Business Priorities 2016-2017

Tasmanian Government

Business Priorities 2016-2017

The *Business Priorities 2016-17* details strategic priority areas for the Department of Police, Fire and Emergency Management (DPFEM). This document outlines how the Department will achieve these priorities and how they will be measured.
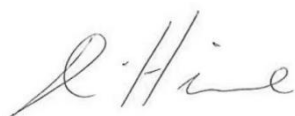
Over the 2016-17 period, the Department will uphold its commitment to providing quality policing services to the Tasmanian community under the four Output Groups: Public Safety, Crime, Traffic Policing and Emergency Management. This will be supported by strong leadership at all levels with an emphasis on People, Innovation and Business.

Major areas of activity for 2016-17 include:

- Coordination of the Corporate integration process

- The Emergency Services Computer Aided Dispatch (ESCAD) Project

- Safe Families Coordination Unit

- The delivery of the new police vessel, PV *Cape Wickham*.

The Business Priorities performance processes are complemented by a suite of measures which are used and reported against throughout the Department. These include the Corporate Performance Reporting and the DPFEM Annual Crime Statistics Supplement.

The current Department *Strategic Directions 2012-2017* will conclude at the end of this reporting period, which will provide the opportunity for greater integration and the increased cohesion of the Department.

D L Hine
Secretary

Our Business

Guiding Principles

Guiding Principles were developed to help shape our thinking and behaviours to assist in achieving organisational goals. The adoption of these Principles will enhance DPFEM's reputation as a progressive, inclusive organisation that strives for success.

To meet DPFEM's vision of *'a safe, secure and resilient Tasmania'*, the Department will focus on the values of *Integrity*, *Equity* and *Accountability.* These values provide a sound foundation to support and maintain highly ethical behaviour across the organisation. This behaviour is demonstrated in every aspect of our work, including delivery of services to the community, and when interacting with each other.

> Integrity	• We value integrity because we believe in honest, professional, transparent and ethical behaviour in all aspects of our business.
> Equity	• We value equity because we believe in fair, consistent and inclusive behaviour when interacting with our people and our community.
> Accountability	• We value accountability because we believe in being answerable for our decisions and actions, behaving professionally and being responsible for our outcomes.

Strategic Direction

The DPFEM *Strategic Direction 2012-2017* establishes the longer-term pathway for the organisation. The document also identifies a number of aspirational goals to provide a long-term strategic vision of DPFEM's business beyond the operation of the *Strategic Direction* document. The Department will aim for:

> Goal 1	• A values-based organisation, which embraces the Values of Integrity, Equity and Accountability to influence what we do, what we say and how we do our business, rather than an over-reliance on rules.
> Goal 2	• An organisation that strives for community confidence when delivering its services through its professionalism, responsiveness and commitment to the community.
> Goal 3	• A high-quality policing and emergency management organisation, capable of matching the skills, competence and contemporary technological and procedural advancements that exist within modern policing and emergency services.
> Goal 4	• A fully integrated and interoperable environment that facilitates a seamless acquisition of, and provision of, information through innovative and/or technological systems and reforms.
> Goal 5	• A scalable and flexible organisation, capable of forecasting opportunities and threats, while meeting the challenges of responding to changing financial, social and political environments.

Strategic Output Groups

DPFEM's services will be delivered through the four Output Groups to guide the delivery of the Vision and Mission, and to meet the requirements of the Government business cycle. Each of the following Output Groups has a specific Aim, Priorities and Key Performance Indicators to report progress towards realising our organisational goals:

> Output Group 1: Public Safety	*> Output Group 3: Traffic Policing*
> Output Group 2: Crime	*> Output Group 4: Emergency Management*

The operational delivery of services and how they will be measured are included within each Output Group and reflected in the *Geographical Command Action Plans.* The delivery of business outputs and measures in the areas of People, Innovation and Business are reflected in the Department's *Support Command Action Plans.*

The aim of these Plans is to work collaboratively towards the realisation of the Departmental priorities for the year ahead.

Output Group 1: Public Safety

Aim	*For the community to feel safe and be safe*
Priority Area	Key Performance Indicator
High visibility policing	• Satisfaction with police services ≥ national average[‡] • Satisfaction with police in dealing with public order problems ≥ national average[‡] • Perceptions of safety in public places – during the day ≥ national average[‡] • Perceptions of safety in public places – during the night ≥ national average[‡] • Number of marked vehicle patrol hours
Alcohol and drug related public order issues	• Number of licenced premises checks • Number of liquor licensing infringement notices issued • Number of drug caution/diversion notices issued • Number of public place assaults involving alcohol and/or drugs • Total public order incidents
Operational readiness	• Number of personnel available for operational deployment

‡ *National Survey of Community Satisfaction with Policing.*

Output Group 2: Crime

Aim	*To reduce crime*
Priority Area	Key Performance Indicator
Firearms	• Total incidents involving firearms • Number of prohibition orders issued • Number of firearm inspections • Number of firearm theft incidents
Serious and organised crime	• Number of serious crime offences and clearance rate • Serious drug offenders charged
Violence against women and children	• Number of assaults and sexual assaults against women and children • Number of family violence incidents • Number of family violence charges • Number of Police Family Violence Orders (PFVO) and Family Violence Orders (FVO) issued • Number of Priority Family Violence Perpetrator Plans
Volume crime	• Number of home burglaries and clearance rates • Number of car burglaries and clearance rates • Number of business burglaries and clearance rates

Output Group 3: Traffic Policing

Aim	*To improve driver behaviour through traffic law enforcement*
Priority Area	Key Performance Indicator
High visibility deployments	• Number of fatal and serious crashes • Report against the *Rural Road Policing Strategy 2015-16*
High-risk traffic offenders	• Number of high-risk traffic offenders • Number of drink driving offenders • Number of drug driving offenders • Number of speeding offences: Police Issued Infringements • Number of offenders charged with Evade Police

Output Group 4: Emergency Management

Aim	*To contribute towards community resilience through effective security and emergency management*
Priority Area	Key Performance Indicator
Emergency management	• Implementation of relevant recommendations from the Review of Emergency Management Arrangements

People, Innovation and Business

To achieve the **Mission** of providing a quality policing and emergency management service, DPFEM will deliver strong leadership at all levels of the organisation with an emphasis on **People**, **Innovation** and **Business**.

People	
*A focus on our **people** as DPFEM strives to:*	• support the frontline • facilitate effective communication • increase workplace capacity, and • support safe and healthy workplaces.
Innovation	
*A focus on **innovation** where DPFEM aspires to:*	• identify and support innovative opportunities and initiatives • encourage lateral thinking and problem-solving abilities, and • effectively and efficiently develop and utilise resources and systems.
Business	
*A focus on our **business** where DPFEM aims to:*	• continuously improve business processes to enhance our service • develop business opportunities and processes to streamline and assist frontline service delivery, and • enhance collaboration, coordination and cooperation in key business ventures.

Business and Executive Services

Priority Area		Key Performance Indicator
Business	DPFEM Integration Project	• Implementation of Phase 2 Integration Project – Human Resources (People and Culture) and Executive Support (Strategy and Support)
	Tablet Roll-out	• Completion of Tablet roll-out

Strategy and Support

Priority Area		Key Performance Indicator
Business	Tasmania Police Manual (TPM) Review	• Implementation of revised TPM
Innovation	DPFEM Intranet and Internet	• Implementation Plan
	Endeavour Project	• Commissioning of vessel

Forensic Science Service Tasmania (FSST)

Priority Area		Key Performance Indicator
Business	Implement new forensic Australian Standards	• Implementation of new Australian Standards AS5388, AS5239 and AS5483 *
Innovation	Validate procedure for the confirmation of illicit drugs in oral fluid samples from drivers	• Validation of procedure prior to amendment of the *Road Traffic (Alcohol & Drug) Act 1970.*

* The standards cover the forensic science disciplines of Forensic Analysis (AS5388), Examination of Ignitable Liquids in Fire Debris (AS5239) and Minimising the Risk of Contamination in Products Used to Collect and Analyse Biological Material (AS5483).

People and Culture

Priority Area		Key Performance Indicator
People	Increase police numbers	• Increased police numbers in line with Government funding model
	Healthy Lifestyle Program	• Development of the Healthy Lifestyle Program
Business	Enterprise Bargaining Agreement	• Completion of jurisdictional research and consultation into enterprise bargaining subject matters

Education and Training

Priority Area		Key Performance Indicator
People	Operational Readiness	• Number of police officers who have completed Operational Response Model Training
	Active Armed Offender	• Completion of active armed offender training
Business	Whole of agency Electronic Learning Management System (e-LMS)	• Implementation of 2015-2016 whole-of-agency *e-LMS Plan*

Operations Support

Priority Area		Key Performance Indicator
Business	Cyber-crime	• Review and complete capability assessment
	Criminal Intelligence	• Implementation of the *Intelligence Strategic Plan 2015-20*
	Firearms Legislation	• Implementation of Stage 2 and Stage 3 legislative amendments
	Police Radio Communications	• Review and exercise redundancy options for police radio communications
Innovation	*Safe Families Coordination Unit (SFCU)*	• Consolidation of the operation of the SFCU • Number of families assessed through the Mapping process • Number of priority Family Violence Perpetrators assessed.

Professional Standards

Priority Area		Key Performance Measure
Innovation	Early Identification (EI) system	• Development and implementation of EI system
Business	Conduct Management System (CMS) for police officers	• Implementation of CMS

Special Response and Counter-Terrorism

Priority Area		Key Performance Indicator
Innovation	Implementation of Incident Management System	• Progress uptake of WebEOC by non-emergency service providers
Business	Terrorism resilience	• Report progress against the *Places of Mass Gathering* and *Critical Infrastructure Work Plan*