VICTORIA POLICE BLUEPRINT 2012-15

FOREWORD

KEN D. LAY APM
**CHIEF COMMISSIONER
VICTORIA POLICE**

The next three years promise to be very challenging for Victoria Police. Our organisation will need to continue to deliver police services during a time of significant change in the public policy environment, the economy, the level of social cohesion, the pervasiveness of technology, crime and safety expectations, our responsiveness to oversight and Inquiry recommendations.

However, Victoria Police is an organisation that has continuously evolved throughout its history to respond to changing circumstances and changing demands. That said, our mission and objectives have never changed and remain just as relevant today. I am therefore confident that we have the people and the ability to achieve this next phase of change.

To do so, it is important that every person in our organisation understands their role in delivering frontline police services or supporting the people who are delivering these services. Ultimately, we will be judged by how effective our policing services are in reducing harm and maintaining a safe, secure and orderly society.

This document provides the blueprint for how we will approach police service delivery over the next three years and the actions we will take in 2012-13 to develop our people and organisation to achieve this aim.

Some of the key changes to our thinking that will be needed are:

+ Broadening the concept of geographic communities to include communities that are defined by a range of factors, such as culture, technology and special interests. These communities cross local, state and national borders and will require more than traditional place-based policing responses;

+ Understanding that 'harm' now transcends the impact on a particular victim; the broader dimensions are now including social, psychological, financial, occupational and economic harm;

+ Recognising that 'jurisdiction' is also changing as Victoria Police delivers services that are reducing harm in other states and around the world. Responses to peace keeping, counter terrorism, organised crime, and e-crime are continually competing for the geographic based resources that have traditionally been allocated.

These current and future policing challenges will dictate the structure and governance of our organisation. The recommendations from oversight bodies will also inform our development of the most effective model.

However, any model is only as good as the people who sustain it. Our success will be dependant on working as a cohesive, collaborative and supportive team. This in turn will build trust and accountability within our workforce, government, stakeholders and the broader community.

I am confident we have the team and the commitment to implement this blueprint. I look forward to your continued support in delivering a policing service that is as good as any in the world.

Ken D. Lay APM,
Chief Commissioner

CONTEXT

01 EFFECTIVE POLICE SERVICE DELIVERY

+ The demand for police services is diverse, evolving and expected to increase in line with Victoria's population.
+ Demands are driven by changing community and government expectations of the role of police.
+ Police increasingly need to work across borders and across agencies.
+ Police are expected to be visible, provide reassurance and assistance, and be professional in the way they deliver services.
+ Police are often the first point of contact for people experiencing pressing social, health or welfare issues.
+ Police are expected to maintain a preparedness and ability to respond to and manage emergencies.
+ The majority of general and specialist resources are PSA based (rather than divisional, regional or State based) which limits flexibility of deployment.
+ Technology influences people's expectation that police services will be accessible, convenient and personalised.
+ Certain categories of police response are time-consuming and depend on support from other sectors.
+ The significant rise in police and PSO numbers increases our capacity to deploy resources to priority areas and problems.
+ Policing information and intelligence does not adequately support process and practice reform.

02 IMPROVING COMMUNITY SAFETY

+ The drivers of crime are drugs, alcohol, profit generation, and social and economic disadvantage.
+ The greatest threats to community safety are serious crime, organised crime, volume crime, road policing and security.
+ Recidivist offenders and repeat victims are over-represented in crime statistics.
+ Under-reporting persists for key crimes.
+ Antisocial behaviour is prevalent among some communities and locations.
+ The causes of most road trauma are speed, drink and drug driving, distraction and vulnerable road users.
+ Our intelligence capability is inconsistent across the organisation, resulting in gaps in identification and knowledge of emerging community harms.
+ Every community member is responsible for contributing to crime prevention.
+ Partner groups and agencies also have community safety objectives.
+ 1,700 new recruits and 940 Protective Services Officers are being introduced to improve community safety.

03 WORKING WITH OUR STAKEHOLDERS

+ Key stakeholders for Victoria Police include communities, Government and its agencies, partners and contractors, independent review agencies and our workforce.
+ Our notion of community has evolved from traditional, identifiable and geographically based groups to more fragmented and over-lapping communities of interest.
+ Victoria is more socially, linguistically and culturally diverse than ever before.
+ Customer satisfaction with Victoria Police is influenced by personal encounters with police, independent of the outcome of the encounter.
+ Community confidence in Victoria Police is influenced by media coverage at both the local and state level.
+ Government confidence in Victoria Police is influenced by our ability to meet procurement, contract management and financial obligations.
+ The reputation of Victoria Police with key partner groups and agencies is greatly influenced by their past experiences, interactions and individual relationships.
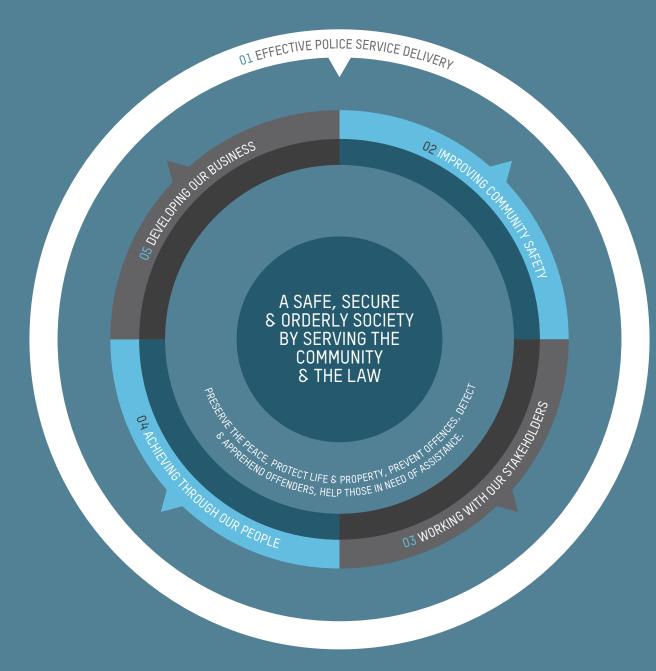+ Strong communication is needed to manage change throughout the organisation.

04 ACHIEVING THROUGH OUR PEOPLE

+ The workforce profile is characterised by an increasing proportion of police members with fewer than 5 years' experience.
+ Police numbers are increasing significantly while the number of corporate support staff is reducing.
+ Understanding of diversity and its benefits in the workplace and service delivery is not well-developed.
+ Specialist, promotional and general or 'gap' programs are developed and delivered through a metro-centric face-to-face learning model.
+ Vacancies in some areas are difficult to fill and cause capacity risks across the organisation.
+ Stress, psychological injuries and reduced wellbeing are challenges for workplace capacity and morale.
+ Organisational systems and measures foster a stronger focus on reactive policing responses than proactive and preventive approaches.
+ Performance management and development systems and processes are not sufficiently flexible and responsive.
+ People data are not sufficiently accessible and useable by local managers.
+ Ethical behaviour drives community confidence in Victoria Police as an organisation.

05 DEVELOPING OUR BUSINESS

+ Business development is not consistently driven by the service delivery objectives of frontline police.
+ Value for money does not routinely drive how infrastructure, systems and business processes are configured.
+ Simplification of business processes and adoption of enabling technologies are required to improve productivity and outcomes.
+ Business development requires cohesive business planning and investment planning.
+ Confidence in the capability of Victoria Police to deliver business solutions needs enhancement.
+ Operational support and non-operational service delivery directly to the community need to be more efficient and effective.
+ Performance management needs to ensure that the right outcomes are delivered at the right time and at the right price.
+ Information security and management is a major risk for Victoria Police.
+ Victoria Police has an extensive suite of performance measures that focuses effort on responsive and enforcement activities.

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01 EFFECTIVE POLICE SERVICE DELIVERY

02 IMPROVING COMMUNITY SAFETY

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05 DEVELOPING OUR BUSINESS

A SAFE, SECURE & ORDERLY SOCIETY BY SERVING THE COMMUNITY & THE LAW

PRESERVE THE PEACE, PROTECT LIFE & PROPERTY, PREVENT OFFENCES, DETECT & APPREHEND OFFENDERS, HELP THOSE IN NEED OF ASSISTANCE.

01

EFFECTIVE POLICE SERVICE DELIVERY

Policing services are efficient and effective in meeting stakeholder needs and expectations.

PRIORITIES 2012-15

P1 Structure, deploy and escalate our frontline responses to best meet current and future demands.

P2 Help Victorians to feel safe and be safe by:
- Ensuring police are accessible
- Ensuring police are visible
- Prioritising action against the greatest harms
- Responding promptly, investigating thoroughly and prosecuting swiftly
- Upholding human rights.

P3 Respect victims by:
- Treating them with sensitivity and professionalism
- Expediting their matters through the criminal justice system whenever possible
- Keeping them informed of the progress of their case
- Referring them to appropriate support.

P4 Provide our frontline members with the skills, tools and processes to ensure quality responses to requests for assistance.

P5 Refer people in need of assistance to appropriate support services, regardless of their reason for contact with police.

P6 Ensure that time-consuming police responses are as efficient and effective as possible.

P7 Form partnerships, coordinate service delivery and provide multi-agency responses to complex community problems and joint service delivery responsibilities.

P8 Exploit technology to enable more convenient and multiple contact points for people requiring a police response.

P9 Expand the skills, knowledge and processes for preventing, responding to and minimising the impact of emergencies, including natural disasters and terrorism.

OUTCOMES 2012-15

+ Victoria Police is capable of deploying resources according to the range of harms, types of community and jurisdictional requirements.

+ The service delivery model provides organisational, divisional and local responses to calls for assistance, in a timely and effective manner. To provide the most efficient response, Victoria Police groups resources according to a three tiered model of response:

+ **Local frontline** – uniform members, PSA-based, to provide the day to day interactions with communities and respond to calls for assistance.

+ **Divisional level** – pooling of investigative, proactive and road policing resources, Division-based, to create capacity and flexibility in specialist support, which can be shared across Divisions for Regional priorities.

+ **Organisational level** – resource base available for use across Victoria Police in circumstances outside the capability and capacity of local or divisional resources, and for intelligence-led deployment across the state and across borders.

+ Repeat calls for service are reduced over time by effective and targeted intervention strategies.

+ Service delivery is more efficient due to better planning, demand rostering, business re-engineering and multi-agency approaches.

+ Multi-agency service delivery provides simple and streamlined pathways from police to community services that can address individual needs and reduce their risk of further police contact.

+ Flexible reporting and notification options complement face to face police service delivery and provide convenient and tailored access.

ACTIONS 2012-13

A1 Develop and implement an enhanced structural model of response which provides the most efficient and effective deployment of resources P1, P2, P3.

A2 Allocate and deploy the additional police and PSOs to the areas of greatest need and in the appropriate functional mix P1, P2, P3.

A3 Create a capacity to provide targeted diagnosis of service delivery gaps and expert assistance to work areas to address those gaps P1, P2, P3, P4.

A4 Develop a victim-centric service delivery strategy, expanding on the success of the Victims' Charter P3, P4.

A5 Undertake a Statewide rollout of preliminary brief processes to enable early resolution of cases and reduce the administrative burden on members P3.

A6 Undertake a review of customer requirements and expectations for calls for assistance and develop our capability to deliver better service P4.

A7 Undertake a State-wide pilot of an efficient single portal referral system (SupportLink) P5.

A8 Identify efficiencies to better manage responses to family violence, mental health and prisoner management/transport P6.

A9 Submit a business case for multi-agency service responses in relation to mental health and complex case management. (eg: PACER and PACT) P6, P7.

A10 Undertake a Forensic Modernisation Program and continue the roll out of AIM, Crimedesks, and multi-disciplinary sexual assault centres P6, P7.

A11 Explore options for using social media and emerging technologies to provide greater access to police services and information P8.

A12 Submit a business case for a modern policing information system and a Police Assistance Line for non-urgent policing responses P4, P8.

A13 Implement regular internal and multi-agency emergency management training, planning and exercising to ensure a capability and capacity to respond to unexpected demands P9.

02
IMPROVING COMMUNITY SAFETY

Victoria Police focuses on the greatest harm so that individuals and communities feel and are safe.

PRIORITIES 2012-15

P1 Understand the true nature, extent and drivers of the key priorities for enhancing community safety:
- Serious crime
- Organised crime
- Volume crime
- Road policing
- Security.

P2 Understand and capture the full range of effective interventions, including prevention, suppression, disruption, and enforcement.

P3 Identify and mitigate emerging issues and trends early.

P4 Identify and develop key partnerships with other agencies and organisations that can contribute to enhancing community safety.

P5 Work with the community and partner agencies to build the capacity of Victorians to contribute to being safe and feeling safe.

P6 Further develop our intelligence capability at all levels of the organisation.

P7 Understand the most effective approaches and policing response to reduce the incidence of recidivist offenders, repeat victims and high-risk community locations.

OUTCOMES 2012-15

+ The drivers as well as the symptoms of community harm are known, anticipated and mitigated.

+ New and existing interventions are routinely evaluated and enhanced to ensure vitality, effectiveness and value for money.

+ Intelligence driven road policing practices identify, prioritise and target road user behaviours to reduce road trauma.

+ Knowledge is captured, contributed to and valued within the organisation.

+ Repeat victimisation and serious and/or repeat offending receive a heightened policing response, drawing on specialist resources, targeted intervention and appropriate support from other agencies.

+ Members of the community, businesses and other organisations have a good understanding of the steps they can take to minimise their risk of harm and have the confidence to report matters to police where harm does occur.

+ Intelligence and identified good practice determine the priorities for police action and the type of responses delivered.

+ Police have a continuum of interventions and options available to respond effectively to particular circumstances and to each unique combination of person, place and problem they encounter.

ACTIONS 2012-13

A1 Develop comprehensive data collection plans and intelligence briefs on the drivers of our key priorities and identify high risk knowledge and intelligence gaps P1, P2.

A2 Develop key organisational strategic approaches to effectively deal with drugs, alcohol, unexplained wealth, youth, vulnerable people and families P1, P2, P4, P5.

A3 Evaluate operational strategies against objectives to identify success factors, lessons learnt and return on investment P2.

A4 Develop and maintain a knowledge bank of effective policing strategies, tactics and operations P1, P2, P4, P5, P6.

A5 Research and develop new strategies to target poor driver behaviour, including speed, distraction, and driving while drug or alcohol affected P1, P2, P4.

A6 Research and develop new strategies to protect vulnerable road users, including pedestrians, cyclists and motorcyclists P1, P2, P5.

A7 Develop a strong forecasting function to provide predictive trend analysis, modelling and scenario planning of emerging safety issues P3.

A8 Develop agendas for internal and external collaboration on policy development, legislative reform, research and joint initiatives for our key priorities P4, P5.

A9 Advocate key reforms to industries for identified preventable offences (eg: petrol drive-offs and theft of vehicle registration plates) P4, P5.

A10 Develop and implement an organisational strategy to promote crime prevention awareness and activities P5.

A11 Establish a team to review the collection and use of intelligence in the regions. The review will include establishing core competencies, minimum training requirements, professional development, career progression, accountabilities, structures and governance arrangements for all DIUs and RIMUs P6.

A12 Implement the revised Victoria Police Intelligence Doctrine across the State including good practice approaches to repeat victims, recidivist offenders and high risk community locations P7.

03
WORKING WITH OUR STAKEHOLDERS

Victoria Police works collaboratively and responds to stakeholder expectations.

PRIORITIES 2012-15

P1 Take a collaborative and responsive approach to building relationships and communicating with stakeholders to better understand their priorities.

P2 Ensure that each stakeholder group:
- is regularly consulted about their expectations of Victoria Police and what they can contribute
- is regularly updated on progress and issues identified
- has two way communication channels with Victoria Police.

P3 Ensure that Victoria Police communicates progress against key stakeholder concerns.

P4 Ensure the needs of specific communities of interest remain a focus, such as the indigenous, multicultural, mental health and disability, youth and new and emerging communities portfolios.

P5 Build trust, confidence and satisfaction in the integrity and performance of Victoria Police.

P6 Improve internal communication with all employees on changes, expectations and operational imperatives.

OUTCOMES 2012-15

+ Every manager is responsible for structured and ongoing engagement with their key stakeholders to identify issues early and develop collaborative responses where possible.

+ Victoria Police ensures that all stakeholders and customers get the right information, in the way they need, and that is understandable to them.

+ Victoria Police embraces the principles of openness and transparency, making available the information that will enable stakeholders to understand our priorities, be aware of our actions, assess our performance and contribute to our planning.

+ Stakeholders contribute to the way that police prioritise and deliver services and are kept informed of the things that matter to them.

+ Other stakeholders share the responsibility for fostering a safe, secure and orderly society and possess the skills and expertise to work with police on this outcome.

+ Our workforce is well informed and engaged.

ACTIONS 2012-13

A1 Develop regional, departmental and organisational Stakeholder Engagement Strategies P1, P2, P3.

A2 Undertake a review of all external performance reporting requirements, to ensure stakeholder needs for information are met P1, P5.

A3 Proactively provide information on policy, practice and performance to relevant and interested stakeholders P1, P2, P3, P4, P5.

A4 Continue the *Engagement Through Communication* pilot with a view to State-wide roll-out P3.

A5 Produce annual analyses of trends and issues in at risk and vulnerable communities P4, P5.

A6 Review and re-develop organisational communication strategies and methodologies (both external and internal) to reflect the impact of social media and other emerging technologies P1, P2, P5.

A7 Enhance our systems and processes to support timely responses to recommendations from internal and external reviews and oversight bodies *(TeamCentral)* P1, P2, P5.

04

ACHIEVING THROUGH OUR PEOPLE

Our people are skilled, safe and supported.

PRIORITIES 2012–15

P1 Develop a long-term workforce planning model that is robust and has the flexibility to respond to changing service demands.

P2 Utilise an informed recruitment strategy to attract and retain the right people to deliver contemporary policing services.

P3 Encourage the understanding of diversity and its benefits within the workplace.

P4 Implement the Sustainable Government Initiative, including the re-shaping and quality assurance of corporate support services.

P5 Build supervisory, leadership and management skills to reflect contemporary police and management practices.

P6 Develop a culture to embrace and implement change, including equipping our people with the skills and confidence to deal with substantive organisational change.

P7 Develop flexible learning models that prioritise access and meet local level requirements in learning and development.

P8 Equip our people with the skills and capabilities they need to effectively, efficiently and ethically perform their roles and responsibilities.

P9 Maximise the flexibility and mobility of the workforce to better meet fluctuating service demand.

P10 Reduce further the number and severity of workplace injuries and time lost through injury.

P11 Redefine the role of Constable to better reflect a balanced focus on proactive and preventative responsibilities as well as reactive and enforcement responsibilities.

P12 Strengthen the Performance Management system for local managers to provide staff with more comprehensive feedback and increased understanding of their roles and responsibilities.

P13 Ensure that people management data and analysis are available and understandable at all levels of the organisation.

OUTCOMES 2012–15

+ Workforce planning is part of the Integrated Planning and Risk Model so that capacity, service demand and performance are linked to service delivery at local, regional and state levels.

+ Victoria Police is recognised as an employer of choice and attracts and retains the right people for the right jobs at the right time.

+ Victoria Police is an equitable, diverse and fair workplace.

+ The VPS profile is consistent with objectives and requirements of the Sustainable Government Initiative.

+ Staff confidently apply knowledge and skills that reflect a high level of integrity in their service delivery.

+ Organisational capability gaps are identified and addressed through an education, training and development framework.

+ Future senior managers and leaders are identified and developed through tailored internal and external programs.

+ Managers have the flexibility to move, transfer, promote and place staff according to existing and forecast service demand and requirements such as supervision ratios.

+ Automated rostering links resource demand and supply and generates reports.

+ Vacancies are filled fairly and efficiently through scheduled recruiting for similar positions and levels of vacancies that risk workforce capacity are prioritised.

+ Our people are safe at work, with managers at every level having the information they need and accepting their role in promoting the health, wellbeing, job satisfaction and morale of all their staff. People management risks are identified early and mitigated.

+ All employees recognise their role in achieving all five mission objectives, and are equally recognised and rewarded for proactive and preventative activities as for reactive and enforcement activities.

+ Victoria Police embraces a Learning Management System which provides access to a personalised learning program, connected to the performance development assessment system that links development gaps, mandated development programs (eg: OTST) and provides for professional growth in line with career aspirations.

ACTIONS 2012–13

A1 Draft a Victoria Police Strategic Workforce Plan, with supporting capability P1.

A2 Implement a comprehensive recruitment strategy for Police and PSOs P2.

A3 Finalise and implement the *Diversity and Equity Strategy* P3.

A4 Develop a new *People* service delivery model including strategies to ensure compliance with the targets in the Sustainable Government Initiative P4.

A5 Implement a single shared model for Payroll and effective quality assurance programs across all payroll and Workcover processes P4.

A6 Review the suite of promotional programs to strengthen change management, police business skills and general management practice P5, P6.

A7 Develop an online facility and through the Victoria Police Learning Hub enable general access to a suite of learning programs P7.

A8 Develop and implement a mentoring and coaching model through Dedicated Training Workplaces and the promotional pathway programs P7, P8.

A9 Develop and implement the Education Master Plan to equip staff with the skills and capabilities for continuous professional development P7, P8.

A10 Integrate an intelligence-based approach to ethics, conduct and performance P8, P12.

A11 Implement an effective and efficient vacancy management process P9.

A12 Implement the Allied Agreement provisions P9.

A13 Evaluate and progress alternative electronic rostering options P9.

A14 Finalise and implement the *Safety First Strategy* P10.

A15 Revise position descriptions and accountability measures to incorporate proactive and preventative service delivery P11.

A16 Refine PDA requirements and processes to focus on staff and organisational development needs as well as accountability for performance P12.

A17 Enhance processes and technology to improve access to people data P13.

05
DEVELOPING OUR BUSINESS

Business systems and processes support effective police service delivery.

PRIORITIES 2012-15

P1 Build a more robust organisational planning and risk management environment.

P2 Refocus corporate support areas on removing administrative burdens on frontline members and delivering organisational efficiencies.

P3 Provide frontline members with the technology to support their operational roles and create the platform to develop this capability.

P4 Establish and prosecute a strategic agenda for future communications sustainability and growth.

P5 Develop the PIPP project as a core driver of reform to information, policy, practice and the processes used by operational police.

P6 Ensure that corporate performance measures are a manageable set of indicators that place an equal emphasis on each of the Victoria Police objectives.

P7 Implement financial reforms and financial review processes, to minimise waste, maximise contractual outputs and ensure funding is directed to organisational priorities.

P8 Build professional IT capability to respond to emerging business needs.

P9 Enhance service delivery capacity for all non-operational services to the public.

P10 Develop new organisational and governance arrangements.

P11 Deliver government policy commitments.

P12 Provide supportive business processes and infrastructure to implement the organisational Information Management and Security Policy and Plan.

P13 Provide supportive business processes and infrastructure to implement the Sustainable Government and Service Reform initiatives.

OUTCOMES 2012-15

+ Frontline, divisional and organisational priorities, risks and actions are set annually across the organisation's five areas of focus: Community Safety, Police Service Delivery, Stakeholder Engagement, People Development and Business Development.

+ Operational Support functions are more directly responsive to operational service delivery.

+ Subject matter expertise and corporate services are centralised to simplify and improve responsiveness and value for money.

+ Functions that are better positioned closer to the operational coalface are transitioned to a more direct relationship with these areas.

+ Functions that do not require police powers are considered for civilianisation, outsourcing, or public service delivery – if still required.

+ Consolidated suite of management reporting is focussed on key strategic and policing delivery activities.

+ Information technology governance and responsiveness is improved.

+ Electronic processes and reports replace manual processes and paper-based reports.

+ Asset management is closely linked to operational requirements – including the potential rationalisation of facilities.

+ Executive Command delivery arms focus on key strategic priorities over a three year period.

+ Budgets and finance accountability is actively prosecuted.

+ A clear investment vision is established and acknowledged by Government (and other stakeholders) which is responsive to service demand drivers.

ACTIONS 2012-13

A1 Further enhance the Integrated Planning and Risk Management Model P1.

A2 Develop and implement an enhanced Risk Management Framework P1.

A3 Ensure operational imperatives for corporate and support areas are identified through a bottom up and top down approach P2.

A4 Implement a refresh of IT and IT service contracts P3.

A5 Re-litigate priority communications bids relating to SMR digitisation and MDN coverage P4.

A6 Implement stakeholder engagement arrangements and preliminary business case for PIPP P5.

A7 Develop new and standardised performance indicators and reporting for corporate, operational and support areas P6.

A8 Implement commercial initiatives designed to reduce procurement costs and achieve VGPB accreditation P7.

A9 Develop a long term investment vision for Victoria Police as a platform for annual budget planning and investment bids to Government P7.

A10 Develop a Strategic Asset Plan across all major asset classes P7.

A11 Reshape the budget structure and establish a more intensive financial accountability framework P7.

A12 Restructure the IT function and implement new policy and operational frameworks for IT P8.

A13 Implement a consolidated Public Support business model P9.

A14 Implement a new governance model and organisational structure which provides focus and accountability P10.

A15 Implement infrastructure support to additional Police and PSOs and complete announced infrastructure replacement projects P11.

A16 Implement IT remediation initiatives identified by the Information Management Security and Standards Committee P12.

A17 Progress business development priorities identified by the Service Reform Group as key reform areas supporting Sustainable Government outcomes P13.