



VICTORIA POLICE

Victoria Police Annual Plan 2021-2022



Acknowledgement to Traditional Owners

Victoria Police respectfully acknowledges the Traditional Owners and Custodians of the lands on which we live and work. We pay our respects to Elders, past, present and emerging, and extend this acknowledgment to all Aboriginal and Torres Strait Islander Peoples across the nation who continue to care for their Country, culture and people.

The Police Aboriginal Liaison Officer (PALO) logo represents the relationships and partnerships that PALOs have with their Aboriginal Community Liaison Officer (ACLO) counterparts.

The symbol of a river is used to connect these groups together as water is the source of life and of growth. This design depicts the ongoing connectedness between ACLOs, PALOs and the Aboriginal communities across the State. The logo has been designed by Gary Saunders, a proud Bangerang, Yorta Yorta, Wiradjuri, Dja Dja Wurrung man.

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Prepared by Capability Department

Contents

Foreword from the Chief Commissioner	4
About Victoria Police	5
Our role and function	5
Our Code of Ethics and Values.....	5
Our operating environment.....	7
Our finances.....	7
Our people	7
Our organisational risks.....	7
Our performance	7
Our focus in 2021-2022.....	8
Responding to the COVID-19 pandemic.....	8
Community safety.....	9
Reduce crime	10
Reduce road trauma.....	11
When road collisions occur everyone is affected	11
Service delivery excellence	12
Multi-year actions, programs and initiatives.....	13

Foreword from the Chief Commissioner



Shane Patton, APM
Chief Commissioner

I am pleased to introduce the Victoria Police Annual Plan 2021-2022 outlining the key actions Victoria Police will undertake in the year ahead in our priority areas of:

- Community safety
- Reducing crime
- Reducing road trauma
- Service delivery excellence

The last 12 months have tested all Victorians, and I am proud and grateful that Victoria Police employees rose to the challenges of 2020-21, achieving significant results for the organisation and most importantly for the Victorian community. Thousands of employees were involved in enforcing the Chief Health Officer's COVID-19 directions, sometimes in difficult circumstances, while their colleagues continued to deliver our core operational and support activities.

In addition to providing a sustained COVID-19 enforcement response across the state, we also significantly changed how we operated at stations, in our offices and in courts. We researched and developed new models for community engagement, initiated policing operations on priority community safety issues such as high-risk driving and illegal firearms, investigated serious offenders, responded to

the findings of significant external reviews, and welcomed the final squad of the additional 3135 police funded by Government.

We will maintain this momentum in 2021-22. We will continue our program of modernisation by identifying the areas where we can transform our service delivery to meet community needs and expectations into the future, and

to capitalise on the investments in people, technology, law reform and expertise of recent years.

We will also focus on how we engage with local communities and specific groups within communities through new models of neighbourhood policing, engagement in schools and the deployment of Protective Services Officers. We will ensure that police are more visible and accessible in the community in order to deter and prevent crime, respond to local issues swiftly and to foster community trust and confidence.

We will introduce and support new policy approaches to critical issues, such as children who come into contact with the criminal justice system, the trafficking and use of illicit drugs, the



management of human sources, the threats to road safety, the targeting of high-risk recidivist offenders, and the sharing of information with security partners to prevent terrorist incidents.

Equally importantly, we will undertake significant internal reform to ensure Victoria Police is as efficient, ethical and effective as it can be, and as the community expects. This will involve dedicated effort on our ongoing COVID-19 response:

- model
- discipline system
- financial sustainability
- workforce safety
- wellbeing and resilience
- culture

I see the next 12 months as an exciting time for Victoria Police, where we have the opportunity – and the responsibility – to make a real difference to the safety, confidence and connectedness of the Victorian community.

About Victoria Police

Our role and function

The role of Victoria Police is to serve the Victorian community and uphold the law so as to promote a safe, secure and orderly society. Victoria Police achieves this by:

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

Our Code of Ethics and Values

Every Victoria Police employee is responsible for providing a policing service which has the interests of the community at its core.

Our ability to serve is founded in our relationship with the community, which willingly gives its permission for us to serve through the powers it entrusts to us. This permission has, at its heart, the community having trust and confidence in Victoria Police.

The cornerstone for building trust and confidence with the community is our commitment to our values. Our values are central to our being, they define what we stand for, guide how we behave and should underpin all our decisions and actions.

Respect

Everyone is treated fairly and with dignity, and feels valued and included.

What does Respect look like in Victoria Police?

- Treating each other and every community member with respect and understanding
 - Celebrating and valuing equity, diversity and inclusion
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- Valuing the unique place of Aboriginal and Torres Strait Islander peoples, as first nations people, and their rich history and culture, along with the diverse backgrounds of other community members

Integrity

Acting with honour, being fair and respectful of both the law and human rights

What does Integrity look like in Victoria Police?

- Being honest, objective and impartial
- Respecting and championing human rights and being committed to lawful and fair processes
- Placing the community good before our own interests

Leadership

Being people-focused, confident but still humble and committed to living our values.

What does Leadership look like in Victoria Police?

- Being trustworthy, approachable and treating everyone with compassion
- Making decisions that reflect our values and build community trust and confidence
- Being inclusive, progressive and prepared to acknowledge and learn from mistakes

Professionalism

Being accountable, transparent and committed to maintaining the highest standards of conduct.

What does Professionalism look like in Victoria Police?

- Behaving in a manner that reflects positively on ourselves and our organisation
- Being open, consistent, and valuing collaboration and teamwork
- Providing services that are engaging, accessible and equitable

Support

Having empathy and being genuinely committed to responding to the needs and wellbeing of others.

What does Support look like in Victoria Police?

- Being committed to understanding and considering the experiences and needs of others
- Reaching out to those in need, encouraging them and being prepared to offer help
- Being committed to connecting people in need with high-quality care and services

Flexibility

Providing a service that is agile and evolves with the community's needs.

What does Flexibility look like in Victoria Police?

- Being open-minded, creative and adaptable
- Being innovative and committed to continually improving
- Being connected to and working with the community

Safety

Safety is at the heart of our purpose, it is fundamental to, and underpins, everything we do.

What does Safety look like in Victoria Police?

- Being committed to a safe, secure and orderly society
- Being committed to a safe, inclusive and respectful workplace
- Safety is always front of mind and underpins every decision we make

Our operating environment

Our finances

Victoria Police has received a published budget of \$3.7 billion in 2021–2022 to deliver policing services to the Victorian community 24 hours a day, seven days a week. Victoria Police's objectives and indicators support the Victorian Government priorities as set out in the Budget Paper 3: Service Delivery. Our objective is 'Ensuring community safety through policing, law enforcement and prevention activities.' Our indicators are 'Community safety during the day and at night' (National Survey of Community Satisfaction with Policing), Crime Statistics (as reported on by the Crime Statistics Agency) and 'Road fatalities and injuries' (lives lost).

Our people

Victoria Police employs more than 22,300 staff, comprising over 16,700 police officers, 1490 Protective Services Officers, 390 Police Custody Officers and 3750 Victorian Public Service (VPS) employees. Our VPS employees work as managers, administrators and specialists across a wide variety of functions including forensic science, intelligence, information and communications technology, legal services, regulation, capability development, human resources, finance and accounting, research, policy, organisational planning and community engagement. Our employee numbers change in line with Victorian Government investment in the recruitment of police and specialist personnel. Victoria Police is committed to ensuring our workforce reflects the diversity of the community we serve.

Our organisational risks

In 2021-2022 Victoria Police is continuing to mature its risk management practices to strengthen the organisation's ability to clearly communicate decisions and actions. We are focusing on reinforcing the integration of risk management processes through planning and decision-making processes to ensure risk management supports achievement of objectives. This work will be supported by implementation of the updated Victoria Police Risk Management Framework and Risk Management Policy to reflect internal enhancements and requirements in the revised Victorian Government Risk Management Framework.

Our performance

Monitoring of our performance against the actions in this Annual Plan will be reported in the Victoria Police Annual Report. Further reporting on Victoria Police's performance is provided in the Annual Report in response to Victorian Government Budget Papers and Community Safety Statements. Additionally, the Minister for Police and Emergency Services, Family Violence Reform Implementation Monitor, Victims of Crime Commissioner, the Gender



Equality Commissioner and the Victorian Equal Opportunity and Human Rights Commission monitor our progress regarding specific initiatives.

Our focus in 2021-2022

Victoria Police is committed to keeping Victorians safe.

This Annual Plan outlines how Victoria Police is working to keep people safe in their homes, on our roads, on public transport and when they're out and about. It does this by highlighting the commitment to organisational priorities to deliver service excellence to all Victorians, prevent crime through partnerships, and strengthen our organisation so that Victorians have trust and confidence in their police.

In 2021-2022 this will be achieved through four priority areas:

- Community safety
- Reduce crime
- Reduce road trauma
- Service delivery excellence

Actions in each priority area support Victoria Police to grow relationships within our communities, be proactive in the prevention of crime and road trauma and develop our people at all levels to ensure we are professional, accountable and community-minded.

The actions represent investment and reform aligned to Victoria Police capability-based planning and are driving a more visible police presence in the community and on our roads through a well-equipped, highly trained and people- focused workforce.

Responding to the COVID-19 pandemic

Victoria Police continues to play a significant role in keeping the community safe during the COVID-19 pandemic.

Since March 2020 Victoria Police has supported the Victorian Government, including the Department of Health as the lead response agency, in working to reduce the spread of COVID-19. Victoria Police's primary role in the state's pandemic response has been to enforce and ensure compliance with the Chief Health Officer's (CHO) directions across Victoria.

Early in the pandemic, Operation Sentinel I saw more than 500 police enforcing stay at home directions and restrictions such as mask wearing, limits on public gatherings and nighttime curfews.

Operation Shielding was created, with more than 200 police and PSOs patrolling public transport and public spaces to deter large gatherings of people.

Operation Ribbon was established to respond to the increased risk of family violence, and saw specialist police engaging with more than 10,000 high risk families during the pandemic.

As the CHO directions have changed, so has the police response. Operation Sentinel evolved to provide enforcement and compliance activities that reinforced the intent of the changing directions.





For the periods when there has been a distinction between the restrictions for metropolitan Melbourne and regional areas of Victoria, Operations Sentinel II, III and V checked more than 2,660,000 vehicles travelling in and out of Greater Melbourne.

As border restrictions were imposed with South Australia and New South Wales, Operations Sentinel IV, VII and VIII saw Victoria Police conduct more than 530,000 permit checks at Victoria's borders.

When restrictions were eased to allow ski resorts to open, Operation Sentinel VI conducted roadside checks on travellers to alpine resorts.

Victoria Police also played a critical role in assisting multi- agency operations that were established to address specific areas of concern during the pandemic.

Through Operation Vestige, Victoria Police supported the Department of Health and Australian Defence Force personnel to conduct COVID-19 case contact tracing and outbreak management.

As the Department of Health implemented Operation Benessere to manage the risk of COVID-19 exposure at nine public housing towers, Victoria Police provided support through the enforcement of the CHO directions and engagement with priority communities in response to emerging issues and community concerns.

COVID-19 Quarantine Victoria (CQV) was established to manage Victoria's hotel quarantine system when international arrivals resumed in Victoria in December 2020.

Victoria Police, through Operation Tidewatch, provides a continuous police presence at Victorian quarantine hotels, supporting CQV to meet infection control objectives and provides an escalation point if any security concerns arise.

As the number of returning travellers peaked per day, more than 850 police were providing a daily security presence at 15 hotels across the state.

Within Victoria Police, the Exposure Risk Assessment and Management (ERAM) Team has been established to assess and manage Victoria Police employee COVID-19 exposures. This team plays a critical role in supporting the health and safety of our people for their protection and wellbeing, and to ensure Victoria Police remains capable of delivering policing services to the Victorian community.

Victoria Police will continue to evolve its COVID-19 response model and establish a COVID-Quarantine Command and a COVID Response Command as we continue to support the CHO directions, encourage others in the community to do the right thing and work hard to keep the Victorian community safe.

Community safety

Everything Victoria Police does is about community safety and underpins how we connect with people in the community. To us it means ensuring people feel safe in their homes, it reminds us to listen to the concerns of the community and it guides us in how we work with people towards resolving issues and being safer.

The last 12 months of coping with and adjusting to COVID-19 have been difficult for everyone in Victoria.



Despite the changes Victoria Police has been able to strengthen the connection we have with the Victorian public through various community engagement and public safety operations.

In 2021-2022 we will continue to provide improved victim- centric policing. This will see us maintaining and building stronger bonds with key partners in areas of victim services, family violence support, police e-Referrals and victim assistance programs.

We are working closely with Aboriginal communities on self-determination and on reducing overrepresentation of Aboriginal Victorians in the criminal justice system.

Through our stakeholder partnerships we will work with government and emergency response agencies, local industry and business sectors, community groups and individuals to strengthen our ability to help everyone in the community.

We have increased our patrols on the roads, on the water and in the air to deter and prevent crime, and to promote road safety. Police are now more visible in the community every day and every night to ensure people feel safer and are safer.

We are working closely with all sectors of the community to detect and investigate crimes such as family violence, burglary, theft, assaults and property damage. Through our proactive programs we are connecting with more young and vulnerable people.

Additionally, our Police Assistance Line and Online Reporting systems are helping to free up 000 for callers who need police urgently. This, coupled with our enhanced forensic, investigation and court services, means we are ensuring offenders are held to account and brought before the courts.

Victoria Police actions to increase community safety

Over the next 12 months Victoria Police will focus on building community safety by:

- implementing the Neighbourhood Policing Framework across all Police Service Areas
- reforming the Protective Services Officer (PSO) model to expand career progression and operationalise deployment beyond public transport
- continuing the modernisation of police facilities including the design, planning and procurement of a replacement Benalla Police Station
- implementing the Victoria Police SHIELD program of information sharing between public and private industries to prevent future terrorist events
- expanding the Aboriginal Youth Cautioning Program to minimise the contact of young people with the criminal justice system
- evolving the Victoria Police COVID-19 response model and establishing a COVID Response Command and a COVID Quarantine Command.

Reduce crime

Victoria Police works 24/7 to disrupt criminal activity, prevent serious and organised crime, hold offenders to account and minimise harm to the community.

Despite the challenges we all have faced and continue to face in this pandemic, Victoria Police remains unwavering on tackling crime through specialist policing and investigations, professional partnerships and targeted strategies.



These include our Counter Terrorism Strategy, Anti-Gang Strategy and Serious and Organised Crime Strategy to protect and increase community confidence and safety.

Driving this commitment is our Crime Command which consists of specialist investigation teams conducting high level investigations to detect, disrupt and prevent serious and organised crime.

These teams investigate offences including organised crime, homicide, armed crime, child exploitation, drug trafficking, cybercrime and sexual assault.

Victoria Police Regional Crime, Family Violence and Sexual Offences and Child Abuse Investigation Units are located in metropolitan and country areas across Victoria. These critical crime investigation units are connected with their local communities.

Their investigations vary from livestock theft, deceptions, family violence and aggravated burglaries through to serious and violent offending caused by street and youth gangs.

Victoria Police is dedicated to improving community safety and wellbeing through small local initiatives or large-scale taskforce commitments that tackle recidivism, support victims of crime and drive strategies to break the cycle of offending that impacts community safety.

Victoria Police actions to reduce crime

Over the next 12 months Victoria Police will continue to focus on reducing crime by:

- developing the Victoria Police Cybercrime Strategy 2021-2023
- implementing key initiatives under the Drug Strategy 2020-2025
- developing and implementing a Youth Anti-Gang Strategy
- establishing Taskforce VIPER to target high-risk recidivist offending
- ongoing implementation of a program of works to enhance practices and police responses aimed at reducing family violence, sexual offending and child abuse, and holding perpetrators to account.

Reduce road trauma

When road collisions occur everyone is affected.

Victoria Police works closely with the Road Safety Partners of Victoria and Victorian road users to enhance driver behaviour and reduce death and serious injury on Victorian roads.

Through an increased police presence Victoria Police is targeting, and will continue to target, high risk driving including drink and drug driving, speeding, fatigue and driver distraction.

Road safety activities being led by Victoria Police in 2021-2022 include enhanced traffic camera deployment and technology at more mobile and fixed sites for the detection of speed and traffic light offences.

We have increased police presence on the roads during peak holiday periods to reassure and keep road users safe.

There is also regular deployment of specialist operatives and investigators from the Heavy Vehicle Unit to target fatigue, speeding, illicit drug use and industry compliance within the heavy road vehicle transport industry.

The daily operation of drug and alcohol testing sites across Victoria will continue to target drivers impaired by alcohol or other drugs.





Victoria Police alcohol and drug buses are highly visible on highways, country roads and local streets. Every police patrol vehicle is a mobile testing site targeting impaired and dangerous drivers.

Victoria Police focus on reducing road trauma

In 2021-2022 Victoria Police will specifically focus on reducing the impact of road trauma on the Victorian community by:

- finalising and implementing the Victoria Police Road Safety Strategy 2021-2024
- contributing to the evaluation of the Roadside Drug Testing Infringement trial
- evolving the State-wide High-risk Driving Response plan to enhance Victoria Police operational responses, enforcement activities and targeted prevention campaigns.

Service delivery excellence

Victoria Police is undertaking a range of projects, initiatives and programs to assist us in transitioning to an improved service delivery model by 2025.

Our focus on leadership will see managers and supervisors engage in ongoing people-focused leadership development opportunities.

Each leadership and self-development activity will drive a respectful and inclusive workplace culture, enhance the ethical standing of all employees and shape our future leaders as service excellence champions. In support of these enhancements we also are embarking on a reform of our discipline process.

Our ongoing safety focus supports the wellbeing of our employees and will continue to be guided by delivery of the Victoria Police Mental Health and Wellbeing Strategy and Action Plan.

Delivering outcomes of the Equal Safe and Strong Strategy will see us work closely with the Victorian Gender Equality Commissioner.

Equal Safe and Strong aims to guide our efforts in improving gender equality across the organisation.

Through technology reform and progressive planning Victoria Police will develop a robust Information Communication Technology Strategy to drive future technology change.

As part of its commitment to service excellence Victoria Police is introducing initiatives to improve our connection with the community, enhance approaches to crime prevention and emerging crime. We will be able to respond more effectively to service demands, develop stronger community safety partnership and continue enhancing frontline policing digital systems.

These improvements will advance data and intelligence led decision-making and strengthen practices that provide support for victims and those most vulnerable in the community.

Each service delivery improvement we make will help all our employees be more agile and connected in their response to the Victorian community.

Victoria Police actions to deliver service excellence

In 2021-2022 Victoria Police will strive to deliver service excellence to the community by:



- commencing implementation of a multi-year program of works to transform Victoria Police service delivery and operating models
- implementing the Integrated Leadership Development Framework to uplift leadership capability, professionalism and performance
- piloting a place-based model to improve gender equality and prevent localised gendered workplace harm progressing recommendations from the Royal Commission into the Management of Police Informants
- developing a holistic organisational resilience framework to support ongoing mental health and wellbeing of Victoria Police employees
- improving processes and partnerships that support ongoing financial sustainability within Victoria Police
- progressing the implementation of the Spent Convictions Scheme to support the controlled disclosure of criminal conviction records
- continuing transformation of the Victoria Police Discipline System into a modern, standardised process that delivers timely and proportionate outcomes with a strengthened welfare focus
- inspiring the culture of all Victoria Police employees through the development and delivery of a CultureWorks program.

Multi-year actions, programs and initiatives

Focus: Community safety

2020-2025

- PSO Reform Model
- Infrastructure Program of Work

2021-2023

- Aboriginal Youth Cautioning Program

2021-2025

- Neighbourhood Policing Model
- COVID-19 Response Model
- Shield Implementation

Focus: Reduce crime

2020-2025

- Drug Strategy 2020-2025

2021-2023

- Cybercrime Strategy 2021-2023

2021-2023

- Taskforce VIPER

2021-2025

- Anti-gang Strategy
- Family Violence Response Program of Works

Focus: Reduce road trauma

2021-2023

- Roadside Drug Driving Infringement trial

2021-2025

- Road Safety Strategy 2021-2024
- Statewide HRD Response Plan

Focus: Service delivery excellence

2020-2021

- Better Mental Health for Emergency Workers

2020-2025

- Financial Sustainability

2021-2025

- Service Delivery Transformation
- Integrated Leadership Development Framework
- Gender Equality Action Plan 2021-2024
- RCMPI Implementation
- Spent Convictions Scheme
- Discipline System Reform
- Victoria Police Culture Review