



VICTORIA POLICE



VICTORIA POLICE CAPABILITY PLAN 2016–2025:
CAPABILITY FRAMEWORK

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Foreword



I am pleased to present the first Victoria Police Capability Plan 2016–25 (the Capability Plan).

In 2015, I prioritised the development of a Capability Plan and established a Capability Portfolio, led by Deputy Commissioner Wendy Steendam. Over the past 12 months, Victoria Police has worked very hard to take a capability-focused approach to our investments, policies and service delivery. Work has also proceeded with developing and formalising our capability planning approach to ensure that it is fit for purpose.

The Capability Plan addresses the challenges identified in *The Blue Paper – A Vision for Victoria Police in 2025*, a discussion paper released in 2014, and recent changes in the strategic environment. The Plan's eight transformation pathways capture the change required – through leadership, diversity, safety and technology – as we maintain and mature our capabilities to promote a safe, secure and orderly society.

The plan establishes the capabilities we need to be effective. It recognises the complexity in maintaining some of our capabilities while we mature in new areas, as well as striving to keep our service delivery responsive to community needs, the changing environment and patterns of offending. The Capability Plan allows us to prioritise our efforts to mature our capabilities, and embeds this into our strategic planning processes.

I acknowledge the extensive reform work already undertaken but recognise there is more to do if Victoria Police is to meet its future challenges. We must continue to reform service delivery to ensure we remain dynamic and responsive to the Victorian community, and keep it safe.

By focusing on the safety of the community and of our people, our future vision has people at its core.

Both the Victorian Equal Opportunity and Human Rights Commission's *Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police* and the *Victoria Police Mental Health Review* told us that there was a clear and urgent need for broad cultural change. It is important we remain a workplace that is confident and capable, and exhibits humility and empathy at all levels of leadership.

The success of Victoria Police relies on the skills of its people, and equipping them with appropriate equipment and technology to meet current and future challenges head-on. We must keep our people up-to-date with the skills and the resources they need to operate as efficiently and effectively as possible. The Capability Plan offers a measured, systematic approach to achieve this.

Victoria Police is a great organisation, delivering services that make a huge difference to people's lives. Victoria Police employees are committed to making Victoria a safer place. The Victoria Police Capability Plan will ensure the organisation has the right capability to keep Victorians safe and secure in the years and decades to come.

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

Graham Ashton, AM
Chief Commissioner

1. Adopting a capability planning approach

1.1 Introduction

The Victoria Police Capability Plan establishes what we need to do as an organisation to be effective and highlights the way we will transform our service delivery to be an agile, responsive, people-focussed and connected organisation.

Our vision for Victoria Police is a modern organisation that is an employer of first choice, with a professional workforce that is mobile, responsive and visible, highly trained and skilled, tech savvy, and more engaged with community. The Capability Plan identifies the organisational capabilities to achieve this and it outlines a long-term, planned and staged approach to get there.

In an environment with changing demands, it is critical that organisations can flexibly adapt to unexpected challenges. For public organisations, like Victoria Police, demand is influenced by a number of external factors including: government priorities, legislative requirements and community expectations. This constitutes the authorising environment in which changes often necessitate modifications to service delivery. Research has shown the more that public organisations become aware of their organisational capabilities, the better they can focus their development efforts on the most critical issues to succeed in changing environments.¹ Therefore concentrating on Victoria Police's capabilities now is essential to ensure it can meet future demand.

The most commonly applied definition for Capability-Based Planning (CBP) is planning, under uncertainty, to provide capabilities suitable for a wide range of modern-day challenges and circumstances, while working within an economic framework.² This definition highlights the three core concepts of CBP namely uncertainty, capability development and an economic framework.

It is these three key concepts that have made CBP a widely applied and successful planning method across a number of sectors. In contrast to other approaches, CBP harnesses the power of an organisation to identify and analyse broad choices, provide sharp-edged implications, make clear the key assumptions and fragility of those judgements, and meaningfully express risk in the context of an unknowable future.³ As a result CBP provides transparency and coherence to aid in decision making and investment solutions.⁴

The Victoria Police Capability Plan has mapped the organisational capabilities Victoria Police will need to mature and maintain in order to meet these challenges. A capability describes what Victoria Police does, not where, why or how it's done (see detail in section 2.2.4).

¹ Nisula, A and Kianto, A, 'Assessing and developing organisational renewal capability in the public sector', *International Journal of Knowledge-Based Development*, January 2014, Vol. 5, No. 1, P113.

² Davis, P.K 2002, *Analytic Architecture for Capabilities-Based Planning, Mission-System Analysis, and Transformation*, National Defense Research Institute, Santa Monica, Calif, P1.

³ Naval Studies Board, *Naval Analytical Capabilities: improving capabilities-based planning*, The National Academies Press, Washington, D.C., 2005, P 22.

⁴ The Technical Cooperation Program, *Guide to Capabilities-Based Planning*, www.acq.osd.mil/ttcp/reference/docs/JSA-TP-3-CBP-Paper-Final.doc, viewed 26 February 2016.

Capability planning literature also usually sees an organisations' people as inputs to what it needs to deliver (i.e. as inputs to capability). Inputs to capability determine how capabilities are delivered (see detail in section 2.2.3). For such a people-focussed organisation, which sees its people as its greatest asset to deliver its services and respond to those who need assistance, this approach was not 'fit for purpose' for Victoria Police. As a result, our capability framework includes organisational capabilities whilst also introducing people focussed capabilities. This hybrid approach reflects our priorities for short and medium term reform in leadership development and police safety, while maintaining public safety. This approach is also supported by our organisational values of safety, leadership, integrity, flexibility, support, respect and professionalism. By applying a capability lifecycle approach, we will be able to better plan, understand the holistic impacts on the organisation of change and mature the capabilities to become current practice.

The approach selected is the most appropriate for Victoria Police. Other variations of capability planning have been used by a small number of public organisations, for example the Victorian Public Sector Commission has looked at capability through a workforce lens, and the Australian Defence Force adopts a long term view of capability via its capital equipment requirements. Emergency Management Victoria is considering capability and capacity across the emergency management sector and the Australian Public Service Commission has adopted an organisation wide approach to capability planning.

Capability planning will reshape our operations and improve community services by:

- assessing capability maturity to identify where resources can be best used to deliver timely and high-quality services
- helping us better respond to new and emerging issues by assessing our resources, skills and equipment
- prioritising and demonstrating the need for incremental investment by clearly linking projects to maintain and mature capability
- embedding a capability lifecycle approach within internal planning processes
- identifying common issues and developing a more coordinated approach across capabilities to realise better outcomes in value for money and strategic public value.

The Victoria Police Capability Plan progresses key elements of *The Blue Paper: A Vision for Victoria Police in 2025* (The Blue Paper). It takes a long-term focus to deliver transformational change within the organisation, and deliver more tailored, responsive services to the community.

1.2 Transitioning from the Blue Paper

In 2014, Victoria Police released the *Blue Paper: A Vision for Victoria Police in 2025*.

The Blue Paper was a discussion document which highlighted a number of challenges in our operating environment and proposed possible future directions. The Blue Paper emphasised the need for Victoria Police to change to ensure that it continues to keep the Victorian community safe in the face of current and emerging challenges. These include:

- maintaining a focus on the safety of the community and of our people
- an increase in demand from a growing, more diverse population
- the complexities of globalisation and technology
- keeping-up with the rapid rate of change and widespread use of technology
- the complexity and changing patterns of offending such as terrorism, serious and organised crime, youth recidivism and family violence
- reflecting the diversity of the community
- ensuring long-term financial sustainability.

To achieve change the Blue Paper suggested we focus on these areas:

- recognise that the health, safety and wellbeing of the Victorian community and the Victoria Police workforce are critical to reduce harm
- closer collaboration with the community, government, business and other stakeholders to prevent crime and other harms
- harnessing innovations in science and technology to be more intelligence-led and evidence-based
- greater emphasis on prevention and early intervention to reduce the burden on our frontline members
- putting victims at the centre of our response to reduce repeat victimisation and the impact of harm
- delivering services where and when they are most needed
- building a workforce that is appropriately skilled and as diverse as our community
- using modern equipment and technology, and integrated information systems to support mobile policing.

The Capability Plan focuses on these areas through the eight transformation pathways that outline the changes we need to make while maintaining and maturing existing capabilities and identifying new ones. Section 2.2.5 has more detail.

1.2.1 Changing environment since the Blue Paper

Since the release of the Blue Paper, significant changes have emerged in the operating environment in areas including terrorism, family violence, public order and youth recidivism – particularly the changing nature of youth crime where a smaller number of young people are accelerating into more serious, violent repeat offending.

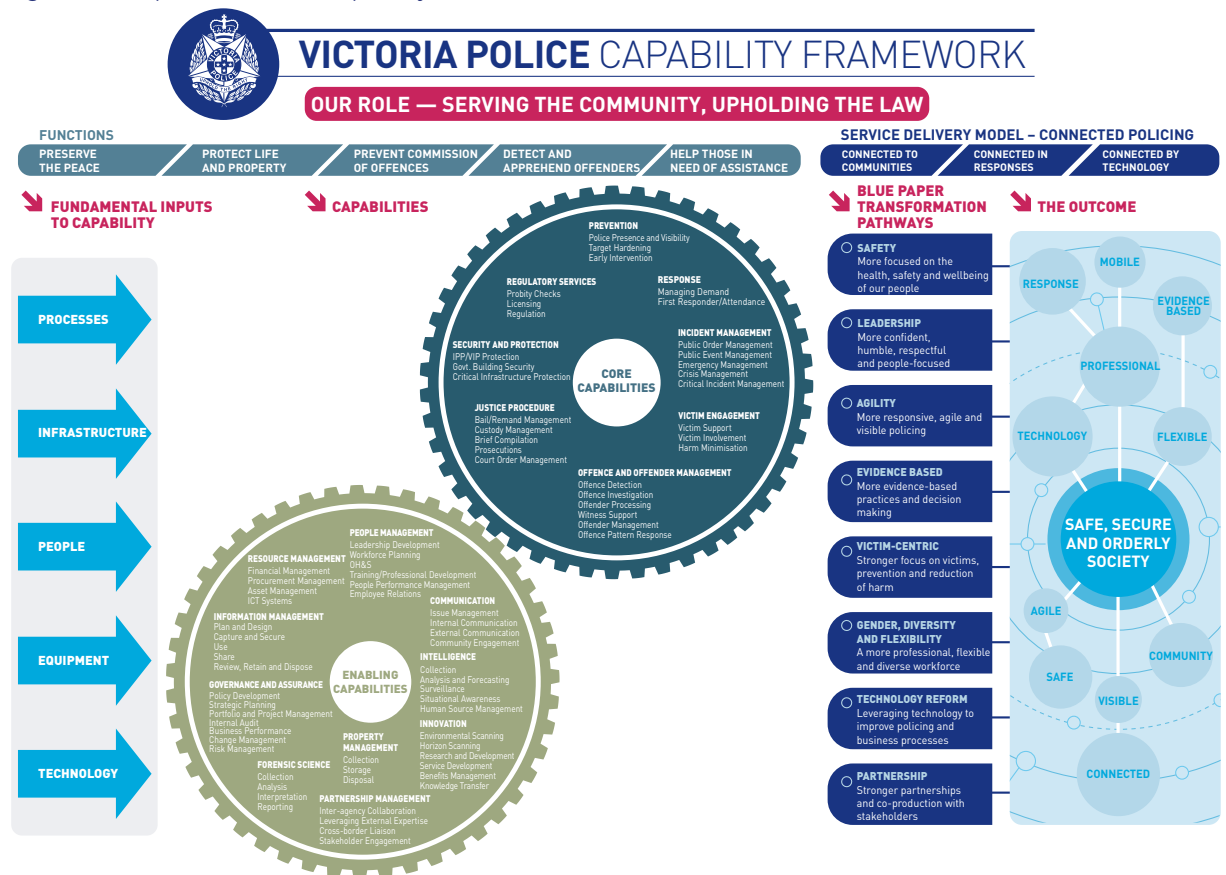
Two recent independent reviews, the *Mental Health Review* and the *Independent Review into sex discrimination and sexual harassment, including predatory behaviour, in Victoria Police*, examined our workplace culture, behaviours and practices. The reviews found that while health and safety has improved more work needs to be done in mental health, wellbeing and suicide prevention. The reviews suggest ways to challenge our organisational culture and strengthen our leadership capability, and their findings build on 2015's *Zero Harm Strategy*, which commits our people to healthy and safe workplace behaviours and practices.

2. Victoria Police Capability Framework

2.1 Purpose

The Capability Framework helps to understand the organisational capabilities that we need to mature and maintain to meet the expectations of the community. It allows us to systematically review and plan where we need to change our service delivery and our priorities, to keep our practice contemporary and to adapt quickly to changes in the operating environment. The components of the Framework are described in section 2.2 and presented in Figure 1 and Appendix A.

Figure 1 Components of the Capability Framework



2.2 Components

The Capability Framework links:

- our role and functions
- key themes of our service delivery model
- fundamental inputs to capability
- the capabilities (core and enabling)
- the Blue Paper transformation pathways for achieving our vision
- the outcome - a 2025 vision for our organisation.

2.2.1 Role and functions

The Capability Framework is anchored by the overall role and functions of Victoria Police. Victoria Police's role 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.

2.2.2 Service delivery model

This model articulates the services that Victoria Police delivers in order to meet community safety needs. The Model also determines how Victoria Police organises itself to deliver those services efficiently, including the structures, systems and the mix of resources required. Victoria Police is in the process of updating its Service Delivery Model to meet demand pressures and embed good operational and business practice. The capability planning process will ensure Victoria Police progressively builds the capabilities required to implement the revised Service Delivery Model by 2025 in a structured and coordinated way.

2.2.3 Fundamental inputs to capability (FICs)

Our core and enabling capabilities are supported by these five FICs:

- processes
- infrastructure
- people
- equipment
- technology.

These determine how we deliver each capability. For example, 'people' includes training, capacity, and knowledge and skills categories. Altering the mix of inputs impacts how each capability will be maintained and matured.

2.2.4 Capabilities

The Capability Framework identifies the capabilities critical to the effective delivery of Victoria Police services now, and into the future. It highlights that Victoria Police requires a broad set of capabilities, which reflect the complexity of the organisation and the wide-ranging functions and services it provides. To demonstrate what we deliver as an organisation and capture the key interdependencies, the capabilities have been grouped into categories and determined to be either core or enabling.

What is a capability?

A capability describes what Victoria Police does, not where, why or how something is done. Capabilities have several key characteristics that differentiate them from business processes. The Victoria Police capabilities defined in this Framework do not imply any hierarchy in that they are:

- representative of stable business functions
- unique and independent from each other
- independent of processes, organisation structure, and assets.

Capabilities have been aligned to 18 categories, with each category heading offering context for that group of capabilities. The capabilities have been described in Appendix B with a focus on the desired future state.

Our 30 core capabilities

The core capabilities are policing services where members of the public are most likely to have contact directly with Victoria Police (e.g. police presence and visibility, critical incident management and offence investigation) and contribute directly to our functions, including protecting life and property, detecting and apprehending offenders and helping those in need of assistance. A total of 30 core capabilities have been identified.

Our 48 enabling capabilities

Enabling capabilities are differentiated from our core capabilities because they contribute to the delivery of multiple core capabilities. These can include either supporting staff directly (e.g. employee relations, training/professional development, OH&S) contribute to policing services (e.g. surveillance, human source management or through the forensic science capabilities of collection or analysis) or delivering organisational development and cultural change (e.g. workforce planning, leadership development and people performance management). A total of 48 enabling capabilities have been identified.

To illustrate the relationship between the two types of capabilities – community engagement is an enabling capability that contributes directly to a number of core capabilities including crisis management, early intervention, emergency management, and managing demand.

For more details on core and enabling capabilities and the FICs see Appendix B.

2.2.5 The eight Blue Paper transformation pathways

The Blue Paper transformation pathways outline the change needed to further promote a safe, secure and orderly society. They 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 reform** – leveraging technology to improve policing and business processes.
- **Partnerships** – stronger partnerships and co-production with stakeholders.

For descriptions that underpin each pathway see Appendix C.

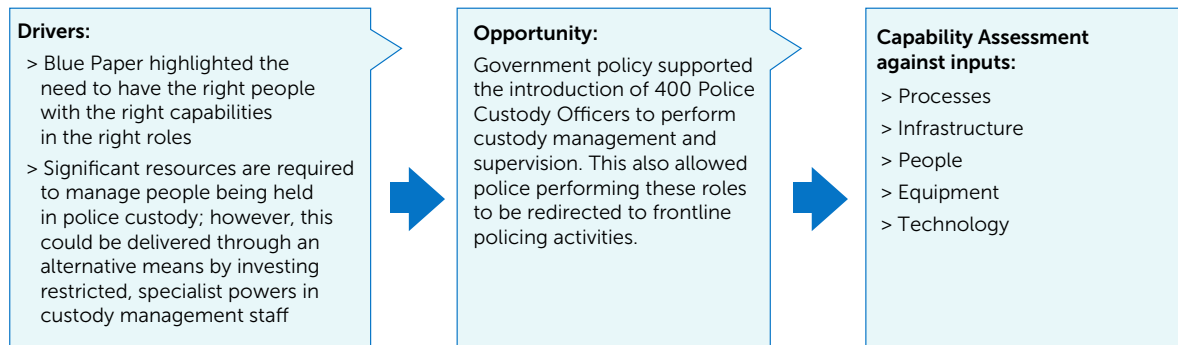
2.2.6 The outcome

The outcome depicts the desired future state where police are connected to communities, in responses and by technology which:

- keeps people at the heart of our response
- shows confident humility in its leadership
- is visible and responsive
- skills our workforce to more effectively respond to the changing nature of crime – terrorism, family violence, and road trauma
- becomes more agile and flexible in responding to the shifting dynamics of crime like digital and cyber crimes
- uses police skills and craft for what we're best at and find smarter ways to do things (e.g. Police Custody Officers)
- uses technology to offer better community services and more tailored responses
- further promotes a safe, secure and orderly society.

Figure 2 works through the Capability Framework using the example of investing in the new way to deliver custody management – Police Custody Officers.

Figure 2 Scenario: Capability Planning - Police Custody Officers (PCOs)



Custody management:

- New Legislation
- Infrastructure modifications
- Transition plans for workplace orientation
- New training course developed and delivered
- Establish and codify processes, roles and responsibilities
- New uniforms designed
- New equipment purchased
- IT system changes to access operational systems
- Desktop computers

Employee relations:

- Industrial processes established
- Increase skills of HR staff
- IT system changes to access leave balances, salary details etc

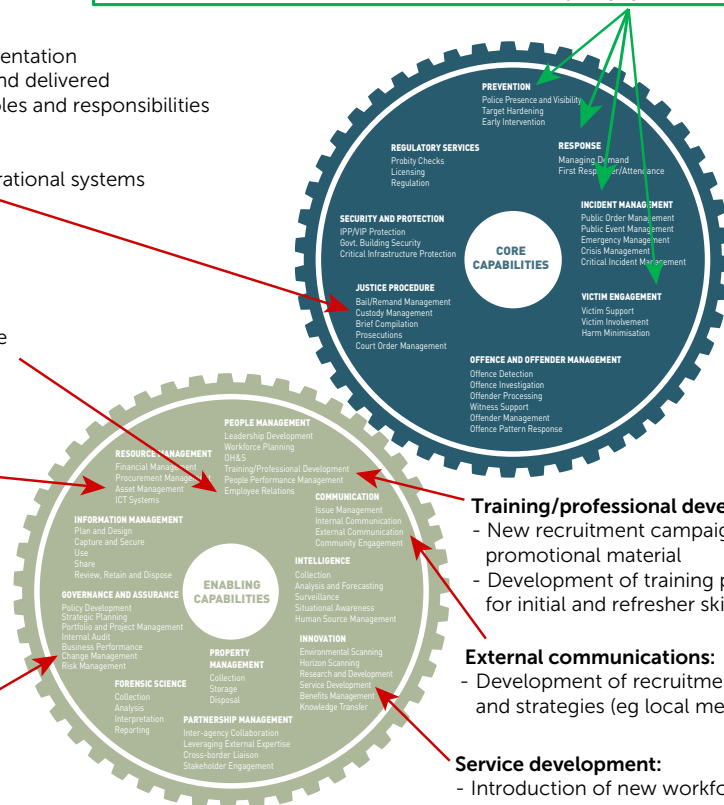
Asset management:

- Asset modifications
- Ongoing maintenance
- Equipment replacement

Change management:

Processes developed to assist with organisational change

Improved capacity in multiple capabilities by redirecting police (over time) to visible frontline duties and increased community engagement



Training/professional development:

- New recruitment campaign and promotional material
- Development of training programs for initial and refresher skills

External communications:

- Development of recruitment material and strategies (eg local media)

Service development:

- Introduction of new workforce group
- Increases organisational capacity
- Over time could expand role

Outcomes:

- > More agile organisation
- > Better use of resources with new capability in custody management and police able to spend more time on frontline activities, improving visible police presence and community engagement
- > Potential to expand PCO functions in the future to meet new/emerging needs
- > Anecdotally, de-escalating prisoners resulting in fewer complaints

3. The Capability Plan's five elements

The Capability Plan is comprised of five individual elements (the linkage between these elements is shown at Figure 3), they are:

3.1.1 Drivers

The Capability Framework demonstrates the capability based planning approach being used to maintain and mature existing capabilities and form new ones. Its outward-looking perspective accommodates change in the operating environment. Important changes arising through regular scanning, emerging organisational risks and significant events will trigger the maturity assessment.

3.1.2 Capability Framework

The Capability Framework 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 components of the Framework are described in Section 2 and Appendix B and C.

3.1.3 Maturity assessment

The assessment of each capability is embedded in the corporate planning process and will help us prioritise capability development and investment proposals. The assessment will be periodically refreshed to account for changing drivers and operating risks. The assessments will involve a scenario-testing approach.

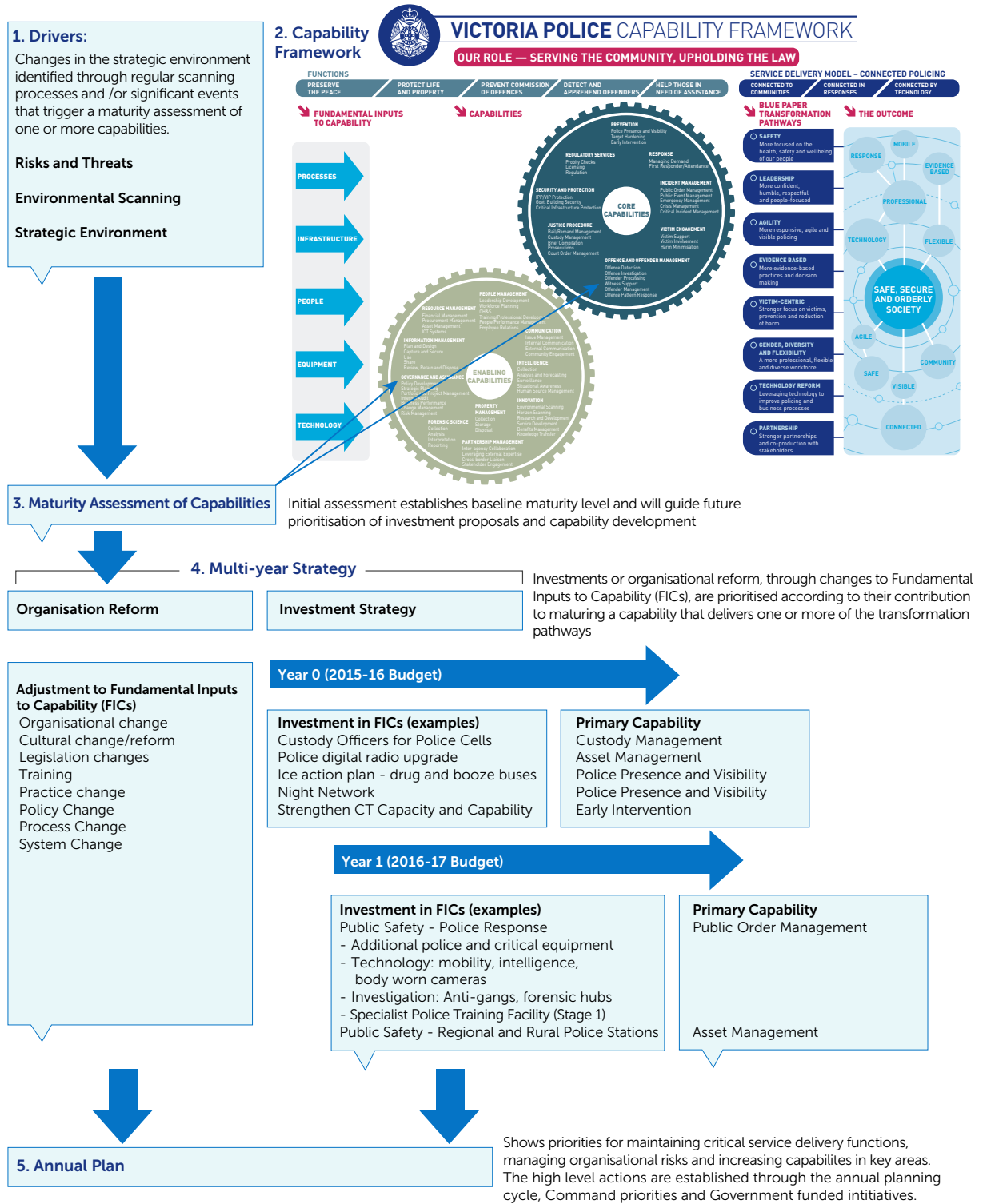
3.1.4 Multi-year strategy

This strategy sets out the incremental, staged investments and organisational reforms to support capability maintenance and growth. Capabilities will mature through investment in, or changes to, one or more fundamental inputs to capability.

3.1.5 The Annual Plan

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.

Figure 3 Linking the five elements of the Victoria Police Capability Plan



4. Capability lifecycle

We will embed a capability lifecycle approach into our internal planning processes. Along with maturing a 'whole-of-life' focus, this allows capabilities to be sustained and refreshed beyond initial procurement or capability development. In particular, it will enable business areas to establish and sustain active capability management practice at a project or initiative's end.

We will refine and adapt this lifecycle in Year 1 of the Capability Plan's implementation.

According to capability literature the common characteristics of the capability lifecycle include:

- a strong focus on integration (e.g. between equipment, policies and practice, and OH&S requirements)
- planning and managing capability maturity
- equal focus on developing and sustaining capabilities (e.g. consider the end of life replacement of equipment not just the initial procurement)
- understanding alignments between capability needs and demand forecasting, evaluation and review
- focusing on embedding change through change management principles
- creating an environment that encourages innovation and continuous improvement
- understanding the performance of capabilities through establishing baselines and use of maturity measures
- identifying and maximising opportunities to streamline internal processes
- aligning strategy, business planning and policy
- aligning financial planning, procurement, portfolio management and risk models.

5. Our next steps

To embed the Capability Framework into practice we will:

- Continue to develop and implement the capability maturity assessment
- Embed governance and the organisational change management plan
- Provide ongoing leadership and coaching about the Capability Framework and further embed it in all our practice and planning processes
- Apply the approach to our investments, our policies and our service delivery
- Further mature the Capability Framework, e.g. identifying specific capability owners
- Deliver on government investments to improve capability.

Appendix B – Capability descriptors

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
PREVENTION	
Police presence and visibility	<p>A community reassured by a police force that is mobile, connected to and constantly in the community, with enhanced operational effectiveness and increased local visibility and capacity.</p> <p>Create better strategic public value by engaging with others in the responsibilities of public safety through carefully selected partnerships and collaboration with private organisations, not-for-profits, and the mobilisation of Victoria's community groups, without compromising on the extensive service that the public expects.</p> <p>Preventing the opportunity and motivation of offending and public harm and enhancing community safety and confidence through highly visible policing activity in a range of service areas. Achieving this through targeted and random patrols and active enforcement (car/foot/water/air/bicycle/motorbike) that focuses on community danger, public disorder, road safety and crimes against the person and property.</p>
Target Hardening	<p>Prevention or disruption of the opportunity for crime and other public safety hazards – 'hardening' potential targets (for example by advising residents and businesses on installation of security measures), and increasing the guardianship of public places by increasing policing presence in 'hotspots'.</p> <p>Minimising the vulnerability of persons, families, communities and infrastructure to offending and harm. To be achieved by incorporating elements of crime prevention through environmental design, educating at-risk groups and communication strategies.</p>
Early Intervention	<p>Minimising the likelihood of vulnerable persons and at-risk groups from coming to harm from offending, disorder, road trauma and other public safety hazards.</p> <p>Minimising the incidences of young persons entering the criminal justice system through the impacts of drugs, alcohol, violence, criminal associations and radicalisation. To be achieved through early intervention systems focusing on proactive and joined-up service responses, before the exercise of police apprehension powers is required.</p> <p>Focusing on high risk Persons of Interest (POI) management, including registered sex offenders, parolees, recently released prisoners, CT POI's, recidivist offenders, bushfire arsonists etc.</p> <p>Develop evidence based strategies for effective management plans, skills and knowledge by police members in the proactive targeting of these POI's. Develop IT capability in terms of monitoring and also timely intelligence to the frontline members.</p>
RESPONSE	
Managing Demand	<p>Effective and flexible matching of resources to demand driven by major social, economic and environmental trends. To be achieved by rethinking the traditional operating model to meet the expected growth and changes in demand for policing. Rostering that is flexible and agile to respond to changes that reflects service demand. A service delivery that matches demand, focused on accessibility, visibility, mobility and flexibility rather than just geographic boundaries. Service delivery that emphasises proactive and preventative policing with sophisticated models of historic demand to enable real time decision making and predict future demand.</p> <p>Managing demand as it relates to the level of harm associated with offending or other public safety hazards. That is, prioritise decisions on deployment to demand taking into account the level of harm that is occurring or likely to result.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
	<p>A systems based triage for prioritising response to demand, whether it is called for from within the community or initiated by police, that has a greater attention to victimisation, a focus on the greatest harms, and a better application of 'solvability' i.e. the likelihood of identifying an offender.</p> <p>Manage traditional types of offending, both 'volume crime' (such as theft of motor vehicles), and 'signal crimes' which are particular types of criminal and disorderly conduct that have a major impact on the community's fear of crime (such as hoon gatherings, family violence and terrorist related incidents).</p>
First Responder / Attendance	<p>Understanding demand, so as to be agile and able to respond rapidly to incidents and calls for assistance, ensuring timely and effective deployment of police.</p> <p>The connection of police responders to timely and accurate information sources, enabling confident decision making for safe outcomes. Confident and proactive leadership in taking charge of incidents and coordinating the timely and effective response and attendance of other services, and/or specialist units, through values-led decision making in all interactions with community members.</p>
INCIDENT MANAGEMENT	
Public Order Management	<p>Local level situational awareness through intelligence sources and embedding the concept of real time fusion centres for the allocation of tasks and the coordination of operations, which draws resourcing data from the rostering system.</p> <p>This is aimed at monitoring public order issues and providing operational intelligence to ensure civility in public spaces (ordered liberty) and enhancing the timeliness of turning unplanned events into planned responses.</p> <p>Design and delivery of skills-based training, equipment and specialist resources including vehicles, watercraft, surveillance (i.e. Drones) and horses, commensurate with the specialist response to the challenges of an unplanned event which is disruptive to the good order of the public.</p> <p>Using physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.</p> <p>Repatriating and reassuring communities following disruptive incidents of mass, hoon and gang related gatherings, demonstrations, riot and protests by issues-motivated individuals and/or groups.</p>
Public Event Management	<p>High level planning principles applied to working collaboratively with stakeholders and partners in ensuring sound plans are developed through an intelligence and risk based approach, and executed to achieve the statement of intent.</p> <p>Engaging with private security firms to work together to deter crime and maintain public order most effectively.</p> <p>Instantaneous availability (where appropriate) via mobile connectivity, to national and international intelligence holdings that informs operational planning, risk, and threat assessments.</p> <p>Agile and mobile frontline and specialist resources, available through flexible rostering, to meet the demands and threats posed by high profile planned events.</p> <p>Consistency in applying full cost-recovery for police resources at large commercial events.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
Emergency Management	<p>Forecasted and situational awareness, nationally and internationally, of the impacts of extreme events and natural disasters. Maintaining contingencies for emergency humanitarian and environmental situations.</p> <p>Building social capital and resilience in communities to prepare for a sustained recovery from extreme emergencies and natural disasters.</p> <p>A skilled, confident, competent and well-equipped workforce in preparing for, responding to, and recovering from an increasing scale, frequency and severity of natural disasters. Mobile, agile and deployable resources across national and international borders that sustains the response and recovery efforts of governments, agencies and communities to large ongoing emergencies and natural disasters.</p> <p>Effective and efficient specialist search and rescue assistance on land, water and under-water, beyond the scope of operational policing. Expertise and skills, in searching for and rescuing missing and endangered person/s.</p>
Crisis Management	<p>Integrated service response for those in the community at risk of experiencing crisis, with multi-disciplinary approaches to deliver a contemporary service model; targeting groups such as ageing population, disengaged youth, mentally ill, unemployed, homeless and/or substance effected and/or broken families.</p>
Critical Incident Management	<p>Real time intelligence and situational awareness in responding to critical incidents, bringing them to a safe conclusion.</p> <p>Design and delivery of skills-based training and equipment that is commensurate with operational safety responses to critical incidents disruptive to community safety and public order. High level specialist operations training, knowledge and equipment in synergy with cross-border capability in preparedness for rapid deployment to respond to critical incidents. Expertise, skills, in rescuing endangered person/s in hostage/siege situations. Agility and flexibility to scale the level of specialist operations response to critical incidents along the continuum of threat as presented by high risk person/s - active armed shooter/s (offender/s) - hostage/siege - terrorist confirmed activity. Community reassurance restoration through rehabilitation with stakeholders at the conclusion of critical incidents that disrupted community safety and public order.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
VICTIM ENGAGEMENT	
Victim Support	<p>Prevent primary or secondary victimisation, and reduce the effects of victimisation upon the broader community. Prevent victimisation in the first instance and in the event of victimisation, uphold and reinforce the rights of victims under the Victims' Charter Act 2006 and reduce the effects of victimisation upon the broader community.</p> <p>Accurate identification of person/s status as a victim or person/s adversely affected by crime per the Victims' Charter Act 2006 and approaching policing activities through the lens of victims, intervening early on the drivers of offending and victimisation and prioritising conflict resolution and helping victims and reducing the fear of offending by others against victims.</p> <p>Providing an appropriate victim-centred response based on the level of impact of harm to the victim/s, frequency of victimisation with consideration to solvability. Timely identification of high-risk victims who can then be assisted through proactive policing, engagement education and timely referrals to support services. Continually providing victims with timely and appropriate information that is tailored to their needs, from the initial point of contact to closure of their matter, with formal recovery handover for victims.</p> <p>Providing victims and those in need of assistance with access to timely and appropriate support and referral pathways to support services. To be accomplished by building integrated service modelling and co-location with other services in multi-disciplinary centres, enhancing the broader focus on victim support.</p>
Victim Involvement	<p>Treating every victim with dignity and respect and being inclusive of all parties in the criminal justice system. Convey trustworthy motives, allow citizens to speak up and express their views during encounters and not profile people based on race, gender or any other inherent characteristic. This is to be achieved through a multi-lingual workforce, real time translation and accessible, translated materials.</p> <p>Greater transparency with victims about how Victoria Police is dealing with their cases. To be accomplished through dedicated case management, on-line tracking systems. Identify opportunities to empower victims including formal inclusion in pre-charge diversions, plea bargaining and victim impact statements.</p>
Harm Minimisation	<p>Adding public value through reducing victimisation by taking a preventative approach to victimisation and focusing attention on victimisation in prioritising response to demand from offending.</p> <p>Focus on sophisticated demand models to produce insight into crime-prone hotspots and high priority victims, as well as offenders and offences.</p> <p>Proactive policing concentrated on high risk locations where people are more likely to be the victim of offending and other public safety hazards or high risk behaviours in the home, in public places, venues, on the roads and on water.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
OFFENCE AND OFFENDER MANAGEMENT	
Offence Detection	<p>Applying intelligence from forensic analysis in a predictive model to determine the likelihood of offending to ensure detection. Skills, knowledge and collaboration, keeping pace with rapidly changing technology that is enabling new ways of committing offences as well as new types of offending in the home, public places, licensed venues, on the roads and on water. Greater flexibility to deploy resources to anticipate offending before it happens. Incorporating rates of reported and police-detected offences into resource allocation modelling to detect offences and offending.</p> <p>Greater accessibility and motivation for victims to report offending behaviours to capture the “dark figure” of offences going unreported, including accessibility and motivation for witnesses to report offences committed by road users.</p> <p>Promoting confidence in communities reporting local on-the-ground information and neighbourhood security issues to police that is disruptive and linked to national and international security, organised crime, terrorist plans, hoon-driving events and other dangerous behaviours.</p> <p>Enhance the reporting of offending and suspicious activity by the public through multiple channels including online portals, enabled to provide pictures and video to assist in offender identification. Victims of offending and owners of lost property, for example, will be able to upload images of property to assist in its identification and recovery.</p> <p>Increased community confidence in offence detection capability that results in higher levels of reported crime will help inform and shape smarter police responses.</p>
Offence Investigation	<p>Skills, knowledge and resources to successfully execute the process of offence investigation; establishing whether or not offences have been committed, identifying the offenders, locating the offenders and, through corroborative evidence, establishing the connection between the offenders with the offending.</p> <p>Flexibility and mobility of specialist investigative skills and resources to manage demand from incidence of offending that impact on regional policing resources.</p> <p>Greater mobility in attending to and processing crime scenes in homes, public places, licensed venues, on the roads, and on water in real time, with rapid analysis being conducted in regional centres. Leveraging technology to bring readily available support of metropolitan police to those in regional and rural areas. Expertise and skills in searching for and recovering exhibits/evidence in support of investigations.</p>
Offender Processing	<p>Skills, knowledge and resources in arrest, search and seizure of offenders and evidence in a growing world of public scrutiny and risk.</p> <p>Leveraging technology in the facilitation of offender interview, processing and dispositions, so as to minimise risk and reduce impact to resource demand.</p> <p>Advancing forensic sampling from offenders enhancing evidentiary value and databases for serial investigations.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
Witness Support	<p>Engagement of persons who witnessed offences/incidents and are competent and compellable witnesses to provide statements and testify in relevant justice procedures. Build support and rapport to engage witnesses on a very regular basis to ensure the witness feels safe, valued, supported and protected.</p> <p>Facilitate the security of persons who are, or have been witnesses in criminal proceedings in Victoria or elsewhere in Australia. Manage and administer the Witness Protection Program as prescribed by the Witness Protection Act 1991 on the identification of threats of death, serious injury or serious intimidation toward a person who has given, or has agreed to give evidence in court proceedings, where their safety and well-being requires assistance or protection.</p>
Offender Management	<p>High Risk Persons of Interest (POI) management including registered sex offenders, parolees, recently released prisoners, CT POI's, recidivist offenders, bushfire arsonists etc. that focuses on adherence to and acknowledgement of human rights.</p> <p>Develop evidence based strategies for effective management plans, skills and knowledge by police members in the proactive targeting of these POI's, IT capability in terms of monitoring, and also timely intelligence to the frontline members.</p>
Offence Pattern Response	<p>A paradigm shift from responding to the numbers of offences reported, to anticipating, preventing and responding more effectively to all offence types, including harnessing forensics as a prevention tool.</p> <p>A focus on reducing the greatest amount of harm, rather than the greatest number of offences, whilst considering solvability factors, helping to emphasise enforcement and prevention activities, and informing offence reduction reporting.</p> <p>An organisation-wide view of information, which includes data integrated from partner agencies, overcoming information silos, promoting holistic solutions to challenging and complex societal problems, and better equipping police to fight levels of offending, rather than the system. Work more effectively with other government agency partners and where appropriate working collaboratively with the Crime Statistics Agency on data linkage opportunities to prevent offending, and importantly to reduce the underlying causes and direct drivers of offending in society.</p> <p>Innovative investigative and problem solving approaches to complex, serious and organised-offence types such as serious hoon-driver gatherings, frauds, cyber and on-line sex and drug importations. Leveraging technology to keep pace with new types of offending enabled by rapidly advancing technology such as cyber-crime, fraud, child pornography and organised crime groups/gangs and hoon driver events.</p> <p>Application of intelligence from forensic analysis of offence scenes, including road crash evidence and offender profiles, in determining offence patterns and serial offenders. Manage traditional types of offending, both 'volume crime' (such as theft of motor vehicles), and 'signal crimes' (such as hoon gatherings, family violence and terrorist related incidents), that have a major impact on the community's fear of crime.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
JUSTICE PROCEDURE	
Bail / Remand Management	<p>Working in partnership with other parts of the criminal justice system in managing offender disposals post-charging in compliance with the Bail Act and Criminal Justice Procedures. End-to-end management of the bail and remand processes to ensure applications are administered in compliance with policy and legislation in order to ensure the appearance of accused persons at court and prevent offences, interference with witnesses and/or destruction of evidence.</p> <p>Advocacy and evidence to assist courts in considering bail and remand applications, monitoring bail conditions and active enforcement of breaches of bail conditions.</p>
Custody Management	<p>Custody suite management, including custody administration, property management, detention duties, and further services in police custody facilities, including catering and medical functions.</p> <p>Management and maintenance of the good order of police gaols in compliance with policy and legislative requirements, including prisoner reception, custody, visitation, movement and release.</p>
Brief Compilation	<p>Timely and efficient compilation of briefs of evidence that meet the evidentiary burden upon the prosecution and timelines imposed by the Criminal Justice Procedures.</p> <p>Compilation of briefs of evidence into a fully electronic document retrieval system that enhances the in-field brief compilation potential and is electronically distributed to the accused, their legal representative, prosecutions, and the courts.</p> <p>A brief administration system that is fully integrated to other parties of the criminal justice system for automated applications and court orders of convictions, penalties, warrants, destruction/disposal of exhibits and various court orders.</p>
Prosecutions	<p>Application of the <i>independent discretion</i> at common law in the initiation of a prosecution in relation to a particular person or group.</p> <p>Working in partnership with other parts of the criminal justice system in assisting courts in the administration of justice in compliance with the Criminal Justice Procedures, including the administration of disclosure provisions and plea negotiations,</p> <p>Advocacy in police prosecutions against accused person/s or groups in Victorian criminal courts, on behalf of the Chief Commissioner of Police and Victoria Police members in civil proceedings, commissions and inquiries, and provision of assistance to the State Coroner investigating reportable deaths and fires.</p>
Court Order Management	<p>Advocacy on behalf of the Chief Commissioner of Police and Victoria Police members in the application for court orders as part of the administration of justice.</p> <p>Timely and efficient administration and execution of court orders through an integrated electronic document retrieval system hosting asset confiscations, intervention and safety orders, and warrants.</p>

CORE CAPABILITIES	CAPABILITY DESCRIPTOR
SECURITY & PROTECTION	
IPP / VIP Protection	<p>Provision of close personal protection to significant visitors to Australia that are afforded a level of personal security whilst conducting their duties in the State of Victoria, in compliance with the Internationally Protected Persons Act. Provision of close personal protection to dignitaries and significant person/s under a high level of threat both within Victoria, nationally and internationally.</p> <p>Ensure the security and dignity of the protected person/s, whilst having regard to the safety and wellbeing of the members of the public and police.</p> <p>Liaison and interoperate with national and international security agencies in the provision of close personal protection</p>
Govt. Building Security	Secure access-control and people movement within government buildings including courts, Victorian Civil & Administration Tribunal, Department of Premier and Cabinet, Department of Justice, Parliament House Victoria, Regional Parliamentary sittings, The Shrine of Remembrance and the Victoria Police Centre.
Critical Infrastructure Protection	<p>Compliance with the activities set by the Australia & New Zealand Counter Terrorism Committee (ANZCTC) involving Critical Infrastructure.</p> <p>Work with State and Commonwealth agencies in participating in industry and government forums, such as the Critical Infrastructure Resilience Sectors Forum.</p> <p>Situational awareness at the State Control Centre, State Police Operations Centre and any Police Forward Command Post of impact in Victoria, following a terrorist act or significant threat impacting on Critical Infrastructure.</p>
REGULATORY SERVICES	
Probity Checks	Timely and efficient management, recording and release of criminal history information to operational police and authorised third parties in compliance with policy and legislation.
Licensing	<p>Assess and determine the suitability, or otherwise, of the granting of licenses and/or authorities under the provisions of the firearms, private security and regulated weapons legislative provisions.</p> <p>Maintain a register of all firearms within the State of Victoria, record and track firearm ownership in and out of Victoria and coordinate firearm recovery, consequent to the death of a licence holder or cancellation and expiration of a licence.</p> <p>Advise the Regulator not to grant licences to individuals or firms that present unacceptable risks of criminal conduct.</p>
Regulation	<p>Regulate the Firearms, Private Security and Weapons industries in order to create a safer Victoria.</p> <p>In partnership with Victoria Police Specialist Operations Commands, other government agencies, community, user groups and stakeholders, ensure responsible firearm, weapon and security industry management and intervention.</p> <p>Maximise the contribution of the private security industry to crime prevention through design, delivery and training of private security operators.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
PEOPLE MANAGEMENT	
Leadership Development	<p>Ongoing structured professional development in leadership at all levels, as a prominent and regular feature of education and training, for Victoria Police members. Ongoing leadership development, education and training of Victoria Police's public servants. Continued opportunities for middle and senior VPS staff on internal and external development courses. Developmental programs for other classifications to realise the full potential of the VPS contribution to policing.</p> <p>Professional development which supports strong values-based leadership in daily activities. Focusing on people, performance and professionalism, to support the culture of dignity and respect the Victoria Police needs. Developing confident and decisive leadership and decision making in responding to critical incidents and emergencies that impact on social cohesion and community safety.</p> <p>Accept the leadership of, and negotiate partnerships and service boundaries with, other organisations including:</p> <ul style="list-style-type: none"> • Other Victorian public agencies; • The private sector, and • Other state and federal departments.

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
<p>Workforce Planning</p>	<p>The creation of a workforce that better reflects the make-up of the community from which it is drawn, and whose trust and support it needs with women, Indigenous and culturally and linguistically diverse (CALD) populations represented to a far greater extent. To be accomplished through detailed strategic workforce planning, utilising reliable and sophisticated human resource data, and driving a carefully targeted recruitment campaign to attract and recruit more diverse applicants to Victoria Police.</p> <p>Attraction and recruitment of experienced police in times of rapid expansion, specifically targeting:</p> <ul style="list-style-type: none"> • More rounded leaders with wider experience; • Reduction of the parochial and insular aspects of police culture; • Stronger anti-corruption checks and balances, and • Attracting the very best talent and leadership in an open market. <p>Meet the challenges presented by a complex and evolving policing environment, by attracting the best applicants and ensuring that they are not stifled by making them 'serve time' before they are eligible for promotion. Creating more entry points into Victoria Police and many more ways of reaching executive leadership roles, including lateral entry or re-entry, direct entry, early identification of talent and fast-tracking, graduate entry program and/or lateral entry from another police organisation.</p> <p>Fully sworn officers assisted more extensively by partially-sworn staff (with limited yet significant legal powers), such as the existing PSOs. Growing further towards the use of staff with some, more strictly limited legal powers, to perform roles that free up fully sworn police to undertake tasks that require all of their training and legal powers. A more subtle blend of staff to increase both effectiveness and efficiency. Expanding the role for such 'authorised officers', encompassing support for community policing and investigations. This will involve both more highly skilled specialists (for example, accountants, lawyers and data analysts) and more general administrative staff.</p> <p>A gradual, evidence-based, move to a more sophisticated mix of staff and contractors to provide the scope to continue improving the services provided by Victoria Police in the most efficient manner.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
<p>OH&S</p>	<p>Physical security, well-being and safety, focusing on all aspects of a safe environment, through improved workplaces, activities, equipment and behaviours for all Victoria Police employees. Leveraging off technology to continuously improve equipment and physical working environments to reduce the risk of injury to police employees.</p> <p>Psychological health as an integral component of selection, and supported throughout a police officer's career. Psychological assessment through testing and individually tailored interviews to recruit those with a high capacity for processing information, mental resilience and strong ethical foundations. Seek applicants who are broadly engaged and have strong social understanding and skills.</p> <p>Continuing education and training for police employees that sufficiently supports psychological and physical health. Removing the stigma around psychological injury. Encouraging members to increase their reporting of psychological injury, as is done in the general community, leading to earlier intervention and a reduction in injuries through improved management practices.</p> <p>Career long maintenance of a physical standard for police, above that of the average member of society. A physical standard for police set through a scientific analysis of the demands of an operational police officer. Ensuring operational readiness of all sworn officers at all times, enhancing the effectiveness and efficiency of the workforce.</p>
<p>Training / Professional Development</p>	<p>A cultural shift from the traditional model of an 'all purpose' police officer, capable of combating every aspect of every public safety hazard, in the face of entirely new types of criminal activity such as cyber-crime.</p> <p>Continuing education and training (theoretical and practical) for all police employees that builds and maintains skills and knowledge in contemporary policing of complex social issues, while also supporting physical and psychological health and ethical standards.</p> <p>Ongoing structured professional development in leadership, as a prominent and regular feature of education and training for Victoria Police members. Prior skills and experience, as well as tailored education and training programs for employees will be taken into account and will continue through their careers, at all levels. Police officers supported through undergraduate degrees early in their career, to professionalise policing and reduce the risk of corruption. Staff encouraged and supported in taking greater responsibility for their own professional development.</p> <p>Consistent provision of in-kind and financial support. Lateral re-entry provisions to allow police employees to leave the organisation to gain new skills and experience and then re-join at the same rank to utilise those new skills. Expand the professional development assignment program to encourage a higher rate of secondments to and from other sectors and organisations. A Professional Development Assessment that encourages and facilitates meaningful conversations between the assessors and employees, sets clear expectations regarding the employee's capability profile and role, discusses career development, and provides regular and constructive feedback and development as needed.</p> <p>A 'single organisation with a single culture,' in which it is important that every employee of Victoria Police is equally respected, whilst recognising the different nature and risks of the jobs that they do.</p> <p>The same expectations of integrity and professional competence applied to all staff.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
<p>People Performance Management</p>	<p>Managing performance to a high standard at the frontline, promoting service excellence and demonstrating the importance of community -centric policing. Strong leadership, supported by education and training, so that all members actively seek, accept and deliver performance feedback.</p> <p>Public accountability, through transparent measurement of all aspects of performance. A performance management system that measures the effectiveness of Victoria Police activities, based on all dimensions of public value. All measures reported on publicly, so that the Victorian community has a full picture of the value provided by Victoria Police. All police employees held to ethical standards in the performance of their duties that are higher than those in the community at large. Additionally, ensuring the services provided by other members of the 'policing family' meet the professional and ethical standards expected of all police officers.</p> <p>An enhanced 'ethical framework of the future' encompassing more rigorous recruitment processes and checks, ongoing ethics training throughout an employee's career, early intervention systems, promotion requirements and performance indicators. Continuous vigilance on Victoria Police ethical health, through a combination of strategies designed to reduce misconduct, which also promotes a culture of accepting responsibility for problems, and learning from them at both the individual and organisational levels. A sophisticated, computer-based early intervention system to monitor complaints and other behavioural indicators.</p> <p>A culture whereby all police employees, especially more junior officers, challenge bad behaviour by their peers, even of a relatively minor kind (such as comments that vilify or disparage others or similar disrespectful behaviour).</p>
<p>Employee Relations</p>	<p>Industrial relations that support Victoria Police's need for agility and flexibility in meeting demands for police services that are highly dynamic and complex, but cannot be predicted with any precision. A legal and cultural change from 'ownership' of a position in Victoria Police to one of 'membership of the police force'.</p> <p>Industrial arrangements to enable the capacity to move police efficiently from one location to another. An integrated, centralised and fully-automated rostering system that uses service demand modelling to deploy resources.</p> <p>Service delivery and deployment models that reflect the characteristics of demand, with demand patterns changing over time. i.e. short-term shift patterns designed and resourced to align with demand, and long-term deployment planning that is pre-emptive, capable of redesign, and realigns rapidly in response to emerging demand pressures.</p> <p>Remuneration and compensation arrangements that enable Victoria Police to be competitive in the labour market for skills in high demand, for example through the payment of market-based loadings.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
COMMUNICATION	
Issue Management	<p>Managing social media and the increasing scrutiny of police through citizen journalism and its capacity to shape the community's opinion of public safety. Interactive electronic access to police through two-way social media, purpose-designed to complement face-to-face engagement, in public safety partnerships with the community and other organisations.</p> <p>Constant, productive dialogue with the community through social media and other channels, providing the community with education, information, real time alerts, requests for assistance in solving crimes, problem solving, managing emerging risks, or driving cultural and behavioural change through social media.</p> <p>Establishing trusted networks within the social media world and amplifying the messaging through appropriate 'influencers'.</p>
Internal Communication	<p>Secure operational communications methods and systems, especially in country areas through mobility, with timely and efficient processing of information that increases frontline policing availability for patrol and tasking, employee safety, and organisational/situational awareness.</p> <p>Effective and meaningful communication amongst all employees of Victoria Police that is meaningful and progressive in leading cultural change in areas of safety, respect and trust.</p>
External Communication	<p>Becoming a more adaptive and agile organisation, informed by effective and meaningful communications between police and various community sectors in a language that meets their needs and style. Particular focus on culturally and linguistically diverse communities, including a more open sharing of relevant information through a more personal approach.</p> <p>Strengthening the messaging through greater face-to-face interaction between police and the public, utilising the availability of identified individual police officers – recognisable 'faces' - to citizens. Harness the importance of accessibility, even in an age of social media when online communications are also important.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Community Engagement	<p>Working closely with all communities to strengthen Victoria’s social cohesion, by connecting communities and building social capital in empowered resilient communities.</p> <p>Demonstrate agility and responsiveness, through engagement with the Victorian community about the strategic choices Victoria Police must make to keep the community safe. This will include setting priorities and making the ultimate decisions on how to optimise resources to respond to different demands, at the same time ensuring community priorities are identified and reflected as far as practicable in allocation decisions shaped by community views.</p> <p>Ensuring through confident and humble leadership that the public knows with certainty what to expect from their police force. Adopting a community perspective, setting out clearly the standards that the community can expect, and explain how citizens can help police to meet, maintain and exceed those standards. Setting out Victoria Police’s commitment to principles of service that reflect how the public wants to be engaged. Recognise the different generational and community needs and preferences for engagement of Victorian citizens.</p> <p>Enhance public safety and increase value for money for Victorian citizens through investments in collaborative partnerships in the community. Deepen partnerships with the community so they can provide their insight into what the data cannot demonstrate about their concerns, and what prevention activities will be effective in providing reassurance, as well as reducing the likelihood of offending.</p> <p>Producing public value – by understanding community concerns about public safety, delivering policing responses that are evidence-based and efficient and that optimise value in terms of money and authority – and by doing so, uphold community values.</p> <p>Community Policing: police skilled as planners, problem solvers and community organisers, developing personal engagement with local communities; prioritising conflict resolution, helping victims and reducing fear of crime.</p>

INTELLIGENCE

Collection	<p>Building the volume and quality of community information that is vital to capture intelligence, support investigations, and ensure that police are connected to community issues, needs, and expectations.</p> <p>A range of communication platforms providing multiple channels for the community to easily and securely provide information to police.</p> <p>Use of specialist scanning tools which analyse open source information to identify and capture information that has relevance to policing.</p>
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ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Analysis & Forecasting	<p>A police service delivery model that is shaped by intelligence and therefore prevention-focused, targeting the greatest harms and greatest impacts based on robust evidence. Intelligence-led and predictive policing through the sound analysis and forecasting. Intelligence-driven operations using rich and rapid data analysis, and proactive information gathering from local geographic communities and emerging communities of identity and interest.</p> <p>A paradigm shift from responding to the numbers of offences reported to anticipating, preventing and responding more effectively to offence types, including harnessing forensics as a prevention tool.</p> <p>A predictive analytical tool for tasking communications and enforcement activities to forecasted locations of high road trauma or high levels of non-compliance with safe road-user behaviours.</p> <p>'Forensic intelligence' as a key investigative and preventative tool. The appropriate sharing of forensic intelligence to enhance responses to organised crime and terrorism. National and international intelligence holdings that, where appropriate, are analysed to inform operational planning and risk assessments, all available instantaneously.</p> <p>Improved DNA methodologies with quicker testing and matching to offenders.</p> <p>Ballistics identification tools, computer forensics and other advanced, nationally and internationally linked technologies that provide timely forensic intelligence and evidence to enable police to intervene early and reduce recidivist crime.</p>
Surveillance	<p>Physical, technical and electronic surveillance and covert assistance for criminal investigations and intelligence gathering.</p> <p>Maintenance, supply and installation of covert technical and electronic surveillance devices that support major investigations in compliance with the provisions of warrants issued according to policy and the Surveillance Devices Act 1999.</p> <p>Covert observation of people, places or things, gathering evidence or intelligence, or affecting the arrest of person/s involved in criminal activity or providing close personal protection of undercover operatives.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Situational Awareness	<p>Police officers equipped with a mobile device that receives a real time feed of information from a monitoring and assessment centre (VP-MAC) and with tasks that focus on preventative activities and community priorities, such as patrolling crime hotspots, and responding to incidents as and when they occur.</p> <p>Video feeds from mobile and fixed sensor platforms and live-view beamed from aerial-view available for individual police and the monitoring assessment centre to track offenders and suspects, monitor public order issues and provide other operational intelligence.</p> <p>Audio/video capture by individual police officers enabling supervisors to monitor the on-ground situation through clever use of voice, video and data analytics.</p> <p>Supervisors intervening on their own initiative to improve outcomes for the community, and ensuring rapid access to expert advice.</p> <p>Where appropriate, seeking advice from or referral to co-located health, social services and partner emergency services. For example, family violence and mental health issues being managed in a proactive, joined-up service response before the exercise of police apprehension powers is required.</p>
Human Source Management	<p>Ensuring integrity of human source information and best practice in human source management. To be accomplished through the maintenance of a human source register, sound auditing and risk assessment approaches to the human source management process, and practices in compliance with police and public interest immunity legislation.</p> <p>Production of intelligence documents for the pro-active targeting of human sources in-line with the organisation's intelligence collection requirements.</p> <p>Fostering an environment to appropriately entice human sources through the coordination a human source reward/payment process.</p>
INNOVATION	
Environmental Scanning	<p>Identification of the broader patterns and trends through the scanning of political, economic, social, technological, environmental, legal, organisational and media environments that impact on the internal and external challenges for Victoria Police and partners/stakeholders.</p>
Horizon Scanning	<p>Longer-term forecasting of changes and new and emerging issues in major social, economic and environmental trends. These include social problems (alcohol, illicit drugs, family violence, child abuse, online sex offences and mental illness), changing demographics, changing social values and expectations, rapidly changing technology, economics and government finances and changing physical environments.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Research & Development	<p>Evidence-based policing through the application of research to police practice, using the best research evidence on what works as a guide to policing decisions, and continually testing hypotheses with empirical research findings that are fed back into the business for broader improvement.</p> <p>An understanding of research methods, and a capacity to integrate strategy, culture and political influences to develop solutions to complex problems and manage integration of multiple systems to prevent offending, dangerous behaviours, and reduce harm to achieve a safer society.</p> <p>Partnerships with tertiary institutions that inspire innovative research to support better practice in facing complex challenges. Pursuing two avenues of research to increase the effectiveness and efficiency of police. The 'what works' research on innovations that could be replicated at scale; what is commonly described as evidence based policing. A secondary avenue is to engineer innovative solutions to practical policing problems through policing innovation hubs with priority communities at the local level, comprising universities, police, private firms, and not-for-profit agencies.</p> <p>An organisation that is rich in its knowledge and use of information technology. One that constantly grows its understanding by leveraging from its partnerships with industry and the tertiary sector, its relationships with national and international law enforcement agencies who are working in this space and has the technical aptitude to maximise from the learning opportunities that these relationship offer. Victoria Police can play a leadership role within the Australian law enforcement community by sharing its learnings and influencing and assisting others to advance in this critical aspect of policing in the twenty-first century.</p>
Service Development	<p>Enhancing creativity, innovation and performance through alternative recruitment pathways that opens up the policing culture (by providing fresh perspectives on a range of sectoral and organisational settings and on problem solving).</p> <p>Encouraging and harnessing public and private innovation in information and knowledge management and ICT, applying LEAN bottom-up process analysis, continuous improvement, and pilot-to-prove concept programs. Partnerships with individuals and organisations who can contribute fresh thinking and different perspectives.</p> <p>Harnessing entrepreneurial efforts through an environment conducive to members relentlessly challenging established practice to see how it can be improved. Online collaborative mechanisms and electronic suggestion portals will drive innovation that will be rapidly available in the field.</p>
Benefits Management	<p>Rigorous evaluation of the long-term benefits and costs towards innovations and strategies based on value for money and creating strategic public value.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Knowledge Transfer	<p>Harnessing the skills, knowledge and experience of Victoria Police staff to deliver greater operational effectiveness. A mechanism for Victoria Police to retain access to the skills, knowledge and experience of former Victoria Police members. Thus, allowing Victoria Police to retain a connection with those who have left the organisation and may consider returning at a later date. At the same time, continuing to harness the skills and experience of former police members by bringing them back on a part or full-time contractual basis, in a VPS capacity, for specific projects or pieces of work.</p> <p>Secondments to interstate and international organisations to enhance operations across borders and cross-fertilisation of ideas. Lessons learnt from other organisations being available to all Victoria Police members through a sophisticated knowledge management system.</p>
PARTNERSHIP MANAGEMENT	
Inter-agency collaboration	<p>Intensifying the work with other Victorian departments and agencies at a strategic level to tackle the range of complex problems that confront and drive demand for responses by Victoria Police. The factors that have created successful partnerships being distilled and applied more broadly and the 'whole of VicPol position' consistently articulated in all collaborations.</p> <p>Collaboration with other agencies and industry sectors (e.g. private security firms) in the prevention of social causes and direct drivers of crime, other public safety hazards, and the opportunities for the same. A sophisticated, collaborative, operational model to sustain partnerships focused on local crime prevention.</p> <p>Joint funding approaches to support strategic collaboration, co-design, co-production and co-delivery of initiatives to increase both the effectiveness and efficiency of government interventions. Joint approaches with other agencies (e.g. Office of Marine Safety) in procurement, asset management and re-cycling.</p>
Leveraging External Expertise	<p>Engaging with the business community in a different way for mutual benefit. Both police and businesses overcoming barriers to mutual understanding and finding a common language. Building enduring structures and processes to institutionalise a closer relationship.</p> <p>Engagement with other organisations, including other policing agencies holding specialist skills, knowledge and experience, both public and private, providing a mechanism for Victoria Police to identify, test, and scale up best-practice solutions in all its operations.</p> <p>Forming much closer links and new partnerships with the nation's universities.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Cross-border liaison	<p>Promoting strong collaboration between Victoria Police and other Australian, New Zealand and international law enforcement agencies in a number of areas including intelligence, information technology, forensic technology, qualifications, standards and interoperability. In regards to these agencies facing similar challenges in responding to criminal activity and protecting the community.</p> <p>Intelligence databases of each major Commonwealth and state law enforcement agency that are fully interoperable with each other, so that all relevant intelligence in Australia is available to any agency in real time, regardless of whether it pertains to a joint operation.</p> <p>Beyond the realm of law enforcement, Victoria Police seeking broader and deeper collaboration with the ADF, including sharing of resources.</p>
Stakeholder engagement	<p>Partnerships across the Victorian public and not-for-profit sectors to meet the challenges of difficult social problems, demanding an integrated and co-ordinated approach between Victoria Police and other government and non-government agencies. Starting with careful strategic planning that is focused both on preventing these problems, and on responding to them in a way that meets all the needs of individuals.</p> <p>Victoria Police engaging with the business community in innovative ways towards the realisation of mutual benefits. Both police and businesses overcoming barriers to mutual understanding and finding a common language. Building enduring structures and processes to institutionalise a closer relationship.</p>
PROPERTY MANAGEMENT	
Collection	<p>Receiving property coming into possession of Victoria Police through a variety of means, including exhibits of an evidentiary nature, seized under a statutory authority or common law power, or lost and found. Processing property coming into possession of Victoria Police by recording, bagging, tagging, transporting, storing and retaining of exhibits in compliance with policy and legislative requirements that maintains the continuity chain to ensure preservation and admissibility of evidence.</p>
Storage	<p>Safe, secure & efficient containment of property within police facilities. Active capacity management (via receipt date analysis) that ensures that storage footprint (real-estate) is effectively utilised to meet current & future operational needs, through minimizing retention of property where the evidentiary value has ceased or public liability exposure is high.</p>
Disposal	<p>Timely and correct disposal of exhibits on completion of evidentiary value and/or other property on the expiration of retention timeframes or successful applications for claiming lost/found property in compliance with policy and legislative requirements (returned, destroyed, donated or sold).</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
FORENSIC SCIENCE	
Collection	<p>Evidence collection practices are standardised to ensure consistency of approach and alignment to national standards. This applies across evidence-type and details practices for the recognition, preservation, recording, collection, packaging, transport and storage of evidence. Such requirements protect the integrity of forensic material from its recognition and collection, and through to subsequent analysis stages.</p> <p>Oversight of processes safeguards against loss or compromise of evidence by minimising variation, thereby maximising the value of forensic information available to the criminal justice system.</p>
Analysis	<p>Analysis methodology is aligned to national standards and standardised across forensic disciplines where possible, with respect to continuity, recording, sampling, presumptive testing, analysis, comparison and identification. The appropriate recommended practices and procedures that may be applied to the examination and analysis of forensic material and the required performance parameters for analytical techniques are clearly articulated, thereby raising judicial confidence in forensic science laboratory output.</p>
Interpretation	<p>Data interpretation methodology is standardised across forensic disciplines in relation to observation, results, calculation, interpretation, verification, opinions, and conclusions. Oversight of interpretation frameworks safeguards against inconsistency across disciplines, maximising the integrity of forensic information available to the criminal justice system.</p>
Reporting	<p>Forensic reports are standardised with respect to format and content in order to minimise opportunity for results to be misconstrued and promote ease of reading by the end-user. Investigative reports are clearly identifiable as to purpose and limitation of use. Court standard reports include author qualifications, detail the method used, outline the results that form the basis of the opinions and conclusions, and detail any limitation associated with the opinions / conclusions.</p>
GOVERNANCE & ASSURANCE	
Policy Development	<p>Victoria Police working collaboratively with government to inform public policy and legislative reform through ministerial submissions and parliamentary commissions and inquiries. For example, using its expertise in public safety and crime reduction to adopt a larger role in shaping policy development and influencing public debate by promoting and articulating considered policy positions and legislative change.</p> <p>Victoria Police to utilise greater influence in the trend towards more frequent legislation and policy changes, and a public preference for legislative responses to the symptoms of complex social issues.</p> <p>Evaluation and testing of policy initiatives against challenges sought to be overcome for effectiveness and adding to strategic public value.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Strategic Planning	<p>Alignment in the approach to strategic planning, including setting of objectives for short, medium and long term. Victoria Police will need to become a more connected, intelligence-led and evidence-based organisation, that works closely with communities and partners in planning strategically to prevent, and reduce the harm from crime, disorder and other public safety hazards.</p> <p>Victoria Police should consider how it needs to change over the medium to long term in shaping its own development. To be achieved through engagement with the Victorian community about the strategic choices it must make – including setting priorities and repositioning the organisation to deal with social and technological changes prior to the realisation of the effects of those changes.</p> <p>Uplifting the overall planning skills, knowledge and application by employees, particularly supervisors, engaged in planning current business, project, resources and risk mitigation activities across the organisation.</p>
Portfolio & Project Management	<p>Victoria Police becoming more proficient in change, project and program management. Applying discipline as the key to better project and program management, so that projects and programs are properly defined, implemented and evaluated.</p> <p>Senior external people, carefully chosen for their specific skills, to chair critical projects and programs and advising on major (non-operational) business functions, either as members of an advisory board or in another capacity.</p> <p>Extending the principle of high-level external advice to particular Commands and Portfolios within Victoria Police.</p>
Internal Audit	<p>Maintaining an independent internal audit function to provide an independent, objective assurance and consulting activity designed to add value and improve Victoria Police operations. Providing a systematic and disciplined approach to evaluate and improve effectiveness of risk management, control and governance processes.</p> <p>Organisation-wide analytics (to identify early indicators of, and potential for, corrupt behaviour), single system logon and a strong audit function to assist in corruption prevention, detection and investigation.</p>
Business Performance	<p>Provision of business and financial analysis against performance indicators for accurate and evidenced based curated data sets, utilising performance information in decision making. Organisational resilience to changes in the business environment that result in degraded and/or absent capabilities. Regular performance reporting to the Chief Commissioner, Victorian Police Executive Command, Minister for Police, Department of Justice and Regulation, Department of Treasury and Finance, Victoria Police Annual Report and the Public Accounts and Estimates Committee.</p>
Change Management	<p>Victoria Police becoming more proficient in change management. A transformation is required to maximise the effectiveness of Victoria Police with limited resources – a significant change to achieve better value for money. Getting buy-in to new ways of doing business at an individual, corporate and community level.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Risk Management	<p>Meeting the greater expectations placed on government (including police) to manage risk, and to respond to public demands for services and accountability.</p> <p>Strategic risk management in developing risk management policies and processes. Appropriate systems, protocols and linkages to identify and streamline the enterprise risk management framework, annual corporate risk profiles and organisation wide risk assessment.</p>
INFORMATION MANAGEMENT	
Plan & Design	<p>A comprehensive, long-term strategy is developed to guide the governance and business use of, and appropriate investment in, its information assets. An Information Management Framework will establish a formal set of policies, standards, processes, roles and security controls to support regulatory, legal, environmental and operational requirements immediately, and in the future.</p> <p>Police information management systems and processes, with ICT being the critical factor, transformed to become agile sources of competitive advantage in countering criminal and other behaviour that threatens public safety and responds to the changing requirements of the community and the police.</p>
Capture & Secure	<p>Technology that is leveraged to improve quality and availability of information captured by in-field police. Mobile devices in police hands, providing single point access and secure log-on to integrated information systems. Further, interactive electronic access to police social media, complementing face-to-face engagement in public safety partnerships with the community and other organisations.</p> <p>Automation of processes to reduce administrative tasks, increase security and accessibility of high-quality information through mobile technology in the field and introduce new service channels for the community, such as on-line reporting.</p> <p>A cyber-defence capability underpinning twenty-first century operational policing requirements and law enforcement challenges. To be achieved by improving the security of mission critical information and safeguarding a future where technology is harnessed and digital transformation of police operations becomes a reality.</p>
Use	<p>Improved accessibility of high quality information for operational members will enable quick responses to service requests and safety threats to both public and police. Ease of secure access to information held in multiple, disparate systems will provide an organisation-wide view of information, which includes data integrated from partner agencies, thereby overcoming information silos.</p>
Share	<p>Police information management systems and processes will be transformed to become sources of shared information to counter criminal and other behaviour that threatens public safety. The Information Exchange Framework is based on open standards, and has a strategic focus that is in-line with the direction of partner agencies and whole of government initiatives. Information interoperability, security and quality assurance maximises sharing. This capability will both enable compliance with legislation, regulation and policy, as well as adequately supporting the imperative to share information with other government agencies.</p>

ENABLING CAPABILITIES	CAPABILITY DESCRIPTOR
Review, Retain & Dispose	All police information, regardless of the format (electronic or hardcopy) is retained and accessible as long as required by legislation and is only destroyed when approved. Efficient use and planned retention of valuable information is optimised to enhance organisation-wide knowledge. Significant records that are valuable to society will be preserved for future generations.
RESOURCE MANAGEMENT	
Financial Management	<p>Development and implementation of strategic, financial, and budget management initiatives to support organisational objectives and government reforms, using financial resources fairly, efficiently and effectively.</p> <p>Business partnering to provide governance processes for the Financial Management Committee, transactional analysis, determination of allocated budgets, and identification and monitoring of potential savings, including policy or service level/ type changes.</p> <p>Managing the financial constraints and the productivity imperative.</p>
Procurement Management	<p>Purchasing and procurement activities in compliance with policy, legislation and value for money principles. Includes procurement planning, market approaches, evaluation, selection, negotiation, approval, contract establishment and management.</p> <p>Planning for whole of lifecycle costs including the replacement of key infrastructure and equipment, to assist Victoria Police in achieving its financial sustainability goals.</p>
Asset Management	Operational policing supported with fit-for-purpose infrastructure, information technology, assets, services and vehicles.
ICT Systems	Operational policing and business processes, supported through ICT applications, in corporate and operating systems.

FUNDAMENTAL INPUTS TO CAPABILITY (FICs)	
PROCESSES	
Operational Policing Strategies, Tasking & Coordination, Tactics & Standard Operating Procedures	
	Policy
	Business Processes
	Service Standards
	Finance
INFRASTRUCTURE	
	Physical Assets
	Buildings
	Transport
PEOPLE	
	Knowledge & Skills
	Capacity
	Training
EQUIPMENT	
	Assets (Fixed, Portable & Digital)
	Apparatus
	Gear and Tools
	Kit
TECHNOLOGY	
	ICT
	Systems
	Hardware & Software
	Information

Appendix C – Blue Paper transformation pathways

BLUE PAPER TRANSFORMATION PATHWAYS	DESCRIPTORS
<p>Safety</p> <p>More focused on the health, safety and wellbeing of our people.</p>	<ul style="list-style-type: none"> • Enhanced health, safety and wellbeing of the workforce. • A safer workplace through improved safety culture, processes, environment and outcomes. • Accountability for the safety of the whole organisation. • Visible and passionate champions of safety.
<p>Leadership</p> <p>More confident, humble, respectful and people-focused leadership.</p>	<ul style="list-style-type: none"> • All police members achieve a mindset that aligns with a shift from an offender-focus to an adaptive approach to addressing more complex challenges. • Demonstrating leadership in community engagement to strengthen Victoria’s social cohesion, by connecting communities, keeping them safe and building social capital. • The organisation’s leadership approach is people focused. • The reform agenda is effectively driven through the organisation. • The organisational values are embraced, and embedded into culture and behaviour. • Victoria Police is the employer of first choice.
<p>Agility</p> <p>More responsive, agile and visible policing.</p>	<ul style="list-style-type: none"> • Shift the central focus from reacting to all calls for service to a focus on immediate, short-term and long-term problems. • Public has multiple options for accessing police services. • Calls for service are triaged according to community safety risk. • Resources are deployed when and where they are most needed.
<p>Evidence-based</p> <p>More evidence-based practices and decision-making.</p>	<ul style="list-style-type: none"> • Evidence-based policing methods embedded across the organisation. • Problem-solving approaches are applied to manage hot spots, offenders, support victims and tackle complex social problems. • Policing practices are systematically evaluated to inform continuous improvement and innovation.
<p>Victim-centric</p> <p>Stronger focus on victims, prevention and reduction of harm.</p>	<ul style="list-style-type: none"> • Practices strongly engage and support victims of crime and prevent re-victimisation. • Young people and other vulnerable individuals are prevented from entering the criminal justice system. • Risk of victimisation predicted and prevented. • Impact of harm reduced.

BLUE PAPER TRANSFORMATION PATHWAYS	DESCRIPTORS
<p>Gender, diversity and flexibility</p> <p>A more professional, flexible and diverse workforce.</p>	<ul style="list-style-type: none"> • Foster, champion and maintain a gender diverse, inclusive and safe workplace, free from individual and systemic forms of discrimination and harassment by treating everyone with dignity and respect and providing equality of opportunity for all Victoria Police employees, irrespective of their gender, culture, ethnicity, gender/sexual orientation or disability. • A workplace which is representative of the diversity of the communities we serve. • Education and training that reflects the professionalisation of the workforce and expected performance and behavioural standards.
<p>Technology Reform</p> <p>Leveraging technology to improve policing and business processes.</p>	<ul style="list-style-type: none"> • Mobile technology for operational police, integrated with central information management systems. • Information management systems and security support mobile policing are user-friendly, efficient and simplify data entry. • Real-time victim/offender/location data and intelligence, hotspot mapping, and predictive analytics to inform operational deployment. • 24/7 real-time overview of demand. • The organisation is rich in its knowledge and use of information technology and has the technical aptitude to maximise the learning opportunities that relationships with key partners offer. • 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.
<p>Partnerships</p> <p>Stronger partnerships and co-production with stakeholders.</p>	<ul style="list-style-type: none"> • Partnerships with other agencies to address drivers and causes of risk/harm/crime. • Strategic policy and legislative development to influence the broader criminal justice system and whole-of-government environment is core business. • Police role in responding to complex social issues is clearly defined. • Strategic contributions of partner agencies in responding to complex social issues are agreed.



VICTORIA POLICE

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