

Business Priorities 2014-2015



Department of Police and Emergency Management

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The *Business Priorities* sets the agenda for the department's goals in continuing to keep the community safe in 2014-15. The Priorities focus on areas that impact most on the community; Public Safety, Crime, Traffic Policing and Emergency Management.

This document outlines strategies for reaching these goals and how we measure our success.

Reducing the impact and level of crime has always been a focus for our organisation. In the year ahead, that focus will be elevated with the development of an enhanced serious and organised crime investigation capability.

The department will continue to increase efficiency, productivity and connectivity in the coming year with further integration of innovative technology and modern policing practices. Mobile technology and the development of police software applications has enabled police officers to spend more time in the community.

Embracing new technology solutions for smarter policing supports our goal of operational readiness. Flexibility and preparedness is required to meet the changing demands for policing services and this includes providing opportunities to develop and maintain frontline skills for non-frontline officers.

Our Business

Guiding Principles

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

To meet DPEM's vision of '*a safe, secure and resilient Tasmania*' the Department will focus on the values of *Integrity*, *Equity* and *Accountability*, as these 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.



> <i>Integrity</i>	<ul style="list-style-type: none">• We value integrity because we believe in honest, professional, transparent and ethical behaviour in all aspects of our business.
> <i>Equity</i>	<ul style="list-style-type: none">• We value equity because we believe in fair, consistent and inclusive behaviour when interacting with our people and our community.
> <i>Accountability</i>	<ul style="list-style-type: none">• 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 DPEM *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 DPEM's business beyond the operation of the *Strategic Direction* document.



The Department will aim for:

> Goal 1	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • An organisation that strives for community confidence when delivering its services through its professionalism, responsiveness and commitment to the community.
> Goal 3	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

DPEM'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 Measures to indicate progress towards realising our organisational goals:

> **Output Group 1: Public Safety**

> **Output Group 2: Crime**

> **Output Group 3: Traffic Policing**

> **Output Group 4: Emergency Management**

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

Output Group 1: Public Safety

Aim		
<i>For the community to feel safe and be safe</i>		
Priority		Key Performance Measure
1.	Maximise the visibility of police within the community	<ul style="list-style-type: none"> Satisfaction with police services \geq national average[‡] Number of vehicle patrol hours Ratio of marked vehicles to unmarked vehicles
2.	Enhance the agency public order response capability	<ul style="list-style-type: none"> Satisfaction with police in dealing with public order problems \geq national average[‡] Number of public order incidents Assaults in public places Perceptions of safety in public places - during the day \geq national average[‡] Perceptions of safety in public places - during the night \geq national average[‡]
3.	Ensure police officers are operationally ready	<ul style="list-style-type: none"> Number of personnel validated Number of personnel available for operational deployment

Output Group 2: Crime

Aim		
<i>To reduce crime</i>		
Priority		Key Performance Measure
1.	High-risk offenders and groups	<ul style="list-style-type: none"> Home burglary clearance rate Offences against the person clearance rate Offences against property clearance rate
2.	Offences involving firearms	<ul style="list-style-type: none"> Total offences involving firearms
3.	Enhance capability to combat serious and organised crime	<ul style="list-style-type: none"> Serious crime clearance rate Serious drug offenders charged

[‡] National Survey of Community Satisfaction with Policing.

Output Group 3: Traffic Policing

Aim		
<i>To improve driver behaviour through traffic law enforcement</i>		
Priority	Key Performance Measure	
1.	High-visibility deployments on highways	<ul style="list-style-type: none"> High-visibility patrols and deployment hours on highways Review of the highway patrol strategy
2.	High-risk traffic offenders	<ul style="list-style-type: none"> Number of high-risk traffic offenders Drink driving offenders Drug driving offenders Speeding Offences: Police Issued Infringements Random Breath Tests conducted Oral Fluid Tests conducted

Output Group 4: Emergency Management

Aim		
<i>To contribute towards community resilience through effective security and emergency management</i>		
Priority	Key Performance Measure	
1.	Enhance interoperability and collaboration with other emergency services and stakeholders	<ul style="list-style-type: none"> Number of inter-agency counter-terrorism and emergency management exercises
2.	Enhance resilience through risk-management	<ul style="list-style-type: none"> Number of State Natural Disaster Risk Treatments implemented by DPEM as the Management Authority Percentage uptake of funds under Natural Disaster Resilience Grants Program and Emergency Volunteer Fund (100%)
3.	Continued support to our SES volunteers	<ul style="list-style-type: none"> Number of active registered SES volunteers Total volunteer training hours Completion of SES Volunteer Survey Report
4.	Continue to implement the recommendations from the Tasmanian Bushfire Inquiry	<ul style="list-style-type: none"> Number of recommendations implemented

People, Innovation and Business

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

The delivery of business outcomes in the areas of **People, Innovation and Business** are reflected in the Department's Support Command Action Plans.

People

A focus on our people as DPEM strives for:

- support to the frontline
- effective communication
- workplace capacity, and
- safe and healthy workplaces.

Innovation

A focus on innovation where DPEM aspires to:

- innovative opportunities and initiatives
- lateral thinking and problem-solving abilities, and
- effective and efficient development and use of resources and systems.

Business

A focus on our business where DPEM aims to:

- continuously improve current business processes to enhance our service
- develop business opportunities and processes to streamline and assist front-line service delivery, and
- enhance collaboration, coordination and cooperation in key business ventures.

Corporate Services

Priority	Key Performance Measure	
1.	Enhance the efficiency and effectiveness of Corporate Services functions within DPEM	<ul style="list-style-type: none"> Explore the feasibility of combining corporate service functions within DPEM and TFS Implementation of electronic time and attendance functionality
2.	Improve corporate information management and access to corporate information for decision making	<ul style="list-style-type: none"> Finalise implementation of Asset Information System Implementation of the Information Security Classification Framework Review DPEM Information and Communication Technology (ICT) Strategic Plan

Executive Support

Priority	Key Performance Measure	
1.	Exploration of an Early Intervention Model for Children and Young People	<ul style="list-style-type: none"> Completion of Project Plan for a new early intervention model in consultation with other relevant Agencies
2.	Development of business solutions for Police Property and Digital Storage	<ul style="list-style-type: none"> Completion of Business Case for a Police Property System for Miscellaneous, Lost, Found and Stolen Property Completion of a Business Case for implementation of a Digital Storage Solution for the secure and managed storage of digital images
3.	Supporting the government legislation reform agenda	<ul style="list-style-type: none"> Submission of legislation packages within parliamentary timeframes
4.	Review of the Tasmania Police internet and intranet sites	<ul style="list-style-type: none"> Completion of internet and intranet review report

Forensic Science Service Tasmania (FSST)

Priority	Key Performance Measure	
1.	Improve drug screening procedures in toxicology	<ul style="list-style-type: none"> Implementation of increased drug screening capabilities Improved forensic testing turnaround times
2.	Streamline FSST reporting processes	<ul style="list-style-type: none"> Further development of Information Technology systems to provide more timely notification to police officers

Human Resources

Priority		Key Performance Measure
1.	Continue to develop operational readiness strategies to meet service delivery demands	<ul style="list-style-type: none"> Review priority service delivery areas Allocate resources to priority service delivery areas
2.	Negotiate the new enterprise bargaining agreement for police	<ul style="list-style-type: none"> Implementation of the new enterprise bargaining agreement for police
3.	Finalisation of the uniform and multi-purpose vest projects	<ul style="list-style-type: none"> Completion of the uniform and multi-purpose vest projects

Operations Support

Priority		Key Performance Measure
1.	Enhance serious and organised crime investigation capability	<ul style="list-style-type: none"> Development of a Serious and Organised Crime Strategy
2.	Enhance helicopter services	<ul style="list-style-type: none"> Development of a strategic asset replacement and training plan

Professional Standards

Priority		Key Performance Measure
1.	Implementation of agreed recommendations arising from the finalised Graduated Management Model for police complaints	<ul style="list-style-type: none"> Implement agreed 2014/15 recommendations

Special Response and Counter-Terrorism Unit

Priority		Key Performance Measure
1.	Conduct a gap analysis of Tasmania Police Emergency Management arrangements	<ul style="list-style-type: none"> Completion of gap analysis
2.	Continue implementation of WebEOC	<ul style="list-style-type: none"> Full online implementation of WebEOC for Police, TFS and SES