



VICTORIA POLICE

VICTORIA POLICE CAPABILITY PLAN 2016-2025

Annual Plan 2017-2018



Acknowledgement to traditional owners

Victoria Police pays its respects to both past and present 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.

Published by Victoria Police, July 2017. © The State of Victoria, Victoria Police 2017. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act 1968. Print managed by Finsbury Green. This document is available online in PDF format at www.police.vic.gov.au

Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication. Prepared by: Capability Development Group



FOREWORD FROM THE CHIEF COMMISSIONER



A stylized, handwritten signature in black ink, appearing to read 'Graham Ashton'.

Graham Ashton AM
Chief Commissioner

I am pleased to introduce the **Victoria Police Annual Plan 2017-18, year 2 of the Victoria Police Capability Plan 2016-2025**.

Since launching the *Capability Plan* we have undertaken assessments across the organisation to baseline the maturity of our capabilities. This identified the capabilities we see as having the greatest priority to grow, and informed future investment decisions.

We have already achieved a lot in 2017. We've launched a new recruitment drive; delivered the first 100 of 300 new police; finalised recruitment of additional Police Custody Officers; recruited fingerprint, anti-gangs, Public Order Taskforce and Special Operations Group members; set up the Victoria Police Monitoring and Assessment Centre; and have implemented a new major event operating model. In response to independent Victorian Equal Opportunity and Human Rights Commission and Mental Health reviews we have continued our focus on leadership development and OH&S to ensure that our modernisation agenda is embedded across the organisation.

This goes a long way to delivering on the government's Public Safety Police Response initiatives, and demonstrates our ability to deliver a further \$2 billion investment under the *Community Safety Statement* over the next four years.

From 2017-18 we will see a significant growth in our workforce and our facilities. 1,190 new staff are to start in 2017-18: 825 police, 170 Victorian Public Service employees, 107 Protective

Services Officers and 88 Police Custody Officers. And we will be planning to build new forensic hubs in regional areas, 10 new police stations across the state, and a new Victoria Police Centre.

The deployment of additional police, Protective Services Officers and specialist resources will ensure we are more connected in our response. We will be more visible and accessible in the local community. We will continue to evolve our connectivity through technology so that our people have timely access to information and the community gains new ways to access our services.

Connected policing underpins all that we do and we will continue to be connected to the community, in our response and by technology. This year we will strengthen our partnerships within the community and with other government agencies, to better understand community needs and to collaborate on complex social issues.

We are making a difference. Victoria Police has pulled back six years of growth in the crime rate. We are seeing improvements in almost every crime category, and expect to see further reductions over the next twelve months.

This *Annual Plan* reflects the complexity of our role and the challenges we face in a constantly changing environment. We want to ensure that Victoria continues to be a safe and secure place to live, by advancing our capability growth as a more agile, flexible and responsive organisation.

ABOUT VICTORIA POLICE

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. Our 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

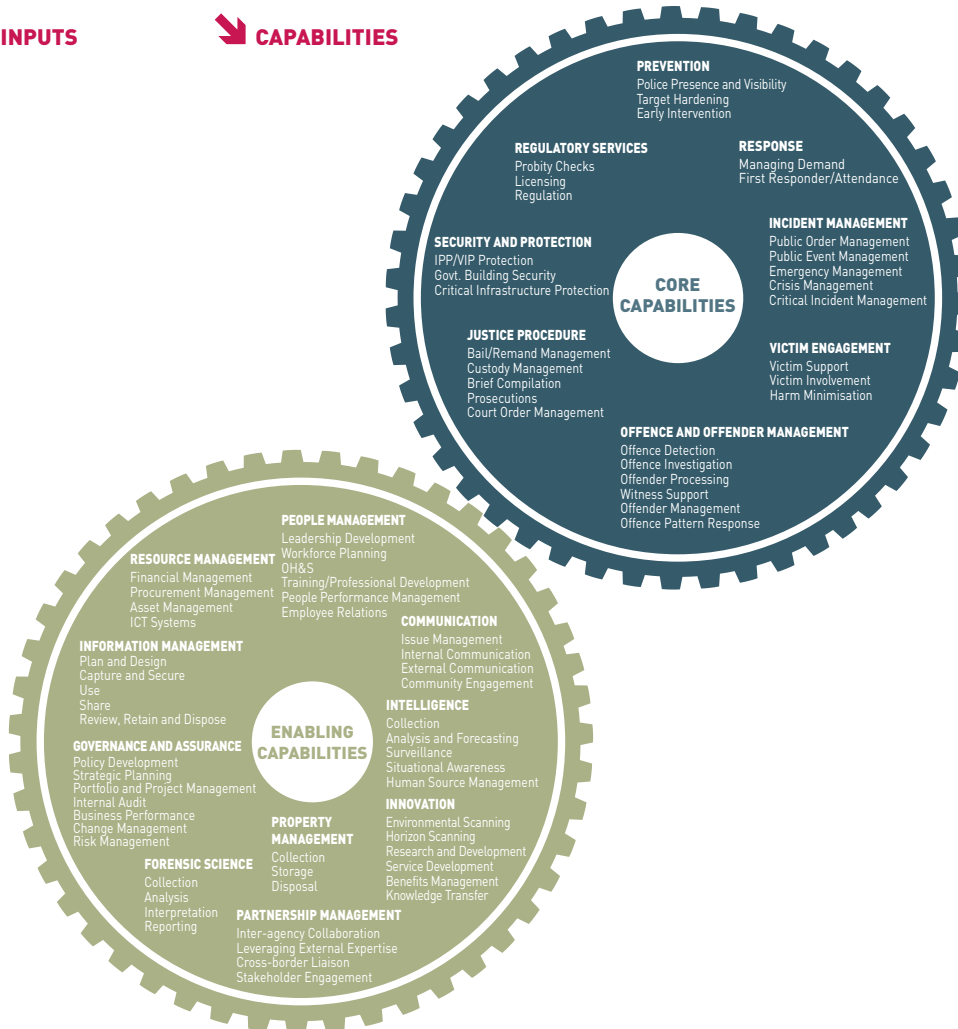
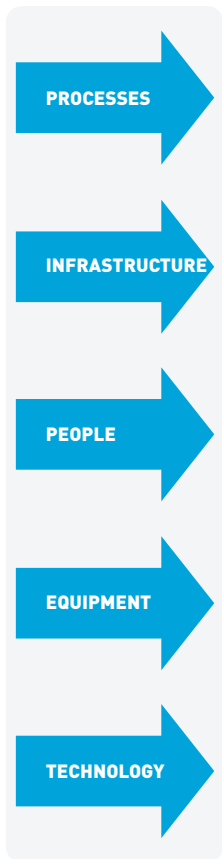
- CONNECTED TO COMMUNITIES
- CONNECTED IN RESPONSES
- CONNECTED BY TECHNOLOGY

FUNDAMENTAL INPUTS TO CAPABILITY

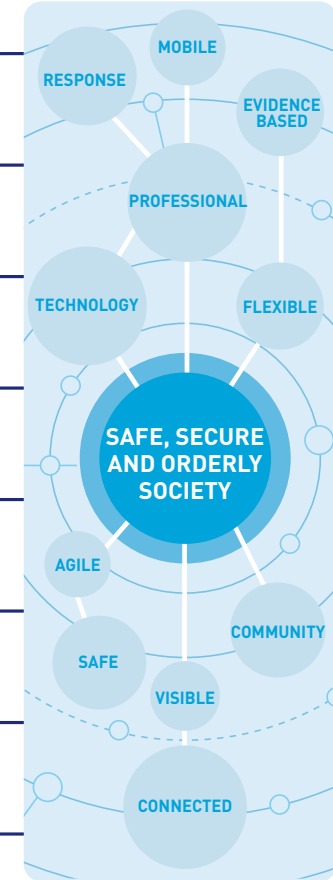
CAPABILITIES

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 VALUES

The Organisational Values underpin our policies, procedures and practices and how we interact with the community and each other.

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.

OUR OPERATING ENVIRONMENT

Our Finances

Victoria Police has received a published budget of \$3 billion in 2017-18 to deliver policing services to the Victorian community 24 hours a day, 7 days a week. Approximately 75 per cent of the annual budget is allocated to employee salaries and entitlements.

Our People

Victoria Police employs over 19,000 staff – this includes approximately 13,970 police, 1,400 Protective Services Officers, and 330 Police Custody Officers are supported by 3,320 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 800 above last years and is likely to continue to increase in line with the Victorian Government investment in 2017-18 of additional police and specialist personnel.

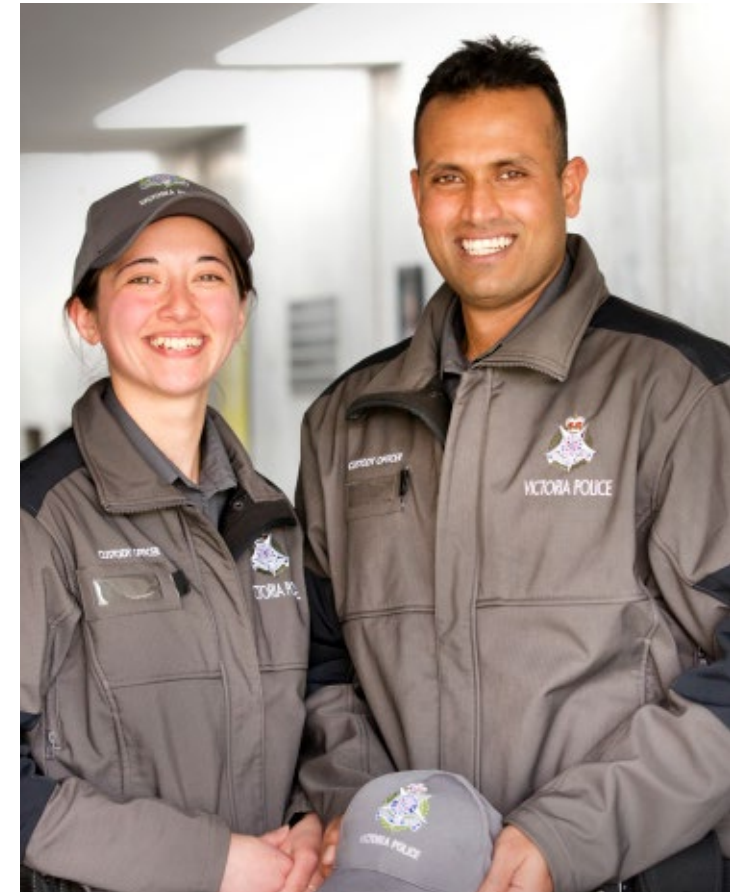
In line with the *Capability Plan*, Victoria Police is committed to ensuring our workforce reflects the diversity of our community.

Our Organisational Risks

In 2017-18 Victoria Police will have a specific focus on enriching the organisation's risk management culture. This will be achieved by concentrating on risk governance and risk management capability building. Capability enhancements will be centred around the newly defined Risk Portfolio Holder roles within each Region, Command and Department. There will be continued collaboration with key government agencies and external stakeholders to improve practices for the management of inter-agency and state-wide significant risks.

Our Performance

Our performance is being monitored through the measures set out in the *Community Safety Statement 2017*, Budget Paper No.3, our *Capability Plan* and our *Annual Report*.



OUR FOCUS

This *Annual Plan* outlines key organisational actions that will further mature our capabilities and support whole-of-Victorian-government priorities. These actions have been established through our capability based planning approach and the consolidation of priorities identified through our Divisional profiles, what we have learnt through our capability maturity assessments and the key focus areas identified in the *Community Safety Statement*.

Profiles and action plans identified that the illicit use of firearms is increasing, road safety and specialist service responses are impacting on our frontline service delivery and complex social issues are driving repeat offending and victimisation. We will evidence-base our response to criminal activity and road safety. We will remain contemporary in our use of multi-media platforms and communication interception technology to improve public safety. We will heighten our engagement with the community and partner with other agencies to address complex social issues to target greatest harms. We will strengthen our governance across projects to effectively communicate change across the organisation.

Our capability maturity assessments identified we need to continue to build our leadership qualities across all levels and further enhance our victim-centric response. We will sustain a continued focus on cultural change in the areas of safety, welfare, equity and diversity. We will strengthen our victim-centric approach to reduce harm, ensure that victims feel supported and offenders are held to account.

We will contribute to whole-of-Victorian-government initiatives with the implementation of the *Community Safety Statement* reforms and continue to invest in our people, equipment, infrastructure, processes and technology to create a more responsive, agile and connected police force.

The actions in this *Annual Plan* have been presented based on the transformation pathways contained in the Victoria Police *Capability Plan 2016-2025* and demonstrate 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.





1. SAFETY

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

We will continue to keep the safety and wellbeing of our people at the forefront of all decisions. We will strengthen the physical and psychological health of our workforce through our Health and Safety Strategy and progressing the implementation of the recommendations from the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) and Mental Health reviews. We will further support the ongoing wellbeing of our workforce and their families through the development of a comprehensive mental health program.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
1.1. Refine and implement an organisational Health and Safety Strategy that supports continuous improvement of occupational health and safety across Victoria Police.	Human Resource Department	OH&S
1.2 Implement the recommendations of the Mental Health Review, including development of a comprehensive mental health literacy program to support employee wellbeing. It will also include a suicide prevention framework, on-line training and resources, and improved access to all employees and their families.	Human Resource Department	OH&S
1.3 Continued implementation of the recommendations from the VEOHRC Report (Year 2).	VEOHRC Review Response, Partnerships & Innovation	Leadership Development / OH&S

2. LEADERSHIP

More confident, humble, respectful and people focused

Driving continuous improvement is key to becoming a more modern and professional police force that treats all of its colleagues and the Victorian community with dignity and respect. We will invest in our leadership development and change management capabilities. In doing so, we will challenge our organisational culture, behaviours and attitudes.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
2.1 Establish change management mechanisms throughout the organisation as part of all project and program lifecycles.	Enterprise Program Management Office	Change Management
2.2 Identify and build the leadership competencies required to manage performance, health and welfare consistently and equitably at all levels of the organisation.	Human Resource Department	Leadership Development

3. AGILITY

More responsive, agile and visible policing

Delivering policing services to the community is becoming more complex and challenging. The *Community Safety Statement* investment will further support our transformation to a more responsive, agile and connected organisation. Our service delivery will be enhanced through our people, specialist equipment and road safety operations, ensuring that the right people with the right skills are available to effectively address issues of community fear, expectations and safety. We will enhance our connection to community and improve perceptions of safety through activities such as the innovative use of social media.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
3.1 Implementation and deployment of additional police, Protective Services Officers and specialist resources (specialist youth officers and Aboriginal Community Liaison Officers) identified from the <i>Community Safety Statement</i> and Public Safety Police Response to areas of greatest demand and risk having regard to the Staffing Allocation Model.	Deputy Commissioner – Capability	Police Presence & Visibility
3.2 Implementation and deployment of additional specialist resources (legal, forensic and intelligence) identified from the <i>Community Safety Statement</i> and Public Safety Police Response to areas of greatest demand and risk having regard to the Staffing Allocation Model.	Deputy Commissioner – Specialist Operations	Police Presence & Visibility
3.3 Expand the Air Wing and Water Police through physical resource acquisitions including helicopters, fixed wing aircraft and vessel replacement.	Transit & Public Safety Command	Police Presence & Visibility
3.4 Continue the program of infrastructure works to replace and refurbish police stations, including the establishment of specialist training facilities.	Operational Infrastructure Department	Police Presence & Visibility / Asset Management
3.5 Develop an evidence-based model to provide specialist police responses (e.g. Family Violence, recidivist offenders, public order and critical incidents).	Office of Deputy Commissioner – Regional Operations	Managing Demand
3.6 Enhance road safety tasking through coordinated road policing and consideration of locally driven demand.	Road Policing Command	Police Presence & Visibility
3.7 Improve perceptions of safety in the community through enhanced and innovative use of social, traditional, on-line and Culturally and Linguistically Diverse (CALD) media.	Media & Corporate Communications Department	Community Engagement

4. EVIDENCE-BASED

More evidence-based practices and decision making

Victoria Police will research and apply evidence-based approaches to provide more effective policing services and enhanced community safety. Improved use of evidence, data and technology will be achieved through streamlining DNA processes, refreshing the service delivery model, implementing a range of road safety activities and evaluating the Victoria Police Monitoring and Assessment Centre.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
4.1 Streamline DNA testing and analysis with new powers and additional resources.	Forensic Services Department	Analysis & Forecasting (Intelligence)
4.2 Incrementally refresh the Service Delivery Model through implementation of the initiatives in the <i>Community Safety Statement</i> .	Office of Deputy Commissioner - Regional Operations	Managing Demand
4.3 Finalise and implement the strategy to embed a culture of 'Lean-enabled' continuous improvement across all levels of the organisation in order to meet service delivery priorities (Year 2).	Corporate Strategy & Operational Improvement Department	Service Development
4.4 Reduce the level of road trauma on Victorian roads through enforcement and deterrence activities to remove impaired and unauthorised drivers.	Road Policing Command	Police Presence & Visibility
4.5 Support ongoing prioritisation of capability maturation by finalising and implementing a suite of capability-based systems, processes and assessments.	Corporate Strategy & Operational Improvement Department	Strategic Planning
4.6 Evaluate the performance indicators and business processes supporting the Victoria Police Monitoring and Assessment Centre (Phase 2).	State Emergency & Security Command	Benefits Management
4.7 Establish the processes and practices to support Victoria Police to deliver all activities detailed in the Public Safety Police Response Package and the <i>Community Safety Statement</i> .	Enterprise Program Management Office	Portfolio & Project Management

5. VICTIM-CENTRIC

Stronger focus on victims, prevention and reduction of harm

Proactive prevention strategies targeting greatest harm is at the forefront of our planned activities, with a focus on the use of firearms and illicit drugs in the community. We will also continue our victim-centric approach by strengthening our response to family violence through the establishment of the Family Violence Centre of Learning.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
5.1 Establish the Family Violence Centre of Learning to provide family violence training to police that is tailored to their rank, role and career stage.	People Development Command	Victim Support
5.2 Finalise and implement the Drug Response Plan to enhance Victoria Police's strategic and operational responses to illicit drugs and reduce drug-related harm within the Victorian community (Year 2).	Corporate Strategy & Operational Improvement Department	Managing Demand / Offence Pattern Response
5.3 Design a coordinated and structured approach to assist in identifying gaps in compliance, enforcement and monitoring around the regulatory frameworks for the licensing and registration of the firearms, private security and weapons industries.	Public Support Services Department	Regulation
5.4 Implement dedicated firearm investigation teams to disrupt the illicit use of firearms in criminal activities.	Crime Command	Offence Pattern Response

6. GENDER, DIVERSITY AND FLEXIBILITY

A more professional, flexible and diverse workforce

A diverse, professional and flexible organisation means we will be better equipped to support each other and embed a culture that is inclusive and safe. We will review our workforce plan and implement a backfill process for paid and unpaid parental leave to foster a workforce that is representative of the diversity of the communities we serve.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
6.1 Develop and implement a backfill process for paid and unpaid parental leave to foster a more diverse and inclusive workplace.	Human Resource Department	Workforce Planning
6.2 Review the Workforce Plan to align with ongoing organisational priorities including the Diversity and Inclusion Framework incorporating strategies and action plans for Gender; Aboriginal; CALD; Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) and Disability.	Human Resource Department	Workforce Planning

Note: The recruitment of additional resources and the ongoing implementation of the VEOHRC recommendations will continue to diversify the organisation.

7. TECHNOLOGY REFORM

Leveraging technology to improve policing and business processes

Harnessing innovations in technology will support a more intelligence-led and evidence-based organisation. The ongoing implementation of the BlueConnect program of works will ensure our strategic IT solutions meet all business and operational needs. We will also expand on technological advancements that support reduced harm to the community.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
7.1 Implement Automatic Number Plate Recognition technology across the Highway Patrol fleet and continue to conduct 100,000 annual roadside drug tests.	Road Policing Command	Offence Detection / Harm Minimisation
7.2 Continue to build technology reform through the BlueConnect program: <ul style="list-style-type: none"> • <i>Police Assistance Line and Online Reporting.</i> • <i>Cyber-security upgrade.</i> • <i>Internet/intranet upgrades.</i> • <i>Rolling out body worn cameras.</i> • <i>Continued work on mobile technology and intelligence analytics.</i> 	Information, Systems & Security Command	Situational Awareness / Managing demand
7.3 Explore options for maintaining contemporary means to intercept communications relative to serious, organised crime and counter terrorism investigations through the continued investment in partnerships and technology.	Intelligence & Covert Support Command	Surveillance / Early Intervention

8. PARTNERSHIPS

Stronger partnerships and co-production with stakeholders

Strong partnerships will enable Victoria Police to address complex social issues, prevent crime and reduce harm in the community more effectively. We will collaborate with whole-of-government initiatives to provide a more effective integrated response. This will include working with all our partners to improve road safety and with lead agencies in judicial and key service reforms.

KEY ACTIONS	ACTION OWNER	PRIMARY CAPABILITY LINK
8.1 Ensure the delivery of Victoria Police contribution to whole-of-government initiatives led by other government departments, including: <ul style="list-style-type: none"> • Children’s Court (Fast Track Remand). • Forensic mental health services. <ul style="list-style-type: none"> - Court Services (Assessment and Referral Court). - Mental health education and training. • Management of serious offenders. • Programs and services to reduce reoffending. 	Strategic Investment, Reporting & Audit Department	Inter-Agency Collaboration / Stakeholder Engagement
8.2 Work with our road safety partners to develop enhanced pathways to influence local government, road safety advocacy organisations and the business and wider community to embed road safety and Safe System thinking into their business as usual activities.	Road Policing Command	Stakeholder Engagement
8.3 Strengthen opportunities to collaborate on complex social issues to better define our role in responding to community vulnerabilities.	Corporate Strategy & Operational Improvement Department	Leveraging External Expertise / Inter-Agency Collaboration
8.4 Support expansion of the Drug Court of Victoria to additional metropolitan locations as part of the Ice Action Plan.	Legal Services Department	Early Intervention



Police
Public Order Response Team

Police



VICTORIA POLICE