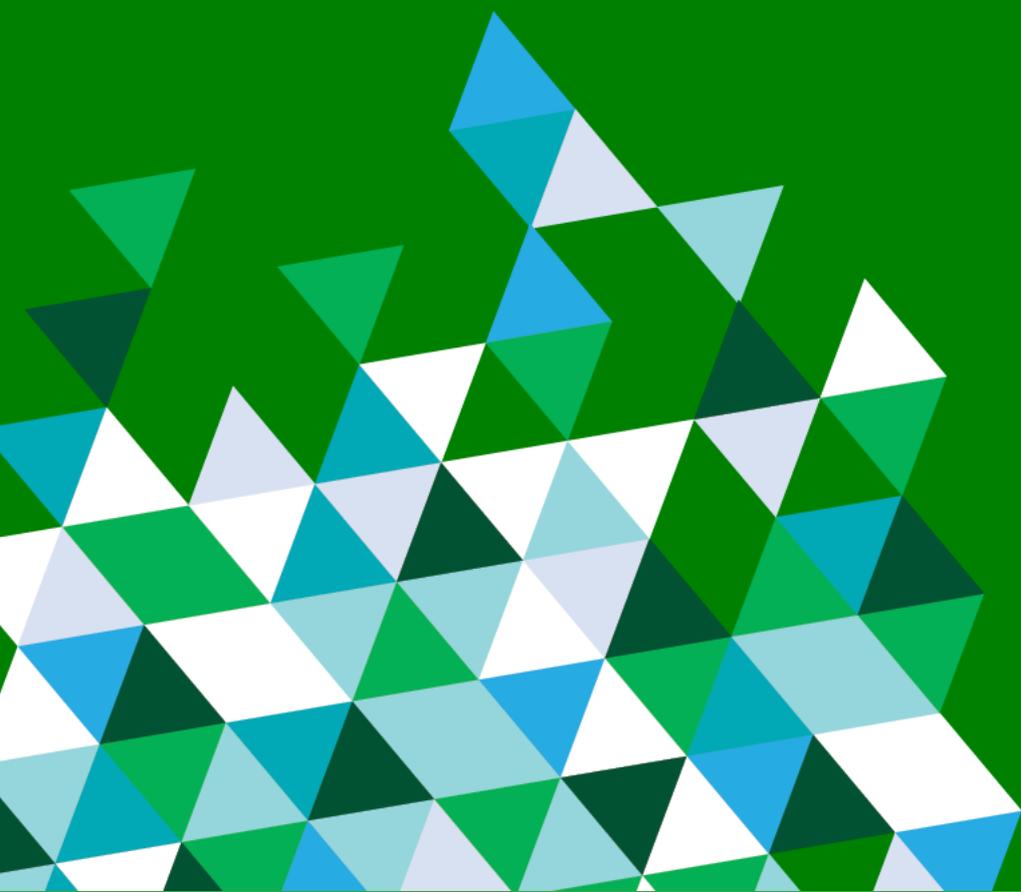


# **Community Safety Statement Assurance Report June 2019**

**Community Safety Trustee**



## **Acknowledgement of Country**

The Community Safety Trustee acknowledges the Traditional Owners of the land and pays respect to the Elders past and present.

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Photos by courtesy of Victoria Police.



## Community Safety Trustee Preface

The government has proven in promises and in actions to be committed to improving community safety. Investment continues to be made in crime prevention, additional police officers, technology, policing equipment and legislative reform.

Change can be seen but we cannot become complacent. The Crime Statistics Agency reports, for the yearly period ending 31 December 2018, victim report rate, burglary offences and property damage offences were the lowest since recording of data holdings (July 2004). However, challenges remain: family violence related offences; stalking, harassment and the overall numbers for offences against the person continue to trend upwards and have done so for ten years. The government needs to continue to work with the community to stop crime especially violent crime perpetrated on victims.

The nature and landscape of crime is constantly changing. Worldwide, we have seen the emergence of cyber-enabled crime, threat of terrorism and 'active shooter' incidents. Victoria Police and policing needs to change with it. I am pleased to see that Victoria Police is moving towards a more modern and flexible agency with better equipment, technology, training facilities and people, supported by extensive legislation to enable them to operate effectively. The government needs to ensure the community is aware of and taken on this change journey.

The Community Safety Statement provides strong foundations for change. This change needs to be meaningful to the community. It may be time to look at some actual targets for specific offences against the person. The third Community Safety Statement is due for release. It may be appropriate for government to consider an impact and economic evaluation. What intended and unintended changes have previous statements delivered and have they been cost effective? These evaluations will ensure that, moving forward, the community safety agenda is more appropriate, effective, efficient, impactful and sustainable.

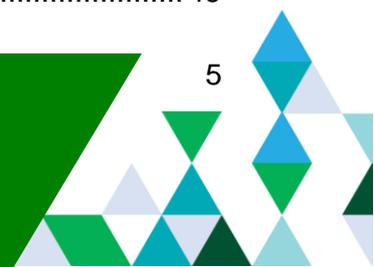


**Ron Iddles OAM, APM**

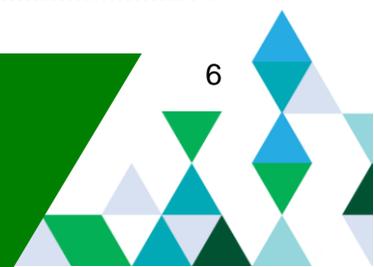


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## Glossary

<b>Department</b>	Department of Justice and Community Safety
<b>Initiatives</b>	Government commitments in the Community Safety Statements that are within the Trustee’s scope of works to monitor
<b>Statements</b>	Victorian Government, Community Safety Statement 2017, State of Victoria, December 2016; Victorian Government, Community Safety Statement 2018/19, State of Victoria, April 2018
<b>Statement 2017</b>	Victorian Government, Community Safety Statement 2017, State of Victoria, December 2016
<b>Statement 2018/19</b>	Victorian Government, Community Safety Statement 2018/19, State of Victoria, April 2018
<b>Statement 2019-2020</b>	The next Community Safety Statement, intended for release by the Victorian Government in 2019.
<b>Trustee</b>	Community Safety Trustee appointed by the government to hold it to account for delivering the initiatives and reforms set out in the Community Safety Statement





## 1 Executive Summary

The Community Safety Trustee (Trustee) is responsible for providing the government with an independent assessment on its progress in implementing the commitments in the Community Safety Statement (Statement) and progress towards tracking the outcomes.

The government has released two Statements to keep Victorians safe, and advised that the third Statement is intended for release in mid-2019. They list government's five priority areas for community safety:

- ◆ Reducing harm
- ◆ Increasing connection to the community
- ◆ Putting victims first
- ◆ Holding offenders to account
- ◆ Improving Victoria Police capability, culture and technology.

This assurance report focuses on the implementation progress by the Department of Justice and Community Safety (department) and Victoria Police for the initiatives in the Statements that the Trustee considers within his scope to monitor (initiatives), as well as the status of the outcomes measuring process.

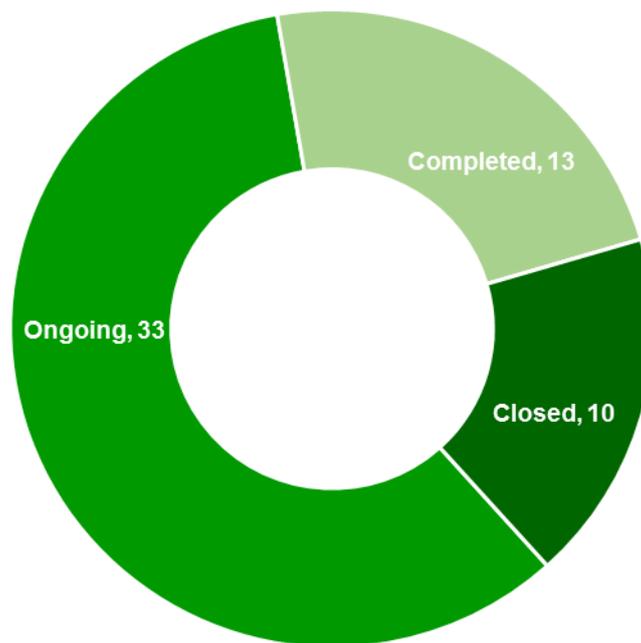
The Trustee anticipates that this assurance report will provide government and the community with confidence that the relevant entities are delivering the initiatives promised to build community safety.

## 1.1 Summary of findings

### Implementation progress of the initiatives

The Trustee assessed government's implementation of 56 initiatives. The Trustee finds that some initiatives are completed and delivered as planned. Other initiatives are ongoing and the Trustee will continue to monitor their implementation progress. Some initiatives have transitioned to, or are performed through, business as usual activity, or are address by other initiatives. In these instances, the Trustee is satisfied that appropriate governance structures are in place and has closed the monitoring of these initiatives.

**Figure 1 Implementation progress of initiatives monitored within this assurance report**



The Trustee's findings on the implementation progress of the initiatives are based upon:

- ◆ information received from, and consultations with, relevant entities responsible for delivering the initiatives
- ◆ consultations with associated entities that do not have direct accountability for implementing the initiatives
- ◆ desktop research including media releases and websites
- ◆ reflections made as an observer on the Community and Public Safety Interagency Advisory Board.

## Status of the outcomes measuring process

The Trustee is confident that the data and findings for the baseline and first round of the outcome measures will be collected, analysed and communicated to the community through the public release of the next Statement (Statement 2019-2020). The Trustee intends to further report on government's progress towards tracking community safety outcomes in the next report.

The Trustee's finding on the status of the outcomes measuring process is based upon:

- ◆ information received from, and consultations with, relevant entities responsible for the collection, analysis and communication of outcomes data and findings
- ◆ desktop research including media releases and websites
- ◆ draft Statement 2019-2020
- ◆ reflections made as an observer on the Community and Public Safety Interagency Advisory Board.

## 1.2 Continuous improvement opportunities

In the course of the assurance activities, the Trustee observed examples of good practice and areas for continuous improvement.

Good practice examples include:

- ◆ Victoria Police Enterprise Program Management Office team conducting project health checks, which better safeguards the quality of the final deliverables
- ◆ Victoria Police Enterprise Program Management Office has developed an online platform to better share and coordinate projects.

Opportunities for improvement include:

- ◆ improve the governance arrangements to enable better cross-agency strategic advice on community safety and implementation of initiatives.
- ◆ improve clarity on Victoria Police project budget variances and recashflow requests, and their effect on project baselines.

The Trustee recognises that improvements are continually occurring and encourages the relevant entities to consider and address the above identified improvement opportunities.

### 1.3 Next assurance report

The Trustee is committed to working with government to verify that assurance priorities are proportionate, fit for purpose and foster continuous improvement of the Statements and community safety outcomes.

Moving forward, the Trustee will merge its biannual reporting to deliver annual assurance reports that better facilitate the linkage between implementation monitoring and its contribution towards community safety outcomes. The Trustee intends to focus the next assurance report on government's progress towards tracking community safety outcomes, the ongoing implementation progress of the initiatives, the continuous improvement opportunities identified in this and previous assurance reports, and reflections of the Statement 2019-2020.





## 2 Introduction

The Community Safety Trustee (Trustee) was appointed by the government on 20 April 2017 to:

- ◆ provide independent, expert advice about community safety to the Victorian Government
- ◆ report on the implementation of the Victorian Government's Community Safety Statement (Statement).

To assist these functions, the Trustee also had an observer role on the Community and Public Safety Interagency Advisory Board, which ceased to convene in October 2018. This interagency advisory board provided an additional layer of governance and facilitated an integrated delivery of Statement activities across government.

The purpose of the Community Safety Statement Assurance Report June 2019 is to provide the Victorian Government with an independent assessment on the government's implementation progress of Statement initiatives that are within the Trustee's scope to monitor (initiatives) as well as the status of the outcome measuring process.

The Trustee hopes that this report provides government and the community with assurance that the relevant entities are delivering the initiatives promised under the Statements.

Since being appointed, the Trustee has completed four assurance reports:

- ◆ Community Safety Trustee First Progress Report June 2017 outlines the role of the Trustee and focuses on the initial implementation progress of key initiatives.<sup>1</sup>
- ◆ Community Safety Statement Assurance Report December 2017 examines government's initial progress towards tracking outcomes for community safety.<sup>2</sup>
- ◆ Community Safety Statement Assurance Report June 2018 largely looks at the implementation progress of initiatives.<sup>3</sup>
- ◆ Community Safety Statement Assurance Report December 2018 further examines government's progress towards tracking outcomes for community safety.<sup>4</sup>

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<sup>1</sup> Community Safety Trustee, First Progress Report – June 2017, State of Victoria, June 2017.

<sup>2</sup> Community Safety Trustee, Community Safety Statement Assurance Report December 2017, State of Victoria, December 2017.

<sup>3</sup> Community Safety Trustee, Community Safety Statement Assurance Report June 2018, State of Victoria, June 2018.

<sup>4</sup> Community Safety Trustee, Community Safety Statement Assurance Report December 2018, State of Victoria, December 2018.

## 2.1 Community Safety Statement

The Statement sets out the government's policing and community safety agenda for Victoria. Since December 2016, the Victorian Government has released two Statements: Community Safety Statement 2017<sup>5</sup> (Statement 2017) and Community Safety Statement 2018/19<sup>6</sup> (Statement 2018/19). The government advised that the next Statement will be released during mid-2019 (Statement 2019-2020).

The Statements recognise and outline some of the existing broader work underway across government as part of the shared responsibility in achieving community safety. They largely focus on the role of the Department of Justice and Community Safety (department) and Victoria Police in contributing to community safety. They list the priority areas, outcomes framework and initiatives to further improve community safety, often through partnerships. To support delivering the initiatives and achieving change, the government committed more than \$2 billion of investment.

The initiatives help address five government priority areas for community safety:

- ◆ Reducing harm
- ◆ Increasing connection to the community
- ◆ Putting victims first
- ◆ Holding offenders to account
- ◆ Improving Victoria Police capability, culture and technology.

The government, mainly the department and Victoria Police, have key roles in implementing the initiatives and/or tracking the progress towards outcomes.

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<sup>5</sup> Victorian Government, Community Safety Statement 2017, State of Victoria, December 2016.

<sup>6</sup> Victorian Government, Community Safety Statement 2018/19, State of Victoria, April 2018.

## 2.2 Scope of the assurance report

This assurance report examines the implementation progress of Statement 2017 and Statement 2018/19 initiatives that fall under the Trustee's scope of works, considers areas for continuous improvement and outlines the focus of future assurance activities. As stated in the last assurance report published in December 2018, this assurance report also examines the status of the outcomes measuring process.

Reflections of the Statement 2019-2020 will be incorporated into the next assurance report. This report does not include activities listed in the Statements that are part of the government's broader community safety work, as identified outside of the Trustee's monitoring scope in previous assurance reports. It also tries to limit any further commentary on initiatives that the Trustee classified as completed or closed in previous assurance reports as well as limit repeating findings or observations made previously.

## 2.3 Approach

This assurance report was largely developed in four overlapping phases.

### Phase 1: Information collection requirements

The Trustee consulted with the department and Victoria Police to confirm the project plan as well as to identify and confirm the information required to inform this assurance report. Where possible and appropriate, the Trustee used outputs created for other reporting or management requirements to minimise administrative burden. The information sought included contextual challenges that relevant entities experienced when implementing the initiatives.

Where required, the Trustee aligned with the *Memorandum of Understanding for the sharing of information to assist the Community Safety Trustee with its function*, which was developed and endorsed in collaboration with the department and Victoria Police.

### Phase 2: Stakeholder notification of commencement

Throughout the conduct of this assurance report, the Trustee liaised via consultation meetings, phone conversations and emails with the department and Victoria Police to keep them apprised of status and next steps.

Written notification was provided to senior representatives of the department and Victoria Police to inform them of the commencement of the assurance report.

### Phase 3: Information collection

The Trustee issued an information request, as per the information requirements prepared during Phase 1, via email to the following relevant entities:

- ◆ Crime Statistics Agency (business unit within the Corporate Governance and Support group of the department)
- ◆ Justice Policy and Data Reform group of the department
- ◆ Police, Fines and Crime Prevention group of the department
- ◆ Victoria Police
- ◆ Youth Justice group of the department.

This included a customised template to assist with collection of relevant information. Relevant entities were provided approximately six weeks to provide a submission. Where required, an extension was granted or additional information was requested.

Consultation meetings were undertaken to sight and assess information that was unable to be provided to the Trustee via email as well as to document any relevant contextual factors that impacted on the implementation of the initiatives.

Associated entities, who do not have direct accountability for implementing the initiatives, were also consulted, including:

- ◆ Family Violence, Justice and Social Services Coordination and Workplace Safety group of the department
- ◆ Victims Support, Innovation and Justice Operations group of the department.

Desktop research was also performed to gather evidence available in the public domain such as media releases and websites.

The Trustee attended the Community and Public Safety Interagency Advisory Board meetings and observed discussions on the initiatives. Upon cessation of the interagency advisory board in October 2018, Victoria Police continued to issue program status updates to the Trustee.

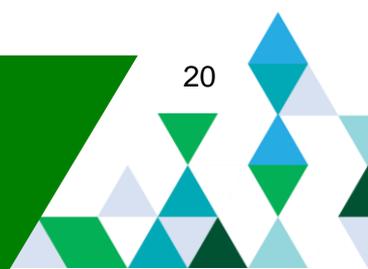
#### **Phase 4: Information consolidation, assessment and reporting**

The Trustee assessed the information received from stakeholders across the entire reporting period, gathered from the desktop research, provided verbally during consultation meetings and provided during the Community and Public Safety Interagency Advisory Board meetings. This formed the basis of the Trustee’s findings.

<b>Status</b>	<b>Trustee’s findings for the implementation progress</b>
Ongoing	This initiative is progressing and will continue to be monitored
Completed	This initiative has been implemented as planned
Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee also sought to draw out good practice themes and opportunities that support continuous improvement.

A draft of the assurance report was provided to the department, Victoria Police and Minister for Police and Emergency Services for comment prior to finalisation. This final assurance report has been provided to the Minister for Police and Emergency Services for noting.





### 3 Overview: implementation progress of the initiatives

The Trustee examined the implementation progress of 56 initiatives (Table 1). In general, the Trustee finds that the initiatives are tracking on budget. See section 4 for a more detailed assessment into each initiative within this report.

The Trustee is of the view that the relevant entities have completed and delivered as planned 13 initiatives. Another 33 initiatives are progressing and the Trustee will continue to monitor their implementation in future assurance reports. The Trustee finds that 10 initiatives have transitioned to, or are performed through, business as usual activity, or are addressed by other initiatives. In these instances, the Trustee is satisfied that the appropriate governance structures are in place and has closed the monitoring of them.

Since commencement of the Statements, the Trustee has examined 87 initiatives. Of these, 27 initiatives have been completed and 27 initiatives closed. The Trustee looks forward to seeing the realisation of their outcomes and benefits. See Appendix A for a summary of all initiatives monitored by the Trustee, including initiatives that were classified as completed or closed in previous reports.

The Trustee commends the government for the completion of some initiatives and the progress to date in the others.



## 3.1 Notable observations

The Trustee acknowledges that there are many challenges when delivering an investment in excess of \$2 billion and managing numerous projects and initiatives. This increases as each Statement is released. The following are some of the notable observations.

Financial management of department-led initiatives is performed at a project level and the funded initiatives are within budget. Victoria Police have a dedicated team from Corporate Finance embedded within the Enterprise Project Management Office to manage the finance of all Victoria Police-led initiatives. This enables Victoria Police to effectively report to government on any issues affecting budgets. The Trustee notes that various initiatives have either underspends or overspends mainly due to project delays or advanced progress respectively. Victoria Police advised that they have submitted recashflow requests to government to rebaseline the budgets, in alignment with financial management guidelines. The Trustee hopes that if and when these submissions are approved, there will be more clarity on the budget.

### 3.1.1 Reducing harm

The Statements recognise the diverse Victorian society and that communities perceive and experience safety and harm in many different ways. Given this, the Statements commit government to implementing a range of initiatives that align with efforts to make people safer and feel safer in private and public spaces. This includes swifter action by Victoria Police to protect communities and respond to emerging issues.

- ◆ The nature and landscape of crime is constantly changing. Research into modern police agencies worldwide has seen the emergence of cyber-enabled crime, which includes fraud, data theft, grooming and child exploitation. Victoria Police is not immune to this challenge. The breadth of crimes that can be committed on the internet presents many challenges for law enforcement. The Trustee is pleased to see government's commitment to enhance Victoria's capability to deal with such issues, which will help prevent the passage of vulnerable people becoming victims: the investment to fund extra specialist staff and technology to detect and prevent online child abuse, disrupt serious organised crime, and conduct surveillance.
- ◆ Victoria Police is piloting an embedded Youth Outreach Program in Werribee and Dandenong. Every night, a sworn police officer is paired with a youth officer to focus on early intervention, support and engagement of at-risk youths. Victoria's approach comprises six steps: triage, engagement, assessment, support, referral and follow-up. The Trustee hopes Victoria gains similar benefits and returns to youth crime as seen in Scotland, where similar programs have contributed to a 78% reduction in the number of under 18 year olds being prosecuted in court since 2006/07.<sup>7</sup>

### 3.1.2 Increasing connection to the community

The Statements acknowledge that improving community safety is a shared responsibility. That partnerships between enforcement agencies and government services with community and businesses are critical in preventing and disrupting crime. The Statements include a range of initiatives aimed at strengthening the relationship between community and Victoria Police. These

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<sup>7</sup> Scottish Government, Justice in Scotland: Vision and Priorities, The Scottish Government, July 2017.

initiatives endeavour to inspire confidence in people about how their communities are policed and the police organisation; and to create safer, stronger communities through active engagement between police with Victorians.

- ◆ The government and the Trustee expects that 24-hour police stations are open all hours, providing unhindered access to counter service. As reported previously, operationally, this has not always been the case, with a limited number of 24-hour police stations locking their doors at 11pm. The Trustee is now pleased to report that Victoria Police advised that all 24-hour police stations are now open all hours.
- ◆ Nearly one million people travel to Melbourne's Central Business District on an average weekday, and this number will continue to grow.<sup>8</sup> As the international face of Victoria, a strong and visible police presence is vital in the heart of Melbourne: keeping locals and visitors safe and connected to police services. The Trustee is pleased to see the establishment of a new Melbourne East Police Station at 202 Bourke Street, Melbourne. This \$36.4 million government investment provides a 24-hour service to everyone and better enables police to respond to incidents in the city.
- ◆ Crime can happen anywhere. Victoria's police workforce needs to be more flexible to prevent and meet these challenges. The Trustee is pleased to see a \$5 million commitment to and commencement of five purpose-built mobile police stations. This will provide Victoria Police with greater flexibility in deploying police officers to where they are most needed at any given point in time: shopping centres, major events, critical incidents, crime hot spots and as required for special operations.

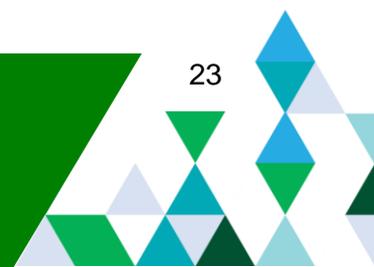
### 3.1.3 Putting victims first

The Statements and their initiatives align with Victoria Police's focus on victim-centric policing. The initiatives aim to support police to protect victims and witnesses and to work with other agencies to keep them safe and connected to the right support services. A range of initiatives are also aimed at facilitating services to work together to identify vulnerable children and young people, and act early with support as well as to protect Victoria's women and children against family violence.

- ◆ Family violence accounts for approximately 60% of Victoria Police's work. This highlights the importance of providing ongoing, tailored family violence training to all members as they move through the ranks and associated responsibilities. The Trustee is pleased to see the completion of the Victoria Police Family Violence Centre for Learning. The Trustee is confident this dedicated facility will improve sworn police officers' understanding of the dynamics of family violence, and the police's response to perpetrators and responsibilities to victims. In addition, the Trustee is pleased to see the deployment of an additional 184 dedicated family violence officers. The Trustee hopes these initiatives, combined with others, will in the long-term reverse the increasing trend of family incident rates<sup>9</sup>.
- ◆ The Trustee is pleased to see that over 7000 mobile devices have been deployed to frontline officers. Having received a demonstration of the features and functions of the hand-held devices, the Trustee is confident that these devices are already benefiting operational members and providing greater efficiency in delivering police services. The devices can also be

<sup>8</sup> City of Melbourne, Daily Population Estimates and Forecasts, The City of Melbourne, 2017.

<sup>9</sup> Crime Statistics Agency, Data tables – Family incidents – year ending December 2018, State of Victoria, March 2019.



paired with body-worn cameras, providing greater flexibility because the mobile devices can be used as an external camera in difficult locations and situations, which will reduce risks for members.

- ◆ The Trustee believes providing body-worn cameras as part of police officers' equipment for day-to-day police duties is vital for modern day policing. Body-worn cameras may be used to record incidents or witness statements, and then used as evidence. This may prevent false 'non-guilty' pleas and reduce re-victimisation, thereby enhancing victims' experience with the overall justice system. The Trustee believes victims need to be treated with fairness, respect and inclusivity, so they are not seen as passive spectators. Technology can make it easier for victims to record their testimony and for police to collect evidence at crime scenes. The Trustee is pleased to see that as of 29 March 2019, 2577 body-worn cameras have been deployed and the project is on track to complete deployment of up to 11,000 body-worn cameras by November 2019.

### 3.1.4 Holding offenders to account

The Statements set out a whole of justice system response to hold offenders accountable for their actions. Work is underway to implement initiatives so that the community and those who choose to break the law, know there are consequences for criminal behaviour. The initiatives are also aimed at supporting police to proactively monitor and manage the risks posed by serious offenders, as well as increasing engagement and connection between offenders and relevant agencies to assist with behavioural changes.

- ◆ Currently there are more than 55,000 crime scene DNA samples held by police that are not matched to any person's profile.<sup>10</sup> With the passing of new laws in March 2019, police now have the power to take DNA samples, without obtaining a court order, from certain young and adult suspects and offenders, including adults suspected of committing an indictable offence. The Trustee is confident that this significant change will help police crack thousands of unsolved crimes and will assist police in solving serious and high-volume crime.
- ◆ Those who protect the community have the right to be protected also. Too often, Victoria's police, paramedics, firefighters and other emergency services workers are assaulted, or their families intimidated, when they put their lives on the line to keep us all safe. Data shows that there is an increasing number of assaults on police, emergency services or any other authorised officer, with 2012 criminal incidents reported in 2018.<sup>11</sup> The Trustee supports the government's new legislation passed in March 2019, which mandates that anyone who assaults and injures a police, emergency services or any other authorised officer will receive a custodial sentence.

### 3.1.5 Improving Victoria Police capability, culture and technology

The Statements recognise that for Victoria Police to keep the community safe from harm, they too must be safe, with the right capability, culture and technology to do their jobs efficiently and effectively. The Statements commit the government to implementing initiatives intended to further

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<sup>10</sup> Minister for Police and Emergency Services, Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019.

<sup>11</sup> Crime Statistics Agency, Data tables – Criminal Incidents Visualisation – year ending December 2018, State of Victoria, March 2019.

instil a police workforce that is diverse and inclusive in structure, and objective and just when servicing the needs of all Victorians. It also aims to support Victoria Police in employing the use of evidence, data and technology for more effective policing services.

- ◆ The threat of terrorism and 'active shooter' incidents is an emerging challenge in modern policing. To protect the community in this changing landscape, officers must be equipped with the appropriate tools. The Trustee is pleased to see that the government has adopted new tactical options to respond to active shooter incidents, in line with other Australian and international policing agency strategies. Victoria Police will be provided with new longarm firearms and associated training. Increased capability helps protect the community by targeting attacks aimed at people, rather than infrastructure, with the intention to cause loss of life. It is important to realise that not all active shooter incidents are motivated by extremism, as they could be motivated by a serious fixation or mental health issue.
- ◆ A recent survey by Beyond Blue found one in three emergency workers suffer psychological distress, which is three times higher than the average worker. Immediate treatment of these type of conditions will mean a quicker return of employees to a core workforce that helps keep the community safe. The Trustee applauds government's continued focus on the issue of mental health. Victoria Police have completed a mental health prevalence review within the organisation, expanded their services to all current and former employees and launched the mental health and wellbeing website 'Bluespace' (<https://www.bluespacewellbeing.com.au/>). More recently, the government has allocated an additional \$2.5 million, under the Victorian Budget 2019/2020, towards a pilot program where emergency workers will receive a provisional payment for 13 weeks treatment whilst their WorkCover claims are being assessed. Historically, physical injuries were the focus, and the Trustee is pleased to see that the government is now also addressing mental health and wellbeing.
- ◆ Victoria Police's primary role is to deliver a safer Victoria. To effectively do this, the people and workplace itself needs to foster a strong culture committed to the health, safety and wellbeing of all. The Trustee is pleased to see the publication of various strategies and action plans to increase workforce diversity and inclusivity of Aboriginal and Torres Strait Islander people, people with a disability, culturally and linguistically diverse people, and gender and sex diverse people. The Trustee advises that ongoing leadership and performance measuring will be required to ensure that these activities translate to operational value within the workplace.

## 3.2 Towards continuous improvement

In assessing the implementation progress of the initiatives, the Trustee observed examples of good practice and areas for continuous improvement. The Trustee does not make any recommendations within this section. Its observations are made for the purposes of acknowledging good practice and highlighting improvement opportunities for consideration.

### 3.2.1 Good practice themes

#### Victoria Police project health checks

The Victoria Police Enterprise Project Management Office is the central coordination point for all Victoria Police projects and initiatives funded by the Statements. The Enterprise Project Management Office team conducts random and regular health checks on these projects and then provides feedback to the project team. The Trustee notes that all key project management areas are included in the health checks. The Trustee believes this will enhance consistency with the approach to project management to better safeguard the quality of the final deliverables, and develop the capability of staff. In addition, reflecting on project delivery in an objective way will enable the identification of good practice and of issues before they occur, which can save significant time and money.

#### Victoria Police online platform to coordinate projects

The Victoria Police Enterprise Project Management Office has developed an online platform to coordinate Victoria Police projects, including those under the Statement. This provides all users with a single point for all project documentation and tracking updates as well as a range of reporting options. The Trustee commends the Enterprise Project Management Office team for also developing and providing users with advice, online tools and templates to facilitate best practice in project management. The Trustee encourages all Victoria Police project leads to use the platform as a central point for storing, recording and managing all aspects of project delivery.

### 3.2.2 Other considerations

The Trustee acknowledges the challenges of delivering a program of this scale. The Trustee believes improvement will come over time, and notes that the following continuous improvement opportunities did not impact on the findings.

#### Improved strategic governance across government

In 2017 Victoria Police established a Community and Public Safety Interagency Advisory Board to provide an additional layer of governance and to facilitate an integrated delivery of Statement activities across government. In the past 12 months, the advisory board met twice. The Trustee understands Victoria Police conducted a review of the interagency advisory board's role and responsibilities, but to date no decision has been made with regards to the future. The Trustee understands Victoria Police are working with central agencies to establish an interdepartmental committee that will provide a strategic governance role in relation to the initiatives. The Trustee believes a board similar to the interagency advisory board has value in providing strategic advice rather than a monitoring role, and encourages its establishment.

### **Improved connection between Victoria Police financial management and project baselines**

The Trustee believes Victoria Police's management of its Statement funds and initiatives is set up appropriately with corporate financial staff embedded in the Victoria Police Enterprise Project Management Office and responsible for the tracking of expenditure relating to the initiatives. The Trustee found that some Victoria Police projects had underspends due to delays, whilst others had overspends due to earlier progress, and many required a recashflow. However, the Trustee experienced difficulty when trying to ascertain whether Victoria Police projects have received government-approved recashflows and that these had translated to updated project baselines including budget and milestones. In addition, the Trustee felt that Victoria Police could improve its issues management and documentation of budget variances.





## 4 Findings: implementation progress of initiatives

This section provides more detail on the implementation of each initiative the Trustee assessed as part of this assurance report. The Trustee's comments take into consideration, and tries to avoid repeating, similar observations made in the previous assurance reports, particularly on initiatives that were classified as completed or closed.

This assurance report avoids providing specific details that would compromise security. See Appendix A for a summary of all initiatives monitored to date by the Trustee, including initiatives that were classified as completed or closed in previous reports.



**Table 1 Summary of Trustee findings for the implementation progress of initiatives monitored within this assurance report**

ID	Initiative title	Responsible entity	Status	Trustee finding
<b>4.1.Reducing harm</b>				
<b>Statement 2017</b>				
4.1.1.	2729 new police officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.1.2.	100 new Protective Services Officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.1.3.	Measure of harm reporting	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.1.4.	Public order: visible and active policing	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.1.5.	Road safety operations	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
<b>Statement 2018/19</b>				
4.1.6.	Technology enabled offending: new specialist police and technology	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.1.7.	Legislative reform: heroin trafficking	Department	Completed	This initiative has been implemented as planned
4.1.8.	Legislative reform: excessive speeding and unlicensed driving	Department	Completed	This initiative has been implemented as planned
4.1.9.	Policy review: serious traffic crimes	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.1.10.	Policy reform: Public event planning	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.1.11.	Pilot: Embedded Youth Outreach	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

ID	Initiative title	Responsible entity	Status	Trustee finding
<b>4.2. Increasing connection to the community</b>				
<b>Statement 2017</b>				
4.2.1.	24-hour police stations	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.2.2.	24-hour non-emergency Police Assistance Line	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.2.3.	Online reporting portal	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.2.4.	Station replacement	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.2.5.	New Youth Specialist Officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
<b>Statement 2018/19</b>				
4.2.6.	Melbourne East station replacement	Victoria Police	Completed	This initiative has been implemented as planned
4.2.7.	Mobile police stations	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.2.8.	Policy review: Protective Services Officers' presence, powers and career pathways	Department / Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.2.9.	Grants: Public Safety Infrastructure Fund	Department	Completed	This initiative has been implemented as planned
4.2.10.	Grants: Community Safety Fund	Department	Completed	This initiative has been implemented as planned
4.2.11.	Grants: youth crime prevention projects	Department	Completed	This initiative has been implemented as planned
4.2.12.	Grants: Crime Stoppers, Neighbourhood Watch and the National Motor Vehicle Theft Reduction Council	Department	Completed	This initiative has been implemented as planned

ID	Initiative title	Responsible entity	Status	Trustee finding
<b>4.3. Putting victims first</b>				
<b>Statement 2017</b>				
4.3.1.	New specialist family violence police officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.3.2.	Community safety networks	Department	Completed	This initiative has been implemented as planned
4.3.3.	Mobile devices for frontline officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.3.4.	Body-worn cameras	Department / Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.3.5.	Victoria Police Family Violence Centre of Learning	Victoria Police	Completed	This initiative has been implemented as planned
4.3.6.	Family violence specialist career pathway	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
<b>4.4. Holding offenders to account</b>				
<b>Statement 2017</b>				
4.4.1.	Youth Justice System Reform: Monitoring and Control Bail Supervision Scheme	Department	Completed	This initiative has been implemented as planned
4.4.2.	Youth Justice System Reform: expand bail supervision program	Department	Completed	This initiative has been implemented as planned
4.4.3.	Youth Justice System Reform: Central After-Hours Assessment and Bail Placement Service	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.4.	Policy reform: Youth Justice Strategy	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.5.	Automatic Number Plate Recognition technology	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.4.6.	Streamlined DNA testing	Department / Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

ID	Initiative title	Responsible entity	Status	Trustee finding
4.4.7.	Trial: number plate theft reduction initiatives	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.8.	Reducing youth in the criminal justice system	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
<b>Statement 2018/19</b>				
4.4.9.	Legislative reform: aiding organised crime through commercial trafficking	Department	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.4.10.	Legislative reform: unlawful association	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.11.	Policy review: criminal organisation control laws	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.12.	Policy review: asset confiscation regime	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.4.13.	Legislative reform: further protect Victoria Police personnel	Department	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.4.14.	Legislative reform: police powers to act against businesses suspected of engaging in serious criminal activity	Department	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.4.15.	Policy review: petrol theft information sharing	Victoria Police	Completed	This initiative has been implemented as planned
4.4.16.	Policy review: vehicle theft intelligence gathering	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
<b>4.5. Improving Victoria Police capability, culture and technology</b>				
<b>Statement 2017</b>				
4.5.1.	Parental leave program	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

ID	Initiative title	Responsible entity	Status	Trustee finding
4.5.2.	Mental health literacy program	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives
4.5.3.	Specialist training facility build	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.5.4.	Air Wing capability	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.5.5.	Expand roadside drug testing	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
<b>Statement 2018/19</b>				
4.5.6.	Longarm firearms equipment and training	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.5.7.	Legislative reform: warrant and crime scene processes	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.5.8.	Policy review: court costs in unsuccessful prosecutions	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.5.9.	Policy review: powers to gather evidence	Department	Ongoing	This initiative is progressing and will continue to be monitored
4.5.10.	Policy review: mental health of police and other emergency services workers	Department / Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored
4.5.11.	Policy reform: workforce diversity – strategies and action plans	Victoria Police	Completed	This initiative has been implemented as planned

## 4.1 Reducing harm

### 4.1.1 2729 new police officers

	Responsible entity	Status	Trustee finding
2729 new police over four years to keep our streets and suburbs safe and to respond to critical issues	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including a program initiation document, recruitment schedule, deployment plan, project and financial status reports and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>12</sup> and Victoria Police gazette articles<sup>13</sup>.

#### Attraction, recruitment and training

Victoria Police advises that the media campaign to attract applicants is on track and that the Police Academy has been training new recruits to meet the additional 2729 police officers promised under the Statement. The Trustee notes that the advertising campaign includes television, print, radio, social media, and information and career expos. The female gender composition remains steady at approximately 36% of all applicants, and Victoria Police are meeting applicant targets for Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse community groups.

#### Deployment

Victoria Police advised that as at 31 March 2019 an additional 780 police officers from the 2729 investment have been deployed. This figure will increase each month as recruits finish their

<sup>12</sup> Minister for Police and Emergency Services, More police and an even stronger focus on family violence, Victorian Government, 26 April 2019; Minister for Police and Emergency Services, New police station opens in the heart of Melbourne, Victorian Government, 18 April 2019; Minister for Police and Emergency Services, Record police investment delivers community safety, Victorian Government, 21 December 2018; Minister for Police, Better police facilities to keep the Colac community safe, Victorian Government, 24 October 2018; Minister for Police, New police starting in Geelong, Victorian Government, 11 October 2018; Minister for Police, New Bourke Street police hub as police numbers boom, Victorian Government, 2 October 2018; Minister for Police, Better police facilities to support a safer Cowes, Victorian Government, 25 September 2018; Minister for Police, Crime continues to fall, Victorian Government, 20 September 2018; Minister for Police, Record investment continues to drive a safer Victoria, Victorian Government, 3 September 2018; Minister for Police, Dandenong community to have greater voice in tackling crime, Victorian Government, 23 July 2018; Minister for Police, Police call centre drives jobs and investment in Ballarat, Victorian Government, 18 July 2018; Minister for Police, A growing force and more police on the way, Victorian Government, 10 July 2018; Minister for Police, Wyndham super station to fight crime in the west, Victorian Government, 10 July 2018.

<sup>13</sup> Victoria Police, A message from the Chief Commissioner, The Victoria Police Gazette, number 1, 7 January 2019; Victoria Police, Family Violence Training Officers rollout, The Victoria Police Gazette, number 17, 20 August 2018.

training. These police officers have been posted to areas that have the highest need for policing services or resources as determined using the Staff Allocation Model, including:

- ◆ Eastern, North Western Metro, Southern Metro and Western Region
- ◆ Specialist areas including road policing, counter terrorism, intelligence and covert support, professional standards, legal services, youth crime, air wing, family violence and parental leave backfill program.

Although outside of Trustee scope, the Trustee notes that the additional 406 police officers promised under the Public Order Response Package have been deployed. In addition, recruitment of project staff continues to increase the number of Victoria Police prosecutors, who support Victoria’s judicial and coronial proceedings by presenting evidence to the courts in a fair manner.

#### 4.1.2 100 new Protective Services Officers

Description	Responsible entity	Status	Trustee finding
\$62.3 million to recruit an additional 100 Protective Services Officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including a program initiation document, project management plan, recruitment schedule, project and financial status reports, communication plans, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>14</sup> and a Victoria Police gazette article<sup>15</sup>.

Victoria Police have met the interim target of employing an additional 50 Protective Services Officers by 30 June 2019. The deployment of the remaining 50 positions will be split across the next two years. The role has expanded to provide greater flexibility and mobility, including a presence on trains and trams and additional safety at key public transport hubs.

#### 4.1.3 Measure of harm reporting

Description	Responsible entity	Status	Trustee finding
Severity of crime and the harm it causes	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by the Crime Statistics Agency including a project proposal, position description, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Crime Statistics Agency staff.

<sup>14</sup> Minister for Police and Emergency Services, Serving up extra security for the Australian Open, Victorian Government, 11 January 2019; Minister for Police and Emergency Services, Record police investment delivers community safety, Victorian Government, 21 December 2018.

<sup>15</sup> Victoria Police, PSOs on trams, The Victoria Police Gazette, 9 January 2019.

The Crime Statistics Agency advised further research is being undertaken with options being developed for a final report to government in December 2019 for consideration. The Trustee notes that the proposed timeframe is 10 months upon endorsement of project and resources. A senior researcher has been recruited to lead the development of this new measure.

#### 4.1.4 Public order: visible and active policing

Description	Responsible entity	Status	Trustee finding
Maintain public order through a visible and active presence in the community	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>16</sup>.

Victoria Police advised this project has delivered an additional 40 specialist police officers in the Public Order Response Team, four Victorian public service staff, nine additional Public Order Response Team vehicles, a command and logistics truck, four Public Order Response Team transporters, and specialist equipment including helmets, gas masks and respirators. This enables Victoria Police to provide support across all police divisions, increase response capability and maintain public presence in an ever changing environment including public order at major events in Victoria.

Victoria Police also advised that the Special Operations Group received an additional two heavy armoured vehicles and three rapid deployment light armoured vehicles, with other specialist equipment ordered, to provide additional support for special operations, such as counter terrorism.

This initiative is related to other Victoria Police initiatives such as the 2729 new police officers (for more information see section 4.1.1); 100 new Protective Services Officers (for more information see section 4.1.2); and the specialist training facility build (for more information see section 4.5.3).

Appropriate governance processes are in place through Victoria Police’s Transit and Public Safety Command to deliver this initiative as part of standard business processes.

<sup>16</sup> Minister for Police and Emergency Services, Serving up extra security for the Australian Open, Victorian Government, 11 January 2019; Minister for Police and Emergency Services, Record police investment delivers community safety, Victorian Government, 21 December 2018; Minister for Police, New specialist police vehicles, Victorian Government, 11 October 2018; Victoria Police, New crowd control equipment, State of Victoria, 26 March 2018.

#### 4.1.5 Road safety operations

Description	Responsible entity	Status	Trustee finding
Continue to keep our roads safe by implementing Towards Zero, Victoria’s Road Safety and Strategy Action Plan 2016–2020, including operations targeting speeding, drug and drunk driving, and high-risk drivers	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, budget analysis, and the response to the Trustee’s information request via the customised template. The Trustee also reviewed the Victoria Police strategy and action plan for road safety and the Victorian Government Budget paper for service delivery. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>17</sup>.

Victoria Police advised that four targeted operations were undertaken between 1 July 2018 and 28 January 2019: a total of 56,910 traffic offences and 6464 crime offences were detected. The traffic offences included driver under the influence of alcohol and/or drugs, speeding, unlicensed driving, and driving whilst disqualified or using a mobile phone. In addition, Victoria Police advised of a future review into drug-testing processes to ensure the organisation continues to adopt best practice in road safety.

The Trustee notes that Victoria Police are funded and on track to achieve the commitment of a minimum of 150,000 drugs tests per annum, which is an additional 50,000 drug tests for the financial year 2018/19. For the financial year 2019/20, Victoria Police is again funded for an additional 50,000 drug tests.

The last of the 10 new alcohol and drug testing buses were delivered in March 2019, completing the expansion and replacement program costing \$11.7 million.

This initiative is related to other Victoria Police initiatives such as expanding roadside drug testing (for more information see section 4.5.5).

Appropriate governance processes are in place through Victoria Police’s Road Policing Command to deliver this initiative as part of business as usual.

<sup>17</sup> Minister for Police and Emergency Services, Stop, revive and arrive alive this Easter weekend. Victorian Government, 18 April 2019; Minister for Police and Emergency Services, Delivering safer roads: rollout of alcohol and drug testing fleet complete, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Australia Day long weekend road safety blitz, Victorian Government, 24 January 2019; Victoria Police, Too many unwise decisions on our roads, State of Victoria, 8 January 2019; Victoria Police, Police reflect on lives lost in 2018, State of Victoria, 18 December 2018; Victoria Police, Scoreboard siren sounds, State of Victoria, 1 October 2018; Minister for Police, Four-day road safety blitz as footy fever hits, Victorian Government, 26 September 2018; Minister for Police, New compact alcohol and drug buses target backstreets, Victorian Government, 23 September 2018.

#### 4.1.6 Technology enabled offending: new specialist police and technology

Description	Responsible entity	Status	Trustee finding
Funding for extra specialist staff and technology to detect and prevent online child abuse, disrupt serious organised crime and conduct surveillance	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including the project initiation document, project and financial status reports and the response to the Trustee’s information request via the customised template.

Victoria Police advised this project will build capacity and cyber capabilities in specialist areas including eCrime, anti-child exploitation, information systems, and intelligence and covert support. The planning commenced in February 2019 and is expected to be fully implemented by June 2022.

#### 4.1.7 Legislative reform: heroin trafficking

Description	Responsible entity	Status	Trustee finding
Introduce new laws and tougher penalties to reduce the quantities of heroin that qualify for charges of trafficking and commercial trafficking	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Justice Policy and Data Reform group of the department including a legislative reference<sup>18</sup> and response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff, and noted a government gazette publication<sup>19</sup> and several government media releases<sup>20</sup>.

The *Justice Legislation Amendment (Police and Other Matters) Act 2019* received Royal Assent on 13 March 2019. The relevant part of the amendment introduces a new offence: trafficking in a commercial quantity of a drug of dependence for the benefit of or at the direction of a criminal organisation. In addition, the amendment reduced the quantities of certain drugs that qualify for offence charges of commercial trafficking.

The Trustee considers the commencement of the relevant part of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, to complete this initiative, as part of standard business processes.

<sup>18</sup> *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

<sup>19</sup> Victoria Government Gazette, Proclamation of Royal Assent of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, State Government of Victoria, 13 March 2019.

<sup>20</sup> Minister for Police and Emergency Services, Tougher new laws to solve crime clears Parliament, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019.

This initiative is related to other department initiatives such as the legislative reform: aiding organised crime through commercial trafficking (for more information see section 4.4.9).

#### 4.1.8 Legislative reform: excessive speeding and unlicensed driving

Description	Responsible entity	Status	Trustee finding
Strengthened penalties for excessive speeding and unlicensed driving	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including legislation documents, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted a government gazette publication<sup>21</sup>.

The *Transport Legislation Amendment (Road Safety, Rail and Other Matters) Act 2017* received Royal Assent on 19 December 2017. The relevant part of the amendment commenced on 1 November 2018 and introduced new penalties for unlicensed driving, and mandatory minimum licence suspension for excessive speed (25 – 35 km/h over the limit).

#### 4.1.9 Policy review: serious traffic crimes

Description	Responsible entity	Status	Trustee finding
Review the operation of laws relevant to suspension and cancellation of drivers’ licences of people charged with serious traffic crimes, including those which have resulted in death	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response provided by Police, Fines and Crime Prevention group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that road safety agencies are considering whether it is appropriate to suspend the drivers’ licences of persons charged with serious traffic offences immediately, as already occurs with high level drink-driving and drug-driving offending. These additional serious offences are likely to include high level speeding, and other offences where death has resulted or which otherwise pose a grave risk to public safety.

<sup>21</sup> Victoria Government Special Gazette, Proclamation of Royal Assent of the *Transport Legislation Amendment (Road Safety, Rail and Other Matters) Act 2017*, State Government of Victoria, 19 December 2017.

#### 4.1.10 Policy reform: Public event planning

Description	Responsible entity	Status	Trustee finding
Examine the role of Victoria Police in the planning of public events such as music festivals to promote community safety and prevent harm related to drug use	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response provided by Police, Fines and Crime Prevention group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that, in March 2019, a working group was formed to discuss planning, prevention and safety issues at music festivals. Attendees included Victoria Police and government agencies involved in the planning and provision of services at these events. This meeting focused on sharing information regarding current efforts and key issues across government in relation to reducing harm that can arise at some music festivals. The Trustee notes that future meetings will consider opportunities for greater coordination, and discussions will be ongoing.

#### 4.1.11 Pilot: Embedded Youth Outreach

Description	Responsible entity	Status	Trustee finding
Introduce an Embedded Youth Outreach pilot in Wyndham and south east Melbourne to provide immediate assessment and response to high-risk young people	Victoria Police	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Victoria Police including the project management plan, project and financial status reports and the response to the Trustee’s information request via the customised template. The Trustee noted relevant government media releases<sup>22</sup>.

Victoria Police advised of fully operational night shifts of the Embedded Youth Outreach pilot in Werribee and Dandenong. Victoria Police and Swinburne University will undertake an extensive evaluation of the pilot.

<sup>22</sup> Minister for Police, After-hours outreach program to support youths, Victorian Government, 29 August 2018; Victoria Police, New program pairs police with youth workers, State of Victoria, 29 August 2018.

## 4.2 Increasing connection to the community

### 4.2.1 24-hour police stations

Description	Responsible entity	Status	Trustee finding
24-hour police stations to be open all hours	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed a written response by Victoria Police and interviewed relevant senior Victoria Police staff.

Victoria Police advised that all 24-hour police stations are now open all hours.

This initiative is related to other Victoria Police initiatives such as the 2729 new police officers (for more information see section 4.1.1).

### 4.2.2 24-hour non-emergency Police Assistance Line

Description	Responsible entity	Status	Trustee finding
A new 24-hour non-emergency Police Assistance Line to enable people to contact Victoria Police in non-emergency situations, such as reporting a crime or suspected criminal activity, and make general enquiries	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff in charge of the 'BlueConnect' program and noted a relevant government media release<sup>23</sup>.

BlueConnect comprises the Police Assistance Line, online reporting portal, mobile devices for frontline officers and body-worn cameras.

Victoria Police advised the completion of the Ballarat Centre in December 2018. In addition, 32 staff have been employed to service the Police Assistance Line and online reporting portal. The program has been developed and tested for quality control. Victoria Police anticipates that the system will be launched in June 2019, and is expected to achieve full capacity by 2020. A detailed

<sup>23</sup> Minister for Police, Police call centre drives jobs and investment in Ballarat, Victorian Government, 18 July 2018.

communications strategy will be developed to engage with the community to ensure a smooth transition.

This initiative is related to other Victoria Police initiatives such as the online reporting portal (for more information see section 4.2.3); mobile devices for frontline officers (for more information see section 4.3.3); and body-worn cameras (for more information see section 4.3.4).

### 4.2.3 Online reporting portal

Description	Responsible entity	Status	Trustee finding
Create an online reporting portal for reporting crime and obtaining information and other assistance	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff in charge of the 'BlueConnect' program and noted a relevant government media release<sup>24</sup>.

Victoria Police advised that it anticipates the system to be launched by June 2019. The Victoria Police web page has been redeveloped to cater for the changes.

This initiative is related to other Victoria Police initiatives such as the 24-hour non-emergency Police Assistance Line (for more information see section 4.2.2).

<sup>24</sup> Minister for Police, Police call centre drives jobs and investment in Ballarat, Victorian Government, 18 July 2018.



#### 4.2.4 Station replacement

Description	Responsible entity	Status	Trustee finding
Replace 10 stations across the State: Alexandra, Altona North, Reservoir, Rutherglen, South Melbourne, Tangambalanga, Warracknabeal, Wedderburn, Wycheproof and Wyndham	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, photographs and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>25</sup>.

Victoria Police provided updates on all police stations. The Trustee is confident that appropriate risk and issue management strategies are in place to mitigate any infrastructure build delays.

The following police stations are completed: Tangambalanga, Wedderburn, Rutherglen, Warracknabeal, Wycheproof and Alexandra.

#### Altona North Police Station and Reservoir Police Station

Land acquisition phases for both station new builds are completed. Preparations are underway to obtain relevant permits. Victoria Police anticipates that both stations will be completed by June 2020.

#### South Melbourne Police Station

Land acquisition phase is completed, with significant overspends. Design development phase has commenced. Victoria Police advised that various budget options are being developed. In addition, timelines are being closely monitored and will be rebaselined if required. This may impact the forecast completion date of August 2020.

#### Wyndham Police Station

Construction issues have caused project delays and budget variances. Victoria Police advised that a recashflow has been submitted to the Department of Treasury and Finance. Victoria Police anticipates completion by December 2020.

<sup>25</sup> Victoria Police, New police station for Alexandra, State of Victoria, 27 March 2019; Victoria Police, New look Warracknabeal police station opens its doors, State of Victoria, 27 March 2019; Victoria Police, New Rutherglen police station opens its doors, State of Victoria, 14 January 2019; Victoria Police, New Wedderburn police station opens its doors, State of Victoria, 18 December 2018; Victoria Police, New Tangambalanga police station opens its doors, State of Victoria, 8 October 2018; Minister for Police, Wyndham super station to fight crime in the west, Victorian Government, 10 July 2018.

#### 4.2.5 New Youth Specialist Officers

Description	Responsible entity	Status	Trustee finding
42 new youth specialist positions to work in local communities and divert young people from a life of crime	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including program initiation change request documents, operational role description, project status report and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff.

As end of March 2019, 40 new youth specialist positions were deployed, with two positions to be filled. The five month delay was due to the lack of suitable applicants to fill the roles. These positions are in addition to the 93 Youth Resource Officers who engage with youth in the local communities.

This initiative is related to another Victoria Police initiatives such as reducing youth in the criminal justice system (for more information see section 4.4.8).

#### 4.2.6 Melbourne East station replacement

Description	Responsible entity	Status	Trustee finding
Upgrade Melbourne CBD police presence through replacing the station in Melbourne East	Victoria Police	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Victoria Police including the project status report and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>26</sup>.

The Minister for Police and Emergency Services officially opened the Melbourne East Police Station at 202 Bourke Street on 18 April 2019. This \$36.4 million investment is open to the public 24-hours, seven days a week.

<sup>26</sup> Minister for Police and Emergency Services, CBD Security upgrades continue to roll out, Victorian Government, 19 June 2019; Minister for Police and Emergency Services, New police station opens in the heart of Melbourne, Victorian Government, 18 April 2019; Minister for Police, New Bourke Street police hub as police numbers boom, Victorian Government, 2 October 2018.

#### 4.2.7 Mobile police stations

Description	Responsible entity	Status	Trustee finding
Five new specialised vehicles to stamp out crime at a local level	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including a project plan, project and financial status reports and the response to the Trustee’s information request via the customised template.

Victoria Police advised that this \$5 million initiative will fund five specialised mobile police vehicles by June 2022. In February 2019, a user group was established with initial discussions around the procurement of a varied fleet mix.

#### 4.2.8 Policy review: Protective Services Officers’ presence, powers and career pathways

Description	Responsible entity	Status	Trustee finding
Expand the presence of Protective Services Officers beyond the public transport network and into other places of mass gathering as well as more career pathway opportunities	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Police, Fines and Crime Prevention group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted relevant government media releases<sup>27</sup>.

The department advised consultation has commenced with Victoria Police to develop and expand the Protective Services Officer deployment model and assess an appropriate legislative framework to support the model. The Trustee notes, that as at February 2019, a total of 1170 Transit Protective Services Officers are now employed by Victoria Police and a further 50 are planned to come online over the next two years.

This initiative is related to other Victoria Police initiatives such as 100 new Protective Services Officers (for more information see section 4.1.2).

<sup>27</sup> Attorney-General, Tougher counter-terrorism laws now in effect, Victorian Government, 1 October 2018; Minister for Police, Mobile PSOs to keep commuters safe on trains, Victorian Government, 2 September 2018.

#### 4.2.9 Grants: Public Safety Infrastructure Fund

Description	Responsible entity	Status	Trustee finding
Improve public space safety through the Public Safety Infrastructure Fund	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including grant guidelines, conduct and assessment plan, funded project overview, funded project fact sheets and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff, reviewed the Community Crime Prevention ‘Public Safety Infrastructure Fund’ web pages<sup>28</sup> and noted relevant government media releases<sup>29</sup>.

The department advised that over \$2.5 million worth of grants were awarded during 2018–19. These projects are required to be completed by November 2019 and support activities such as good urban design and equipment, including Closed Circuit Television and public lighting. The Trustee notes the establishment of the fund and that the 20 projects funded across Victoria, ranging from approximately \$25,000 to \$250,000, help improve community safety, security and confidence in public places. In all these instances, the relevant local council also contributed to the projects. Grants for 2019–20 opened in May 2019.

The Trustee commends the Community Crime Prevention Unit of the department for the development and provision of resources, guides, toolkits and communications, including web pages and videos, to assist Victorian local councils to apply for these grants, and grant recipients to design and deliver effective infrastructure projects. The Trustee notes that a mixed panel was established to ensure assessment of grants was aligned with state and local government priorities as well as probity requirements. The Trustee is pleased to see that the Community Crime Prevention teams maintain regular contact with grant recipients to ensure projects are delivered in accordance with plans, milestones and evaluation requirements.

Although the delivery and evaluation of the granted programs is outside of the Trustee’s scope, the Trustee notes the robust project management processes in place to coordinate its implementation.

<sup>28</sup> <https://www.crimeprevention.vic.gov.au/grants/public-safety-infrastructure-fund>

<sup>29</sup> Minister for Police and Emergency Services, Keeping a close watch on St Kilda this new years, Victorian Government, 28 December 2018; Minister for Police, CCTV overhaul to improve safety in Shepparton, Victorian Government, 3 October 2018; Minister for Police, \$4 million in crime prevention grants to boost safety, Victorian Government, 22 May 2018.

#### 4.2.10 Grants: Community Safety Fund

Description	Responsible entity	Status	Trustee finding
Improve public space safety through the Community Safety Fund	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including grant guidelines, conduct and assessment plan, assessor guide, funded project overview, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff, reviewed the Community Crime Prevention ‘Community Safety Fund’ web pages<sup>30</sup> and noted relevant government media releases<sup>31</sup> and a relevant internal department news web page publication<sup>32</sup>.

The department advised that over \$600,000 worth of grants were awarded during 2018–19. These projects are required to be completed by September 2019. The Trustee notes the establishment of the fund and that the 100 projects funded across Victoria, up to \$10,000 each, support locally-based crime prevention activities such as security equipment and infrastructure, targeting theft and theft of motor cars, and small-scale physical improvements and upgrades to public spaces.

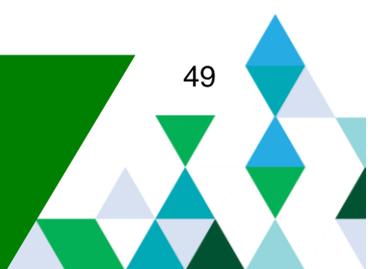
Applications for the 2019–20 Community Safety Fund are scheduled to open 26 August 2019. The Trustee commends the Community Crime Prevention Unit of the department for undertaking activities to reflect on past experience and apply these learning to improve their future grant activities to achieve better community outcomes.

Although the delivery and evaluation of the granted programs are outside of the Trustee’s scope, the Trustee notes the robust project management processes in place to coordinate its implementation.

<sup>30</sup> <https://www.crimeprevention.vic.gov.au/grants/community-safety-fund>

<sup>31</sup> Minister for Police, Supporting Gippsland: Community Crime Prevention, Victorian Government, 24 August 2018; Minister for Police, Supporting a safer Geelong and Bellarine, Victorian Government, 24 August 2018; Minister for Police, \$4 million in crime prevention grants to boost safety, Victorian Government, 22 May 2018.

<sup>32</sup> J-info, Funding awarded for 100 new community-led crime prevention grants, Victorian Government, 28 August 2018.



#### 4.2.11 Grants: youth crime prevention projects

Description	Responsible entity	Status	Trustee finding
Invest more in existing youth crime prevention projects that help communities stop and prevent youth offending	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including grant guidelines, conduct and assessment plan, interim evaluation report<sup>33</sup>, funded project overview and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted relevant government media releases<sup>34</sup>.

In addition to the \$8.5 million in Youth Crime Prevention Grants and the \$1.5 million in Koori Youth Crime Prevention Grants awarded in 2016–17, the department advised that a further \$6.6 million was awarded to 13 of the 18 existing grant recipients for a two year period to 2020–21. The Trustee notes the awarding of the additional funds and that these funded projects aim to address offending behaviour and recidivism by young people aged between 10 to 24 years who have had contact with, or have a demonstrated risk of being involved with, the criminal justice system. The Trustee also notes the continued strong plans, reporting and stakeholder engagement processes in place to support, discuss and resolve operational issues that arise.

Although the delivery and evaluation of the granted programs are outside of the Trustee’s scope, the Trustee notes the robust project management processes in place to coordinate its implementation. The Trustee commends the Community Crime Prevention Unit of the department and the Crime Statistics Agency for its evaluation program to measure the success of funded projects in engaging with young Victorians in preventing crime and criminal behaviour. An interim evaluation report was delivered in October 2018 and focused on findings about implementation of the projects, with early indications that projects will achieve intended outcomes. The Trustee notes the final evaluation report is due by December 2019 and will focus on project outcomes.

<sup>33</sup> <https://www.crimeprevention.vic.gov.au/executive-summary-youth-crime-prevention-grants-interim-evaluation-report>

<sup>34</sup> Minister for Crime Prevention, Giving kids a change to reboot their lives, Victorian Government, 16 May 2019; Minister for Crime Prevention, Youth Justice alert: Helping young Victorians break cycle of crime, Victorian Government, 30 April 2019.

#### 4.2.12 Grants: Crime Stoppers, Neighbourhood Watch and the National Motor Vehicle Theft Reduction Council

Description	Responsible entity	Status	Trustee finding
Fund Crime Stoppers, Neighbourhood Watch and the National Motor Vehicle Theft Reduction Council to deliver local youth crime prevention activities across metropolitan and regional Victoria	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including business and project plans, funding agreements, project status reports, meeting documentation and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted a relevant Crime Stoppers Victoria article<sup>35</sup>.

##### Crime Stoppers Victoria

The department advised funding of \$2.8 million over four years to support the core function and capability of the organisation, including through the recruitment of seven business operations positions as well as the delivery of a community consultation strategy, partnership policy framework, marketing strategy and new technology and website upgrade. The Trustee encourages the continued regular meetings between Crime Stoppers Victoria and the Community Crime Prevention Unit of the department to ensure project deliverables remain on track.

##### Neighbourhood Watch

The department advised funding of \$1.3 million over four years to Neighbourhood Watch to support the core function and capability of the organisation, including through the recruitment of three business operations positions as well as improving and modernising the Neighbourhood Watch brand and its awareness, building membership base and connection with the community and delivering crime prevention programs. The Trustee notes the funding and that regular meetings between Neighbourhood Watch and the Community Crime Prevention Unit occur to keep deliverables on track and resolve any issues.

##### National Motor Vehicle Theft Reduction Council

The department advised funding of \$877,000 to the National Motor Vehicle Theft Reduction Council over three years to support the delivery of various crime prevention strategies, including diverting young people from reoffending. The Trustee notes the funding and that regular meetings between the National Motor Vehicle Theft Reduction Council, Victoria Police and the department are held to ensure the funded projects are delivered.

Although the delivery and evaluation of the funded activities are outside of the Trustee’s scope, the Trustee notes the robust project management processes in place to coordinate their delivery.

<sup>35</sup> <https://www.crimestoppersvic.com.au/major-funding-boost-will-help-create-safer-victoria/>

## 4.3 Putting victims first

### 4.3.1 New specialist family violence police officers

Description	Responsible entity	Status	Trustee finding
415 specialist police to transform how Victoria Police responds to family violence	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, integrated schedule for delivery of staff, project health check assessment and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff as well as noted relevant government media releases<sup>36</sup> and a relevant Victoria Police gazette article<sup>37</sup>.

Victoria Police advised that, as of 28 February 2019, an additional 184 members were deployed to Victoria Police's Family Violence Command, of which 31 positions were allocated for training role positions. Victoria Police anticipates full deployment by June 2021.

The Trustee notes the strong management and deployment schedule in place to deliver this initiative in a coordinated manner without impacting service delivery in other areas.

This initiative is related to other Victoria Police initiatives such as the 2729 new police officers (for more information see section 4.1.1); body-worn cameras (for more information see section 4.3.4); Victoria Police Family Violence Centre of Learning (for more information see section 4.3.5); and family violence specialist career pathway (for more information see section 4.3.6).

<sup>36</sup> Minister for Police and Emergency Services, More police and an even stronger focus on family violence, Victorian Government, 26 April 2019; Minister for Police, better police facilities to support a safer Cowes, Victorian Government, 25 September 2018; Minister for Police, Police call centre drives jobs and investment in Ballarat, Victorian Government, 18 July 2018; Minister for Police, Wyndham super station to fight crime in the west, Victorian Government, 10 July 2018.

<sup>37</sup> Victoria Police, Family Violence Training Officers rollout, The Victoria Police Gazette, number 17, 20 August 2018.

### 4.3.2 Community safety networks

Description	Responsible entity	Status	Trustee finding
\$5.6 million to establish 12 community safety networks across local police areas, which will bring together police, community members and local businesses to prevent crime and victimisation before it occurs	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including updated terms of reference, roles and responsibilities document, sample local crime statistics factsheets, evaluation documentation, interim evaluation report, presentation to the Minister for Police and Emergency Services, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff, and noted a relevant government media release<sup>38</sup> and relevant internal department news web page publications<sup>39</sup>.

In addition to the establishment of the six Community Safety Networks in Latrobe, Wyndham, Melton, Cardinia, Ballarat and Whittlesea during 2017–18 (year one), the final six Community Safety Networks have been established in Brimbank, Dandenong, Frankston, Greater Geelong and Bellarine, Knox and Shepparton. The Trustee commends the government for using its learnings during the establishment of the first six sites, to help inform better decision making when setting up the final six networks during 2018–19 (year two).

Although outside of the Trustee’s scope, the department advised that, at all networks, local community safety and crime prevention initiatives are on track to be delivered by October 2019, and that Victoria Police are leading localised community engagement activities. At the networks set up during year two, approximately 7000 community members were engaged to discuss community safety concerns, local crime issues, current crime statistics and local policing. The Crime Statistics Agency delivered tailored factsheets on crime statistics for each network site to assist with tailoring local community safety and crime prevention projects. In addition, to measure the success of the investment, Monash University has been engaged to undertake an outcomes evaluation of the networks. An interim evaluation report was delivered in October 2018, and identified improvement opportunities which are being implemented. The Trustee notes that the final evaluation report will be provided in October 2019.

<sup>38</sup> Minister for Police, Dandenong community to have greater voice in tackling crime, Victorian Government, 23 July 2018.

<sup>39</sup> J-info, Our police officers get out and about to talk safety in the Pyrenees, Victorian Government, 14 January 2019; J-info, Victorian communities to have a greater voice in tackling crime, Victorian Government, 25 July 2018.

### 4.3.3 Mobile devices for frontline officers

Description	Responsible entity	Status	Trustee finding
Mobile devices for frontline officers	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including, project and financial status reports, and the response to the Trustee’s information request via the customised template. The Trustee observed a demonstration of the mobile technology, interviewed relevant senior Victoria Police staff and noted relevant Victoria Police gazette articles<sup>40</sup>.

Victoria Police advised that the mobile devices are part of the overall BlueConnect program, which also delivers the 24-hour non-emergency Police Assistance Line, online reporting portal and body-worn cameras.

As at 28 February 2019, 7145 devices have been deployed and the project remains on target to have 9100 devices operational by 30 June 2019. Victoria Police advised that over 11,000 devices will be delivered by the end of 2020.

Victoria Police advised that functionality for crime reporting and event reporting is currently under construction and it is anticipated to be released in 2019. In addition, due to delivery challenges, a recashflow request will be submitted to government.

This initiative is related to other Victoria Police initiatives such as the 24-hour non-emergency Police Assistance Line (for more information see section 4.2.2); online reporting portal (for more information see section 4.2.3); and body-worn cameras (for more information see section 4.3.4).

### 4.3.4 Body-worn cameras

Description	Responsible entity	Status	Trustee finding
State-wide roll out of body-worn cameras to better respond to and investigate crime	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, integrated master schedule of Victoria Police-led initiatives, papers and the response to the Trustee’s information request via the customised template. The Trustee

<sup>40</sup> Victoria Police, Crime reports get mobile treatment, The Victoria Police Gazette, number 5, 4 March 2019; Victoria Police, A message from the Chief Commissioner, The Victoria Police Gazette, number 1, 7 January 2019.

interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>41</sup>, a relevant internal department news web page publication<sup>42</sup> and Victoria Police gazette articles<sup>43</sup>.

Victoria Police advised that as of 29 March 2019, 2577 body-worn cameras are in use and it is anticipated the complete deployment of up to 11,000 body-worn cameras will be delivered by the end of November 2019. The project team continues to engage with the courts to be able to use vision on compatible technology. The body-worn cameras are paired to the hand held devices, which provides members with greater flexibility and immediate playback where required. Victoria Police has developed a comprehensive policy governing the activation and use of the devices.

This initiative is related to other Victoria Police initiatives such as the 24-hour non-emergency Police Assistance Line (for more information see section 4.2.2); online reporting portal (for more information see section 4.2.3); and mobile devices for frontline officers (for more information see section 4.3.3).

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<sup>41</sup> Minister for Police, Ballarat body-worn camera pilot rolling out statewide, Victorian Government, 30 August 2018; Minister for Police, Body-worn cameras to roll out across Victoria, Victorian Government, 30 August 2018.

<sup>42</sup> J-info, Ballarat body-worn camera pilot rolling out statewide, Victorian Government, 3 September 2018.

<sup>43</sup> Victoria Police, Camera rollout continues, The Victoria Police Gazette, number 2, 21 January 2019; Victoria Police, A message from the Chief Commissioner, The Victoria Police Gazette, number 1, 7 January 2019.



### 4.3.5 Victoria Police Family Violence Centre of Learning

Description	Responsible entity	Status	Trustee finding
Establish a Victoria Police Family Violence Centre of Learning	Victoria Police	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Victoria Police including a project status update, photographs, and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted a relevant government media release<sup>44</sup> and Victoria Police gazette article<sup>45</sup>.

The new facility opened in March 2019 and is fully functioning, including interactive training with respect to specialised interviewing of children and victims. The three month delay was due to audio-visual issues. Family Violence Training Officers are delivering ongoing training to all members, tailored to specific ranks.

This initiative is related to other Victoria Police initiatives such as the family violence specialist career pathway (for more information see section 4.3.6).

### 4.3.6 Family violence specialist career pathway

Description	Responsible entity	Status	Trustee finding
Increase family violence specialisation in Victoria Police, with a clear career pathway for those with specialist capability	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by Victoria Police including project status update and deployment schedule. The Trustee interviewed relevant Victoria Police staff.

The establishment of the Victoria Police Family Violence Centre of Learning and the progress and deployment schedule for an additional 415 specialist family violence police officers, including training positions, has increased Victoria Police’s capability in responding to family violence.

This initiative is related to other Victoria Police initiatives such as the new specialist family violence police officers (for more information see section 4.3.1); and Victoria Police Family Violence Centre of Learning (for more information see section 4.3.5).

Appropriate governance processes are in place through Victoria Police’s Family Violence Command to deliver this initiative as part of standard business processes.

<sup>44</sup> Minister for Police and Emergency Services, More police and an even stronger focus on family violence, Victorian Government, 26 April 2019.

<sup>45</sup> Victoria Police, Family Violence Training Officers rollout, The Victoria Police Gazette, number 17, 20 August 2018.

## 4.4 Holding offenders to account

### 4.4.1 Youth Justice System Reform: Monitoring and Control Bail Supervision Scheme

Description	Responsible entity	Status	Trustee finding
Introduce an Intensive Monitoring and Control Bail Supervision Scheme to provide stronger assurance that young people will comply with their bail conditions to remain in school, work or training	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Youth Justice group of the department including training delivery schedule, deployment schedule, and response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior department staff.

The Intensive Bail Scheme commenced on 1 June 2018. An additional 40 staff have been employed to provide this more specialised and intensive supervision, monitoring and support to young people subject to bail in the community. Around 164 Youth Justice staff have undertaken the associated training. The Trustee notes that this training has also been made available and provided to staff outside of the Youth Justice group.

This initiative is related to other department initiatives such as the Youth Justice System Reform: expand bail supervision program (for more information see section 4.4.2); and Youth Justice System Reform: Central After-Hours Assessment and Bail Placement Service (for more information see section 4.4.3).

### 4.4.2 Youth Justice System Reform: expand bail supervision program

Description	Responsible entity	Status	Trustee finding
Introduce an expanded bail supervision program to support more young people across the state when directed by the Children's Court	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Youth Justice group of the department including guidelines and response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior department staff.

Youth Justice bail supervision guidelines have been developed. The expanded bail supervision program includes close involvement between a young person, youth justice and Victoria Police, and aims to support young people to comply with their bail conditions and meet their obligations to the courts. The Trustee notes that these guidelines continue to be revised to reflect system updates.

This initiative is related to other department initiatives such as the Youth Justice System Reform: Monitoring and Control Bail Supervision Scheme (for more information see section 4.4.1); and Youth Justice System Reform: Central After-Hours Assessment and Bail Placement Service (for more information see section 4.4.3).

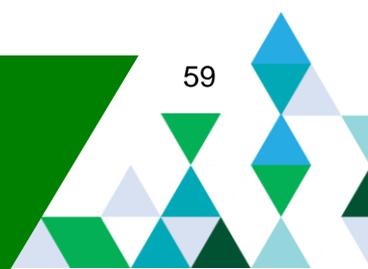
#### 4.4.3 Youth Justice System Reform: Central After-Hours Assessment and Bail Placement Service

Description	Responsible entity	Status	Trustee finding
Enhance the Central After-Hours Assessment and Bail Placement Service	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Youth Justice group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that consultations between relevant entities continue to occur to finalise the operations for expanding hours, with particular focus on ensuring staff safety. The Trustee acknowledges the advice by the department that the Central After-Hours Assessment and Bail Placement Service is operated by the Department of Health and Human Services, and that the department plays a supporting role in expanding the after-hours service. Until the enhanced services commence the standard hours of operation continue to be in use.

This initiative is related to other department initiatives such as the Youth Justice System Reform: Monitoring and Control Bail Supervision Scheme (for more information see section 4.4.1); and the Youth Justice System Reform: expand bail supervision program (for more information see section 4.4.2).





#### 4.4.4 Policy reform: Youth Justice Strategy

Description	Responsible entity	Status	Trustee finding
Develop a new Youth Justice Strategy, which will build on Victoria's best-practice diversionary approach and take account of this emerging new offender cohort	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Youth Justice group of the department to the Trustee's information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised of a revised completion date by end 2019. These extended timelines were to incorporate the government's broader crime prevention and reform agenda announced as part of the 2018 State election. The evidence base underpinning the Strategy is being developed and cross-government and external consultations are being undertaken to support the broader scope of the Strategy. The Trustee supports the extension of these timelines for better outcomes for all young people in contact with the youth justice system.

#### 4.4.5 Automatic number plate recognition technology

Description	Responsible entity	Status	Trustee finding
Automatic number plate recognition technology: rolling out this technology across all 220 Victoria Police highway patrol vehicles	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project status reports, photographs, papers and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>46</sup>.

Victoria Police advised that this \$43.8 million investment will be delivered by June 2021. This will be done in several stages: Stage 1 involves deployment of 38 systems by 28 June 2019; Stage 2 involves deployment of 92 systems by 29 June 2020; and Stage 3 involves deployment of 91 systems by 31 March 2021. The Trustee notes that the first vehicle fitted out with automatic number plate recognition technology was rolled out at Bendigo on 13 February 2019.

<sup>46</sup> Minister for Police and Emergency Services, High-tech tool to target dangerous drivers, Victorian Government, 13 February 2019; Minister for Police and Emergency Services, New technology to target dangerous drivers in Bendigo, Victorian Government, 13 February 2019.

#### 4.4.6 Streamlined DNA testing

Description	Responsible entity	Status	Trustee finding
Streamlined DNA testing: with new powers and additional resources, Victoria Police will no longer be required to obtain a court issued warrant to take a DNA sample from a person aged 15 years or more who is suspected of committing an indictable offence	Department / Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by Justice Policy and Data Reform and the Police, Fines and Crime Prevention groups of the department including a legislative reference<sup>47</sup> and responses to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff as well as noted a government gazette publication<sup>48</sup> and several government media releases<sup>49</sup>.

The *Justice Legislation Amendment (Police and Other Matters) Act 2019* received Royal Assent on 13 March 2019, with likely commencement on 28 August 2019. The relevant part of the amendment provides police with the authority to obtain DNA samples from persons over the age of 18 years who are suspected of having committed or attempted to commit an indictable offence, without requiring to obtain a court issued warrant. It also applies for a person between the ages of 15 and 17 years who is suspected of having committed or attempted to commit a DNA sample offence, which generally relate to the more serious types of offending.

The Trustee considers the commencement of the relevant part of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, to complete this initiative, as part of standard business processes.

<sup>47</sup> *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

<sup>48</sup> Victoria Government Gazette, Proclamation of Royal Assent of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, State Government of Victoria, 13 March 2019.

<sup>49</sup> Minister for Police and Emergency Services Tougher new laws to solve crime clears Parliament, Victorian Government, 7 March 2019; Minister for Police and Emergency Services Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019; Minister for Police, New police powers: DNA the clue to crack unsolved crimes, Victorian Government, 20 June 2018.

#### 4.4.7 Trial: number plate theft reduction initiatives

Description	Responsible entity	Status	Trustee finding
Trial a series of number plate theft reduction initiatives to determine those that best reduce this high-volume crime	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including project plans, draft evaluation reports, marketing material and the response to the Trustee’s information request via the customised template.

The department advised of a two-phased approach to trial options to raise awareness and address number plate theft and misuse. Phase 1 involved trialling the use of one-way number plate screws and phase 2 involved using vehicle identification technology. The combined evaluation report by external consultants for both phases is on-track to be completed by July 2019. The Trustee anticipates the final evaluation report will make recommendations based on the trials for implementation, short, medium and long term to reduce number plate theft crime.

##### One-way number plate screws

The trial involved a series of local community-based interventions and events in the City of Hume to raise awareness of actions the community can take to reduce their risk of number plate theft and encouraging the use of one-way screws. Between December 2017 and December 2018, the trial promoted and distributed one-way number plate screws for 3428 cars across the City of Hume, with 1739 cars fitted with screws. The screws were distributed through several channels including Neighbourhood Watch, Victoria Police and Victorian Automobile Chamber of Commerce membership dealers. In December 2018, additional distribution channels were introduced including local primary schools, pop-ups in shopping centres and community organisations.

The draft evaluation report suggests that the series of events that distributed and encouraged the use of one-way screws appear to be a promising approach to increasing community awareness and understanding of number plate theft. The Trustee notes that the overall reduction of number plate theft in the municipality was out of scope for this evaluation, and hopes that this will be addressed in the future.

##### Vehicle identification technology

This trial involved a small number of technology-based initiatives to improve the capacity of law enforcement to identify vehicles and was a strategic partnership between the department, Victoria Police and VicRoads. Four technologies were shortlisted from a global search conducted by Monash University. La Trobe University delivered and completed trials by May 2019, which also assessed the performance of the different technologies as well as determined their potential for interoperability with current Victoria Police number plate recognition activities as well as existing roadside infrastructure.

#### 4.4.8 Reducing youth in the criminal justice system

Description	Responsible entity	Status	Trustee finding
Decreasing the number of young people in the criminal justice system	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police and the response to the Trustee’s information request via the customised template.

Victoria Police advised that during 2018 they conducted two treks to the Kokoda Trail (39 participants) which provided positive role modelling to at-risk youths through connection with future leaders, Victoria Police and community leaders.

The Embedded Youth Outreach Project trial sites at Werribee and Dandenong are fully operational. A high number of young people have been engaged and, where appropriate, they have been referred to various services.

To date, 40 new Youth Specialist Officers have been deployed, with a renewed youth framework that builds on proven models of engagement, adapts to social and technological change, targets areas of greatest need and services as the key interface between police, young people and social justice.

This initiative is related to other Victoria Police initiatives such as the Pilot: Embedded Youth Outreach (for more information see section 4.1.11); and new Youth Specialist Officers (for more information see section 4.2.5).

#### 4.4.9 Legislative reform: aiding organised crime through commercial trafficking

Description	Responsible entity	Status	Trustee finding
New offence of commercial trafficking carried out for the benefit of, or at the direction of, an organised crime organisation	Department	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Justice Policy and Data Reform group of the department including a legislative reference<sup>50</sup> and response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff as well as noted a government gazette publication<sup>51</sup> and several government media releases<sup>52</sup>.

<sup>50</sup> *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

<sup>51</sup> Victoria Government Gazette, Proclamation of Royal Assent of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, State Government of Victoria, 13 March 2019.

The *Justice Legislation Amendment (Police and Other Matters) Act 2019* received Royal Assent on 13 March 2019. The relevant part of the amendment introduces a new offence: trafficking in a commercial quantity of a drug of dependence for the benefit of or at the direction of a criminal organisation.

The Trustee considers the commencement of the relevant part of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, to complete this initiative.

This initiative is related to other department initiatives such as the legislative reform: heroin trafficking (for more information see section 4.1.7).

#### 4.4.10 Legislative reform: unlawful association

Description	Responsible entity	Status	Trustee finding
New laws to prevent criminals from building and maintaining their criminal networks through strengthened police powers to stop people from repeatedly associating with convicted criminals	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Justice Policy and Data Reform group of the department including a proposed bill reference<sup>53</sup> and response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff as well as noted a government media releases<sup>54</sup>.

The department advised that it is examining options to reform unlawful association laws and is preparing advice to government on this as a matter of priority. The purpose of this reform is to enhance police powers to disrupt the building and maintaining of criminal networks.

This initiative is related to other department initiatives such as the policy review: criminal organisation control laws (for more information see section 4.4.11).

<sup>52</sup> Minister for Police and Emergency Services, Tougher new laws to solve crime clears Parliament, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019.

<sup>53</sup> *Justice Legislation (Unlawful Associations and Criminal Appeals) Bill 2018*.

<sup>54</sup> Attorney-General, Strengthening laws to disrupt criminal gangs, Victorian Government, 24 July 2018.



#### 4.4.11 Policy review: criminal organisation control laws

Description	Responsible entity	Status	Trustee finding
Examine the criminal organisation control laws to identify potential opportunities to help Victoria Police to better disrupt criminal gang activities	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Justice Policy and Data Reform group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that discussions have commenced to determine project scope, issues and timelines. A review of the operations of the *Criminal Organisations and Control Act 2012*, from its commencement to 30 June 2019, will be tabled in the Parliament by July 2020.

This initiative is related to other department initiatives such as the legislative reform: unlawful association (for more information see section 4.4.10).

#### 4.4.12 Policy review: asset confiscation regime

Description	Responsible entity	Status	Trustee finding
Examine ways to improve Victoria’s unexplained wealth system to strengthen Victoria Police’s ability to directly target the accumulated assets and wealth of people whose lifestyles are funded by crime	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Justice Policy and Data Reform group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted relevant government media releases<sup>55</sup>.

The department advised that discussions have commenced to determine project scope, issues and timelines. The Trustee notes that timelines will be dependent on stakeholder discussions and other work priorities.

<sup>55</sup> Minister for Police, New laws to crack down on emergency worker attacks, Victorian Government, 20 June 2018; Minister for Police, Laws to be fixed so jail means jail for emergency worker attacks, 22 May 2018.

#### 4.4.13 Legislative reform: further protect Victoria Police personnel

Description	Responsible entity	Status	Trustee finding
Further protecting Victoria Police personnel through expanding offences against intimidation, assault with an offensive weapon and discharging a firearm to threaten an officer	Department	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by Justice Policy and Data Reform group of the department including a legislative reference<sup>56</sup> and response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff as well as noted a government gazette publication<sup>57</sup> and several government media releases<sup>58</sup>.

The *Justice Legislation Amendment (Police and Other Matters) Act 2019* received Royal Assent on 13 March 2019. The relevant part of the amendment creates a new offence: discharging a firearm reckless to the safety of a police officer or a Protective Services Officer on duty, including firing into the air or the ground. A person charged under this offence will be liable by up to 15 years imprisonment. In addition, the amendment creates a new offence of intimidation of a police officer, Protective Services Officer, Police Custody Officer or custodial officer or their families. A person charged under this offence will be liable by up to 10 years imprisonment. The amendment also increased the penalties for common assault against police officers or Protective Services Officers on duty where the offender was found to be armed with a firearm or imitation firearm.

The Trustee considers the commencement of the relevant part of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, to complete this initiative, as part of standard business processes.

<sup>56</sup> *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

<sup>57</sup> Victoria Government Gazette, Proclamation of Royal Assent of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, State Government of Victoria, 13 March 2019.

<sup>58</sup> Minister for Police and Emergency Services, Tougher new laws to solve crime clears Parliament, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019; Attorney-General, New laws pass Parliament to protect emergency workers, Victorian Government, 20 September 2018; Minister for Police, New laws to crack down on emergency worker attacks, Victorian Government, 20 June 2018; Minister for Police, Laws to be fixed so jail means jail for emergency worker attacks, 22 May 2018.

#### 4.4.14 Legislative reform: police powers to act against businesses suspected of engaging in serious criminal activity

Description	Responsible entity	Status	Trustee finding
Introduce new laws to strengthen police powers to act against unregistered second-hand dealers, pawnbrokers or people suspected of engaging in serious criminal activity	Department	Closed	This initiative will continue to be progressed via business as usual processes or other initiatives

The Trustee assessed documentation provided by the Regulation group of the department including a legislative reference<sup>59</sup> and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted a government gazette publication<sup>60</sup> and relevant government media releases<sup>61</sup>.

The *Justice Legislation Amendment (Police and Other Matters) Act 2019* received Royal Assent on 13 March 2019. The relevant part of the amendment provides police with new powers to issue interim closure notices and long-term closure orders against people or businesses suspected of engaging in serious criminal activity.

The Trustee considers the commencement of the relevant part of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, to complete this initiative, as part of standard business processes.

#### 4.4.15 Policy review: petrol theft information sharing

Description	Responsible entity	Status	Trustee finding
Review fuel drive off policies with a view of prosecuting more fuel thefts where there is a clear criminal intent	Victoria Police	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Victoria Police including internal communications, a sample of external communication and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted a relevant government media release<sup>62</sup>.

Victoria Police’s fuel drive off policy was reviewed and updated in June 2018 so that petrol theft aligns with other investigative processes. Supporting this, internal communications and videos were provided to staff to guide the investigation and reporting of this crime.

<sup>59</sup> *Justice Legislation Amendment (Police and Other Matters) Act 2019*.

<sup>60</sup> Victoria Government Gazette, Proclamation of Royal Assent of the *Justice Legislation Amendment (Police and Other Matters) Act 2019*, State Government of Victoria, 13 March 2019.

<sup>61</sup> Minister for Police and Emergency Services, Tougher new laws to solve crime clears Parliament, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Tougher laws to solve crime and protect police, Victorian Government, 5 February 2019.

<sup>62</sup> Minister for Police, New campaign clamping down on petrol thieves, Victorian Government, 4 October 2018.

#### 4.4.16 Policy review: vehicle theft intelligence gathering

Description	Responsible entity	Status	Trustee finding
Explore ways for retailers to further assist Victoria Police in catching and prosecuting those who steal vehicles	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes of other initiatives

The Trustee assessed documentation provided by Victoria Police in response to the Trustee's information request via the customised template.

Victoria Police advised of engagement with the department, VicRoads, Crime Stoppers Victoria and the National Motor Vehicle Theft Reduction Council to identify gaps in systems and processes, which will inform recommendations in the future.

This initiative is related to other department initiatives such as the grants: Crime Stoppers, Neighbourhood Watch and the National Motor Vehicle Theft Reduction Council (for more information see section 4.2.12); and the trial: number plate theft reduction initiatives (for more information see section 4.4.7).

Appropriate governance processes are in place through Victoria Police's Regional Operations Executive Command to deliver this initiative as part of business as usual.

## 4.5 Improving Victoria Police capability, culture and technology

### 4.5.1 Parental leave program

Description	Responsible entity	Status	Trustee finding
Additional resources to ensure Victoria Police is able to backfill officers on parental leave	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, master schedule, standard operating procedure, project health check assessment and the response to the Trustee's information request via the customised template. The Trustee interviewed relevant senior Victoria Police staff and noted relevant Victoria Police gazette articles<sup>63</sup>.

Victoria Police advised that the initiative is on track for full deployment of 226 positions by 30 June 2020. The Trustee notes that 110 positions have been created to date. The Trustee commends the governance arrangements in place and is confident the remaining 116 positions will be delivered according to implementation plans.

### 4.5.2 Mental health literacy program

Description	Responsible entity	Status	Trustee finding
\$2 million to develop a comprehensive and integrated program of mental health literacy	Victoria Police	Closed	This initiative will continue to be progressed via business as usual processes of other initiatives

The Trustee assessed documentation provided by Victoria Police including a project plan, project and financial status reports, master schedule, wellbeing action plan<sup>64</sup>, project health check assessment, training guides, mental health review results summary and the response to the Trustee's information request via the customised template. The Trustee observed a beta demonstration of Victoria Police's wellbeing website 'Bluespace', and reviewed the website when launched<sup>65</sup>. The Trustee interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>66</sup>.

<sup>63</sup> Victoria Police, A message from the Chief Commissioner, The Victoria Police Gazette, number 1, 7 January 2019; Victoria Police, Parental backfill program paying dividends, The Victoria Police Gazette, number 21, 15 October 2018.

<sup>64</sup> Victoria Police, Mental Health Strategy and Wellbeing Action Plan 2017–2020, State of Victoria, July 2017.

<sup>65</sup> <https://www.bluespacewellbeing.com.au/>

<sup>66</sup> Minister for Police and Emergency Services, Improving mental health support for emergency workers, Victorian Government, 12 June 2019; Victoria Police, Victoria Police releases findings of mental health prevalence study, State of Victoria, 13 December 2018.

Victoria Police advised that this project is part of an overall mental health strategy. The Trustee commends the strong governance and management processes in place to deliver this initiative. A mental health prevalence study was completed, and results and findings informed the development of the mental health literacy program and associated materials. In June 2019, Victoria Police launched a wellbeing website known as 'Bluespace' for all current and former police officers and staff, and their family and friends. The website provides resources, tools and contacts to assist those seeking help. The website is mobile and tablet compatible and is linked to 'equipt', another free health and wellbeing mobile app for police members.

In addition, recruit training has been revised to now provide mental health and wellbeing content to all new recruits at the police academy in weeks 6, 13 and 31. The training is evaluated by recruits so it can be enhanced or refined over time, ensuring the content is always up to date and relevant.

Appropriate governance processes are in place through Victoria Police's Human Resource Department to deliver this initiative as part of business as usual.

#### 4.5.3 Specialist training facility build

Description	Responsible entity	Status	Trustee finding
\$27.4 million to build Victoria Police's critical specialist and high risk capability with a dedicated new training facility	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status reports, master schedule, and the response to the Trustee's information request via the customised template. The Trustee also interviewed relevant senior Victoria Police staff.

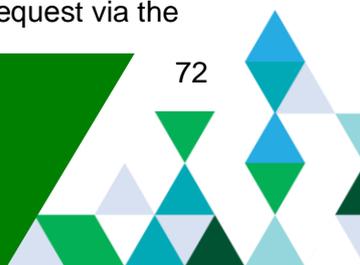
Victoria Police advised that a new dedicated training facility for the Special Operations Group, Critical Incident Response Team and Bomb Response Unit is forecast for completion by December 2019.

The Trustee notes that work has commenced, however delays have occurred due to the leasing of the land. Victoria Police advised that a recashflow request will be submitted to government and project baselines will be revised. The Trustee acknowledges the complexity in designing and developing this fit-for-purpose facility and is confident in the governance arrangements in place to mitigate any issues.

#### 4.5.4 Air Wing capability

Description	Responsible entity	Status	Trustee finding
\$63.2 million for a new Air Wing fleet, including three new helicopters and a fixed wing plane	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including a project plan, project and financial status update reports, and the response to the Trustee's information request via the



customised template. The Trustee noted a relevant government media release<sup>67</sup> and a Victoria Police gazette article<sup>68</sup>.

Victoria Police advised that the delivery date for the fixed wing plane will be 30 June 2020 and the additional three new rotary wing aircraft by 21 July 2020. The Trustee notes that procurement delays have caused a budget variance. Victoria Police have advised that a recashflow will be submitted to government.

#### 4.5.5 Expand roadside drug testing

Description	Responsible entity	Status	Trustee finding
Expand roadside drug testing to strengthen road policing capabilities and reduce road trauma	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project and financial status update reports, and papers and the response to the Trustee's information request via the customised template. The Trustee reviewed the Victoria Police strategy and action plan for road safety and the Victorian Government Budget paper for service delivery. The Trustee also interviewed relevant senior Victoria Police staff and noted relevant government media releases<sup>69</sup> and a Victoria Police gazette article<sup>70</sup>.

Victoria Police advised that, although timelines are tight, the targets of an additional 50,000 drug tests by June 2019 will be achieved. This is partly due to the lengthy process involved in having samples tested. A further additional 50,000 tests will be conducted in the financial year 2019/20. A review will be conducted to evaluate the sustainability of conducting the additional tests. This includes a jurisdictional comparison to develop best practice and to understand issues and lessons learned with regards to technical and training practices for roadside drug testing.

This initiative is related to other Victoria Police initiatives such as road safety operations (for more information see section 4.1.5).

<sup>67</sup> Victoria Police, New aircraft to enhance police eyes in the sky, State of Victoria, 23 October 2018.

<sup>68</sup> Victoria Police, A message from the Chief Commissioner, The Victoria Police Gazette, number 1, 7 January 2019.

<sup>69</sup> Minister for Police and Emergency Services, Delivering safer roads: rollout of alcohol and drug testing fleet complete, Victorian Government, 7 March 2019; Minister for Police and Emergency Services, Australia Day long weekend road safety blitz, Victorian Government, 24 January 2019; Minister for Police, Four-day road safety blitz as footy fever hits, Victorian Government, 26 September 2018; Minister for Police, New compact alcohol and drug buses target backstreets, Victorian Government, 23 September 2018.

<sup>70</sup> Victoria Police, Roadside drug testing program set for expansion, The Victoria Police Gazette, number 22, 29 October 2018.



#### 4.5.6 Longarm firearms equipment and training

Description	Responsible entity	Status	Trustee finding
Specialist training and new longarm firearms for the Operational Response Unit in metropolitan areas and regional police in four key police stations in regional Victoria	Victoria Police	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Victoria Police including project initiation documents, project and financial status reports, project health check assessment and the response to the Trustee’s information request via the customised template. The Trustee also noted a relevant government media release.<sup>71</sup>

Victoria Police anticipates that procurement of, and training of staff in the use of, longarm firearms will be completed by July 2021. The Trustee notes that procurement delays have caused first year budget underspends. Victoria Police advise that a recashflow request will be submitted to government.

#### 4.5.7 Legislative reform: warrant and crime scene processes

Description	Responsible entity	Status	Trustee finding
Improve search warrant and crime scene processes so that police spend less time behind a desk and more time out in the community	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Justice Policy and Data Reform group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that discussions have commenced to determine project scope, issues and timelines. The Trustee notes that timelines will be dependent on stakeholder discussions and other work priorities.

<sup>71</sup> Minister for Police and Emergency Services, New police firepower to target major incidents, Victorian Government, 17 February 2019.

#### 4.5.8 Policy review: court costs in unsuccessful prosecutions

Description	Responsible entity	Status	Trustee finding
Review the law that enables courts to order police to pay court costs when a criminal prosecution is unsuccessful	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed the response by Justice Policy and Data Reform group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that discussions have commenced to determine project scope, issues and timelines. The Trustee notes that timelines will be dependent on stakeholder discussions and other work priorities.

#### 4.5.9 Policy review: powers to gather evidence

Description	Responsible entity	Status	Trustee finding
Examine whether changes to police powers can further help Victoria Police gather evidence to use in prosecutions and investigations	Department	Ongoing	This initiative is progressing and will continue to be monitor

The Trustee assessed the response by Justice Policy and Data Reform group of the department to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

The department advised that discussions have commenced to determine project scope, issues and timelines. The Trustee notes that timelines will be dependent on stakeholder discussions and other work priorities.

#### 4.5.10 Policy review: mental health of police and other emergency services workers

Description	Responsible entity	Status	Trustee finding
Improve model of support for the mental health of police and other emergency services personnel	Department	Ongoing	This initiative is progressing and will continue to be monitored

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including government financial statement and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff and noted a relevant government media release<sup>72</sup>.

The department advised that in 2018, a cross-government, non-profit and relevant parties working group was formed to undertake a policy review of arrangements for mental health care of police and other emergency services workers. In response to the review recommendations, the government committed \$14.5 million over four years to deliver better mental health care for Victoria’s emergency workers. This includes the introduction of:

- ◆ a 12-month pilot of provisional payments for police and emergency workers and volunteers suffering from mental injuries, to cover medical and like expenses
- ◆ the establishment of an Emergency Workers and Volunteers Mental Health Support Fund, to cover the cost of medical and like expenses once an emergency worker lodges a WorkCover claim
- ◆ the establishment of a Specialist Network of Clinicians and a Centre of Excellence for Emergency Worker Mental Health in partnership with Beyond Blue
- ◆ the establishment of a \$6 million Prevention and Early Intervention Fund to develop programs run by Victoria Police for their staff to reduce the likelihood of mental health injury being sustained while performing their duties.

<sup>72</sup> Premier of Victoria, Better mental health care for our emergency workers, Victorian Government, 12 September 2018.

#### 4.5.11 Policy reform: workforce diversity – strategies and action plans

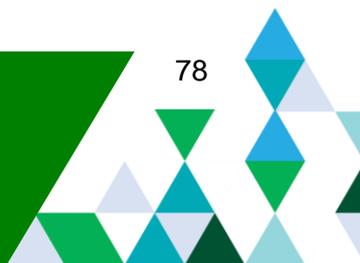
Description	Responsible entity	Status	Trustee finding
Increase workforce diversity through releasing dedicated strategies and action plans for Aboriginal and Torres Strait Islander people; people with a disability; culturally and linguistically diverse people; and lesbian, gay, bisexual, transgender and intersex people	Victoria Police	Completed	This initiative has been implemented as planned

The Trustee assessed documentation provided by Victoria Police including strategies and action plans and the response to the Trustee’s information request via the customised template.

To support its diversity and inclusion framework<sup>73</sup>, Victoria Police has developed and released various strategies and actions plans to increase workforce diversity and inclusivity of people from the Aboriginal and Torres Strait Islander, culturally and linguistically diverse or gender and sex diverse communities as well as people with disabilities.<sup>74</sup>

<sup>73</sup> Victoria Police, Diversity and Inclusion Framework 2017-2020, State of Victoria, June 2017.

<sup>74</sup> Victoria Police, Gender Equality Strategy and Action Plan 2017-2020, State of Victoria, June 2017; Victoria Police, LGBTI Inclusion Strategy and Action Plan 2018-2021, State of Victoria, August 2018; Victoria Police, Aboriginal Inclusion Strategy and Action Plan 2018-2021, State of Victoria, August 2018; Victoria Police, CALD Inclusion Strategy and Action Plan 2018-2021, State of Victoria, October 2018; Victoria Police, Accessibility Inclusion Strategy and Action Plan 2018-2021, State of Victoria, October 2018.





## 5 Status of the outcome measuring process

Description	Responsible entity	Status	Trustee finding
Collect, analyse and communicate data and findings for baseline and first year results	Department	Closed	This initiative will continue to be progressed via business as usual processes of other initiatives

The Trustee assessed documentation provided by Police, Fines and Crime Prevention group of the department including a draft Statement 2019-2020, draft data dictionary, presentations, data collection and the response to the Trustee’s information request via the customised template. The Trustee interviewed relevant senior department staff.

Based on reviewing the draft Statement 2019-2020 and discussions with senior department staff, the Trustee is confident the baseline and first year results to measure progress towards community safety outcomes, where available, will be publicly released.

The department advised that Victoria Police, other stakeholders and a copywriter have been involved in developing the content in the next Statement, so that it better connects with the community.



## Data collection and analysis

The department, Victoria Police and the Crime Statistics Agency have been in regular engagement to deliver the first tracking measurements and finalise the data dictionary. The Trustee notes that the data dictionary remains in draft given the evolving outcomes framework, where measures and indicators are changing. The Trustee hopes that when the outcomes framework becomes more stable, the data dictionary will be finalised.

The data for the tracking measurement comes from three sources: Victoria Police, Crime Statistics Agency and the Productivity Commission's Report on Government Services. The Trustee notes that data has been collected for baseline (financial year 2016/17) and first year (financial year 2017/18) results, where available. The Trustee advises of the need to provide a narrative as to how data, which is not available, will be addressed in the future.

Victoria Police and the Crime Statistics Agency contributed to the data analysis. The Trustee advises that the community would benefit from additional narrative and clarity around the data sets and findings so that the community understands what is being presented. For example, the community may not know that the data set regarding 'homicide and related offences' includes murder, attempted murder, accessory to murder, conspiracy to murder and driving causing death.

## Communication of data and findings

The Trustee has reviewed the draft Statement 2019-2020 and is confident that the data and findings for baseline and first year results will be communicated to the community through the public release of the next Statement.

## Outcomes framework

Although outside of scope for this assurance report, the Trustee finds that the outcomes framework has started to evolve, so that the measures and data sets are better understood and meaningful to the community.

On 1 March 2019, a workshop between the department, Victoria Police and the Department of Premier and Cabinet was held to reflect on past learnings and to better tailor the outcomes framework so that it is more meaningful to the community. The Trustee acknowledges this may influence and change what evidence base and data is collected and analysed in the future. The Trustee commends the department and all stakeholders for the work undertaken to date, noting that opportunities for improvement exists, as described in previous assurance reports.

The Trustee encourages more extensive use of community members in phrasing and ensuring the outcomes framework is meaningful to the community.



## 6 Future assurance priorities

The Trustee is committed to working with government to verify that assurance priorities are proportionate, fit for purpose and foster continuous improvement of the Statement and community safety outcomes. Five assurance reports have been delivered on a biannual frequency since the Trustee's commencement, including this report. This has provided the community with repeated confidence in the government's readiness and seriousness to be accountable for its spending and delivering on its promises made in the Statements.

The biannual schedule was much needed during the early stages of establishing the inaugural Statement program of works. This ensured government commenced work on and acknowledged all its commitments as well as received advice to better embed a meaningful outcomes framework. Now, three years in, government is fully aware of the Trustee's unwavering resolve in holding them to account to deliver its promises and have meaningful outcomes to measure the change the investment is aspiring to make. This biannual level of scrutiny is no longer required.

Moving forward, in agreement with the Minister for Police and Emergency Services, the Trustee will deliver annual reporting. The Trustee will continue to hold the government to account on both implementation progress and also tracking towards outcomes albeit in one assurance report as opposed to the current two separate reports. This will assist the community in better understanding the link between the initiative and how it contributes to community safety outcomes.

The Trustee intends to focus the next assurance report on government's progress towards tracking community safety outcomes, the ongoing implementation progress of the initiatives, the continuous improvement opportunities identified in this and previous assurance reports, and reflections of the Statement 2019-2020.







## 7 Concluding remarks

The Statement has evolved since its inaugural release in December 2016. The government continues to promise more funding to deliver additional much-needed initiatives to build community safety.

Over 50 initiatives have been delivered or transitioned to business as usual activities to date. The Trustee commends the effort and dedication shown by the relevant entities in completing or progressing the implementation of the initiatives.

The Crime Statistics Agency data shows many of the key indicators are trending down, which is a positive sign but the government cannot become complacent. Victoria has a strong foundation to ensure community safety is paramount and continues to build.

Throughout the conduct of this assurance report, the Trustee identified examples of good practice and opportunities for improvement. The Trustee encourages consideration of these improvement opportunities and, where appropriate, implementation of them.

The Trustee will move to reporting annually, and will continue to focus on the ongoing implementation progress of the initiatives and government's tracking towards community safety outcomes.

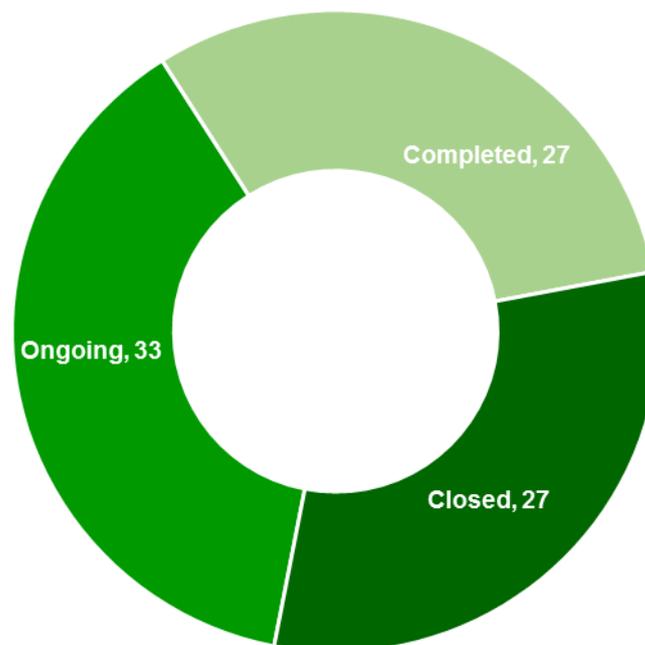
The Trustee thanks the government for their contribution to this assurance report and continued support for future assurance activities.





## Appendix A – all initiatives monitored to date

Figure 2 Implementation progress of all initiatives monitored to date





**Table 2 Status of all initiatives monitored to date**

ID	Initiative title	Responsible entity	Status	Reference
<b>1. Reducing harm</b>				
<b>Statement 2017</b>				
1.1.	2729 new police officers	Victoria Police	Ongoing	Assurance Report June 2019
1.2.	100 new Protective Services Officers	Victoria Police	Ongoing	Assurance Report June 2019
1.3.	Incident-based reporting	Department	Completed	Assurance Report June 2018
1.4.	Measure of harm reporting	Department	Ongoing	Assurance Report June 2019
1.5.	Local policing: active, visible and accessible	Victoria Police	Closed	Assurance Report June 2018
1.6.	Public order: visible and active policing	Victoria Police	Closed	Assurance Report June 2019
1.7.	Countering violent extremism	Victoria Police	Closed	Assurance Report June 2018
1.8.	Road safety operations	Victoria Police	Closed	Assurance Report June 2019
<b>Statement 2018/19</b>				
1.9.	Technology enabled offending: new specialist police and technology	Victoria Police	Ongoing	Assurance Report June 2019
1.10.	Legislative reform: heroin trafficking	Department	Completed	Assurance Report June 2019
1.11.	Legislative reform: excessive speeding and unlicensed driving	Department	Completed	Assurance Report June 2019
1.12.	Policy review: serious traffic crimes	Department	Ongoing	Assurance Report June 2019
1.13.	Policy reform: Public event planning	Department	Ongoing	Assurance Report June 2019
1.14.	Pilot: Embedded Youth Outreach	Victoria Police	Closed	Assurance Report June 2019
<b>2. Increasing connection to the community</b>				
<b>Statement 2017</b>				
2.1.	24-hour police stations	Victoria Police	Closed	Assurance Report June 2019
2.2.	24-hour non-emergency Police Assistance Line	Victoria Police	Ongoing	Assurance Report June 2019
2.3.	Online reporting portal	Victoria Police	Ongoing	Assurance Report June 2019
2.4.	Station replacement	Victoria Police	Ongoing	Assurance Report June 2019

ID	Initiative title	Responsible entity	Status	Reference
2.5.	Youth Crime Prevention Grants	Department	Closed	Assurance Report June 2018
2.6.	New Youth Specialist Officers	Victoria Police	Ongoing	Assurance Report June 2019
2.7.	Koori Youth Crime Prevention Grants	Department	Completed	Assurance Report June 2018
2.8.	New Aboriginal Community Liaison Officers	Victoria Police	Completed	Assurance Report June 2018
2.9.	Kopkoda	Victoria Police	Closed	Assurance Report June 2018
2.10.	Local communities: visible and accessible policing	Victoria Police	Closed	Assurance Report June 2018
2.11.	Community consultation and co-design	Victoria Police	Closed	Assurance Report June 2018
2.12.	Vulnerable youth engagement	Victoria Police	Closed	Assurance Report June 2018
2.13.	Strengthening connections with diverse communities	Victoria Police	Closed	Assurance Report June 2018
<b>Statement 2018/19</b>				
2.14.	Melbourne East station replacement	Victoria Police	Completed	Assurance Report June 2019
2.15.	Mobile police stations	Victoria Police	Ongoing	Assurance Report June 2019
2.16.	Policy review: Protective Services Officers' presence, powers and career pathways	Department / Victoria Police	Ongoing	Assurance Report June 2019
2.17.	Grants: Public Safety Infrastructure Fund	Department	Completed	Assurance Report June 2019
2.18.	Grants: Community Safety Fund	Department	Completed	Assurance Report June 2019
2.19.	Grants: youth crime prevention projects	Department	Completed	Assurance Report June 2019
2.20.	Grants: Crime Stoppers, Neighbourhood Watch and the National Motor Vehicle Theft Reduction Council	Department	Completed	Assurance Report June 2019
<b>3. Putting victims first</b>				
<b>Statement 2017</b>				
3.1.	New specialist family violence police officers	Victoria Police	Ongoing	Assurance Report June 2019
3.2.	Community safety networks	Department	Completed	Assurance Report June 2019

ID	Initiative title	Responsible entity	Status	Reference
3.3.	Mobile devices for frontline officers	Victoria Police	Ongoing	Assurance Report June 2019
3.4.	Body-worn cameras	Department / Victoria Police	Ongoing	Assurance Report June 2019
3.5.	Victoria Police Family Violence Centre of Learning	Victoria Police	Completed	Assurance Report June 2019
3.6.	Family violence specialist career pathway	Victoria Police	Closed	Assurance Report June 2019
3.7.	Family violence frontline police response	Victoria Police	Closed	Assurance Report June 2018
3.8.	Victim engagement, consultation and co-design	Victoria Police	Closed	Assurance Report June 2018
<b>4. Holding offenders to account</b>				
<b>Statement 2017</b>				
4.1.	Presumption against bail for new offences	Department	Completed	Assurance Report June 2018
4.2.	New offence: firearms	Department	Completed	Assurance Report June 2018
4.3.	New offence: road safety	VicRoads	Completed	Assurance Report June 2018
4.4.	Improve penalty: road safety	VicRoads	Closed	Assurance Report June 2018
4.5.	Tougher threshold: trafficking illicit drugs	Department	Completed	Assurance Report June 2018
4.6.	New offence: dangerous synthetic drugs	Department	Completed	Assurance Report June 2018
4.7.	Harper Review: serious sex offenders	Department	Closed	Assurance Report June 2018
4.8.	New youth detention facility staff	Department	Completed	Assurance Report June 2018
4.9.	Training: new youth justice facility staff	Department	Completed	Assurance Report June 2018
4.10.	Youth Justice System Reform: Monitoring and Control Bail Supervision Scheme	Department	Ongoing	Assurance Report June 2019
4.11.	Youth Justice System Reform: Youth Control Order	Department	Completed	Assurance Report June 2018
4.12.	Youth Justice System Reform: expand bail supervision program	Department	Completed	Assurance Report June 2019

ID	Initiative title	Responsible entity	Status	Reference
4.13.	Youth Justice System Reform: Central After-Hours Assessment and Bail Placement Service	Department	Ongoing	Assurance Report June 2019
4.14.	Youth Justice System Reform: new offence - encouragement of young persons to commit serious crimes	Department	Completed	Assurance Report June 2018
4.15.	Youth Justice Strategy	Department	Ongoing	Assurance Report June 2019
4.16.	Automatic number plate recognition technology	Victoria Police	Ongoing	Assurance Report June 2019
4.17.	Streamlined DNA testing	Department / Victoria Police	Closed	Assurance Report June 2019
4.18.	New offence: banning cash for scrap metal	Department	Completed	Assurance Report June 2018
4.19.	Trial: number plate theft reduction initiatives	Department	Ongoing	Assurance Report June 2019
4.20.	Reducing youth in the criminal justice system	Victoria Police	Ongoing	Assurance Report June 2019
4.21.	Reducing gun crime	Victoria Police	Closed	Assurance Report June 2018
4.22.	Disrupting serious and organised crime	Victoria Police	Closed	Assurance Report June 2018
<b>Statement 2018/19</b>				
4.23.	Legislative reform: aiding organised crime through commercial trafficking	Department	Closed	Assurance Report June 2019
4.24.	Legislative reform: unlawful association	Department	Ongoing	Assurance Report June 2019
4.25.	Policy review: criminal organisation control laws	Department	Ongoing	Assurance Report June 2019
4.26.	Policy review: asset confiscation regime	Department	Ongoing	Assurance Report June 2019
4.27.	Legislative reform: further protect Victoria Police personnel	Department	Closed	Assurance Report June 2019
4.28.	Legislative reform: police powers to act against businesses suspected of engaging in serious criminal activity	Department	Closed	Assurance Report June 2019
4.29.	Policy review: petrol theft information sharing	Victoria Police	Completed	Assurance Report June 2019

ID	Initiative title	Responsible entity	Status	Reference
4.30.	Policy review: vehicle theft intelligence gathering	Victoria Police	Ongoing	Assurance Report June 2019
<b>5. Improving Victoria Police capability, culture and technology</b>				
<b>Statement 2017</b>				
5.1.	Parental leave program	Victoria Police	Ongoing	Assurance Report June 2019
5.2.	Mental health literacy program	Victoria Police	Closed	Assurance Report June 2019
5.3.	Specialist training facility build	Victoria Police	Ongoing	Assurance Report June 2019
5.4.	Air Wing capability	Victoria Police	Ongoing	Assurance Report June 2019
5.5.	Expand roadside drug testing	Victoria Police	Ongoing	Assurance Report June 2019
5.6.	Expand Protective Services Officers, Police Custody Officers and other specialist support staff functions	Department	Completed	Assurance Report June 2018
5.7.	Victorian Equal Opportunity and Human Rights Commission Report and the Mental Health Review	Victoria Police	Closed	Assurance Report June 2018
5.8.	Zero Harm Strategy	Victoria Police	Closed	Assurance Report June 2018
5.9.	Capability plan	Victoria Police	Closed	Assurance Report June 2018
<b>Statement 2018/19</b>				
5.10.	Longarm firearms equipment and training	Victoria Police	Ongoing	Assurance Report June 2019
5.11.	Legislative reform: warrant and crime scene processes	Department	Ongoing	Assurance Report June 2019
5.12.	Policy review: court costs in unsuccessful prosecutions	Department	Ongoing	Assurance Report June 2019
5.13.	Policy review: powers to gather evidence	Department	Ongoing	Assurance Report June 2019
5.14.	Policy review: mental health of police and other emergency services workers	Department / Victoria Police	Ongoing	Assurance Report June 2019
5.15.	Policy reform: workforce diversity – strategies and action plans	Victoria Police	Completed	Assurance Report June 2019

