

Video transcript: The Effectiveness of Victoria Police's Staff Allocation

Audit question

In this audit, we looked at whether Victoria Police understands its frontline staffing needs, and whether it uses this information to make resourcing decisions aligned to its strategic objectives.

What we examined

We examined how Victoria Police identifies and manages its staffing needs

Our conclusion

Victoria Police's staffing needs are not clear, as it does not have a strategic workforce plan.

It also has no modelling and forecasting capabilities. This hinders its ability to understand and plan for its current and long-term staffing needs.

Without knowing its future staffing needs, Victoria Police relies on what it receives from government, rather than providing evidence-based advice.

Victoria Police also cannot assure itself or the community that the 2,729 more police officers it received as part of the \$2 billion Community Safety Statement program delivered community safety outcomes.

This is because Victoria Police has not attempted to assess incremental benefits realised from this investment.

Why this audit is important

Given the large, ongoing government investment into its staffing, it is important to assess whether Victoria Police is using this funding effectively.

Background information

Victoria Police has around 21,600 staff. About 16,300 of these are sworn police officers. In 2020–21, it spent \$3.8 billion on staffing.

Since 2016, the Victorian Government has funded an additional 3,637 sworn officers.

In 2016, Victoria Police commissioned the development of the Staff Allocation Model (or SAM). This system is designed to allocate staff resources by comparing and

prioritising demand across different regions and commands based on various input data.

Issue 1: No evidence for staffing requirements

Victoria Police's assessment of its current and long-term staffing requirements is not evidence-based. Its request for 2,729 additional sworn officers in 2016 was not supported by any modelling or forecasting. Victoria Police told us that this number originated from a government decision.

Victoria Police also did not support its recent bid for 1,489 more officers with sufficient evidence.

Issue 2: Inadequate benefits management plan

Victoria Police does not have a benefits management plan to measure whether the 2,729 increase in staff has improved policing services or public safety in the community.

While it did implement a project management plan focused on monitoring the recruitment and deployment of staff, this was inadequate to track the return on a \$2 billion government investment.

Issue 3: Data quality standards not met

Victoria Police's management of SAM data inputs does not comply with the Victorian Government's data quality standards. Victoria Police's non-compliance increases the risk that the data collection for SAM is not systematic and is inconsistent.

What we recommended

We made 6 recommendations to Victoria Police.

One recommendation requires better understanding of its staffing requirements and one is on benefits realisation reporting for its projects.

The other 4 recommendations were on SAM's development and data quality management.

More information

To find out more, or to read our full report, go to audit.vic.gov.au

To access the complete video, please go to https://youtu.be/-6f7s_5gqlo