



# EQUALITY IS NOT THE SAME... PHASE TWO

ANNUAL REPORT CARD 2018–2019



VICTORIA POLICE



## INTRODUCTION

The Victoria Police commitment to progressing organisational change and improvement under the Equality is not the same... program of work is now in the final year of full project implementation. The focus over this second phase and more particularly this year has been to ensure the principles and pillars underpinning Equality is not the same... are visible to the Victorian community in our everyday service delivery.

To continuously improve requires us to access and listen to the voices of communities and understand the needs and resources sought by our members to ensure they have the tools and skills to be effective decision makers, deliver a quality service and strike the right balance between engagement and enforcement.

As the Equality is not the same...program of work comes to a conclusion as a dedicated program, it has been important to demonstrate the principles and policies in practice to ensure every person who comes into contact with Victoria Police is treated with dignity and respect. This year we have worked hard to leverage off technology enhancements to improve policing and business processes through the major technology change program, BlueConnect. We have created more opportunities for community engagement and listening to the experience of communities, whilst at the same time developing and increasing accessibility to tailored resources and practice guidance that make a difference to our members in the course of their duties.

Over the next financial year our intent is to use an evaluation framework that both supports a wider evaluation of the program of work undertaken over the past six years and enables us to monitor the transition of the pillars underpinning Equality is not the same... into our existing organisational service delivery mechanisms and commitments.





## OUR YEAR IN REVIEW

In 2017-18 we committed to continue to drive cultural and organisational improvement through the support and integration of the Equality is not the same... pillars into key organisational reforms and existing business processes. This approach has been essential to ensuring that the principles of human rights, procedural justice and cultural capability that underpin the pillars of Equality is not the same... are visible and embedded into our everyday practices in a sustainable and enduring way.

In the spirit of progressing the concepts that underpin Equality is not the same...into business as usual, this Report Card reports on both specific initiatives and other organisational projects that have embedded these pillars in their delivery or frameworks.

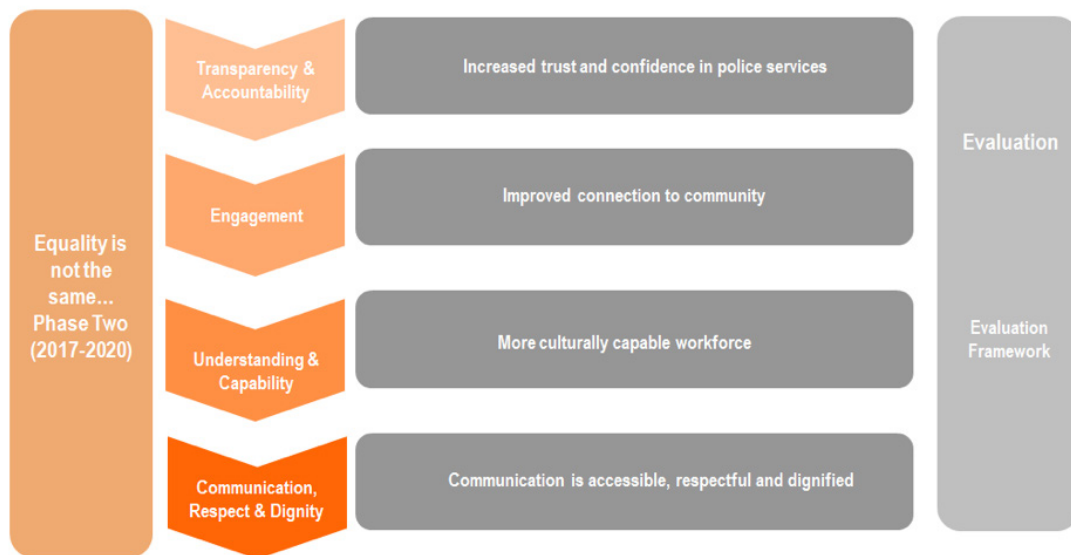


Figure 1: Equality is not the same... Phase Two Pillars





## TRANSPARENCY AND ACCOUNTABILITY: INCREASED TRUST AND CONFIDENCE IN POLICE SERVICES

### Equality is not the same initiatives....

Over the past year we have:

#### Strengthened the Transparency and Accountability Monitoring Group (TAMG)

- The TAMG has identified draft indicators to assist our monitoring of human rights in policing. These have been modelled using the United Kingdom's Legitimacy Framework and United Nations Law Enforcement Standards for Police.
- From August 2019, the Transit and Public Safety Command - Operations Support Division will provide the TAMG with the opportunity for discussion on the deployment of crowd control equipment over the preceding quarter. The focus of these debriefs will be to strengthen operational human rights considerations in the use and application of this equipment in public order and crowd control situations.

#### Engaged the Chief Commissioners Human Rights Strategic Advisory Committee to inform policies and procedures

- The Chief Commissioner's Human Rights Strategic Advisory Committee continues to receive presentations and opportunities to inform policies and procedures across a range of high public interest initiatives including: Implementation of Body Worn Cameras and introduction of Crowd Control Equipment by the Transit and Public Safety Command - Operations Support Division.

#### Made changes to completion of ethnic appearance descriptors

- The revised ethnic appearance descriptors (as of July 2018) are now mandatory for all new field contact reports as of early 2019.

#### Continued to implement the contact card and awareness raising activities

- The contact card continues to be used as part of everyday policing and has been incorporated into the police diploma as a professional resource to use when providing details to community. A Victoria Police TV (VPTV) clip promoting the new contact card was released on Facebook in July 2018 reaching more than 194,000 people.

#### Developed Proactive and Professional Policing indicators

- We are progressively developing and identifying a suite of indicators that can be used to assist Local Area Commands in monitoring their delivery of proactive policing initiatives that support and influence community trust and confidence in police. Discussion on these indicators is being included in the Victoria Police performance monitoring forums.

### Additional Initiatives

#### Captured Aboriginal Over Representation in Police Crime Statistics as Victims and Offenders

- We are committed to reducing the over representation of Aboriginal people in the criminal justice system. The joint Victoria Police and Aboriginal Community COMPSTAT sought to identify key initiatives and practices that may directly contribute to improved policing outcomes for Aboriginal people in Victoria. Commitments include:
  - Implementation of self-determination.
  - Improved compliance in the asking and recording of the Standard Indigenous Question.
  - A strengthened focus on early intervention and diversion opportunities through juvenile and adult cautioning, diversion and referrals.



## Worked with the BlueConnect Mobile Technology team

- Under the BlueConnect Mobile Technology Project, IRIS-enabled mobile devices (iPhones and iPad minis) have purpose-built apps, which deliver new ways for police and Protective Services Officers (PSOs) to access real-time information in the field. Use of this new capability is expected to help drive compliance with the Charter of Human Rights and Responsibilities Act 2006 and Victims Charter Act 2006.

## Included Cultural, Community and Diversity (CCD) and human rights tools and resources in the Organisational Behaviour Trends resource

- Professional Standard's Command's Organisational Behaviour Trends publication is designed to provide managers and employees with contemporary emerging ethical behaviour trend information that prompts reflective practices. The concise one page communication outlines emerging behavioural risks with embedded supporting policy and welfare information hyperlinks. The Interactions with the Public policy, Human Rights Practitioner Guide and CCD Resource Hub feature as resources for reflective learning to build organisational capability.

## ENGAGEMENT: IMPROVED CONNECTION TO COMMUNITY

### Equality is not the same initiatives....

Over the past year we have:

#### Developed Proactive and Professional Policing Practice Guidance

- The Policing and Young People Practice Guide assists police when responding to victimisation and offending involving young people. It also assists police to connect young people and their families with services to address issues underlying their contact with police and provides links with partner agencies, communities and services to reduce crime and better meet the needs of young people and the Victorian community.
- A Community Engagement Practice Guide is currently in development. A wide range of internal and external stakeholders have been consulted to ensure Victoria Police is aligning to State Government expectations around community engagement. The guide will include fundamental good practice guidelines, along with regional examples of good practice community engagement.

#### Launched a Community Conversation Guide

- Priority Communities Division provided support and assistance to the Southern Metropolitan region in 2014-15 to initiate and facilitate cultural capability forums for members across the region. The forums unpacked themes of procedural fairness, human rights, bias identification and good communication skills. The success of these forums led to the creation of the Community Conversation Forum Guide which provides an easy to use, step by step process for planning and implementing a forum. It also contains a number of supporting resources, templates and links, such as examples of icebreaker activities, agendas, case studies and evaluation questions. This guide is now being used organisation wide.
- Police within the Hobson's Bay Police Service Area (PSA) have utilised the Community Conversation Forum Guide to develop and deliver community consultation forums in Williamstown and Altona North. From the community consultations, the PSA developed a Hobson's Bay PSA Community Engagement Action Plan, a Williamstown Community Safety Plan and are developing an Altona North Community Safety Plan.





## Additional Initiatives

### Expanded Community Safety Networks (CSN)

- In partnership with Department of Justice and Community Safety, Crime Statistics Agency and Neighbourhood Watch, the CSN program of work continues to increase connections between police and their local communities. Expanding from six sites in year one to 12 sites in year two, the program empowers local police to plan and implement their own innovative approaches to community engagement. With 11,360 community survey responses and participants (to date) in events such as forums and workshops, a broad cross-section of community has been engaged throughout the program of work. Outcomes from the engagement phase have formed the basis for Community Safety Projects which will be delivered by 30 October 2019.

### Continued to support the African Australian Community Task Force

- We have supported 33 community leaders representing 18 African organisations in Victoria under the African Australian Community Taskforce to work together to build a safer and more cohesive community. The group has made significant progress including:
  - The development of a work plan which includes: the development of community consultation and communication mechanisms.
  - Providing community expertise to Victoria Police (and other government agencies and service providers) to support the development and delivery of a range of activities to address the root causes and circumstances leading to youth offending.

### Commenced an evaluation of the Social Cohesion Partnership Project

- 18 social cohesion projects were completed in the 2018-19 financial year. An evaluation process is being undertaken by Monash University based on surveys and qualitative focus groups. The findings of the evaluation, which are due for completion in early 2019-20 financial year, will help guide us with future community engagement with local multicultural communities, in particular women and young people.

## UNDERSTANDING AND CAPABILITY: MORE CULTURALLY CAPABLE WORKFORCE

### Equality is not the same initiatives....

Over the past year we have:

#### Developed new resources and enhanced the Cultural, Community and Diversity (CCD) Resource Hub

- A range of new content has been added to the CCD Resource Hub, including new good practice guides for proactive liaison officers, community conversation guide, case studies and fact sheets on bias, field contacts and searches of persons. The CCD Resource Hub has proved to be a useful resource for a range of employees including recruits who use it to complete a research assignment on the community surrounding their allocated police station.
- We are continuing to drive new content based on evidence and demand by using data analytics and feedback from training sessions and communities of practice. This helps to ensure resources meet operational needs.

#### Refreshed CCD and human rights content within the police diploma

- Police recruits have transitioned to a refreshed Diploma of Policing curriculum which is subject to ongoing review through the People Development Command continuous improvement process. The new recruit training program builds on previous CCD and human rights content, with additional content embedded across the revamped 31 week program. Constables returning to the Victoria Police Academy for training at the end of their probationary period undertake immersive learning experiences in our dedicated problem based learning suite. Constables work through challenging real life scenarios designed to enable them to identify and deal with ethical problems. It also helps constables to develop their moral intuition using the Victoria Police judgement and decision making frameworks and their knowledge of legislation, policy and the Victoria Police Code of Conduct.



## Engaged Deakin University to review our CCD Education Strategy

- A dedicated education consultant has been engaged to work exclusively with Deakin University and People Development Command to ensure that the underpinning principles of cultural, community and diversity are kept at the fore of organisational practice.
- An initial review of curriculum content shows a significant uplift in CCD and human rights education across the Victoria Police Academy training programs since 2015, with further improvements to come this year. Deakin University will also begin surveying and interviewing existing recruits, newly graduated constables and employees of Victoria Police to gauge levels of confidence and capability when working with diverse community members. It is anticipated that Deakin University will publish a full report on their findings in early 2020.
- From February 2019, 228 recruits from 10 squads have completed a new CCD Course Evaluation at the end of Academy training with 81 per cent stating that they felt more confident to work with diverse communities as a result of training by the Centre for Professional Policing.
- The Community Encounters program celebrated its 10th birthday in 2019. Several enhancements have been made to the program over the last 12 months including longer sessions, improved accessibility and increased benefits for our valued volunteers.



## Continued to strengthen Professional Development to Specialist Areas and Promotional Programs

- The Police Managers Qualifying Program is now in its third year with community stakeholders continuing to support developing strategies in response to issues affecting Aboriginal Victorians, older Victorians, people living with mental health issues and people with disability. Three training days have been held in 2019 across these four community groups with ongoing positive engagement from stakeholders and students around the value in discussing issues with subject matter experts.
- Development of scenarios around working with young people, multicultural communities and Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) communities are underway with implementation of these scenarios to take place in the second half of 2019.

## Expanded Human Rights Professional Development

- We have led a number of initiatives as part of the Victorian Government inter-departmental Charter Leaders Group to strengthen the operation of the Charter of Human Rights and Responsibilities Act 2006 across the organisation. This has included working with the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) and the Human Rights Unit in the Department of Justice and Community Safety to refresh a training package on the operational application of the Charter.
- We have worked closely with internal stakeholders to tailor each training session to ensure scenarios are contemporary to the work environment and to 'operationalise' the Charter relevant to the work area. Learnings and discussions from each session have been used to strengthen existing human rights tools and resources on the CCD Resource Hub.
- A targeted education approach has involved working with the Transit and Public Safety Command - Operations Support

Division to align with the deployment of new crowd control equipment. Members from the Operations Response Unit (ORU) training wing completed a 'train the trainer' human rights package regarding the application of human rights to public order policing. This has now been embedded into the Tactical Support Officer course which trains members in the use of Crowd Control Equipment and a four day tactical commander's course which is mandatory for all ORU supervisors to assist in performing crowd control duties. This requires members to apply knowledge and decision making in a dedicated problem based learning suite at the police academy.

- Other areas that have received a tailored human rights package include: the Media and Corporate Communications Department, North West Metro Regional Crime Squad, Licensing and Regulation Division, Operational Wayward members and proactive units in general duties divisions. For the remainder of 2019, focus will turn to Professional Standards Command and Custody Management Division.

### Strengthened the Cultural, Community and Diversity (CCD) Educator Program

- To date, 318 members of People Development Command have completed the compulsory CCD Educator Program which sets organisational standards and champions best practice approaches to human rights and CCD education.
- The Operational Safety Unit completed a tailored CCD Educator package which helps to identify links between operational safety techniques and the protection and lawful limitation of human rights. The Driver Training Unit completed a similar package but with additional focus on engaging with the public during vehicle intercepts.
- Since the implementation of the CCD Educator Program, People Development Command learning designers have strengthened CCD and human rights content at relevant points within their sessions. For example, the Centre for Operational Safety has completed a review of their Operational Safety Requalification programs for police, Protective Service Officers and Police Custody Officers, embedding references to the Charter at suitable intervals. This means that members receive refresher training on the Charter every six months.

### Provided human rights and cultural, community and diversity training to regional and divisional training officers

- Tailored CCD and human rights training was delivered to Regional Training Officers (RTOs) who are responsible for delivery of training within regions. CCD Capability Manuals and Community Conversation Forum Guides were distributed as part of the day to ensure regional staff are provided practical support to strengthen consistency and demonstration of cultural capability within a localised context.

### Additional Initiatives

#### Updated the Human Rights is Everyday Policing package and supported the Search of Persons E:Learn

- A refresh of the 'Human Rights is Everyday Policing' e-learn has strengthened its alignment to human rights obligations under the Charter. The refresh includes updated scenarios that reflect the importance and application of human rights considerations in everyday policing situations and promote the use of the contact card as a professional tool to demonstrate transparency.
- Priority Communities Division provided support to the Centre for Operational Safety in the development of content for the mandatory search of persons e-learn which was released in February 2019. The e-learn provides all Police, Protective Service Officer's and Police Custody Officers with a better understanding and compliance with the policy and guidelines on searches, during Operational Safety Tactics & Training, including the need to consider and uphold the human rights of the person being searched.

#### Made improvements to Family Violence Response for Priority Communities

- Family Violence Command (FVC) have updated the Risk Assessment and Risk Management tool (FVR L17) used by all frontline members who attend a family violence incident. The new FVR L17 captures requirements for a broader range of





communication support, asks questions about type of disability and supports required and implements an overarching 'LGBTI' indicator for self-identification of any parties regardless of the nature of the family relationship in which violence is occurring. FVC implemented the whole of organisation change to Ethnic Appearance categories and similar change is prioritised for the Standard Indigenous Question update. As well as providing better service to Victoria's diverse communities, these changes will improve our data and understanding so we can target training and future practice improvements.

- The changes made are further supported by online and face to face training by the Centre for Family Violence and the 'Family Violence Priority Community Response' Practice Guide. The Guide provides members with best practice responses and resources for working with priority communities, and consideration of intersectionality as a particular vulnerability.

## COMMUNICATION, RESPECT AND DIGNITY: COMMUNICATION IS ACCESSIBLE, RESPECTFUL AND DIGNIFIED

### Additional Initiatives

Over the past year we have:

#### Implemented and expanded the Communications Access Accreditation Pilot Project

- The Communications Access Accreditation Pilot Project (CAAPP) is a collaboration with Scope (Australia) which aims to increase the capability of staff at one 24-hour Police Station to communicate effectively and respectfully with people with communication difficulties.
- A survey of station staff role-plays with people with communication difficulties and one-on-one staff interviews have been conducted to identify current barriers and enablers of effective communication between police and people with communication difficulties.
- Development and testing of customised communication tools and facilitation of Communication Access Training has been conducted at the pilot site to improve the skills, knowledge and confidence of Victoria Police uniform officers to support effective communication with people who have communication disabilities. The training has been conducted by Scope including Scope Communication Access Workers who have lived experience of communication difficulties. In early 2019, the project was extended to include a second 24 hour Police Station.

#### Partnered with Expression Australia to create a series of Auslan videos

- Victoria Police in collaboration with Expression Australia, formerly known as Vicdeaf, launched a series of videos to make information on police processes and interactions more accessible for the deaf and hard of hearing community. The project used a co-production approach and included consultation with the Deaf community to get valuable feedback, which was critical for the production of the videos.
- Community members joined representatives from both organisations at a launch event to discuss the importance of the videos and how they were produced. The event was live streamed on Facebook and reached nearly 5,000 people. The four videos explain: the role of police, what getting help from



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police may look like, interacting with police and what happens when you are arrested. All videos are presented in Auslan (Australian Sign Language) and have captions so they are fully accessible. The videos are currently available on the Victoria Police YouTube Channel.

## Expanded the Victoria Police Eyewatch Community

- In 2019, the Victoria Police Eyewatch network continues to thrive as a mutually beneficial conduit for Victoria Police and the Victorian public to connect digitally in a localised capacity. As of June 2019, Eyewatch pages have a combined following of more than 501,000 and are reaching over 10 million Facebook users on average each month. As the Victoria Police network expands and these communities become more engaged, we are experiencing an increased rate of success in identifying offenders, locating missing persons and resolving police incidents with the help of followers.
- Eyewatch Coordinators are working closely with local councils, community groups and emergency service organisations to share information across platforms and maximise the reach for communications relating to localised safety messaging and community engagement initiatives.

## Launched a new website strengthening community connection

- The new Victoria Police website launched in March 2019 as part of the BlueConnect program saw the amalgamation of three previously separate websites into a single digital platform. The new website offers a more engaging digital channel for the community and empowers users to easily access information as and when they need it. New functionality has significantly improved accessibility with tools enabling users to translate pages into more than 80 languages, alter text and colours, insert a disability ruler, among other tools to meet their needs. With greater accessibility, easier navigation and rich media integration, users now have access to a hub of information about Victoria Police services, emergency updates and news, strengthening connection with the community.

## Released a Podcast for the Somalian Community

- Following an incident which took place on Bourke Street in late 2018, a number of community engagement seminars were conducted with women of Somali background. These discussions identified a range of themes associated with community safety and the need to address them in new ways. The SBS Somali Program agreed to record a podcast where Victoria Police and Somali women (who could speak in Somali or Arabic as well as English) would discuss issues of community concern and possible strategies for moving forward. This podcast received approximately 9,000 downloads.



Victoria Police Eyewatch



Victoria Police website



## NEXT STEPS

An evaluation framework developed by an independent consultant will support the identification of suitable indicators to demonstrate the impact and influence of the last six years of Equality is not the same... commitments and initiatives

The evaluation framework will address the complex, multi-pillared nature of the Equality is not the same... program and will use an innovative approach to capture the story of cultural change. Importantly this framework will shape the next steps for full transition into business as usual.

We have faced many challenges with the implementation of a broad complex cultural reform program and will use these learnings to garner support from critical areas of the organisation to ensure sustainable change.

The final report will incorporate the findings of the program evaluation based on the evaluation framework currently under development.

If you would like to know more on any of these initiatives please contact the Priority Communities Division by emailing us at: [OFFICE-OF-COMMANDER-PCD@police.vic.gov.au](mailto:OFFICE-OF-COMMANDER-PCD@police.vic.gov.au)



142

Transit and Public Safety Command  
- Operations Response Unit staff  
completed human rights training  
since the roll out of crowd control  
equipment in August 2018



421

staff completed human rights  
training since refreshed  
package December 2017



318

educators at the academy  
completed Cultural, Community  
and Diversity Educator Training



36,871

clicks on the Cultural, Community  
and Diversity Resource Hub



36,470

Priority Communities Division  
fact sheet downloads

Statistics correct as of 30 June 2019

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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