Business Priorities 2015-2016

Tasmanian Government

Department of Police and Emergency Management

Business Priorities 2015-2016

The Department of Police and Emergency Management's (DPEM) *Business Priorities 2015-16* detail the Department's key strategic priority areas, and how progress towards achieving these will be monitored and measured.

In keeping the community safe, the Department faces a number of challenges in 2015-16. Notably, the threat of terrorism, the significant impact of family violence (particularly on women and children) and growing concerns about how the use of crystalline methamphetamine (Ice) affect the community as a whole. Tasmania Police plays an important role in dealing with these issues.
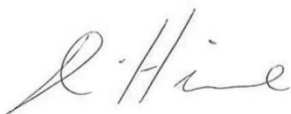
Over the 2015-16 period, the Department will continue to deliver quality policing services across the four Output Groups (Public Safety, Crime, Traffic Policing and Emergency Management), supported by strong leadership at all levels of the organisation and an emphasis on People, Innovation and Business.

Tasmania Police will continue to ensure officers are operationally ready and maintain a highly visible presence in the community. Focus will also be placed on alcohol and drug-related public order issues.

The Serious Organised Crime Unit will be further established as a key area, working in partnership with Australian Government law enforcement agencies, and increasing capacity in the areas of fraud and e-crime, and computer forensics.

Car, home and business burglaries remain of concern and the *Crime Response Plan* will continue to assist Tasmania Police in effectively responding both reactively and proactively to these crimes, and in identifying other emerging crime trends.

Looking to 2015-16 and beyond will see increased cohesion across the Department's emergency services, and this approach is reflected in these Business Priorities, as it will be in subsequent corporate documents. The integration of the corporate and information technology areas of DPEM and the Tasmania Fire Service is an important step in this direction.

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 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.* 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 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	• 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

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 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
Police visibility in the Tasmanian community	• 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 police officers
Alcohol and drug related public order issues	• Number of licenced premises checks • Number of drug caution/diversion notices issued • Number of public place assaults involving alcohol and 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
Firearm crime	• Total firearm related incidents • Number of prohibition orders issued • Number of firearm inspections
Serious and organised crime	• Serious crime clearance rate • Serious drug offenders charged • Number of serious crime offences
Violence 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 assaults and sexual assaults against women and children
Crime risks	• Number of car burglaries • Number of home burglaries • Number of business burglaries • Performance against *Crime Response Plan*

Output Group 3: Traffic Policing

Aim	*To improve driver behaviour through traffic law enforcement*
Priority Area	Key Performance Indicator
High visibility deployments on rural roads	• Number of fatal and serious crashes on rural roads • Patrol hours on rural roads • Number of traffic infringements issued on rural roads • Performance 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

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 agreed 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, DPEM 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 DPEM strives to:*	• support the frontline • facilitate effective communication • increase workplace capacity, and • support safe and healthy workplaces.
Innovation	
*A focus on **innovation** where DPEM 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 DPEM 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.

Corporate Services

Priority Area		Key Performance Indicator
Business	• Corporate Services integration	• Implementation in accordance with the approved project plan
	• Information Management and Information Technology (IT) Strategy	• Development of Information Management Plan • Development of IT Strategic Plan

Executive Support

Priority Area		Key Performance Indicator
Business	• Data reporting	• Completion of review report
	• Review intranet and internet across DPEM, including Tasmania Police, FSST, SES and Tasmania Fire Service	• Completion of review report
Innovation	• Emergency Services Computer Aided Dispatch (ESCAD) Project	• Report against progress

Forensic Science Service Tasmania (FSST)

Priority Area		Key Performance Indicator
Business	• Trial electronic recording of forensic case notes in the laboratory	• Completion and assessment of trial
Innovation	• Quality Management Systems (QMS) software	• Implementation of new QMS software

Human Resources

Priority Area		Key Performance Indicator
People	• Strategic Organisational Planning Project	• Report against the project plan
Innovation	• Whole-of-agency Electronic Learning Management System (ELMS)	• Development of a plan for the implementation of ELMS across the agency
Business	• University accreditation of key training programs	• Completion of accreditation of TP3, Prosecution, Recruit Legal Studies and Forensic Services programs
	• State Service Strategic Management Program	• Completion of interagency pilot program

Operations Support

Priority Area		Key Performance Indicator
Business	• **Serious Organised Crime Unit**	• Progress against Serious Organised Crime Unit Action Plan
	• **Large Vessel Replacement Project**	• Implementation in accordance with the *Endeavour Project Plan*
	• **Search and rescue capability**	• Review of search and rescue protocols, training and equipment
	• **Firearms legislation**	• Revise business practices to meet new legislative requirements

Professional Standards

Priority Area		Key Performance Indicator
Business	• **Graduated Management Model for police complaints**	• Implementation in accordance with project plan
	• **Conflict of Interest (Declarable Associations)**	• Development and implementation of the policy

	• **Vehicle Pursuit**	• Development and implementation of TPM amendments concerning:
		  - Pursuits
		  - Vehicle interception
		  - Vehicle immobilisation devices and road blocks
		  - Urgent duty driving

	• **Social Media**	• Development and implementation of policy

Special Response and Counter-Terrorism Unit

Priority Area		Key Performance Indicator
Business	• **Terrorism resilience**	• Delivery of risk and exercise management training to stakeholders
		• Progress against the *Places of Mass Gathering and Critical Infrastructure Work Plan*
Innovation	• **Implementation of Incident Management System**	• Adoption of WebEOC by non-emergency service providers
		• Further utilisation of WebEOC by Police, Emergency Services and other potential users