



VICTORIA POLICE



VICTORIA POLICE CAPABILITY PLAN 2016–2025

ANNUAL PLAN 2016-2017

Acknowledgment to traditional owners

Victoria Police pay our respects to both past and present traditional owners of lands on which we live and work. We pay our respect 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 Corporate Strategy and Operational Improvement Department, Victoria Police

Foreword from the Chief Commissioner



I am pleased to introduce the *2016-17 Victoria Police Annual Plan*.

Twelve months ago, I foreshadowed the need to continue to reform our service delivery so that Victoria Police can remain dynamic and relevant to the Victorian community and well positioned to keep the community safe and secure in the decades to come. This year, I launched the Victoria Police Capability Plan, which will provide our organisation with a road map to achieve long-term, staged and planned capability growth. This will position us as an agile police force able to respond quickly to changes in our operating environment and to connect and understand the community's expectations of us.

The Annual Plan shows our priorities for both maintaining our critical service delivery functions, while we focus on increasing our capabilities in key areas and while we mature the capability planning approach within Victoria Police. Actions that we have identified also strike a balance between enhancing the services we already provide, while reforming and growing in areas of demand, changed service delivery patterns or to increase our ability to respond to emerging patterns of crime.

The actions contained in this Annual Plan have been established through the consolidation of priorities identified through our Interim Planning process with consideration to Victoria Police Command priorities and the Victorian Government budget funded initiatives. Actions have been grouped based on the transformation pathways highlighted in the Capability Plan as the areas for capability development which guide decision making to mature our capabilities.

Over the coming year, our focus will be on continuing to address the recommendations of the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) Independent Review, the Mental Health Review, along with other initiatives aimed at keeping our people safe. We will maintain a strong focus on community safety by growing our response capability to public order and counter terrorism with additional police and specialist staff, equipment and vehicles. Through providing our police with new mobile technology and body-worn cameras they will have greater ability to keep the community safe. Continuing to respond to the issues raised in the Royal Commission into Family Violence will also be an important part of our work over the next year.

I am pleased that we have continued our progress down this path and I am confident that the actions highlighted in this Annual Plan will deliver us significant capability growth over the next twelve months and beyond.

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

Graham Ashton, AM
Chief Commissioner



About Victoria Police

Our role and function

At Victoria Police, our role is to serve the Victorian community and uphold the law so as to promote a safe, secure and orderly society. Through the combined efforts of our workforce, 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 values

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

Our values are:

Safety - every Victoria Police employee to be committed to the health and safety of themselves, their fellow employees and the community in which they serve.

Leadership - be approachable, consistent, committed and inspire others through active leadership across all organisational values.

Integrity - act with honesty, respecting the right of fair process for all, maintain confidentiality and respect for those we deal with, demonstrate moral strength and courage, and behave with honour and impartiality.

Flexibility - remain open-minded at all times, be adaptive to change, while welcoming difference and practicing tolerance.

Support - recognise and reward the service of our colleagues, and promote professional and career development. At all times, we must care for the wellbeing of our colleagues.

Respect - embrace the diversity that exists within our community, valuing opinions while appreciating and acknowledging the efforts of others.

Professionalism - accept responsibility and, be accountable to our customers and ourselves. We must communicate honestly, openly and consistently and continually strive for excellence.

Our purpose

Victoria Police provides policing services to the Victorian community 24 hours a day, seven days a week, working to keep over 5.9 million Victorians safe.

Our services include:

- responding to calls for assistance in matters of personal and public safety, emergencies and serious incidents
- preventing crime through a range of proactive community safety programs
- detecting and investigating offences, and bringing to justice those responsible for committing them
- supporting the judicial process to achieve efficient and effective court case management, providing safe custody for alleged offenders, supporting victims and ensuring fair and equitable treatment of victims and offenders; and
- promoting safe road-user behaviour

Our commitment to health, safety and wellbeing

The health, safety and wellbeing of our people, and ensuring healthy, safe and respectful workplaces, are central to our operations and the achievement of our primary role: to deliver a safer Victoria. This requires a strong safety culture, driven by an understanding and acceptance that the responsibility of health, safety and wellbeing rests with all Victoria Police employees. This necessitates the continued commitment of all managers, supervisors and employees to focus on healthy and safe behaviours and practices in the workplace.

Victoria Police remains committed to our Zero Harm Strategy which strives to ensure every Victoria Police employee is personally committed to their health and wellbeing, their fellow employees and the community in which they serve. Our approach to this commitment has, and will continue to be shaped by the VEOHRC and Mental Health Reviews:

VEOHRC Independent Review

A VEOHRC Independent Review was conducted into sex discrimination and sexual harassment, including predatory behaviour within Victoria Police. The VEOHRC recommendations have been endorsed by the Victoria Police Executive Command and a Safe Space has been established to provide Victoria Police employees and their families confidential help and information for victims/targets of workplace harm. A Review Team has been formed and work has commenced on developing the program of works which will underpin the delivery of the VEOHRC recommendations.

Mental Health Review

An independent review into the mental health and wellbeing of Victoria Police employees has been completed. Key recommendations include increased education and training around mental health, greater focus on welfare of employees by leaders and enhanced services for members, retired members and their families. The Review will underpin and inform the development of a Mental Health Strategy.

Our operating environment

Victoria Police has received a published budget of approximately \$2.712 billion in 2016-17 (total income from transactions) to deliver policing services to the Victorian community 24 hours a day, 7 days a week. Approximately 75.1% of the annual budget is attributed to employee salaries and entitlements.

Our people

Approximately 13500 police members and 1350 Protective Service Officers are supported by almost 3100 public service professionals who work as administrators, managers and specialists across a range of functions such as legal services, forensics, accounting and custody. Our public service workforce has been recently expanded by over 200 Police Custody Officers who provide a specialist skill set that assists with the management and operation of police gaols, supervise and transport persons in police custody and perform other duties as determined by the Chief Commissioner of Police.

Our organisational risks

In 2016-17, Victoria Police will continue to focus on implementing a range of strategies to improve the organisation's overall risk management capability and maturity.

A focus during 2016-17 will be on collaborating with key government agencies and external stakeholders to develop a consistent process to ensure Victoria Police is better placed to contribute to the management of inter-agency and state-wide significant risks.



The Capability Plan

The *Victoria Police Capability Plan 2016-2025* 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-focussed and connected organisation. It takes a long-term focus to deliver transformational change within the organisation, and deliver more tailored, responsive services to the community.

The Capability Plan progresses key elements of the *Blue Paper: A Vision for Victoria Police in 2025* and outlines the changes we need to make while maintaining and maturing existing capabilities and identifying new ones.

This capability based planning approach is demonstrated through the *Capability Plan 2016-2025: Capability Framework*. This framework sets the foundation for the Capability Plan which identifies and describes the fundamental inputs to capability, the organisational capabilities (core and enabling), the Blue Paper Transformation Pathways and the outcomes that will be achieved. Using this framework enables coordinated and planned actions to mature these capabilities over the next decade.

The Capability Framework links the annual planning process by establishing the transformation pathways that will highlight areas for capability development in reshaping the way Victoria Police operates by 2025, and guide policy and planning decisions and investment priorities to mature a capability.

These transformation pathways are:

- **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** – leveraging technology to improve policing and business processes
- **Partnerships** – stronger partnerships and co-production with stakeholders

Annual Plan

This Annual Plan forms a component of the Capability Plan and should be read in conjunction with the *Victoria Police Capability Plan 2016-2025: Capability Framework*. This plan outlines annual, organisation-wide actions to maintain and mature priority capabilities, implement recommendations from major reviews, and deliver on important projects making us more responsive to community safety. Actions for this Annual Plan have been presented based on the transformational pathways contained in the capability framework and are identified as either:

- **Maintain** – an action targeted at reforming, expanding, or upgrading an existing Victoria Police capability; or
- **Mature** – an action which will add new elements to a capability to increase the size, maturity or range of service responses available

Our focus for 2016-17 will:

- Continue to improve occupational health and safety, including mental health, by strengthening safety accountability and supporting cultural change through the Zero Harm Strategy
- Strengthen our leadership capability and provide a safer environment and improved wellbeing of our people by implementing the recommendations arising from recent independent reviews into mental health and sexual harassment, sex discrimination and predatory behaviour

- Use the Government's commitment to additional policing resources to strengthen our response to terrorism, public order and family violence to improve community safety
- Ensure continuous improvement such as updating our Service Delivery Model to keep it effective, efficient and productive
- Further embed our victim-centric approach through initiatives like the Drug Response Plan and supporting the whole-of-Victorian -government response to the recommendations of the Royal Commission into Family Violence
- Align our Workforce Plan with the Capability Plan to keep our workforce highly skilled, diverse and ethical
- Improve our technology capabilities using new mobile technology for frontline police, implementing body worn cameras and better utilise our intelligence systems
- Continue to engage with partners and the community and improve our use of social media; and
- Mature and implement capability planning

1. Safety – more focused on the health, safety and wellbeing of our people

Police are exposed to physical and mental health risks. Identifying and addressing these will improve deployment capacity and development capability. The Zero Harm Strategy, including the Mental Health Review, remains a strong focus in conjunction with property and exhibit management reform, replacement of the Integrated Operational Equipment Vests, and planning a dedicated specialist training facility. This will keep the safety and wellbeing of our people at the forefront of all decisions, and strengthen our leadership capability and personal accountability thus creating a cultural norm where the safety and wellbeing of our people is paramount.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Zero Harm Strategy	1.1 Implement Year 2 of the 2015-18 Health and Safety Strategy to support continuous improvement of occupational health and safety at Victoria Police.	OH&S	Capability	Human Resource Department
Public safety	1.2 Commence land acquisition and master planning for a dedicated specialist training facility.	Public Order Management	Infrastructure & Information Technology	Operational Infrastructure Department
	1.3 Commence the replacement of Integrated Operational Equipment Vests.	OH&S	Infrastructure & Information Technology	Operational Infrastructure Department
MATURE				
Zero Harm Strategy	1.4 Deliver an online wellbeing suite to help improve the mental health and wellbeing of Victoria Police employees.	OH&S	Capability	Human Resource Department
	1.5 Implement the recommendations of the Independent Mental Health Review.	OH&S	Capability	Human Resource Department
Property management	1.6 Identify the leadership capabilities required to manage performance, health and welfare consistently and equitably at all levels of the organisation.	Leadership Development	Capability	Human Resource Department
	1.7 Progress the holistic reform agenda in the management of property and exhibits across Victoria Police	Property Management – collection, processing and disposal	Capability	Corporate Strategy & Operational Improvement Department

2. Leadership - more confident, humble, respectful and people-focused

The VEOHRC Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police found “everyday sexism” was entrenched, and that there is a high tolerance of sexual harassment. To change this, we are implementing all of the Review’s recommendations and, driven by strong leadership, will embed equality, safety and freedom from sexual harassment.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Leadership development	2.1 Identify and deliver an uplift in leadership capability with a focus on Senior Sergeants.	Leadership Development	Capability	People Development Command
MATURE				
Equal opportunity & human rights	2.2 Implement the recommendations from the Victorian Equal Opportunity and Human Rights Commission Report.	Leadership Development / OH&S	Capability	VEOHRC Review Response, Partnerships & Innovation

Note: a number of VEOHRC recommendations will further address leadership development capability.

3. Agility - more responsive, agile and visible policing

The 2016–17 Victorian budget allocated additional funding to maintain and strengthen public safety. This further enhances our ability to keep the community safe and includes specialist resources to disrupt and prevent terrorism and serious and organised crime. Our plans for replacing and refurbishing police facilities will also further enhance our visibility.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Serious and organised crime	3.1 Revise the Serious and Organised Crime Framework to reflect changing environmental factors and strengthen accountabilities.	Offence Investigation	Specialist Operations	Crime Command
Public safety	3.2 Continue the program of infrastructure works to replace and refurbish Victoria Police facilities in regional and rural areas.	Asset Management	Infrastructure & Information Technology	Operational Infrastructure Department
MATURE				
Public safety	3.3 Recruit and deploy additional resources, including specialist vehicles and equipment to enhance Victoria Police public safety response.	Public Order Management	Regional Operations, Specialist Operations, Capability, Infrastructure & Information Technology, Business Services	Various
	3.4 Commence planning to establish two new dedicated forensic hubs.	Forensic Science – Analysis/ Interpretation	Infrastructure & Information Technology	Operational Infrastructure Department
	3.5 Accelerate Police Custody Office Program rollout and corresponding supervisory structure.	Custody Management	Capability	Human Resource Department
Counter terrorism	3.6 Recruit and deploy additional police officers, specialist staff, equipment and mobile forensic labs to strengthen the capacity and capability of Victoria Police to investigate and respond to terrorism in Victoria.	Surveillance Early Intervention	Specialist Operations	Counter Terrorism Command

4. Evidence based - more evidence-based practices and decision making

Victoria Police must continuously evolve to meet competing service demand priorities and deliver the best practice response which the community expects in all circumstances. To do this we need a sustainable resourcing model and ongoing reviews of systems, processes, practices and performance.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Service delivery reform	4.1 Update the Service Delivery Model to meet demand pressures and embed operational and business good practice.	Service Development	Regional Operations	Regional Operations
Continuous improvement & quality management	4.2 Develop a strategy to embed a culture of 'Lean-enabled' continuous improvement across all levels of the organisation in order to meet service delivery priorities.	Strategic Planning	Capability	Corporate Strategy & Operational Improvement Department
	4.3 Continue the development of the feasibility and concept for an integrated logistics facility designed to improve acquisition, storage, distribution and management capability.	Business Performance	Infrastructure & Information Technology	Operational Infrastructure Department
Organisational performance monitoring	4.4 Finalise the design and delivery of CompStat transformation, including business intelligence dashboards.	Business Performance	Capability	Corporate Strategy & Operational Improvement Department
MATURE				
Continuous improvement & quality management	4.5 Increase the focus on implementation planning and benefits realisation from organisational initiatives and strategies.	Benefits Management	Business Services	Business Services
	4.6 Implement the Unified Design Project to optimise the integrated capability between Victoria Police members and equipment.	Research and Development	Infrastructure & Information Technology	Operational Infrastructure Department
Road safety	4.7 Revisit the whole of organisation application of road safety practices in light of operational demands, local priorities and government initiatives	Police Presence and Visibility	Specialist Operations	Road Policing Command

5. Victim-Centric - stronger focus on victims, prevention and reduction of harm

The Victoria Police policy statement, *Future Directions for Victim-Centric Policing*, defines our commitment and approach to improving our service to victims and those in need. Victoria Police is committed to implementing and supporting a whole-of-Victorian-government response to child abuse, sexual offences and family violence. We will continue to build our victim-centric capability, focusing on the most harmful offences through practices that support victims of crime and proactive prevention strategies, and initiatives that target re-victimisation.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Night Network	5.1 Continued implementation of the Night Network initiative during the trial phase.	Police Presence & Visibility	Regional Operations	Human Resource Department
Illicit drugs	5.2 Support the expansion of the Drug Court of Victoria to the Melbourne Magistrates' Court as part of the Ice Action Plan.	Service Development	Specialist Operations	Legal Services Department
	5.3 Implement Year 2 of the Booze/Drug Bus Project, including delivery of two prototype vehicles and completion of 100 000 drug tests during the 2016-17 financial year.	Early Intervention	Specialist Operations	Road Policing Command
MATURE				
Family violence	5.4 Implement and support 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.	Harm Minimisation	Regional Operations	Family Violence Command
Illicit drugs	5.5 Develop a new Drug Response Plan to enhance Victoria Police's strategic and operational responses to illicit drugs and reduce drug-related harm within the Victorian community.	Service Development	Capability	Corporate Strategy & Operational Improvement Department
Youth	5.6 Develop a framework to ensure a focus on at risk/vulnerable youth in prevention strategies, and accountabilities at all levels.	Early Intervention	Capability	Corporate Strategy & Operational Improvement Department

6. Gender, diversity and flexibility – a more professional, flexible and diverse workforce

We will attract and maintain an appropriately skilled and responsive workforce, which will allow us to continue to provide highly-skilled, ethical and professional policing. 2017 will mark 100 years of women in policing, a milestone we will celebrate by honouring the contribution women have made, and continue to make.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Gender diversity	6.1 Celebrate 100 years of women in policing.	Workforce Planning	Capability	Media & Corporate Communications Department
Workforce planning	6.2 Continue to provide access to education and professional development in a supportive and flexible environment taking into consideration organisational, government and community priorities.	Training/Professional Development	Capability	People Development Command
MATURE				
Workforce planning	6.3 Refresh the Workforce Plan to align with the Capability Plan.	Workforce Planning	Capability	Human Resource Department

Note: a number of VEOHRC recommendations will further address gender, diversity and flexibility.

7. Technology reform - leveraging technology to improve policing and business processes

Staying at the forefront of policing requires investment in new and emerging technologies like ICT systems, specialist equipment and technology. Accessing the best equipment and technology strengthens intelligence capability and capacity, road safety, service response and prioritising of service demand.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Road safety	7.1 Continue to build our road policing capabilities through research and investment in contemporary and innovative equipment and technology.	Police Presence & Visibility	Specialist Operations	Road Policing Command
Public safety	7.2 Implement an encrypted digital police radio service to regional Victoria to provide for improved security and safety of police operations and service to the community.	First Responder/ Attendance	Infrastructure & Information Technology	Information, Systems & Security Command
MATURE				
Public safety	7.3 Through the BlueConnect program strengthen Victoria Police intelligence and investigative response through the implementation of technology enabled service delivery transformation such as: <ul style="list-style-type: none"> • body worn cameras • mobile technology • intelligence analytical tool. 	Situational Awareness	Infrastructure & Information Technology	Information, Systems & Security Command
	7.4 Through the BlueConnect program progress Victoria Police intelligence and investigative response through the design of technology enabled service delivery transformation.	Situational Awareness	Infrastructure & Information Technology	Information, Systems & Security Command
	7.5 Strengthen the Victoria Police responses to operational incidents through implementation of a 24/7 monitoring and assessment centre (VPMAC).	Situational Awareness	Regional Operations	State Emergencies and Security Command
System security	7.6 Further develop processes, practices and systems to defend critical operational systems from cyber attack.	Business Performance	Infrastructure & Information Technology	Information, Systems & Security Command

8. Partnership – stronger partnerships and co-production with stakeholders

Internal and external stakeholder engagement and relationships help us:

- achieve shared objectives
- maximise inter-operability opportunities with partner agencies
- achieve better service delivery, financial and policy outcomes.

Initiatives like multicultural engagement and improved use of social media will strengthen community partnerships and engagements.

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MAINTAIN				
Community engagement	8.1 Implement the Multicultural Media Engagement Strategy.	External Communication	Capability	Media & Corporate Communications Department
	8.2 Deliver Year 3 of the <i>Equality is Not the Same Action Plan</i> , including the end of year reporting and review of the three year program of work and outcomes of the Receipting Proof of Concept.	Stakeholder Engagement	Capability	Corporate Strategy & Operational Improvement Department
Stakeholder relationships	8.3 Strengthen the process for appropriate stakeholder input to policy/ reform design.	Leveraging External Expertise	Capability	Corporate Strategy & Operational Improvement Department
	8.4 Strengthen the process for identifying appropriate stakeholder representation, management and accountability with a focus on delivering optimum outcomes from procurement and contract management (commercial) activities.	Leveraging External Expertise	Business Services	Procurement Department
Road safety	8.5 Continue to work in partnership with the community and our road safety partners to deliver effective road safety outcomes, including embedding the SafeSystem approach with a focus on reducing fatalities and serious injuries.	Inter-agency Collaboration	Specialist Operations	Road Policing Command
MATURE				
Social media platform	8.6 Improve use of social media to engage with the community.	External Communications	Capability	Media & Corporate Communications Department

9. Maturing the Capability Plan

During 2016–17, the Capability Plan will be further matured and embedded into Victoria Police corporate planning processes, which will also keep the Capability Plan fresh. We will do the following to support its evolution:

Focus	Actions	Primary capability link	Portfolio owner	Business owner lead
MATURE				
Developing the evidence base	9.1 Develop a new staff allocation model to review the practices of staff distribution and redistribution to meet future demands.	Workforce Planning	Capability	Human Resource Department
	9.2 Undertake data collection and validation that will support future service and economic modelling.	Strategic Planning	Capability	Capability Project
Aligning and streamlining corporate processes	9.3 Identify commonly used corporate processes and identify opportunities to streamline that promote efficiency and agility.	Business Performance	Capability/ Business Services	Capability Project/ Business Services
	9.4 Realign the timing and sequencing of corporate planning and internal budgeting processes to better support capability planning.	Business Performance	Capability/ Business Services	Capability Project/ Business Services
Refining the capability framework	9.5 Finalise and implement the maturity assessment methodology.	Business Performance	Capability	Capability Project/ Corporate Strategy & Operational Improvement Department
	9.6 Continue to evolve the multi-year investment strategy.	Strategic Planning	Capability/ Business Services	Capability Project/Strategic Investment, Reporting and Audit Department
	9.7 Evolve scenario testing approaches that will validate Victoria Police's capabilities and identify emerging capabilities.	Strategic Planning	Capability	Capability Project/ Corporate Strategy & Operational Improvement Department
Mature supporting strategies	9.8 Develop and implement strategies to encourage innovation.	Research and Development	Capability	VEOHRC Review Response, Partnerships & Innovation



CUSTODY OFFICER

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