

APPENDIX A

Submissions and comments

We have consulted with Victoria Police, and we considered its views when reaching our audit conclusions. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to this agency and asked for its submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the agency head.

Responses were received as follows:

Victoria Police	24
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VICTORIA POLICE

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Chief Commissioner of Police

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Victorian Auditor-General
Mr. Andrew Greaves
Level 31/35 Collins Street,
Melbourne VIC 3000

Dear Mr Greaves

Victoria Police response to the Performance Audit Report 'The Effectiveness of Victoria Police's Staff Allocation.'

Thank-you for the opportunity to provide a response to your report regarding the performance audit on 'The effectiveness of Victoria Police's staff allocation.'

All additional police numbers funded by government through the Public Safety Police Response (PSPR) and Community Safety Statement (CSS) have been recruited, trained, and deployed to improve community safety. Victoria Police are strongly committed to and have a long-demonstrated history of keeping the community safe. The Community Safety Statement investment of 2729 resources assist police in maintaining this tradition, further enhancing the capabilities of police serving the community and enhancing our motto of working to 'uphold the right'.

As directed by the Victoria Police Act 2013, the Chief Commissioner is responsible for the management and control of Victoria Police, which includes its performance and operations. As acknowledged by VAGO, the Victoria Police Act 2013 allows the Chief Commissioner to make decisions on the recruitment, allocation, and deployment of all Victoria Police staff. The Chief Commissioner is informed in this process through various inputs from across community, unions, and the government, to ensure effective service delivery to all communities within Victoria.

The Staff Allocation Model (SAM), a mathematical model that draws on a range of statistical inputs, was developed in 2016 as an assistance tool for the Chief Commissioner and the Executive Command team to effectively allocate resources funded by the Victorian

Government. The SAM capabilities do not accommodate the immediate changing environment of policing. Victoria Police's staff allocation requires flexibility and is based on agility to respond to significant community concerns, such as COVID, emergency management events and operational priorities, whilst maintaining a consistent level of resourced response for all Victorian communities.

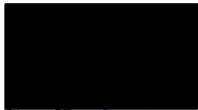
Like any model, validation by human experts is still essential, and the Chief Commissioner can make alterations to the SAM allocation based upon his professional judgement. It is an ongoing challenge to assign resources in a manner that is effective, sustainable, and fair across all facets of an organisation that is constantly evolving in its ability to respond to ever changing needs and demands.

SAM was designed to inform and guide Victoria Police on the best way to allocate additional sworn resources provided by Government. The system was not designed as a tool to inform Government how many additional resources Victoria Police require.

Victoria Police has accepted recommendations three (3), four (4), five (5) and six (6) and accept in principle recommendations one (1) and two (2). It is important to note that some recommendations may have resourcing and financial implications that would need to be addressed.

Please find attached a summary of proposed Victoria Police actions and anticipated completion dates (Attachment A).

Yours sincerely



Shane Patton APM
Chief Commissioner
Victoria Police

29 / 8 / 2022

Appendix A:

Victoria Police action plan to address recommendations from *Effectiveness of Victoria Police's staff allocation audit*

No.	VAGO recommendation	Action	Completion date
1	Develops a long-term strategic workforce plan of its staffing requirements including sworn police officers and use this to inform future budget requests.	Accept in Principle – Victoria Police will develop a strategic workforce plan to inform future budget requests subject to availability of resources (both personnel and financial).	December 2023
2	Should produce a benefits realisation plan for projects that aligns with DTF's guidelines and: <ul style="list-style-type: none"> • Reports on whether there has been a return on investment for the project for which it is funded • Has measurable KPIs that include ones for improvements to expected community benefit from the funding • Report against these regularly. 	Accept in Principle – Victoria Police will include a benefits realisation plan in future business cases. Victoria Police will monitor and report on benefits realisation if funded as part of the business case.	March 2023
3	Comprehensively and clearly document: <ul style="list-style-type: none"> • The rationale for changes to SAM recommendations to staffing, such as increases or decreases to positions and how they link to demand and the strategic objectives • Its consideration of whether these reasons can inform 	Accept – Victoria Police to articulate rationale for changes to SAM recommendations in briefing papers to Executive Command.	September 2022

	future releases of SAM.		
4	<p>Comply with the Victorian Government's Data Quality Guideline to:</p> <ul style="list-style-type: none"> • Appoint an accountable data asset custodian • Develop and maintain a data quality management plan • Assess data assets against the data quality dimensions • Create a data quality statement for all critical data assets. 	<p>Accept – Victoria Police aligns with the wider Information Management strategies of Victorian Government which also include Data Governance and Data Management. In line with updates being made to the WOVG Information Management Framework being undertaken in 2022, Victoria Police is also updating its Information Management Framework which includes more detailed guidance around Data Governance and Data Management.</p>	December 2023
5	<p>Should document for SAM:</p> <ul style="list-style-type: none"> • A comprehensive data dictionary • A long-term strategic plan to guide the development of SAM • A formal approval process for executive Command to continue approving SAM improvements as it moves to business as usual. 	<p>Accept – Victoria Police to undertake a regeneration process annually however consideration required as to what extent Victoria Police 'strategically plan' and how this fits into the organisational new strategic framework.</p> <p>Dot point three (3) – A formal approval process for Executive Command to approve SAM improvements as it moves into business as usual has already been established.</p>	November 2023
6	<p>Revisit the finding in the external review to investigate and assess alternative methods of allocating resources within the SAM algorithm.</p>	<p>Accept – Victoria Police will revisit the findings and assess if there are alternative methods of allocating resources within the SAM algorithm.</p>	November 2023