



VICTORIA POLICE
CAPABILITY PLAN 2016-2025

Annual Plan 2019-2020



VICTORIA POLICE

Acknowledgement to Traditional Owners

Victoria Police pay our respects 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



Graham Ashton, AM
Chief Commissioner



I am pleased to introduce the *Victoria Police Annual Plan 2019–2020 (Annual Plan)*, the fourth year of the *Victoria Police Capability Plan 2016–2025: Capability Framework (Capability Plan)*.

Our organisation-wide capability-based planning approach has informed our investment decisions. This approach has led to a reform program that is modernising Victoria Police and supports what we have committed to deliver on behalf of the Victorian Government through the Community Safety Statement. Our modernisation program is already seeing benefits on the frontline. We have held more offenders to account and have seen a reduction in the crime victimisation rate across the state.

The 2019/20 financial year will be our most significant year of reform. We are due to deliver 17 projects that will make police more connected, more mobile, more responsive and more visible to the community.

We are equipping our members with modern tools to help them provide a better service to the community. We have delivered more than 9,000 mobile devices to our frontline staff. Over 5,000 body worn cameras have already been deployed and we will complete the roll-out of the cameras

to all frontline members by the end 2019.

There will be new ways for the community to connect with Victoria Police with the introduction of the Police Assistance Line and Online Reporting, making police more accessible for all Victorians. The ongoing roll out of specialised mobile command posts will give police access to technology and infrastructure where it is most needed.

Investment in our forensic capabilities will be realised through new regional forensic hubs in Ballarat and Morwell, and police powers and additional resources to streamline the process of taking and analysing DNA from suspects. The Fixated Threat Assessment Centre will broaden its referral criteria and continue to support key stakeholders to manage the risk posed by individuals with complex needs.

We are also investing in people. The largest increase to employee numbers in the organisation's history is underway with 1,655 new police and Protective Services Officers sworn in over the past two years, and more to come. Our police are being deployed to the areas of greatest need using the Staff Allocation Model. This significant investment is already having positive impacts on preventing crime and

apprehending offenders in these areas.

Victoria Police's parental leave backfill scheme will continue with more than 200 police and Protective Services Officer positions to be backfilled by the end of 2019. This is part of our ongoing 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*.

Having healthy, safe and capable people helps us keep the community safe. We will sharpen our focus on safety through the *Health and Safety Strategy and Action Plan 2019–2022* and continue our work under the *Mental Health and Wellbeing Strategy and Action Plan 2017–2020*. The ongoing development and delivery of specialist family violence training will strengthen our response to this significant community issue.

This Annual Plan highlights how our capability-based planning approach is creating a modern, well-resourced police service that is built to deliver a safe, secure and orderly society. It also reflects the diversity of the work that Victoria Police employees do and I would like to acknowledge their diligence and dedication to keeping the Victorian community safe.



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:

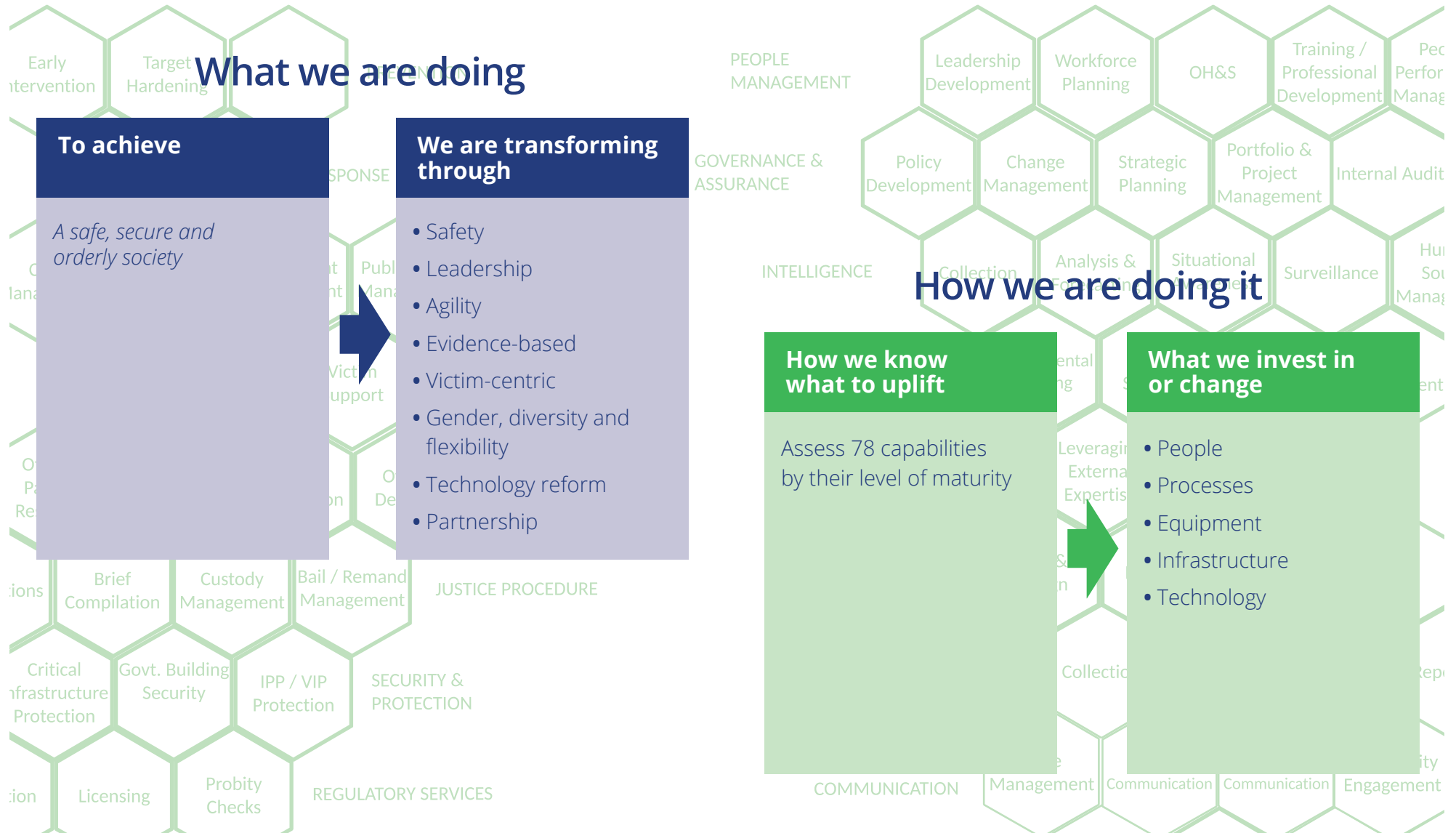
- preserving the peace
- protecting life and property
- preventing the commission of offences
- detecting and apprehending offenders
- helping those in need of assistance.

Our Capability Framework

In practice, the role and functions of Victoria Police are complex. We recognise and respond to this complexity by using the Capability Plan as a systems-based approach to planning, using 78 core and enabling capabilities that provide visibility of where we need to invest time or resources. We are modernising Victoria Police by using this structure to identify our needs for year-on-year investment and reform.



How capability-based planning is driving modernisation



Our operating environment

Our finances

Victoria Police has received a published budget of \$3.5 billion in 2019–2020 to deliver policing services to the Victorian community 24 hours a day, seven days a week. Approximately 72.7 per cent of the annual budget is allocated to employee salaries and entitlements.

Our people

Victoria Police employs 21,292 staff, comprising 15,420 police officers, 311 recruits, 1,468 Protective Services Officers, 393 Police Custody Officers and 3,698 Victorian Public Service (VPS) employees. Our VPS staff members work as managers, administrators and specialists across a wide variety of functions including forensic science, intelligence, information and communications technology, legal services, regulation, capability development, human resources, finance and accounting, research, policy, organisational planning and community engagement.

Our employee numbers will continue to increase in line with Victorian Government investment that is supporting the recruitment of police and specialist personnel. Victoria Police is committed to ensuring our workforce reflects the diversity of the community we serve.

Our organisational risks

In 2019–2020 Victoria Police will continue to mature its Risk Management Framework to provide an enhanced structure and support for all levels of management to identify, analyse and evaluate risk. Alignment with the Capability Plan strengthens this approach. A focus on the effectiveness of mitigation strategies is enhancing our risk profile, with particular advancements in our management of interagency and significant state-wide risks.

Our performance

Our performance against the action items in this Annual Plan will be reported in the Victoria Police Annual Report. Further information on Victoria Police's performance is included in the Victorian Government Budget Papers and Community Safety Statements. Additionally, the Minister for Police and Emergency Services, Family Violence Reform Implementation Monitor, Victims Commissioner, Community Safety Trustee and the Victorian Equal Opportunity and Human Rights Commission monitor our progress regarding specific initiatives.





Our Code of Ethics and values



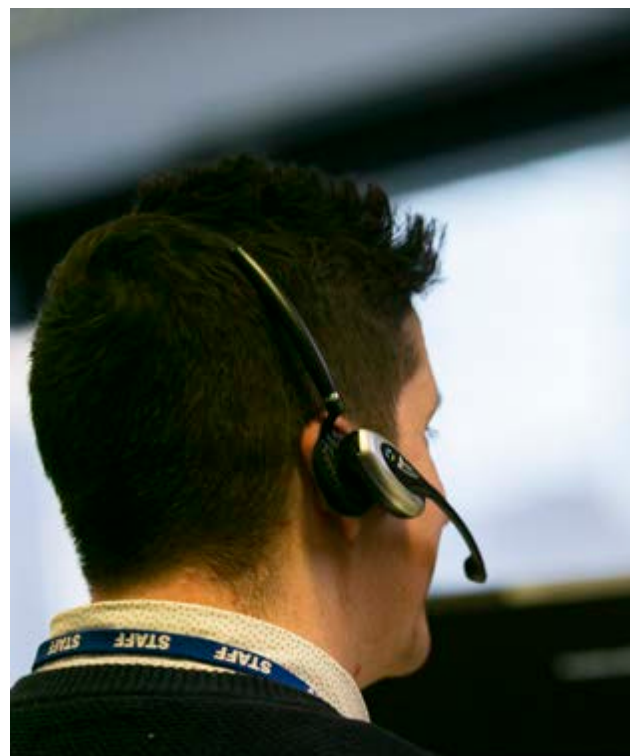
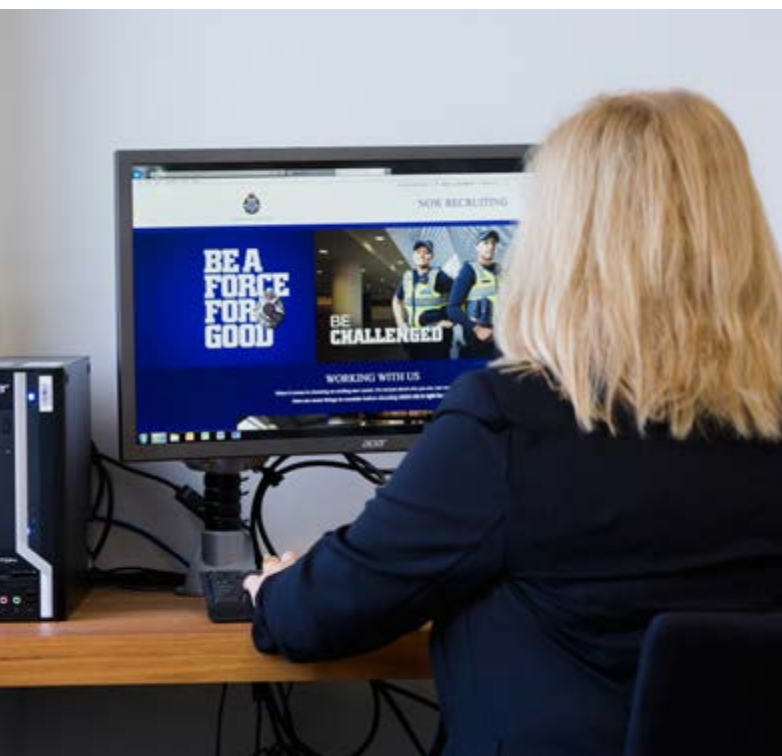
Code of Ethics

"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

All Victoria Police employees are to act in a manner which reflects our values of respect, integrity, leadership, professionalism, support, flexibility and safety. Our values 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.





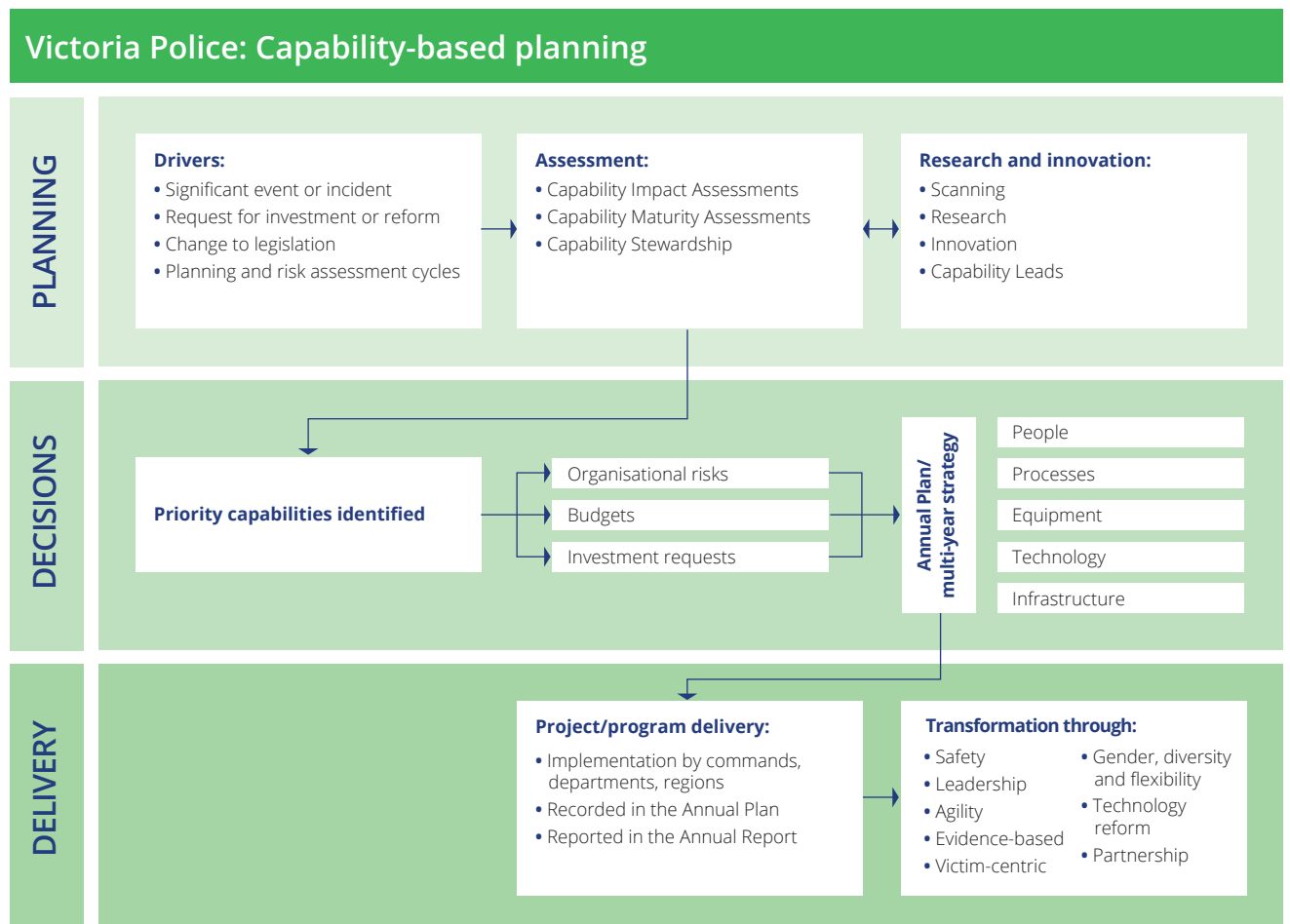
Toward 2025: Embedding the capability-based planning approach

The [Victoria Police Capability Plan 2016–2025: Capability Framework](#) establishes what we need to do as an organisation to continue to be effective and highlights the way we will transform our service delivery to be an agile, responsive, people-focused and connected organisation. It takes a long-term focus to deliver transformational change within the organisation, and more tailored, responsive services to the community.

The Capability Plan progresses key elements of the [Blue Paper: A Vision for Victoria Police in 2025](#).

The capability-based planning approach is demonstrated through the [Victoria Police Capability Plan 2016–2025: Capability Framework](#). This framework sets the foundation for the Capability Plan. It outlines the changes we need to make while maintaining and maturing existing capabilities and identifying new ones. Victoria Police currently has 78 capabilities (30 core and 48 enabling) that articulate the complexity of what needs to be brought together to deliver the five legislated functions being: preserve the peace; protect life and property; prevent the commission of offences; detect and apprehend offenders; and help those in need of assistance. Victoria Police assesses these capabilities to prioritise where resources can be best used to deliver timely, high quality services and realise better outcomes and strategic public value.

The capability-based planning approach is reshaping the way Victoria Police operates through guiding policy, planning decisions and investment priorities to mature a capability.



Our focus in 2019–2020

This Annual Plan outlines Victoria Police's ongoing commitment to modernisation and sets out what we will deliver to keep the community safe over the next year.

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.

The actions in the 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.

We are investing in and developing our people, processes, infrastructure, equipment and technology, so that Victoria continues to be a safe, secure and orderly place to live. We are training and equipping our workforce to more effectively respond to the changing nature of offending. By embracing technology we are more connected and accessible, providing more agile responses that keep the Victorian community safe.



Victoria Police Family Violence Centre of Learning, Victoria Police Academy

1. Safety

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

Primary capability	Actions	Action Owner
A safer workplace through improved safety culture, processes, environment and outcomes		
OH&S	1.1 Continue implementing the actions in the <i>Mental Health and Wellbeing Strategy and Action Plan 2017-2020</i> and its companion document, the <i>Health and Safety Strategy and Action Plan 2019-2022</i> , which incorporates the Early Intervention and Prevention Fund initiatives of Reflective Practice and Supervision, a Trauma Group and expansion of Injury Management Services.	Human Resource Department
Enhanced health, safety and wellbeing of the workforce		
Critical Incident Management	1.2 Procure and deploy longarm firearms to expand our Critical Incident Management capability.	Transit and Public Safety Command
OH&S	1.3 Continue the program of enhancing the mental health literacy of the organisation through the development and roll out of mental health literacy training for all employees.	Human Resource Department

In addition: We will continue to build a safe, inclusive and respectful workplace and culture by maturing our people management capability. The recently launched Health and Safety Strategy and Action Plan 2019–2022 and its companion document, the Mental Health and Wellbeing Strategy and Action Plan 2017–2020, provide a roadmap to ensure our employees are healthy, fit, ready and capable to contribute to a safer Victoria. The focus is on safety leadership, early engagement and prevention and reducing the impact of harm when it does occur. This, in conjunction with the continued implementation of our Diversity and Inclusion Framework and our respectful workplace behaviour program of work will further enhance organisational safety and wellbeing.

The Victorian Government has implemented the Provisional Payment Pilot for mental health injury claims to cover the cost of mental health treatment for emergency workers. Current Victoria Police employees and veterans will be able to access payment for medical and like expenses while their compensation claim is being assessed to a maximum of 13 continuous weeks from the date of claim submission. The pilot complements the other Victoria Police initiatives which have been implemented to support employees experiencing mental health issues.

2. Leadership

More confident, humble, respectful and people-focused leadership

Primary capability	Actions	Action Owner
The reform agenda is effectively driven through the organisation		
Internal Communications	2.1 Upgrade internal communication processes to ensure messages to staff are coordinated, prioritised and relevant.	Media and Corporate Communications Department
The organisational values are embraced, and embedded into culture and behaviour		
People Performance Management	2.2 Complete the review of our Values and Code of Conduct, review discipline and complaints policy and processes and implement our revised Conflict of Interest Policy.	Professional Standards Command

***In addition:** Our review of our Values and Code of Conduct will drive accountability in leadership and guide decision-making and will reflect a strong community focus. This will be complemented by the review of our complaints and discipline policies and systems, which will be informed by the findings and recommendations of the Victorian Parliament's Inquiry into the external oversight of police corruption and misconduct in Victoria. Our revised and modernised Conflict of Interest policy will provide a consolidated approach to identifying and managing conflicts of interest for all Victoria Police employees. In further support of these activities, the Leadership Capability Uplift is delivering a 'people-focused leadership' development program for all mid-level managers and supervisors with an aspiration for 'more confident, humble and people-focused leaders'. It recognises the important influencing role of the organisation's mid-level managers and supervisors to lead and support professional and respectful workplaces.*

3. Agility

More responsive, agile and visible policing

Primary capability	Actions	Action Owner
Resources are deployed when and where they are most needed		
Police presence and visibility	3.1 Continue deployment of additional police and Protective Services Officers (PSOs) as part of Year Two allocations and mature the Staff Allocation Model to deploy Year Three allocations.	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 Continue the procurement of specialised mobile command centres (over four years).	Operational Infrastructure Department
Offence Pattern Response	3.5 Continue to implement and deploy specialist policing resources to fight technology-enabled offending by serious and organised criminals.	Crime Command
Asset Management	3.6 Continue to modernise our police facilities through our infrastructure program of work.	Operational Infrastructure Department
Public has multiple options for accessing police services		
Managing Demand	3.7 Complete implementation of the Police Assistance Line and Online Reporting platform.	Information, Systems and Security Command

In addition: Our connection with the community will be strengthened when Victorians are encouraged to use the 24 hour Police Assistance Line and Online Reporting platform from July 2019. These new channels will assist the community to better connect with Victoria Police and enable us to tailor our service delivery.

4. Evidence-based

More evidence-based practices and decision making

Primary capability	Actions	Action Owner
Problem-solving approaches are applied to manage hot spots, offenders, support victims and tackle complex social problems		
Analysis & Forecasting	4.1 Streamline DNA testing and analysis with new legislative powers and additional resources.	Forensic Services Department
Analysis & Forecasting	4.2 Expand Victoria Police's forensic drug intelligence capability targeted at shutting down clandestine laboratories and reducing the supply of methamphetamine on the streets.	Forensic Services Department

***In addition:** The Offender Management Project is responsible for implementation of efficient and effective person of interest management practices and capitalising on existing and future technologies to create a consistent person of interest management policy across the organisation. If police can identify would-be repeat offenders early enough and implement effective prevention-focused measures to reduce their rate of offending, crime levels can be reduced.*

5. Victim-centric

Stronger focus on victims, prevention and reduction of harm

Primary capability	Actions	Action Owner
Impact of harm reduced		
Managing Demand	5.1 Implement the <i>Drug Strategy 2019–2022</i> by developing and progressing an action plan to improve our operational response to illicit drugs and reduce drug-related harm within the Victorian community.	Capability Department
Harm Minimisation	5.2 Continued focus on reducing the impact of road trauma on the Victorian community by: <ul style="list-style-type: none"> • Completing the staged rollout of Automated Number Plate Recognition technology across our fleet of 220 Highway Patrol cars • Sustaining roadside drug testing at 150,000 drug tests per year. 	Road Policing Command
Young people and other vulnerable individuals are prevented from entering the criminal justice system		
Early Intervention	5.3 Provide a targeted joint response to high-risk young people through the provision of an Embedded Youth Outreach Program.	North-West Metro Region

***In addition:** Victoria Police will continue to develop strategic partnerships in promoting a victim-centric approach, including by supporting the whole of Victorian Government engagement with the Royal Commission into Victoria's Mental Health System and the Commonwealth Royal Commission into Aged Care Quality and Safety.*

6. Gender, diversity and flexibility

A more professional, flexible and diverse workforce

Primary capability	Actions	Action Owner
Education and training that reflects the professionalisation of the workforce and expected performance and behavioural standards		
Training/Professional Development	6.1 Continue to develop and deliver a range of training programs designed to strengthen family violence training for all police.	People Development Command

***In addition:** Once the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) delivers its Phase 3 review in July 2019, we will transition away from its formal oversight and audit role and take ownership to lead a long-term cultural change agenda to achieve gender equality and create safe, inclusive and respectful workplaces. This will include ongoing implementation of VEOHRC recommendations, including new recommendations provided in the final Phase 3 review. As well, we will draw on the guidance provided by VEOHRC in their report, Proud, visible, safe: Responding to workplace harm experienced by LGBTI employees in Victoria Police, as we continue implementation of our LGBTI Inclusion Strategy and Action Plan 2018–2021.*

7. Technology reform

Leveraging technology to improve policing and business processes

Primary capability	Actions	Action Owner
Mobile technology for operational police, integrated with central information management systems		
Situational Awareness	<p>7.1 Continue to build technology reform through the BlueConnect Program:</p> <ul style="list-style-type: none"> • Complete the roll out of Body Worn Cameras • Complete the Mobile Technology Project • Deliver Mobility Phase II • Implement the cyber-security upgrade • Complete delivery of the Intelligence Management Project • Complete the Internet and Intranet Project • Commence implementation of the new Equipment Tracking and Management System. 	Information, Systems and Security Command
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		
Collection (Intelligence)	<p>7.2 Finalise the implementation of an intelligence system that provides enhanced intelligence analytics leading to quicker arrests.</p>	Information, Systems and Security Command

***In addition:** The Information Communication Technology Infrastructure Upgrade Project is one of the key initiatives that will bring station infrastructure to a consistent capability to better enable our front-line members. The upgrade also provides the strategic platform for BlueConnect as it enables the necessary capacity for Body Worn Cameras and the secure Wi-Fi capability to support Automatic Number Plate Recognition and IRIS (Mobile Technology).*

8. Partnership

Stronger partnerships and co-production with stakeholders

Primary capability	Actions	Action Owner
Partnerships with other agencies to address drivers and causes of risk/harm/crime		
Share (Information Management)	8.1 Support expansion of the Child Information Sharing Scheme.	Family Violence Command
Bail/Remand Management	8.2 Work with judicial partners in the continued expansion of the after-hours Bail and Remand Court and evaluation of the Remand Liaison Officer Pilot operating in metropolitan Magistrates' Courts.	State Emergencies and Support Command / Legal Services Department
Training/Professional Development	8.3 Pilot a specialist mental health education and training package across the Victoria Police workforce with components delivered through Operational Safety Tactics Training (OSTT), and a comprehensive two day training program rolling out from January 2020, which will be available to all employees.	People Development Command
Police role in responding to complex social issues is clearly defined		
Early Intervention	8.4 Provide access to mental health treatment for high-risk fixated individuals with complex needs via the Fixated Threat Assessment Centre.	Counter Terrorism Command

***In addition:** Through our participation in the Human Rights Charter Leaders Group, established by the Victorian Secretaries Board to strengthen the human rights culture across the public service, Victoria Police is supporting the broad implementation of good practice and drawing on the experiences of others to inform our own initiatives to uphold human rights.*

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.

TRANSFORMATION PATHWAYS	2018-19	2019-20	2020-21	2021-22	2022-23
SAFETY	1.1 Mental Health and Wellbeing Strategy and Action Plan 2017-2020 / Health and Safety Strategy and Action Plan 2019-2022				
	1.2 Procure and deploy longarm firearms				
	1.3 Mental health literacy training				
LEADERSHIP	2.1 Internal communication processes				
	2.2 Values, Code of Conduct, Conflict of Interest Policy, discipline and complaint policy and processes				
AGILITY	3.1 Police and PSO deployment under the Staff Allocation Model				
	3.2 Air Wing and Water Police expansion				
	3.3 PSO media campaign				
	3.4 Specialised mobile command centres				
	3.5 Specialist police to fight technology-enabled offending				
	3.6 Infrastructure program of work				
	3.7 Police Assistance Line and Online Reporting platform				
EVIDENCE-BASED	4.1 Streamline DNA testing and analysis				
	4.2 Forensic drug intelligence capability				
VICTIM-CENTRIC	5.1 Drug Strategy 2019-2022				
	5.2 Automated Number Plate Recognition rollout and roadside drug testing				
	5.3 Embedded Youth Outreach Program				
GENDER, DIVERSITY AND FLEXIBILITY	6.1 Family violence training				
TECHNOLOGY REFORM	7.1 BlueConnect Program technology reform				
	7.2 Enhanced intelligence analytical system				
PARTNERSHIP	8.1 Child Information Sharing Scheme expansion				
	8.2 After-hours Bail and Remand Court expansion / Remand Liaison Officer Pilot evaluation				
	8.3 Specialist mental health education and training package				
	8.4 Mental health treatment access via the Fixated Threat Assessment Centre				





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