



VICTORIA POLICE

STRATEGY FOR DIGITALLY TRANSFORMING VICTORIA POLICE 2023-2028



ACKNOWLEDGEMENT STATEMENT

ACKNOWLEDGEMENT OF COUNTRY

Victoria Police respectfully acknowledges the Traditional Owners of the country throughout Victoria. We pay our respects to Elders, past, present and emerging and continue to recognise and embrace the fact that Aboriginal People are connected to the oldest, continuous history.

ABORIGINAL ACKNOWLEDGEMENT

Victoria Police proudly acknowledges Victorian Aboriginal people as the first peoples and Traditional Owners, Custodians and caretakers of the land and water on which we rely.

We acknowledge and respect that Aboriginal communities are steeped in traditions and customs built on incredibly disciplined social and cultural obligations. These social and cultural obligations have sustained up to 65,000 years of existence.

We acknowledge the ongoing leadership role of our Aboriginal employees and the Aboriginal community on gender equality. In the spirit of self-determination, Victoria Police acknowledges our First Peoples; Aboriginal Victorians who are best placed to determine a culturally appropriate path to gender equality in their workplaces and communities.

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MESSAGE FROM THE CHIEF COMMISSIONER

The world around us is transforming at a rapid pace. Victoria Police must operate in an increasingly digital world, respond to rising citizen and workforce expectations, anticipate and protect against existing and emerging threats, and cope with continuing fiscal discipline.



We will always maintain a physical presence and our most important services will continue to be delivered physically by police officers. Supporting police to deliver the best possible service requires us to bring our information into order and seek to streamline our processes to improve every interaction.

The Strategy for Digitally Transforming Victoria Police details how technology will be a key enabler in delivering business value and support Victoria Police to achieve its strategic plans. This document helps everyone who works in and with the Victoria Police to understand our vision, as well as the strategic areas that we are focused on as a result. Secondly, it establishes some key ambitions and objectives for the organisation that will need to be translated into operational reality, through transformational activity and day-to-day business and policing.

We are committed to this transformation that will ensure Victoria Police is an enduring force for policing in the digital age.

Shane Patton APM
Chief Commissioner, Victoria Police

MESSAGE FROM THE DEPUTY SECRETARY AND CHIEF DIGITAL OFFICER

Victoria Police has significantly advanced its modernisation agenda around leadership, diversity, safety and technology over the last five years. This has further improved its capacity to effectively respond to important public safety issues, while meeting government priorities and legislative requirements.



This strategy sets out the Victoria Police's long-term operational priorities, as well as the key areas we need to focus on internally in order to support them. This includes critical partnerships with Service Delivery Transformation, Digital Victoria and external partners at its core. The document provides a vision for Victoria Police in terms of the key features, capabilities and behaviours that we want and will need over the next five years. It talks about what we want to excel in operationally, but also considers how the Victoria Police should look and feel in order to give us the best chance of delivering a quality service to the public.



Our work to digitally transform Victoria Police will leverage new technology innovations, better ways of working and upskilled people to transform frontline operations. We want to improve service value and enhance safety, security and community confidence.

To pave the way for a modern police service, Victoria Police has built a professional workforce. It seeks to ensure its workforce is well-equipped with technology that enables personnel to be more mobile, responsive, visible, and actively engaged with the community. Consciously establishing core internal capability will further enhance technical competency to deliver the services required to free up policing towards greater community engagement. This is an exciting ambition that will truly impact the way Victoria Police operates.

Karl Kent OAM
Deputy Secretary, Victoria Police

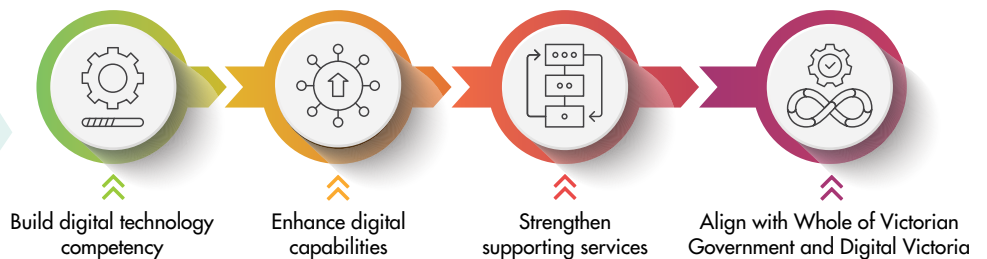
Dr Steve Hodgkinson
Chief Digital Officer, Victoria Police

EXECUTIVE SUMMARY

OUR VISION

Victoria Police will leverage digital technology innovations, process collaboration and an upskilled workforce to transform front-line operations, optimise service value and enhance safety, security and confidence of the community.

Victoria Police is well placed to build and enhance technology capabilities as well as strengthening the supporting services that underpin this capability.



This strategy aligns with the whole of Victorian Government vision and national policing strategy where there is high public demand for digital government services and increasing investment in digital technologies, infrastructure and skills.

Victoria Police will continue its modernisation journey to ensure it can effectively and efficiently respond to changing social, economic and technology landscapes, expectations and challenges.

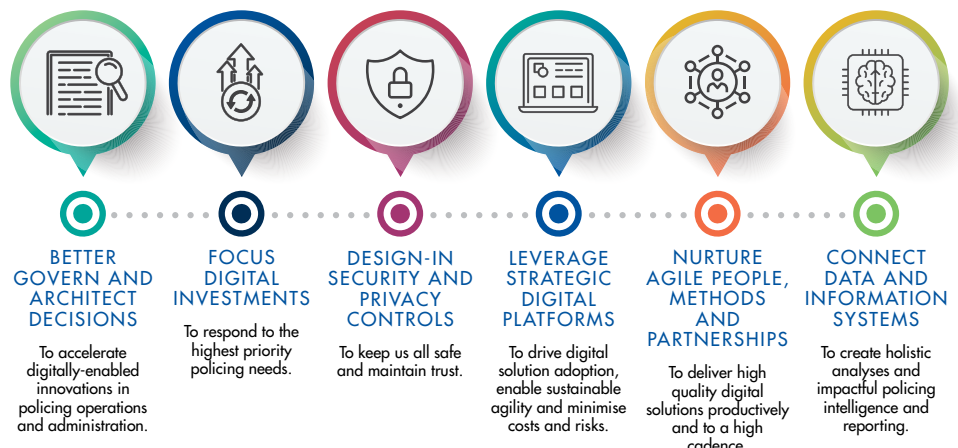


Advanced digital technology capabilities will build upon a strong foundation, specifically addressing key capability with a focus on enhancing and streamlining existing technologies.



The Digital Services and Security Department (DSSD) is a key digital enabler in delivering business value and support to Victoria Police to achieve its strategic plans.

Victoria Police will invest in critical digital technologies, infrastructure and skills through key strategic enablers:



INTRODUCTION

OUR VISION

Victoria Police will leverage digital technology innovations, process collaboration and an upskilled workforce to transform front-line operations, optimise service value and enhance safety, security and confidence of the community.

Over the last five years, Victoria Police has significantly advanced its modernisation agenda around leadership, diversity, safety and technology. This has further improved its capacity to effectively respond to important public safety issues, while meeting government priorities and legislative requirements.

There is an ever-increasing dependence on digital technology services with breadth and depth of demand for initiatives of various degrees of strategic and tactical value. We must develop ways to shape this demand and focus our efforts. How we mobilise to deliver more new and enhanced systems is key.

This strategy will drive digital transformation for Victoria Police, directly supporting delivery of 'Exceptional Policing Services' through the goal 'Streamline our processes to improve every interaction' as outlined in *Keeping you safe: Victoria Police Strategy 2023–28*.

Our *Strategy for Digitally Transforming Victoria Police* seeks to reform six aspects of our approach to digital innovation. We will accelerate the way we digitally transform Victoria Police: by **improving governance and decision-making**; by **focusing digital investments** in the right places; by **designing-in security and privacy controls** at the start; by **leveraging strategic digital platforms**; by **nurturing agile people, methods and partnerships**; and, by **better connecting data and information systems**.

This will strengthen the governance of digital platforms, data and cyber security, free up resources, and improve our processes and our response to real and emerging threats. Streamlined processes and digital transformation will improve our capacity to deliver accessible, visible and consistent services across the state.

Our digital transformation will strengthen policing operations with more modern infrastructure, frontline applications, management tools and systems. This work has already begun but we need to do more. Through more automated and electronic management systems for rostering, court documents, investigation management and procurement processes we will reduce the administrative burdens on our teams. Contemporary corporate systems will make sure this important work supports the agility we need to deliver on the frontline.

The goal is to ensure that this strategy endures over time, accompanied by an annually updated roadmap that details the digital work program.





PURPOSE, OBJECTIVES AND AUDIENCE

THE DIGITAL SERVICES AND SECURITY DEPARTMENT (DSSD) IS A KEY DIGITAL ENABLER IN DELIVERING BUSINESS VALUE AND SUPPORT TO VICTORIA POLICE TO ACHIEVE ITS STRATEGIC PLANS

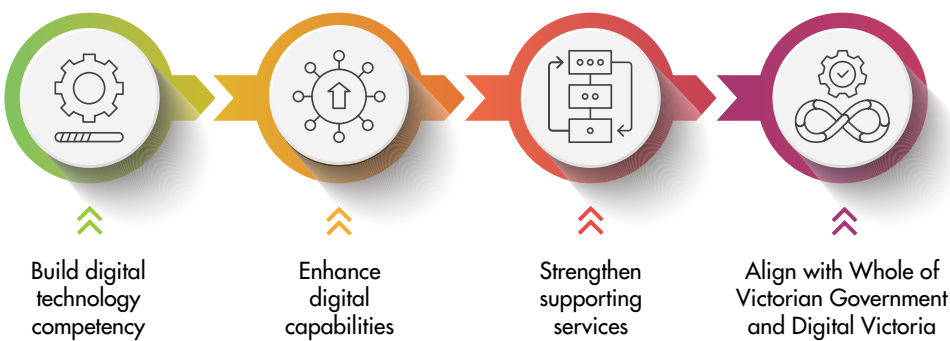
PURPOSE	OBJECTIVE	AUDIENCE
<p>Why has this Strategy been produced?</p> <p>Victoria Police is currently undergoing a significant business change to enable sustainable growth.</p> <p>This will be achieved by fully leveraging the technologies Victoria Police has, making essential and strategic investments in new technologies in areas with the greatest need, and reducing operational cost through efficiency.</p>	<p>What will the Strategy seek to achieve?</p> <p>The strategy explains Victoria Police's current performance, challenges we will need to address, future vision and strategic pillars that underpin achievement of that vision.</p> <p>The strategy enables services delivery transformation by leveraging digital platforms to integrate service delivery and enables development of a multi-year roadmap that will guide investment over the next five years.</p>	<p>Who has the Strategy been produced for?</p> <p>This document can be used by all stakeholders within Victoria Police to ensure alignment and enable effective partnering.</p>
<p>Key aims for the Strategy</p> <ul style="list-style-type: none"> • Enable greater business agility using digital capabilities. • Assist in refocusing efforts and funding to initiatives that will bring significant change and impact in a measurable and effective way. • Provide an effective, detailed roadmap to achieve the highest priority initiatives. • Inform clear and defined initiatives that align to strategic goals and expected benefits. <p>The Strategy explains the role and priorities of Victoria Police to support the change agenda and deliver business value.</p> <p>The Strategy will be continuously updated and used to assess success and performance against Victoria Police priorities.</p>	<p>Key aims for the Strategy</p> <ul style="list-style-type: none"> • Develop a common view of digital and investment requirements across Victoria Police. • Understand the current state environment to identify strengths, issues and gaps. • Understand the future state systems landscape and likely integration points to enable Victoria Police's current and future operations. • Identify the indicative cost to implement solutions that meets Victoria Police's operational requirements and to assist in setting and managing budgetary expectations. • Provide a mechanism for delivery of the Strategy. 	<p>Key aims for the Strategy</p> <ul style="list-style-type: none"> • Technology Team: to align what we are doing together, how we are going to do it as one team and to prioritise what we do to ensure we are making a meaningful and measurable contribution to business success. • Executive Leadership: to understand DSSD's role in enabling services transformation and how DSSD will partner with Executive Leaders to achieve objectives. • Technology Users: to understand the breadth, complexities and importance of DSSD within Victoria Police and the impact on each functional area. The summary version will be made available to this audience.

BACKGROUND

ADVANCED DIGITAL TECHNOLOGY CAPABILITIES WILL BUILD UPON A STRONG FOUNDATION, SPECIFICALLY ADDRESSING KEY CAPABILITY WITH A FOCUS ON ENHANCING AND STREAMLINING EXISTING TECHNOLOGIES.



Since 2016, through BlueConnect and Modern Workplace programs, Victoria Police has demonstrated ability to rapidly deliver enhanced technology capability. The foundations for digital transformation are now in place and able to be leveraged to advance policing in the digital age.

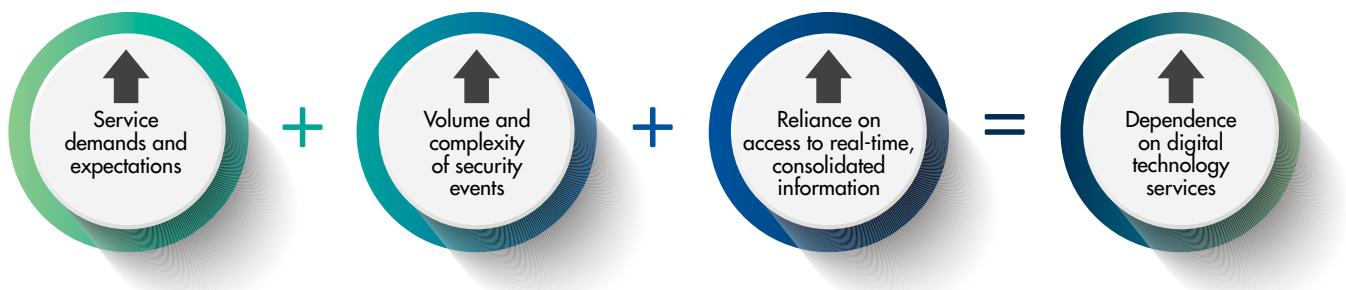


Victoria Police is well placed to build and enhance technology capabilities as well as strengthening the supporting services that underpin this capability.

CONTEXT

THIS STRATEGY ALIGNS WITH THE WHOLE OF VICTORIAN GOVERNMENT VISION AND NATIONAL POLICING STRATEGY WHERE THERE IS HIGH PUBLIC DEMAND FOR DIGITAL GOVERNMENT SERVICES AND INCREASING INVESTMENT IN DIGITAL TECHNOLOGIES, INFRASTRUCTURE AND SKILLS.





Victoria Police will continue its modernisation journey to ensure it can effectively and efficiently respond to changing social, economic and technology landscapes, expectations and challenges.






CURRENT FACTS

21,000+ Victoria Police employees		860,000 community calls for assistance received		865,000 Police Record checks conducted		300,000 Service desk interactions per year	
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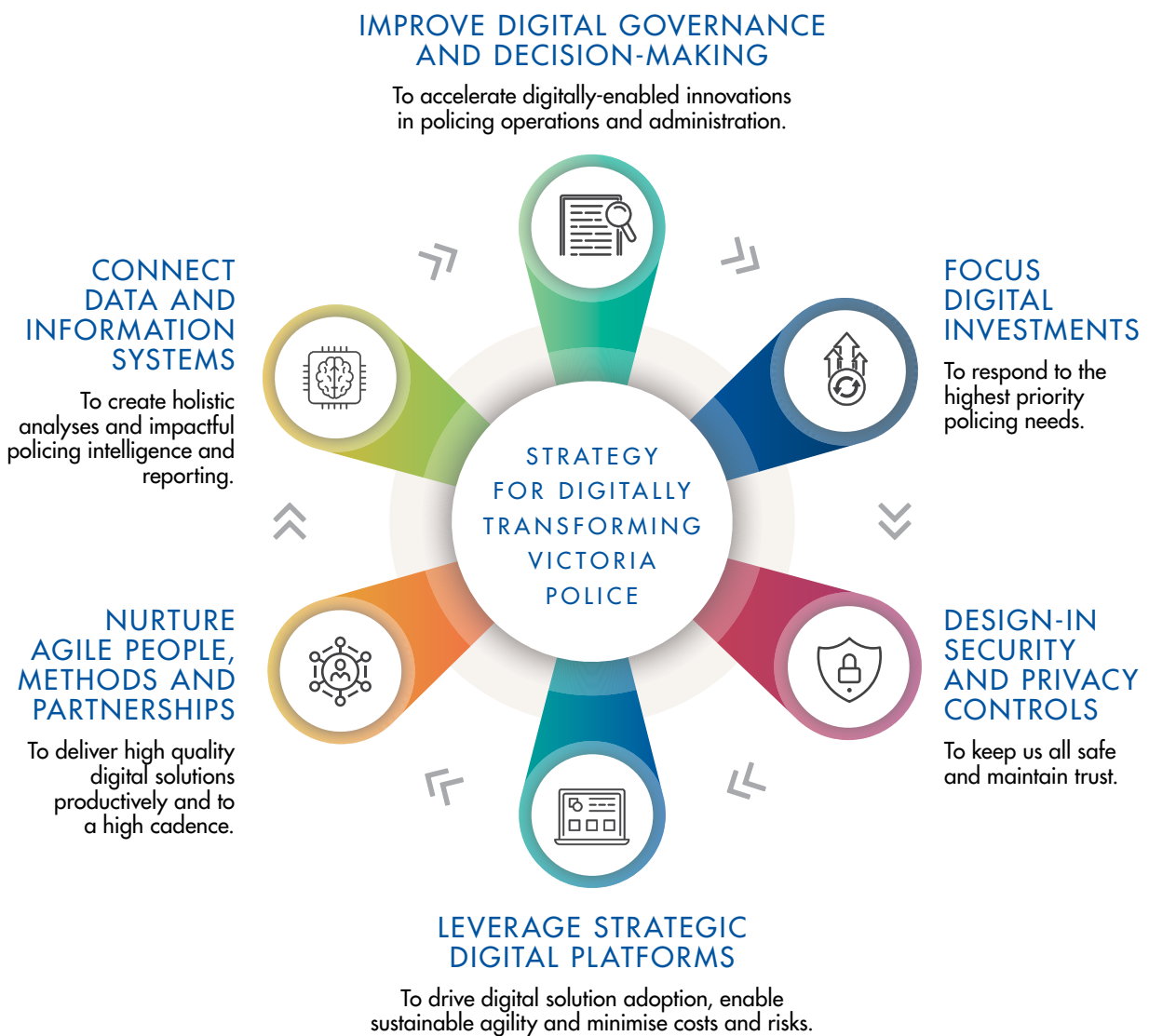
GROWTH FACTORS

2,700 IT change records implemented		18% Increase in data storage required year on year		42% Of all emails are malicious		1.2M Teams chat messages now sent annually.	
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ENVIRONMENT FACTORS

87% Of Victorians now have a smartphone		27,000 Mobile and shared devices supported across VicPol		170% Increase in online services		600% Increase in information sharing arrangements since 2018	
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VICTORIA POLICE WILL INVEST IN CRITICAL DIGITAL TECHNOLOGIES, INFRASTRUCTURE AND SKILLS THROUGH KEY STRATEGIC ENABLERS:



IMPROVE DIGITAL GOVERNANCE AND DECISION-MAKING



DRIVE THE RIGHT CHOICES THAT QUICKLY BUILD MORE CONSISTENT, SECURE AND INTEROPERABLE DIGITAL AND DATA ASSETS AT LOWER OVERALL COST.

RISKS AND OPPORTUNITIES

- Localised technology capability may not align with enterprise systems risking service impacts and cost efficiency.
- Lack of fully coordinated and aligned technology oversight has the potential to diminish utilisation of digital capabilities, strategic vendor relationships, and enable systems and data vulnerabilities.
- Policy compliance is challenging as there is conflicting information or reference to numerous documents.

TOMORROW AND BEYOND WILL HAVE

- Oversight across all technology spends within Victoria Police to increase control and reduce technology debt and operating costs.
- Alignment to Whole of Victorian Government standards and governance that creates an interoperable supporting environment for knowledge, sharing, digital tools and ways of working. Also enables collaboration and develops cross-departmental views on processes and services.
- Simplified policy that is easily read and understood to promote compliance.



FOCUS DIGITAL INVESTMENTS



BUDGETING AND FUNDING THAT ENABLES MORE INCREMENTAL CHANGE, REFLECTS THE REALITIES OF CLOUD INFRASTRUCTURE AND DRIVES VALUE FOR THE COMMUNITY.

RISKS AND OPPORTUNITIES

- Rapidly increasing service demands and expectations require more mature prioritisation of digital initiatives.
- Technology funding is oriented around financial cycles, limiting the ability of the organisation to develop a responsive and strategic investment portfolio.
- Lifecycle funding must be built into annual budgets and preserved to ensure critical assets are maintained.

TOMORROW AND BEYOND WILL HAVE

- Strategic evidenced based decision making and transparent prioritisation for funding programs of work.
- A multi-year strategic approach to investment management.
- A sustainable approach to managing the lifecycle of technology asset refresh.



DESIGN-IN SECURITY AND PRIVACY CONTROLS



DIGITAL ASSETS THAT ARE SECURE BY DESIGN AND A SKILLED WORKFORCE WHO CAN ENSURE THEIR INTEGRITY WHILE PURSUING INNOVATION AND DATA SHARING.

RISKS AND OPPORTUNITIES

- Data is critical to Victoria Police with increased reliance on access to real-time, quality information.
- The increased volume and complexity of security events requires significant attention to mitigate risks to service continuity.

TOMORROW AND BEYOND WILL HAVE

- Integrated security and privacy capabilities across Victoria Police.
- Victoria Police members who are skilled in security and privacy standards and have access to tools and guidance to safely operate a digital government.
- Security awareness baked in at design for all new technologies and innovations.
- Automated and intelligent monitoring tools.
- Active management of technology risk and security.



LEVERAGE STRATEGIC DIGITAL PLATFORMS



COMMON PLATFORMS THAT REDUCE PORTFOLIO COMPLEXITY, IMPROVE CONNECTIVITY, UNLOCK PRODUCTIVITY AND ENABLE WORKFORCE MOBILITY.

RISKS AND OPPORTUNITIES

- Recent investment in digital technologies has delivered foundational capabilities that can be expanded upon to service organisational needs.
- Legacy technology systems need to be constantly reviewed to ensure fitness for purpose.
- Existing manual processes present an opportunity for automation to increase efficiency and user experience.

TOMORROW AND BEYOND WILL HAVE

- Platforms that enable greater mobility and supports a working from anywhere collaborative workforce.
- Connected Whole of Victorian Government / National enterprise platforms that drive interoperability, efficiencies and effective services.
- Common digital platforms utilising an ecosystem of interconnected technologies, platforms and services (e.g. Internet of Things, Analytics, Finance and Human Resource Management).
- Enhanced communications to and from the community.



NURTURE AGILE PEOPLE, METHODS AND PARTNERSHIPS



RAISE THE DIGITAL SKILL BASE AND EXPECTATION OF ONGOING LEARNING, INNOVATION AND PARTNERSHIPS. USE HUMAN CENTRED TECHNIQUES TO DESIGN AND DEPLOY NEW SERVICES.

RISKS AND OPPORTUNITIES

- Opportunities exist to leverage the maturation of a Whole of Victorian Government approach to digital transformation led by Digital Victoria.
- Existing end-to-end processes can be improved through close partnership with Service Delivery Transformation Command.
- Vendor relationships can be strategically leveraged to deliver more value for Victoria Police.

TOMORROW AND BEYOND WILL HAVE

- Common enterprise corporate platforms leveraged through Whole of Victorian Government collaboration.
- Processes focussing on a 'digital-first' approach over existing manual processes.
- A workplace that efficiently uses digital tools to enable continuous innovation.
- Strategic partnerships with industry, academia, Digital Victoria and the community.
- Create a professional workforce with upskilled technical delivery capability



CONNECT DATA AND INFORMATION SYSTEMS



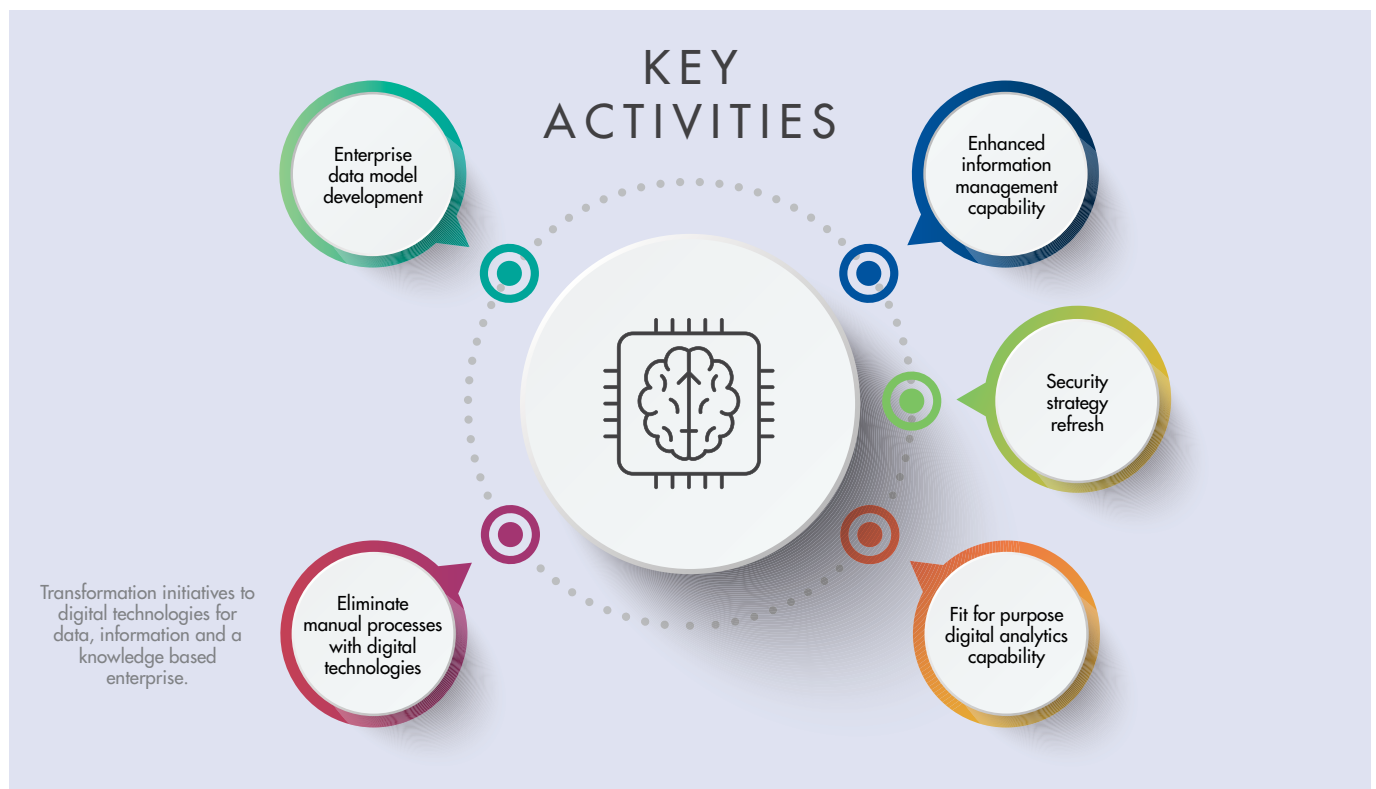
TREAT DATA AS AN ASSET WHOSE VALUES GOES UP WHEN WELL STRUCTURED, LINKED, SHARED AND MAINTAINED. CREATE IMPACT FOR VICTORIANS BY USING CONNECTED DATA TO MAKE POLICING DECISIONS.

RISKS AND OPPORTUNITIES

- Data sharing across Victoria Police and other government departments and use in producing analytics is challenging due to inconsistent data models and data governance.
- Data is critical to Victoria Police with increased reliance on access to real-time, quality information.
- Opportunities exist to automate currently manual processes.

TOMORROW AND BEYOND WILL HAVE

- Data managed as a valuable asset. With privacy at the centre, data is searchable, linked, shared and leveraged, protected and maintained.
- Predictive and preventative strategies developed using data and AI-enabled tools and statistical modelling.
- Ethical collection and use of data.
- Enhanced connectivity to other government departments.









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