>	3.1 Deploy additional police and Protective Services Officers (PSOs) utilising the Staff Allocation Model.	Human Resource Department
	3.2 Continue the expansion of the Air Wing and Water Police through the ongoing acquisition of helicopters, fixed wing aircraft and water vessels.	Transit and Public Safety Command
	3.3 Develop and launch a media campaign to attract PSO candidates and inform the community of the role of PSOs and how they contribute to public safety.	Transit and Public Safety Command
	3.4 Procure five specialised mobile command centres (over four years).	Operational Infrastructure Department
<b>Offence Pattern Response</b>	3.5 Implement and deploy specialist police to fight technology enabled offending by serious and organised criminals.	Crime Command
<b>Asset Management</b>	3.6 Continue to modernise our police facilities through our infrastructure program of work.	Operational Infrastructure Department
<b>Public has multiple options for accessing police services</b>		
<b>Managing Demand</b>	3.7 Implement the Police Assistance Line and Online Reporting system.	Information, Systems and Security Command

### ***In addition:***

*Our infrastructure program of work includes the establishment of regional forensic hubs and a dedicated training facility for specialist and critical incident police. We will continue to recruit and deploy new youth specialists to support a renewed framework that will assist Victoria Police to engage with young people.*



## 4. Evidence-based

### More evidence-based practices and decision making

Primary Capability	Actions	Action Owner
<b>Problem-solving approaches are applied to manage hot spots, offenders, support victims and tackle complex social problems</b>		
<b>Analysis &amp; Forecasting</b>	4.1 Streamline DNA testing and analysis with new legislative powers and additional resources.	Forensic Services Department

***In addition:***

*We will maintain our focus on repeat offenders through initiatives such as the Management of Serious Offenders Project. We will continue maturing our research and development capability by designing a targeted research agenda to inform our priorities around emerging complex issues and challenges. We will apply the learnings from our participation in the Nesta States of Change program which focuses on innovation and use of evidence that is fit for purpose, creates change and brings value to the public sector.*

# 5. Victim-centric

Stronger focus on victims, prevention and reduction of harm

Primary Capability	Actions	Action Owner
<b>Impact of harm reduced</b>		
<b>Managing Demand</b>	5.1 Implement the Drug Response Plan to improve our strategic and operational responses to illicit drugs and reduce drug-related harm within the Victorian community.	Capability Department
<b>Harm Minimisation</b>	5.2 Continued focus on reducing the impact of road trauma on the Victorian community by: <ul style="list-style-type: none"> <li>• Commencing the staged rollout (40 vehicles in 2018-2019) of automated number plate recognition technology across our fleet of 220 Highway Patrol cars</li> <li>• Initiating the increase of roadside drug testing to 150,000 drug tests per year for the next two years.</li> </ul>	Road Policing Command
<b>Regulation</b>	5.3 Implement a risk based regulation framework and review the tasking and coordination process to address gaps in compliance, enforcement and monitoring of the regulation of firearms, private security and weapons industries.	Public Support Services Department
<b>Young people and other vulnerable individuals are prevented from entering the criminal justice system</b>		
<b>Early Intervention</b>	5.4 Introduce an Embedded Youth Outreach pilot at Wyndham and South East Melbourne.	North-West Metro Region

***In addition:***

*We will continue our focus on supporting the whole-of-Victorian-government response to child abuse, sexual offences and family violence in line with the recommendations of the Royal Commission into Family Violence and learnings from the Royal Commission into Institutional Responses to Child Sexual Abuse. In support of this we will prioritise our resources in accordance with Victoria Police's five year vision and strategic plan, 'Policing Harm, Upholding the Right: Victoria Police Strategy for Family Violence, Sexual Offences and Child Abuse 2018-2023'. We will operationalise a family violence Performance Measurement Framework, and deploy additional specialist investigators to Family Violence Investigative Units across the state.*

## 6. Gender, diversity and flexibility

A more professional, flexible and diverse workforce

Primary Capability	Actions	Action Owner
<b>A workplace which is representative of the diversity of the communities we serve</b>		
<b>Workforce Planning</b>	6.1 Deliver strategies and action plans under the <i>Victoria Police Diversity and Inclusion Framework 2017-2020</i> .	Human Resource Department
<b>Education and training that reflects the professionalisation of the workforce and expected performance and behavioural standards</b>		
<b>Training/Professional Development</b>	6.2 Continued establishment of a dedicated Family Violence Centre of Learning to strengthen family violence training for all police.	People Development Command

***In addition:***

*The recruitment of additional resources and the ongoing implementation of the VEOHRC recommendations will diversify the organisation. We will ensure our recruitment strategy meets the recruitment targets and builds leadership, diversity, flexibility and greater community representation. In addition we will progressively deploy the parental leave backfill process.*

# 7. Technology Reform

Leveraging technology to improve policing and business processes

Primary Capability	Actions	Action Owner
<b>Mobile technology for operational police, integrated with central information management systems</b>		
<b>Situational Awareness</b>	7.1 Continue to build technology reform through the BlueConnect Program: <ul style="list-style-type: none"> <li>• Rolling out of body-worn cameras and mobile devices</li> <li>• Implement the cyber-security upgrade.</li> </ul>	Information, Systems and Security Command
<b>Access to secure, high quality integrated information, importantly from partner agencies where appropriate, to deliver information to the right people, in the right place, at the right time</b>		
<b>Collection (Intelligence)</b>	7.2 Continue to implement an intelligence system that provides enhanced intelligence analytics leading to quicker arrests.	Information, Systems and Security Command

***In addition:***

*We will implement the ICT Strategic Roadmap to prioritise ICT investments over a multi-year period. As part of this, in 2018-2019 we will upgrade our foundational ICT infrastructure through a robust lifecycle management and application modernisation program. This ongoing program of work will deliver modern, fit for purpose ICT platforms, applications and infrastructure to ensure high-level service delivery to the frontline and support the delivery of the BlueConnect transformation initiatives.*

# 8. Partnerships

## Stronger partnerships and co-production with stakeholders

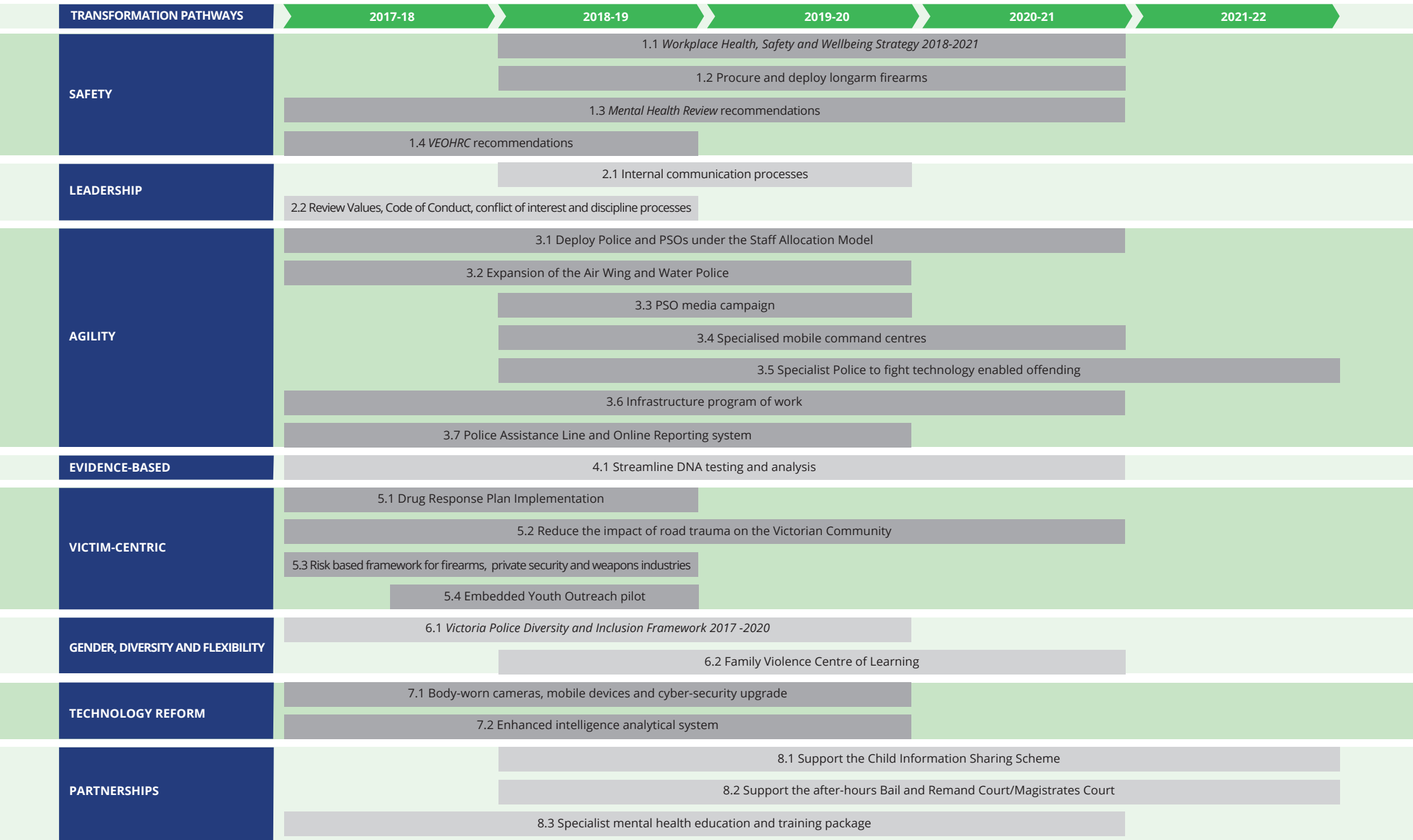
Primary Capability	Actions	Action Owner
<b>Partnerships with other agencies to address drivers and causes of risk/harm/crime</b>		
<b>Share (Information Management)</b>	8.1 Recruit resources and establish processes to support the Child Information Sharing Scheme.	Family Violence Command
<b>Bail/Remand Management</b>	8.2 Deploy additional police resources to support the after-hours Bail and Remand Court and the expansion of the Magistrates Court.	State Emergencies and Support Command / Legal Services Department
<b>Training/Professional Development</b>	8.3 Develop and deliver a specialist mental health education and training package across the Victoria Police workforce to improve the management of incidents involving persons with a mental illness, including referral to treatment services.	People Development Command

***In addition:***

*We will work with the Koori Court to develop early intervention approaches to reduce rates of Aboriginal people entering the criminal justice system through a self-determination model. We will also, in partnership with the Victorian Government, Neighbourhood Watch, Crime Statistics Agency, and Crime Stoppers, continue to increase the engagement in 12 different local communities with Victoria Police via the Community Safety Networks project.*

# Transformation Pathways and Actions

Actions have been aligned, over a multi-year approach, to Transformation Pathways providing the direction for change towards a safe, secure and orderly society.





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UPHOLD THE RIGHT



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