

# Community Safety Trustee First Progress Report – June 2017

First report on the implementation of the Community Safety Statement

## *Table of Contents*

<b>Table of Contents</b>	<b>2</b>
<b>Preface</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>The Community Safety Trustee</b>	<b>5</b>
<b>Initiatives that have been delivered or are well progressed</b>	<b>6</b>
<b>Priority 1 – Reducing harm</b>	<b>9</b>
<b>Priority 2 – Increasing connection to the community</b>	<b>12</b>
<b>Priority 3 – Putting victims first</b>	<b>14</b>
<b>Priority 4 – Holding offenders to account</b>	<b>16</b>
<b>Priority 5 – Improving Victoria Police capability, culture and technology</b>	<b>18</b>
<b>Appendix A – The Government Priorities for Victoria Police as described in the Community Safety Statement 2017</b>	<b>19</b>
<b>Appendix B</b>	<b>21</b>

# Preface

The changing environment of policing and recent trends in crime have raised community concerns. New challenges in community safety require more than rhetoric and promises to bring about sustained change. Every Victorian should be entitled to feel safe at any time regardless of where they live or work.

The Community Safety Statement 2017 commits substantial Government funds and effort to deliver a range of projects and initiatives in partnership with Victoria Police and other agencies.

This inaugural report of the Community Safety Trustee sets out the new approach and covers the five key elements of the Community Safety Statement: reducing harm, increased connection to the community, putting victims first, holding offenders to account and improving Victoria Police capability culture and technology.



Progress has already been made and this report outlines some of activities already delivered.

The report also defines the role of Community Safety Trustee. The position of Community Safety Trustee is independent and has been created to ensure Government delivers on its commitments to the Victorian community and agencies implement the projects in accordance with the Community Safety Statement. The expectation is that there will be clear and relevant outcomes, likely to have positive impact on crime in the State of Victoria.

In the next six months, I will focus on engaging with community stakeholders to inform my advice to Government on further opportunities to strengthen community safety. My future reports will focus on tracking timely delivery, monitoring measures of success and the community outcomes delivered through this body of work.

The four year plan will be challenging and requires considerable effort from all stakeholders. I look forward to observing the Government's progress on this critical issue for Victoria.

**Ron Iddles OAM, APM**

## Introduction

On 7 December 2016, the Government released the first ever Community Safety Statement for Victoria. The Community Safety Statement 2017 (CSS) sets out a law and order plan for the state accompanied by new investment in excess of two billion dollars, including the largest investment in additional police in the history of the police force.

The overall objective of the CSS is clear – to make Victoria safer. While acknowledging the independence of the Chief Commissioner of Police, the CSS also holds Victoria Police and the Government to account for the record investment, committing them to deliver on specific priorities to keep the community safe.

The Government has said that its five community safety priorities are:

1. Reducing harm
2. Increasing connection to the community
3. Putting victims first
4. Holding offenders to account
5. Improving Victoria Police capability, culture and technology.

The CSS is an agreement between the Government and the Chief Commissioner, signed by all parties, to deliver on the priorities and commitments as set out in the statement. Further detail on the priorities can be found in **Appendix A**.

The CSS investment will be delivered from 1 July 2017 over a four year period, and throughout this time the statement will remain a living document. New statements will be released annually to report on progress and build on the Government's community safety agenda. Engagement with the community over this time will provide important input into future statements.

Further supporting accountability, the CSS sets out the specific outcomes the Government wants to achieve within each of the priority areas. This is accompanied by a set of measures to track progress and monitor the difference that implementation of commitments within the statement makes over time. While I applaud the transparency and desire for real change behind this approach, my initial view is that some of the accountability measures could be more robust.

I await the Government's next statements with a particular interest in this progress reporting and how effective it is in demonstrating the changes in policing that the CSS commits to achieving. As is acknowledged in the statement, the existing measures may benefit from some refinement over time.

While the CSS is new for Victoria, New Zealand Police's annual *Statements of Intent* represent an excellent example of the future potential of the CSS. Over a ten year period, New Zealand Police *Statements of Intent* have demonstrated the capacity for the maturation of policing strategy, during which New Zealand has achieved impressive results in crime reduction. I encourage the Government to continue to look to New Zealand to build the sophistication of the CSS over time, particularly in relation to the setting of specific targets for achievement.

## The Community Safety Trustee

The Government announced my appointment to the role of Community Safety Trustee on 20 April 2017 for a term of four years, capped at 50 working days each financial year.

The position is contracted to the Department of Justice and Regulation and is based in Melbourne.

The functions of the Trustee include:

- Monitoring and providing advice to Government about delivery of CSS initiatives
- Reporting on progress as per the measures set out in the CSS
- Providing advice to Government about emerging issues and further opportunities to enhance safety outcomes in accordance with the Government's community safety policy priorities
- Engaging with key stakeholders to help shape future community safety priorities.

I am fortunate to have worked in law enforcement for over 40 years, and through this experience, have developed good insight into policing in Victoria.

This is my first report as Community Safety Trustee. The purpose of this report is to provide Government stakeholders and the Victorian community with a greater understanding of the role of the Community Safety Trustee, including highlighting my key areas of interest in the coming years as implementation of the CSS progresses.

I consider the role of the Community Safety Trustee to be an important part of the accountability measures around the Government and Victoria Police for the CSS, and I undertake the role as an independent person working in the best interests of the community to support a safer Victoria.

The investment made by the Government to accompany the CSS is the largest in the history of policing in Victoria, and Victorians need to be assured that the CSS will be delivered in full and on time, with clear benefits to the community. After closely reviewing the statement, I have identified 63 initiatives for monitoring. These are set out in **Appendix B**.

During the next six months, the Government will need to build on its tracking measures to develop a defined set of indicators that are meaningful to the community. For example, the statement commits to an increase in frontline shifts as a measure of increasing connection to the community. At the local level, if a police station receives 20 additional sworn police officers, this should translate to material changes in the community, including an increase in marked police patrols for greater police visibility, and an increase in detected crime. I await the Government's further development of this work in coming statements, and will be monitoring progress reports closely with an eye to community outcomes.

Community engagement is a prominent theme in the CSS, with the Government committing to creating opportunities for Victorians to have their say and seeking community views to inform the development of future statements. I have been a strong advocate for the community and victims over a long period of time in my previous career, and will continue to do so in my current role as Trustee without fear or favour. An important part of this will be meeting with key community groups and stakeholders to understand views, ideas and concerns that may feed into future Government community safety policy.

## Initiatives that have been delivered or are well progressed

The Government has provided significant funding over the last three State Budgets to increase Victoria Police capability and resources. Over the last two and half years a number of initiatives have been fully implemented or are well progressed in their implementation.

### Police Custody Officers

Victoria Police has been funded to recruit and deploy 400 police custody officers (PCOs) to police stations to undertake custodial management of people in police custody and other related functions. The benefits of PCOs including releasing sworn officers to front line duties. As at 30 April 2017 Victoria Police had employed 307 PCOs and Victoria Police has advised that, consistent with Government funding and expectations, it is confident it will have all 400 PCOs on board by 31 December 2017.



PCOs are working at 22 police stations across Victoria, in both metropolitan and regional stations. Victoria Police has reported that PCOs have freed up police officers to undertake frontline operational work that doesn't see them tied to managing people in police cells. Victoria Police advises that custody shifts being performed by police at the 22 stations has fallen by 80 per cent.

I will be monitoring to see how this contributes to police activity in these local areas over time.

Recently the Government announced the introduction of the role of Police Custody Officer Supervisor to manage small teams of PCOs at police stations. I will also monitor the impact and benefits of this role as these new positions are deployed.

### 300 Frontline Police

In 2016/17 Victoria Police received funding to recruit and deploy 300 frontline police to increase the number of police officers available to manage frontline demand. The Chief Commissioner recently announced where the 300 police officers will be deployed – largely growth corridors in metropolitan Melbourne. While some of these police are already deployed, the Chief Commissioner has said that the full 300 will be deployed by April 2018. I will be monitoring to see how the extra police officers contribute to police activity in the local areas over time.

### 106 specialist police officers

In 2016/17 Victoria Police also received funding to recruit an extra 106 police officers to work in specialist areas such as Anti-Gangs and Illicit Trafficking teams, the Public Order Response Team (PORT) and the Specialist Operations Group.

Most of these specialist roles are now filled, with 40 new police officers in the expanded PORT team. PORT provides a rapid response to public order incidents and the team has provided boosted police capacity at a number of large public gatherings.

## 117 specialist staff

Victoria Police has been funded for 117 specialist staff. The majority of these roles have now been recruited, including 48 intelligence analysts, forensic officers and investigation support staff to strengthen counter terrorism capacity and capability.

New specialists include ten new fingerprint expert and technicians to support rapid identification of recidivist offenders through fingerprint analysis, ten support personnel for the Victoria Police Monitoring and Assessment Centre, forensic officers to target clandestine drug labs and additional police prosecution lawyers at the Assessment and Referral Court and the Drug Court.

To increase Victoria's forensic capacity, Victoria Police has received funding for 24 additional forensic officers and staff for two new forensic regional hubs, with recruitment commencing in July 2018.

My next report will provide an overview of the benefits being delivered through these extra resources.

## Monitoring and Assessment Centre

Victoria Police commenced operating a new Monitoring and Assessment Centre on 31 December 2016. The centre operates 24-hours per day, 365 days per year and is designed to give police real-time intelligence on operations while they are in the field. The centre has played an important role during large public events such as Moomba, to provide information about the movement of crowds and quickly supply police with information about incidents where a police response is required. Sixteen analysts have been recruited to the Monitoring and Assessment Centre operations.

## New legislation

The Government has introduced new legislation to provide police and the criminal justice system with new powers to deal with crime and offending. Some legislation has been passed but other Bills are yet to pass Parliament:

- New offences to target carjackings and home invasions (commenced December 2016)
- Presumption against bail for new offences of aggravated carjacking, home invasion and aggravated home invasion (commenced December 2016)
- New police powers to monitor sex offenders (passed Parliament in June 2017).
- New public order laws and increased penalties to stop violence at protests or public events (currently before Parliament)
- A number of new bills were introduced in late May 2017 which will make it harder for serious offenders to get bail in Victoria; increase penalties for young people committing serious and violent crimes, including new Youth Control Orders; and increase sentences for 12 of the most serious crimes, including murder, rape and sexual offences involving children (currently before Parliament)
- Lowering the threshold test for trafficking a commercial quantity of methylamphetamine such as speed or ice and banning the production, promotion and sale of synthetic drugs (currently before Parliament)

- Banning cash for scrap metal and new powers for PSOs (currently before Parliament)

### **Mernda Police Station**

Victoria Police has also received funding to build a new police station at Mernda in Melbourne's north east. Construction is due to be completed by the end of 2017 and during 2018 I will be considering how the benefits of the new police station, and the new police officers that have been allocated to it, are being delivered to the local community.

## Priority 1 – Reducing harm

The objective of this priority is to reduce crime, and to deliver long term improvements to community safety.

### Police Numbers



The Government has committed to an additional 3,135 sworn police officers over five years, with 300 of those frontline officers and the majority of the 106 specialist sworn officers being sworn in by 30 June 2017. The balance of 2,729 is to be delivered over the next four years, commencing from 1 July 2017.

The additional 3,135 sworn officers will increase overall police numbers by 25 percent and the new police will be allocated in accordance with the Staff Allocation Model (SAM).

The original timeframe to recruit the 300 frontline officers was by 30 June 2018, but this was advanced to 30 June 2017 by Government as a response to a clear need for police in high demand areas. On 27 April 2017, the Chief Commissioner announced the allocation of the 300 frontline officers to the following divisions:

Division	Number of officers
Knox	2
Westgate	41
Brimbank	63
Fawkner	89
Diamond Creek	45
Dandenong	50
Geelong	10

While the 300 will be recruited by 30 June 2017 as per Government funding, it should be noted that the total number will not be working in positions and operational until April 2018. This is due to the fact it takes twelve months to train an officer from commencement at the police academy as a police recruit to being fully operational and in their allocated position.

A further 100 Protective Security Officers (PSOs) will be recruited to work on the public transport network over the four year period. At the same time, a number of existing PSOs are transferring into the Constable Qualifying Program to become police officers. I will be monitoring PSO recruitment activity in light of the commitments in the Community Safety Statement to introduce mobile PSO patrols.

With the investment of additional police numbers, I will be interested in seeing the benefit of the extra resources, looking for an increase in marked police patrols, an increase in frontline shifts and a more visible police presence in the Victorian community. With the increase in police numbers, I would anticipate an increase in detected crime with more police on the streets, but a more visible police presence is also likely to lead to a decrease in specific crimes.

### **Recruitment Activity**

The commitment to recruit an additional 2,729 sworn police officers and 100 protective security officers over four years will present many challenges. Currently Victoria Police accept just over 15 per cent of applicants, which means over 18,000 applications will be required.

Victoria Police will therefore require a significant number of new recruits to be inducted each year to meet this commitment and account for attrition. At the time of writing, the schedule for the roll out of the new recruits over the next four years is yet to be announced. However, the Chief Commissioner is confident that the police academy has the capacity and required staff to deliver the 2,729 additional officers. The progress of recruitment will be reported on in future updates.

In my role as Community Safety Trustee, I will monitor and raise any risks or concerns that are apparent through this implementation process. Some areas of risk can be anticipated at this early stage.

### **Training new police recruits**

The Victorian Equal Opportunity and Human Rights Commission's (VEOHRC) *Independent review into sex discrimination and sexual harassment, including predatory behavior in Victoria Police* identifies that, as a formative experience for new recruits, the police academy is a good place to commence cultural change. With the proposed increase in throughput at the academy, the momentum for cultural change must not be lost. This may require some human resources support to ensure the Commission's recommendations for change are implemented as part of the training.

It is my view that with the police academy being at near capacity, physical resources will predictably be strained. In addition to training for new recruits, Detective training, Sergeant training and other internal courses are also conducted at the academy. Additionally, operational training in relation to firearms and safety tactics is undertaken by about 6,000 members every six months.

The additional new sworn members coming through the academy are likely to put pressure on the staff and facility, though I understand that Victoria Police has received some funding through the CSS package for additional training staff. Consideration should be given as to whether all the current courses remain at the academy or there may be a requirement for investment in further infrastructure located elsewhere to support Victoria Police's training needs. In time, there may be a need for additional funding or future upgrades to buildings at the police academy to accommodate the changes, a 'downstream' effect of the additional numbers.

### **Changed policing environment**

The community is aware that policing has changed, such as terrorist events which challenge police of all jurisdictions. The Government has implemented the presumption against bail for individuals charged with terrorism offences. Victoria Police is committed to being prepared for the risk posed by terrorism, through identifying emerging threats, focusing on community engagement and countering violent extremist activities.

In 2015, Victoria Police was funded \$49.4m to set up a separate command for Counter Terrorism under the leadership of an Assistant Commissioner. Victoria Police also has arrangements in place to monitor high risk persons across a range of areas including serious and organised crime, outlaw motor cycle gangs, terrorism and registered sex offenders. Success may be difficult to monitor due to the sensitivity around these subjects, but I will further consider possible measures that could be relevant markers of community outcomes, such as the number of arrests made as a result of monitoring processes.

## **Crime Reporting**

Victoria has traditionally reported crime using the number of criminal offences recorded by police, the rate of offences committed per 100,000 population and a victimisation rate per 100,000 population. While these measures will continue to be reported, the Crime Statistics Agency will start reporting on two other measures to better understand the impact of crime and the harm it causes.

By September 2017, a further measure introduced will be incident-based reporting. Often, one 'crime' can have ten crime offences attached to a single incident. Where an offender is charged with a serious assault there may be a further eight or nine charges. While this captures the number of offences recorded by police, it doesn't necessarily provide a picture on how people experience crime, often as a single event. During the court process the offender pleads guilty to the most serious offence and the other charges are withdrawn. Either way you look at it, it is only one crime incident and not eight or nine separate events.

The second new measure will be a measure of harm resulting from crime. In short, a minor assault has less harm attached to it than a rape or a murder. Several jurisdictions use this measure to understand the true impact of crime and the harm caused to victims. The United Kingdom has adopted what is known as the 'Cambridge Harm Index'. The index was developed by the Cambridge Institute of Criminology, including Director Professor Lawrence Sherman and a former Chief Constable Peter Neyroud.

Based on sentencing guidelines and number of 'imprisonable' days, an index could dramatically improve identification and policing areas where the most damaging crime occurs, as well as the most dangerous repeat offenders. The Crime Statistics Agency will consider the Cambridge Harm Index among other possible methodologies and develop a model appropriate to Victoria.

The new 'harm index' measure would not replace the current crime count, but it will help us to understand the true effect.

Currently both detected and reported crime contribute to the overall crime figures. With additional police, detected crime will increase and I believe that detected crime should be separated from the overall crime figures. Crime reports completed by police enable this distinction, but the current use of this reporting function could be improved. There is opportunity for Victoria Police to address this so detected crime can be reported as a separate measure to deepen understanding of the impact the additional police have on community safety.

## Priority 2 – Increasing connection to the community

In 1829 Sir Robert Peel developed nine principles for policing and one remains very true today around connection to the community:

*‘Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.’*

Today’s modern police officer needs to be involved in the community and have a strong engagement with a range of stakeholders and local community leaders.

### Understanding frontline policing benefits

With the commitment to significantly expand frontline policing, it is important for the community to know what to expect in relation to police availability and engagement. Commitments in the CSS in relation to increased police numbers include an increased number of marked police patrols, an increase in frontline shifts to respond to calls, that 24-hour police stations are active 24-hours a day, and that counter services are maintained.

There is a need for clear definitions of each of these commitments to ensure the accountability of Victoria Police in delivering on a more visible police presence. Presently, some consider that a 24-hour police station is a gazetted station providing a 24-hour counter service to the public. Others contend that a 24-hour police station is staffed 24-hours a day and secured without open counter service for the night shift period, with public having access after a security risk assessment.

These definitional issues will need to be addressed and in place so data can be recorded and reported and the community can have confidence and certainty about them.

### New ways of contacting Victoria Police

I understand that in recent times, the demand for police services has outstripped the ability of police to respond to many calls. We know from the data that many of these calls for police are not of an urgent nature. The CSS includes funding for a Police Assistance Line (PAL) to enable people to contact Victoria Police in non-emergency situations. This will free up mobile units to attend urgent calls in a timely manner.

Once established, I would expect the PAL to deliver benefits for the community including a downturn in calls to ‘000’ and a quicker police response to urgent calls. In March 2015, the Victorian Auditor-General’s report, *Emergency Service Response Times*, identified that Victoria Police does not record emergency response times, and is one of the only emergency services not to do so. This may be something for consideration in the future.

I consider that the PAL must include some staff that are experienced police officers— there is no room for error when ‘triaging’ a call. Those seeking urgent police assistance must be reassured they will receive appropriate service.

The CSS will also fund an online police portal for reporting crime and obtaining information and other assistance. I will be interested to observe the development of the portal, noting that not all crimes are suitable for reporting in this way. A portal may be more suitable to property offences, for example, than crimes against the person.

## **Engaging young people**

Victorians are well aware of the issues around youth crime and understand that many young people are disengaged from the broader community. The CSS funds an additional 42 new specialist youth officers to support a renewed youth engagement framework. This will complement the existing 93 sworn officers involved in community engagement.

Following roll out, Victoria Police should therefore have dedicated youth officers focused on youth work, and it is important that these resources are not tied up in general police activities. This dedicated workforce will be imperative to achieving the Chief Commissioner's commitment to engage with other agencies to identify young people vulnerable to criminality and divert them from becoming involved in criminal activities.

In delivering the new youth officers, Victoria Police will also need to consider a more coordinated approach, with clear objectives for all youth officers. For example, it may be that the youth officers group would benefit from a renewed policy framework or being managed under one command.

## **Better police stations**

Many of the state's police stations need upgrades or modernisation. Under the CSS, 10 police stations will be replaced and others will be upgraded. The new Mernda Police Station is in progress, and the initial police officers for the station have been allocated from the 300 sworn officers being trained. I understand that this means neighbouring police stations will not be required to reduce their staff.

## **Engaging with the community**

Victorians want to be heard on many issues and clearly law and order is at the forefront of community concerns. It is important that the Government listens to the community in the course of developing policy, and Victoria Police must engage and be closely involved with the local communities in which it works.

To this end, in 2017 the Department of Justice and Regulation will conduct a public survey to gain insight into community views and priorities to inform the next CSS. This is a new initiative, but a very important one, giving the community a voice.

Victoria Police has adopted its own internal strategy, Community Engagement 2015-2017 and will require each Division to report on their interaction with the community. Victoria Police also operates Eyewatch Facebook pages, designed to connect local police with the community and empower Victorians to be active participants in making their communities safer. There are currently 29 local Eyewatch pages in operation, showing promising growth in activity in 2016/17 to date with an increase in page 'likes' by over 70 per cent across the year.

The CSS commits Victoria Police and the Department of Justice and Regulation to establish 12 community safety networks for police and communities to come together to establish safer, stronger communities. The first six are to be established during 2017/2018, with a further six to come in the following financial year.

There are currently different community engagement models operating within several police regions, but they often have different structures and attendees. A more coordinated approach, using a proven model that is able to be adapted to local needs, should be adopted and administered. To add value to future law and order policy, my view is that the 12 community safety networks should be a true representation of the community.

## Priority 3 – Putting victims first

Victims are, and rightly should be, at the centre of policing and the legal process. Too often they have been forgotten or not given a voice. Victim-centric policing started to emerge in 2005, a philosophical approach often referred to as the ‘Shepherd’s solution.’ It identified the importance of the victim in the response to crime. It challenged police organisations to change their operations and put the victim at the forefront.

In 2015 Victoria Police produced *Future Directions for Victim Centric Policing* building on its *Victims of Crime Policy Statement 2007*.

The Government and Victoria Police are committed to reducing victimisation and improving overall service delivery. Prevention is the cornerstone to achieving this result. The CSS provides funding for several initiatives to this end. For example, the Government will deliver \$19.4 million in Community Crime Prevention Programs, which include:-

- Grants of up to \$250,000 for councils to install CCTV and lighting
- New grants to assist communities to target the underlying causes of crime and address emerging crime trends
- Extending Community Safety Grants.

I will be keen to understand the outcomes that these grants can achieve within local communities.

### Family Violence

The Royal Commission into Family Violence identified the need for a more specialist approach to the victims and more professional tailored training for police. Funding has been provided to establish a Family Violence Centre of Learning at the police academy, as well as training for all sworn officers tailored to their rank, role and career stage.

In addition, funding has been made available for 415 dedicated family violence officers. This number will be taken from the 2,729 additional police. It will be vital to ensure these members are allocated accordingly and not absorbed into general duties police.

Family violence is a major concern for all police jurisdictions and represents the largest proportion of victims of crime. It will be important to ensure all victims are treated equally and able to access appropriate services for assistance.

The CSS sets out several agencies that assist victims and central to this is the Victims of Crime Commissioner. It is of note in his Annual Report 2015-2016, the office has limited capacity due to only having two full time staff. This is a matter for consideration moving forward.

The Victims of Crime Assistance Tribunal provides financial assistance to victims of violent crime committed in Victoria. Applications are made in the Magistrates’ Court, where the matters are heard and determined. Currently, on average, it takes around nine months to finalise an application and some matters span more than two years. If the approach is ‘victims first’, then the current process warrants review in the interests of quick resolution for victims.

## Rollout of Body Worn Cameras

The CSS references a major state-wide investment in body worn cameras for sworn officers. Not only do body worn cameras have the potential to change the behaviour of offenders and reduce complaints against police, they will also be used to record evidence from witnesses.

However, the introduction of cameras is no simple task, and delivery of this commitment needs to be managed with care. Consideration will need to be given to the policy and practice issues that need to be addressed in the implementation of the body worn camera project. These could include matters such as who has access to the video evidence, as well as the kind of training required in the use of cameras and the handling of evidence. Further, if video is to be used as witness testimony, changes to criminal proceedings and evidence legislation will be required. Currently, the admissibility of such evidence under the *Criminal Procedure Act 2009* is very limited.

Legal practitioners representing the accused may want a written transcript of the video evidence, which is likely to be time consuming and create additional cost. While body worn cameras have great potential, I consider that implementation should not be rushed, to ensure it is established with proper regard for its implications and delivered right from the start.

## Priority 4 – Holding offenders to account

In recent years, there has been a great deal of commentary and public debate about the management of offenders, sentencing and appropriate laws.

Sentencing is complex - the Sentencing Advisory Committee provides clear information to give Victorians a better understanding of the law. On balance, sentencing should meet community expectations, despite its complexity.

### Legislative Reforms

The Government has already introduced several new laws after considering concerns expressed by the public and other stakeholders such as new laws in relation to home invasion and carjacking and the presumption against bail for terrorism offences.

This is in addition to the Government's commitment to introduce new offences for firing at a house or stationary vehicle, or endangering a person with a firearm, to target drive by shootings and redefining the laws with respect to firearms trafficking.

The prevalence of serious firearm offences and emergence of military style weapons is of great concern. Victoria Police has established an investigative group within the Armed Crime Squad to investigate and tackle this problem.

Given these changes, within the next 12 months I would expect to see outcomes such as an increase in firearm seizures, and more offenders charged with firearm offences.

Offenders committing crimes while on bail is of significant concern to Victorians. The Government commissioned a review of the *Bail Act 1977* by former Supreme Court Justice Paul Coghlan QC. The review made 24 recommendations, which will be considered by Government. I will continue to monitor as changes arising from the review are implemented, especially those with respect to police being able to remand accused persons.

The CSS commits to streamlining DNA testing so Victoria Police will not be required to obtain a court issued warrant to take a DNA sample from a person suspected of committing an indictable offence. The impact of this initiative should be that more offenders are detected, more quickly, for outstanding crimes. Once implemented, I will look to understand how many unsolved crimes have been solved per annum due to the change to DNA collection procedures.

### Road Safety

The CSS provides \$43.8 million in funding to roll out Automatic Number Plate Recognition (ANPR) to 220 highway patrol vehicles and other road safety initiatives. This investment should have an impact on detecting unregistered vehicles and assist with taking those who drive without a licence or whilst disqualified off the road. There should be a return on capital investment by also identifying those with outstanding warrants.

The relevant measures of success in the CSS include the number of high risk drivers identified and removed from the roads. For me, success will also be measured by the number of unregistered vehicles detected and the number of outstanding warrants identified.

### Monitoring Sex Offenders

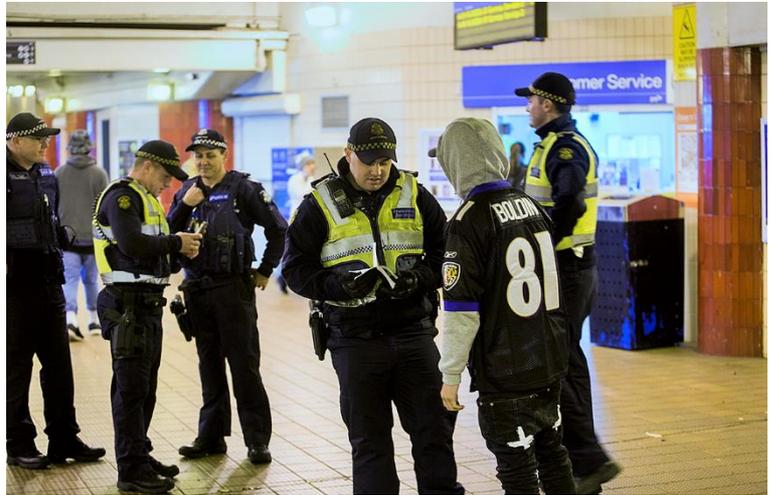
Victoria Police has chief responsibility for monitoring sex offenders on the Sex Offenders Register, and failure to do so presents a risk to the community. The CSS notes the Government's recent

actions to provide Victoria Police with increased powers to check offenders' compliance with a Supervision Order, and establishment of a Specialist Response Unit comprising senior Corrections Victoria staff and Victoria Police detectives. I will be interested to observe whether these changes amount to an increase in compliance breaches identified.

### Young offenders

The management of young offenders, especially recidivist and serious offenders, has been of continual interest in recent media, and the community continues to express concern about changes in youth offending.

The Government has committed to a major Youth Justice Reform package and new Youth Justice Strategy, currently under development, with a view to reducing youth recidivism. Forty-one new staff have already been employed to improve safety and manage behavioural risks at all youth detention facilities.



Other commitments include a \$32 million investment in strong measures to supervise young people in the community, including an intensive Monitoring and Control Bail Supervision Scheme. I will be looking at how this is to be implemented and administered, with a view to an overall goal of a reduction in breaches of bail.

### Flow on impacts of extra police

Effective and timely justice is essential to public safety and public confidence. Currently many cases at the Magistrates' Court are adjourned multiple times before they are finalised, which delays a conclusion for victims and the penalty for the accused is too far removed from the actual date of the offence.

With additional police, there will be an increase in matters coming before the courts. This will put further pressure on the court system and those seeking legal aid, and require additional funding to cope with the extra demand. This represents a further downstream effect of CSS implementation that must be considered and addressed to ensure the overall outcomes for the community are beneficial.

## Priority 5 – Improving Victoria Police capability, culture and technology

The changing and challenging world of policing requires present and retired police officers, PSOs and other police employees to be supported in their overall wellbeing and mental health.

### Cotton and VEOHRC Reviews

The recent *Victoria Police Mental Health Review* (Mental Health Review) led by Dr Peter Cotton, Nancy Hogan, Peter Bull and Maryanne Lynch made 39 recommendations with the aim of improving awareness, prevention and early intervention. The Chief Commissioner has committed to implement all 39 recommendations. The Government has allocated \$2 million to provide a comprehensive and integrated program of mental health literacy for all Victoria Police staff.

In addition, Victoria Police has accepted all the recommendations directed to Victoria Police from the VEOHRC review, and acknowledges change must occur to make it a diverse and inclusive organisation.

Both VEOHRC and the Mental Health Review identified issues in Victoria Police leadership. In response, Victoria Police has committed to further training for managers and senior officers to uplift the capability in leadership. In the next 12 months, my focus will be on how many officers receive additional leadership training to the current offerings, to ensure review recommendations are being delivered.

As a further step towards cultural change, the CSS provides for an additional 2,729 police officers, of which 219 police and seven PSOs are to be deployed to backfill the positions of officers on parental leave. I note that these roles will need to be quarantined for that purpose only, otherwise they will be absorbed into the general overall numbers without achieving the original aim.

Victoria Police is committed to changing the culture, and will continue to maintain high standards of ethical behaviour, integrity and professional standards. Measures in the CSS include a reduction in substantiated complaints against police and greater workforce diversity. I would also add to this a reduction in members who are charged with criminal and discipline offences.

### New technology and equipment



The CSS will fund important specialist equipment including a heavy armoured vehicle and three bulletproof vehicles, new bomb robots, night vision equipment and anti-ballistic vests. A state of the art facility will be built at a cost of \$27.4 million, fit for purpose for training of the Special Operation Group and Critical Incident Response Unit. This will give Victoria one of the best training facilities in Australia.

Modern technology is key to ensuring police have access to up to date information and the tools they need to respond to crime. Every frontline officer will be issued with a hand held mobile device.

Statistics from New Zealand show a major benefit from such devices, which allows officers to remain on patrol without returning to police stations to complete reports. It has been estimated to be worth around 500 additional police, and I hope to see the efficiencies provided through the new devices quantified and recorded so the community is able to observe the benefits.

## **Appendix A – The Government Priorities for Victoria Police as described in the Community Safety Statement 2017**

### **Priority 1 – Reducing harm**

#### ***Victorians live free from crime and disorder***

People are safe and feel safe in their homes, in public spaces, on public transport, in their workplaces and neighbourhoods.

#### ***Threats are identified and prevented***

Police use their resources and available information to act swiftly to protect communities and respond to emerging issues.

### **Priority 2 – Increasing connection to the community**

#### ***Victorians trust that Victoria Police will keep them and their property safe***

Police instil confidence in people about how their communities are policed.

#### ***Communities are listened to and involved***

Police actively engage with Victorians to create safer, stronger communities.

#### ***Victoria Police has a highly visible presence in, and strong connection with, the community***

Police ensure that people have confidence in them and that they will be able to access police services in the time and manner they need.

### **Priority 3 – Putting victims first**

#### ***Victims and witnesses are supported***

Police provide necessary protections to victims and witnesses and work with other agencies to keep them safe and link victims to the right support services.

#### ***Vulnerable children and young people are kept safe***

Services work together to identify and act early including referral to appropriate support services.

#### ***Victoria's women and children live free from violence and abuse***

Victoria's women and children are protected and live free from family violence.

### **Priority 4 – Holding offenders to account**

#### ***Offenders understand the consequences of, and are held accountable for, their actions***

The community and those who choose to break the law, know there are consequences for criminal behaviour and these are applied by the courts.

### ***Serious offenders are monitored***

Police proactively monitor and manage the risks posed by serious offenders and Persons of Interest.

### ***Offenders change their behaviour***

Offenders work to change their behaviours, they are engaged and connected to relevant agencies.

## **Priority 5 – Improving Victoria Police capability, culture and technology**

### ***Victoria has a modern police force that reflects the community***

The police workforce is diverse and non-discriminatory.

### ***Victoria's police force has a culture of fairness and respect, is just, and calls out bad behaviour***

Victoria Police works to serve the needs of all Victorians equally.

### ***Victoria Police delivers evidence-based initiatives and interventions***

Police use evidence, data and technology to provide effective policing services and improve community safety.

## Appendix B

The table below sets out a comprehensive list of the initiatives in the CSS. These are the initiatives I will monitor in my capacity as Community Safety Trustee.

Initiative	CSS page reference
<b>Reducing harm</b>	
Victoria Police will introduce 2,729 new sworn police officers over the next four years.	Page 23
Victoria Police will introduce 100 new Protective Services Officers to boost mobile patrols and safety at train stations and transport hubs.	Page 23
The Crime Statistics Agency will develop a measure of recorded criminal incidents (e.g. a single crime event) to add to the existing counts of offences (the many offences that make up that event).	Page 18
The Crime Statistics Agency will develop a measure of the seriousness or harm caused by crime, as a way of determining the severity of crime	Page 18
Victoria Police will make more effective planning for police resources through use of the Staff Allocation Model (SAM).	Page 25
Victoria Police will have a proactive and local approach to policing by maintaining a commitment to highly visible police in the regions, increasing frontline shifts and being engaged in the community.	Page 25
Victoria Police will maintain public order through a visible and active presence in the community including through more marked vehicle patrols, the introduction of greater response capacity, new tactical equipment and specialised training.	Page 25
Victoria Police will ensure that Victoria is appropriately prepared for the risk posed by terrorism, through identifying and responding to emerging threats and focusing on community engagement and countering violent extremism activities.	Page 25
Victoria Police will continue to keep our roads safe by implementing <i>Towards Zero</i> , <i>Victoria's Road Safety and Strategy Action Plan 2016-2020</i> , including operations targeting speeding, drug and drunk driving, and high-risk drivers.	Page 25
<b>Increasing connection to the community</b>	
Victoria Police will replace 10 police stations across the state. This includes stations at Alexandra, Altona North, Reservoir, Rutherglen, South Melbourne, Tangambalanga, Warracknabeal, Wedderburn, Wycheproof, Wyndham.	Page 31
Victoria Police will deliver 42 new youth specialist positions to support a renewed youth engagement framework.	Page 32
Victoria Police will introduce four new Aboriginal Community Liaison Officers to expand positive engagement with Aboriginal Victorians.	Page 30
The Government will deliver 12 community safety networks to actively engage with the police to create safer, stronger communities.	Page 12
24-hour police stations will be open all hours.	Page 29

<b>Initiative</b>	<b>CSS page reference</b>
A new 24-hour non-emergency Police Assistance Line will be established to enable people to contact Victoria Police in non-emergency situations, such as reporting a crime or suspected criminal activity, and make general enquiries.	Page 29
An online police reporting portal will be created for reporting crime and obtaining information and other assistance.	Page 29
The Government will support local initiatives where police and local people can discuss local crime and community safety issues and provide information about existing and planned community safety activities.	Page 30
The Government will support new or existing local community safety groups with funding for crime prevention activities with progressive roll out across Victoria.	Page 30
The Government will support crime prevention campaigns to share information between police and the community on local issues. This will include additional funding for Neighbourhood Watch and targeted campaigns in local areas by Crime Stoppers.	Page 30
The Government will deliver \$8.5 million in Youth Crime Prevention grants in 2016-17.	Page 32
The Government will deliver \$1.5 million for Koori Youth Crime Prevention Grants	Page 32
Victoria Police will have a visible presence in local communities through active policing such as more marked vehicle patrols, a commitment to maintaining local police services (including single person rural police stations) and being available to the community in the way they need by maximising the use of technology such as online reporting, the Police Assistance Line and social media channels, such as Eyewatch pages.	Page 33
Victoria Police will engage with young people including working with other agencies to identify young people vulnerable to criminality and divert them from becoming involved in criminal activities.	Page 33
Victoria Police will further develop organisation and frontline relationships with Victoria's diverse communities, including Aboriginal, multicultural and multi-faith communities, LGBTI, young Victorians and people with a mental illness or disability.	Page 33
<b>Putting victims first</b>	
The Government will engage with victims to develop policy responses that meet their needs including through consultation with the Victims of Crime Commissioner and the Victims Survivors Advisory Council. New mechanisms will be developed to facilitate close engagement with victims in all contexts.	Page 40
The Government will deliver \$5.6 million to establish 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.	Page 40
Victoria Police will deliver mobile devices for each of our frontline officers.	Page 40
The Government will deliver a state-wide roll out of body worn cameras.	Page 40
Victoria Police will establish the Family Violence Centre of Learning that will provide training in family violence to police tailored to their rank, role and career stage.	Page 40

<b>Initiative</b>	<b>CSS page reference</b>
The Government will actively listen to and engage with victims when developing strategies to address crime, including implementing the recommendations of the Royal Commission into Family Violence through a process of co-design and consultation with victim survivors.	Page 41
Victoria Police will improve the frontline police response to family violence by deploying 415 additional dedicated and specialist family violence police resources and an increase in family violence positions for investigations.	Page 40
Victoria Police will improve the frontline police response to family violence by working with other agencies to improve information management systems to ensure victim safety.	Page 41
<b>Holding offenders to account</b>	
Victoria Police will roll out Automatic Number Plate Recognition technology across the highway patrol fleet (220 vehicles).	Page 12/48
The Government will streamline DNA testing for Victoria Police, with new powers and additional resources – Victoria Police will no longer be required to obtain a court issues warrant to take a DNA sample from a person aged 15 years or more who is suspect of committing an indictable offence.	Page 12/48
The Government will ban cash for scrap metal to end the trade in stolen cars.	Page 12
The Government will introduce tough penalties for offending, including minimum prison sentence for our worst offenders.	Page 43
The Government will introduce a presumption against bail for individuals charged with terrorism offences.	Page 43
The Government will introduce the presumption against bail for new offences of aggravated carjacking, home invasion and aggravated home invasion.	Page 43
The Government will introduce new offences of firing at a house, building or stationary vehicle, or endangering a person with a firearm to target drive by shootings.	Page 44
The Government will introduce new offences for refusing a roadside drug test, strengthening penalties for drug driving, drink driving and introducing interlocks for more offences.	Page 44
The Government will improve penalties for unlicensed driving to better reflect potential harm, and is broadening police powers to immobilise vehicles in police pursuits.	Page 44
The Government will lower the threshold test for trafficking a commercial quantity of methylamphetamine such as speed or ice. The Government will also ban the manufacture and sale of synthetic drugs.	Page 44
The Government will consider options for the future of youth justice infrastructure in Victoria, including the possible redevelopment of the Parkville Youth Justice Centre.	Page 47
The Government will create 41 new staff positions to improve safety and manage behavioural risks at all youth detention facilities.	Page 47
The Government will deliver more training and effective supervision for the additional new staff expected to commence work in youth justice facilities by the end of 2016.	Page 47

<b>Initiative</b>	<b>CSS page reference</b>
The Government will deliver a \$32 million Youth Justice Reform Package for stronger measures to supervise and monitor young people in the community including Intensive Monitoring and Control Bail Supervision Scheme.	Page 47
The Government will introduce a new Youth Control Order that will required young people to comply with a targeted education, training or employment plan.	Page 48
The Government will introduce an expanded bail supervision program to support more young people across the state when directed by the Children's Court.	Page 48
The Government will provide funding to enhance the Central After-Hours Assessment and Bail Placement Service.	Page 48
The Government will introduce a new offence, targeted specifically at those who encourage young persons to commit serious crimes in order to protect children and young people from the influence of serious and organised crime.	Page 48
The Government will deliver a new Youth Justice Strategy.	Page 48
Working with partner organisations, the Government will trial a series of number plate theft reduction initiatives to determine those that best reduce this high-volume crime.	Page 49
<b>Improving Victoria Police capability, culture and technology</b>	
Victoria Police will provide resources to support diversity in the workforce by enabling Victoria Police to backfill officers on parental leave.	Page 11/54
Victoria Police will provide additional leadership/gender equality capability uplift.	Page 11/54
Victoria Police will provide a comprehensive and integrated program of mental health literacy for Victoria Police staff. This will enable Victoria Police to build the foundations required to make future mental health initiatives effective.	Page 11/54
Victoria Police will establish a new dedicated training facility for specialist and critical incident police (Special Operations Group, Critical Incident Response Team and Bomb Response Unit).	Page 12/54
Victoria Police will deliver a new Air Wing, including three new helicopters and a fixed wing plane.	Page 12
The Government will expand roadside drug testing.	Page 54
The Government will free up police by examining capacity to further expand the functions of PSOs, PCOs and other specialist support staff to optimise safety outcomes and release sworn police back to the frontline.	Page 54
<b>General</b>	
The Government will use indicators to track progress towards those outcomes in each priority area. These will be reported on annually and refined over time.	Page 6
The Government will engage in consultation with the community throughout 2017 to help inform community safety policy, drive better engagement between communities and Victoria Police, and better understand community views.	Page 7
Victoria Police will consult and engage with the community closely as it delivers on its contribution to the priorities and outcomes in this statement. These will inform future CSSs and help shape future community safety priorities.	Page 7

<b>Initiative</b>	<b>CSS page reference</b>
The Victorian Secretaries Board will report to the Premier annually on whole of government progress towards improved community safety.	Page 16