

Annual Report

Department of Police,
Fire and Emergency
Management

2018
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2019



Department of Police, Fire and Emergency Management Annual Report 2018-19

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Letter to the Minister

Hon Mark Shelton MP
Minister for Police, Fire and Emergency Management
Parliament House
HOBART TAS 7000

Dear Minister

In accordance with the requirements of section 36(1) of the *State Service Act 2000* and section 27 of the *Financial Management and Audit Act 1990*, I am pleased to submit for presentation to Parliament, the 2018–19 Annual Report for the Department of Police, Fire and Emergency Management.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Hine', with a stylized flourish at the end.

D L Hine APM
Secretary

14 October 2019

Secretary's Foreword



Tasmania Police is committed to continually striving to improve the way we do business, both in keeping the community safe and ensuring the safety and wellbeing of our own people. As a smaller jurisdiction we can respond quickly to identify and respond to crime trends and be at the forefront of good practice to support efficiency and effectiveness of policing services.

In the past twelve months we have adopted innovative technologies, which will disrupt criminal activity, hold offenders to account, enhance safety, and increase accountability and transparency in policing.

Project Apollo is an exciting new capability for Tasmania Police, with 16 drone aircraft available across policing districts and specialist capabilities. Remote pilots can deploy the drones to support investigations and operations including search and rescue, crime and crash scenes, and incidents such as sieges.

Project Authenticate continued to deliver body worn cameras to frontline police officers across the State. In addition to enhancing officer accountability and supporting investigations, the introduction of body worn camera technology has led to increased safety for frontline police officers, contributing to a significant reduction of assaults against police by 21 percent.

The implementation of a new platform to dispatch responders and resources to incidents also delivered benefits to community and responder safety. In an Australian first, the Emergency Services Computer Aided Dispatch system brings all emergency response agencies onto the one platform, improving information sharing and coordination in response to incidents.

To ensure we remain a flexible and responsive organisation, we conducted a Capability Review 'Next Generation Policing' to identify opportunities and challenges to meet the future policing needs of the community. Our people are being consulted on the Review prior to consideration by the Corporate Management Group.

We have continued to respond effectively to crime trends across the State. Tasmania's crime rate remains stable, fluctuating between 24,000 and 28,000 offences in the last several years. There was a six percent increase in crime in 2018-19, but it's important to understand that this followed a four percent decrease the previous year. We are agile in our response to reduce the impact of crime on Tasmanians. For example, Operation Saturate in the

Southern District focused on youth recidivists involved in home and vehicle burglaries. There were 796 people arrested during the reporting year charged with more than 2,700 offences.

We have new legislative tools to target significant organised crime entities including outlaw motorcycle gangs. Under new consorting laws, police can serve Official Warning Notices to prevent convicted criminals from consorting to further their criminal activities. Regulations to prevent prescribed criminal gangs from displaying their insignia, or 'colours', in public places are also being developed.

Tasmania Police continues to hold high levels of community confidence. The *National Survey of Community Satisfaction with Policing 2018-19* identified that Tasmania Police exceeds the national average in most reporting categories including satisfaction with policing services, feeling safe in public places during the day and at night, and feeling safe at home alone at night.

These results are only possible because of our people. We know that the challenges of policing is a risk factor that can impact both physical and mental health. This year, the Department developed the Wellbeing Program, which will offer a suite of proactive and preventative measures to detect and respond early to health and wellbeing risks that may be impacting our people. The Wellbeing Program will be a positive and supportive approach to helping our people manage their mental and physical health.

I would like to thank everyone across our agency for their service and commitment to our priorities over the past twelve months. Thanks to their work, vision and dedication, the Department of Police, Fire and Emergency Management continues to be a trusted and effective emergency response agency working to keep Tasmania a safe place.

A handwritten signature in black ink, reading 'D. Hine'.

D L Hine APM
Secretary

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2018-19 Year in Review

Project Vigilance was successfully implemented in collaboration with the Department of Justice, to trial the electronic monitoring of high-risk family violence perpetrators.

The Emergency Services Computer Aided Dispatch and Triple Zero projects were completed providing all emergency services (Police, Fire, Ambulance and State Emergency Service) with common contemporary dispatch and call receipt systems, supported by a single business unit within the Department of Police, Fire and Emergency Management.

Project Authenticate continued to explore how body-worn cameras can be used to make audio-visual recordings of victim statements, particularly in relation to family violence incidents.

The Department sought interest to develop a contemporary whole-of-government radio network to support all emergency services, land management bodies and the electricity industry. The outcome of this market approach will be known in 2019-20.

The capability of Tasmania Police was greatly enhanced by the purchase of 16 drone aircraft. Project Apollo was rolled out across all geographical police districts, Marine and Rescue Services, and some of our specialist capability areas.

Work progressed on developing contemporary police stations for the Longford and New Norfolk communities as well as the new Emergency Services Hub in Sorell. These investments will provide contemporary, modern and well-equipped accommodation from which to respond to the communities' needs.

The TRex Project has introduced new encrypted radio talk groups for use by areas such as Marine and Rescue Services and increased the availability of EDAC radio handsets across the Department.

A new corporate risk framework was developed to assist the Department in anticipating and managing risks that could affect the delivery of our business priorities.

New livery was introduced to police vehicles to provide high-visibility on Tasmanian roads. The unmarked police motorcycle trial was introduced in the Southern District, and due to its success in detecting high-risk road behaviours, it was extended statewide.

Project Unify met a significant milestone with the contract awarded to Niche Technology to replace Tasmania Police's ageing Information Data Management (IDM) System and several legacy systems.

There are several legacy systems that will not be replaced without further funding, presenting challenges for the future.

A Policing Youth at-Risk Strategy was developed this year, which aims to reduce youth recidivist offending and promote diversionary strategies for at-risk young people.

Police recruitment progressed towards meeting the overall increase of 125 FTE police officers by 2022.

The commitment in providing a wellbeing program across our emergency services workforce was significantly advanced during this year. The successful tenderer, Gallagher Bassett was announced in May 2019, will deliver a range of proactive and preventative health services to staff, volunteers, and their families.

Work on the Firearms Policy Enhancement Project was progressed to provide greater clarity to firearms owners in working within the *Firearms Act 1996*.

Abbreviations and Acronyms

AA	<i>Audit Act 2008</i>
AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ABS	Australian Bureau of Statistics
ATO	Australian Tax Office
CBD	Central Business District
DNA	Deoxyribonucleic acid
DPFEM	Department of Police, Fire and Emergency Management
ED	Employment Direction
ESCAD	Emergency Services Computer Aided Dispatch
Ex	Excluding
FTE	Full-Time Equivalent
FMAA	Financial Management Association of Australia
g	gram
GJ	Gigajoule
GST	Goods and Services Tax
ICA	Integrity Commission Act
IFRS	International Financial Reporting Standards
kg	Kilogram
km/h	Kilometres per hour

LEAD	Leadership Engagement and Development Program
LED	Light emitting diode
LGA	Local Government Area
mL	Millilitre
N/A	Not applicable
PCYC	Police and Community Youth Club
PIDA	<i>Public Interest Disclosure Act 2002</i>
PSSRA	<i>Public Sector Superannuation Reform Act 2016</i>
PV	Police Vessel
RTIA	<i>Right to Information Act 2009</i>
SSE	State Service Employee
SSA	<i>State Service Act 2000</i>
SSR	<i>State Service Regulations 2011</i>
TasGRN	Tasmania Government Radio Network
TMRN	Trunk Mobile Radio Network
TI	<i>Treasurer's Instructions</i>
TRex Project	Terminal Replacement Execution Plan Project
TSS	Tasmania State Service
WebEOC	Web Emergency Operations Centre

About Us

The Department of Police, Fire and Emergency Management is an all-hazards emergency management agency responsible for providing quality policing, fire and emergency management services to the Tasmanian community.

The Department consists of Tasmania Police, Tasmania Fire Service, State Emergency Service, and Forensic Science Service Tasmania, with corporate support provided by Business and Executive Services.

Although the Tasmania Fire Service and State Emergency Service are significant areas of the Department, they are not substantially addressed in this report, and more information is available in the *2018-19 State Fire Commission Annual Report*.

Our Vision, Mission, Values and Principles

The Department has a common vision, mission and values for all its operational areas, and this is supported by a set of principles. These guide the delivery of our services and the behaviours of our people.

OUR VISION

A safe, secure and resilient Tasmania.

OUR MISSION

To provide effective policing, fire and emergency management services.

OUR VALUES

Integrity

We believe in honest, professional, transparent and ethical behaviour in all aspects of our business.

Equity

We believe in fair, consistent and inclusive behaviour when interacting with our people and our community.

Accountability

We believe in being answerable for our decisions and actions, behaving professionally and being responsible for our outcomes.

OUR PRINCIPLES

Community Focus

We will engage and work with the community to provide effective services for the community.

Collaboration

We will work together and with others to achieve positive outcomes.

Values-led

Our service and behaviours will reflect our values.

Professional

We will be respectful, honest, confident and competent.

Accountable

We will be responsible and transparent.



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Corporate Governance

The Secretary, Mr Darren Hine, is responsible for managing the Department and also holds the positions of Commissioner of Police and State Emergency Management Controller.

The high-level governance and decision-making forums for the Department are outlined below.

AGENCY MANAGEMENT GROUP

The Agency Management Group provides a forum for whole-of-agency decision-making and coordination. The Group consists of the Secretary, Deputy Commissioner of Police, Chief Fire Officer and Deputy Secretary of Business and Executive Services.

CORPORATE MANAGEMENT GROUP

The Corporate Management Group brings together strategic decision-makers from Tasmania Police, including Business and Executive Services.

SENIOR EXECUTIVE OFFICERS

The Senior Executive Officers provides a forum to discuss strategic issues and priorities, including high-level consultation on organisational, policy and technical issues affecting operations and services provided by the Department.

There are two Senior Executive Officers groups. One comprises members of Tasmania Police, and

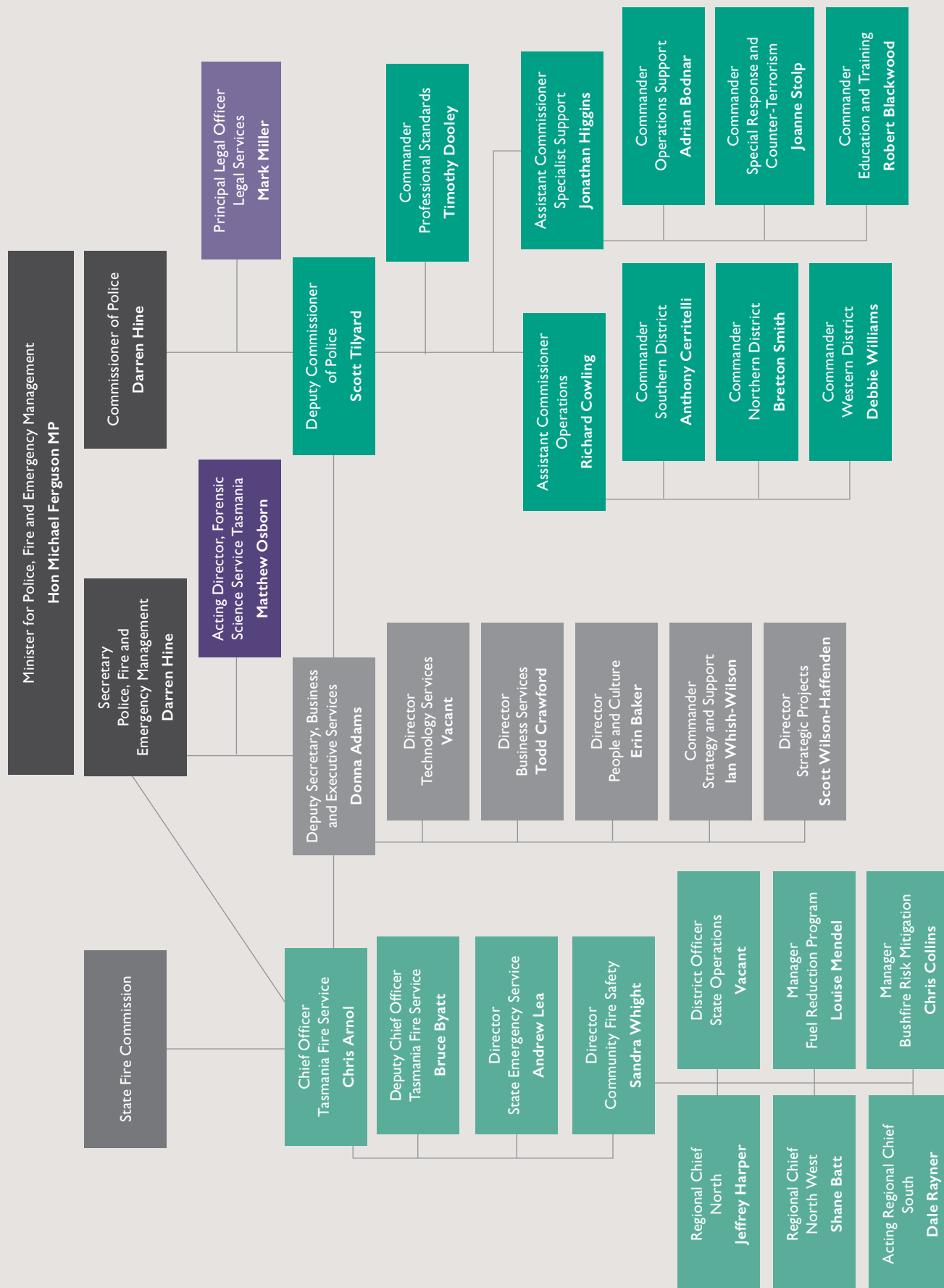
the other from the Department as a whole. These respective groups bring together senior executive officers from across Tasmania Police, Tasmania Fire Service, State Emergency Service, Forensic Science Service Tasmania, Business and Executive Services and the Department more broadly.

BOARDS AND COMMITTEES

The Department has a range of committees and boards to provide assurance that we effectively manage our resources and risk, to deliver our key priorities.

Further information and membership of all the above groups is listed under the Boards and Committees section in the Compliance section of this Annual Report.

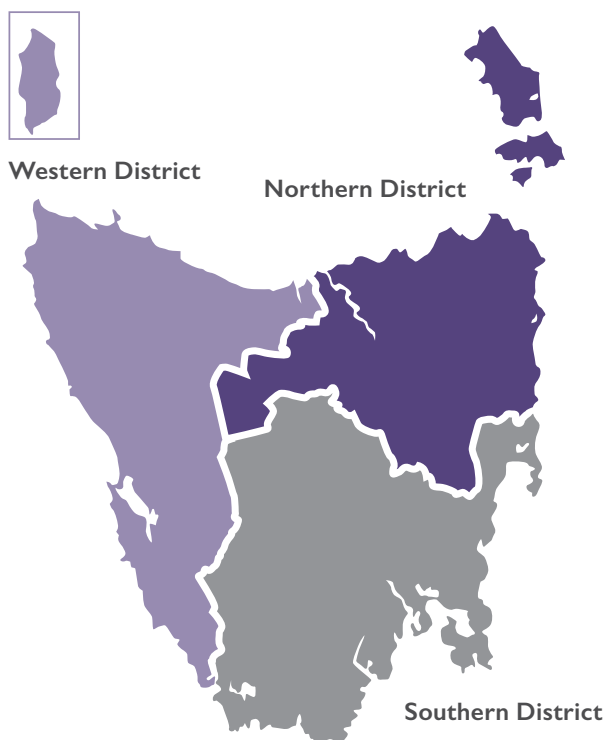
ORGANISATIONAL STRUCTURE – DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT (AT 30 JUNE 2019)



Organisational Profiles

Tasmania Police consists of seven commands, including three geographical police districts (Southern, Northern and Western) and four support commands (Education and Training; Operations Support; Professional Standards; and Special Response and Counter-Terrorism).

TASMANIA POLICE DISTRICTS MAP



SOUTHERN DISTRICT

Headquarters Address	43 Liverpool Street HOBART TAS 7000
Division	Stations
Bridgewater	Bothwell Bridgewater Bushy Park Hamilton Kempton Liawenee Maydena New Norfolk Oatlands
Glenorchy	Glenorchy
Hobart	Hobart
Kingston	Alonnah Cygnet Dover Geeveston Huonville Kingston Woodbridge
South East	Bellerive Bicheno Clarence Plains Dunalley Nubeena Orford Richmond Sorell Swansea Triabunna
Support Services	<ul style="list-style-type: none"> • Criminal Investigation Branch (includes: Hobart, Glenorchy, Bellerive, Bridgewater, Kingston and Family Violence Unit) • District Support Services (includes: Road and Public Order Services and Community Support Services) • Drug Investigation Services (includes: Crime Management Unit and Dog Handling Unit) • Prosecution Services (includes Coronial Services)
Size ¹	25,518 square kilometres
Population as at 30 June 2018 ²	271,214
Police positions per 1,000 population ³	1.85

NORTHERN DISTRICT

Headquarters Address	137 – 149 Cimitiere Street LAUNCESTON TAS 7250
Division	Stations
Deloraine	Beaconsfield Campbell Town Deloraine Evandale Exeter Longford Perth Westbury
North East	Bridport Derby Fingal George Town Gladstone Lady Barron Ringarooma Scottsdale St Helens St Marys Whitemark
Launceston	Launceston Newnham Ravenswood
Northern Criminal Investigation Services	<ul style="list-style-type: none"> • Crime Management Unit • Criminal Investigation Branch • Dog Handler Unit • Drug Investigation Services • Family Violence Unit • Forensic Services
District Support Services	<ul style="list-style-type: none"> • Community Support Services • Coronial Services • Early Intervention and Youth Action Unit • Prosecution Services • Road and Public Order Services
Size ¹	19,975 square kilometres
Population as at 30 June 0 ²	145,033
Police positions per 1,000 population ³	1.81

WESTERN DISTRICT

Headquarters Address	88 – 90 Wilson Street BURNIE TAS 7320
Division	Stations
Burnie	Burnie Smithton Wynyard
Devonport	Devonport Latrobe Port Sorell Railton Sheffield
Central West	Currie Penguin Queenstown Rosebery Strahan Ulverstone Waratah Zeehan
Western Criminal Investigation Services	<ul style="list-style-type: none"> • Criminal Investigation Branch Devonport and Burnie • Crime Management Unit and Family Violence Unit • Dog Handler Unit • Drug Investigation Services • Forensic Services
District Support Services	<ul style="list-style-type: none"> • Prosecution Services • Road and Public Order Services • Community Support Services
Size ¹	22,526 square kilometres
Population as at 30 June 2018 ²	111,954
Police positions per 1,000 population ³	2.22

¹ Area of Police districts is the sum of the land area of Local Government Areas (LGA) contained in the District. Source of area data: Australian Bureau of Statistics (ABS), 3218.0 Regional Population Growth, Australia; Table 6. Provisional Estimated Resident Population for 30 June 2018, LGA, Tasmania. Released 27 March 2019. Note: The sum of the land area for Western District does not include the South West Heritage area, as it does not have a specified LGA

² Source: ABS, 3218.0 Regional Population Growth, Australia; Table 6. Provisional Estimated Resident Population for 30 June 2018, LGA, Tasmania. Released 27 March 2019.

³ Rate is District police positions provided by DPFEM Human Resources per 1,000 persons (District population/1,000). These figures are not directly comparable with those in previous annual reports.

EDUCATION AND TRAINING

Tasmania Police Academy
151 South Arm Highway,
ROKEBY TAS 7019

Education and Training provides high-level support across the Department in the form of promotion and development advice, recruit training as well as recruiting and business operations.

Education and Training includes:

- Recruit Training Services:
 - Recruiting Services
 - Recruit Training
 - Operational Skills
- Learning and Development Services:
 - In-Service Programs
 - Promotion Services
 - Investigative Practices Programs
- Library
- Business Operations.

OPERATIONS SUPPORT

30-32 Bathurst Street,
HOBART TAS 7000

Operations Support provides specialist functions and statewide support to other police commands, through the following divisions:

- Firearms Services
- Forensic Services
- Investigative and Intelligence Support
- Marine and Rescue (including helicopter operations)
- Radio Dispatch Services
- Safe Families Coordination Unit
- Serious Organised Crime Division
- State Community Policing.

PROFESSIONAL STANDARDS

47 Liverpool Street,
HOBART TAS 7000

The Professional Standards Command has statewide responsibility to protect and promote integrity and make policing in Tasmania a trusted profession. The Command reports directly to the Deputy Commissioner of Police and is comprised of two divisions:

- Internal Investigations
- Management Review.

The major function of Internal Investigations is to receive, administer and investigate complaints made against members of Tasmania Police, including allegations of serious criminal offences, corruption, and high-risk behaviours involving police.

Management Review is responsible for audit, review and evaluation, to develop and contribute to policies and training that set the standards for performance, conduct and integrity of police.

SPECIAL RESPONSE AND COUNTER-TERRORISM

47 Liverpool Street,
HOBART TAS 7000

The Special Response and Counter-Terrorism Command is a member of the Tasmanian Security and Emergency Management Group, and works closely with the Emergency Management Unit, the State Emergency Service and the Office of Security and Emergency Management, Department of Premier and Cabinet.

The Command provides a focal point for whole-of-government security activities and projects involving counter-terrorism. It liaises with the private sector, the Australian Government and other jurisdictions in relation to counter-terrorism arrangements, and contributes to the

development of national counter-terrorism policies.

Special Response and Counter-Terrorism also manages a range of specialist capabilities, maintained as part of the response to a terrorism incident, through the following units:

- Policy Development
- Special Operations Group and Major Events Support
- Specialist Capabilities.

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Tasmania Fire Service

Head Office, Corner of
Argyle and Melville Streets,
HOBART TAS 7000

The Tasmania Fire Service is the operational area of the State Fire Commission and includes over 230 fire brigades across Tasmania. These fire brigades are comprised of 331 career firefighters and approximately 5,018 volunteer firefighters.

The Tasmania Fire Service undertakes:

- emergency responses
- emergency call handling and dispatch
- fire investigation
- training
- community fire education
- building safety
- fire equipment sales and service
- fire alarm monitoring
- implementation of mitigation and prevention programs for both structure and bush fires
- risk modelling and predictive services.

The operations of the Tasmania Fire Service is reported in the *2018-19 State Fire Commission Annual Report*.

State Emergency Service

State Headquarters, Head Office, Corner of Argyle and Melville Streets, HOBART TAS 7000

The State Emergency Service provides a volunteer response capability for severe storms and floods, road crash rescue, search and rescue/recovery and general rescue. It also undertakes a range of support roles for communities and other emergency services organisations, including local councils.

The new Flood Policy Unit within the State Emergency Service coordinates whole-of-government flood policy with a community focus, including the provision of advice regarding flood mitigation proposals. In December 2018, the Unit commenced a three-year Tasmanian Flood Mapping Project to improve our understanding of flood risk in Tasmania.

The State Emergency Service, through the Emergency Management Unit, also provides whole-of-government advice and executive support to the State and Regional Emergency Management Committees. The State Emergency Service fulfils a coordination role for much of Tasmania's emergency management education, and coordinates planning and certain emergency risk management work.

The Emergency Management Unit also administers Australian Government grant programs and liaises with national, state, regional and municipal emergency management bodies and authorities for emergency management matters.

With the exception of some business outputs relating to emergency management, information in relation to the State Emergency Service is reported in the *2018-19 State Fire Commission Annual Report*.

Business and Executive Services

47 Liverpool Street, HOBART TAS 7000

Business and Executive Services provides support to the Department in the following areas:

Business Services

Business Services provides core corporate services across the Department and consists of:

- Audit and Risk
- Engineering and Fleet
- Finance and Payroll
- Information Services
- Property and Procurement.

Technology Services

Technology Services provides core information technology and communication services across the Department and includes:

- Communications Systems and Technology
- Emergency Services Business Support Unit
- Information Security
- Information Technology.

People and Culture

People and Culture provides high-level advice and services across the Department in the following areas:

- Employment Conditions and Strategy
- Equity and Diversity
- Injury Management and Advisory Service
- Organisational Development
- Work Health and Safety
- Workplace Relations.

Strategy and Support

Strategy and Support provides high-level support and advice across the Department, including:

- Legislation Development and Review Services (including Right to Information)
- Media and Communications
- Policy Development and Research Services
- Reporting Services.

Strategic Projects

Strategic Projects manages and develops projects of strategic significance to the Department and currently comprises the following:

- Body Worn Cameras
- Business Improvement Unit
- Emergency Services Computer Aided Dispatch Project
- Family Violence Electronic Monitoring Project
- Project Conexus
- Project Unify
- Tasmanian Government Radio Network Project
- Triple Zero Migration Project
- Trunk Mobile Radio Networks.

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Forensic Science Service Tasmania

St Johns Avenue, NEW TOWN TAS 7008

Forensic Science Service Tasmania provides a comprehensive range of forensic biology and forensic chemistry services including:

- examination of major crime scenes for biological evidence and bloodstain pattern analysis
- screening of evidence items for biological and physical trace evidence
- identification of blood, semen, human hair and other biological material
- DNA profiling and maintenance of the Tasmanian DNA database
- toxicology analysis of alcohol and drugs in coronial, criminal and road safety cases

- confirmation of illicit drugs in drivers following positive oral fluid screening tests
- identification of illicit drugs in pills and powders
- botanical cannabis identification
- investigation of clandestine drug laboratories
- analysis of glass, paint and fibres
- detection and identification of explosives
- identification of trace ignitable fluids from suspected arson cases
- general identification of unknown chemicals and powders
- calibration and certification of evidential breathalysers for Tasmania Police.

Forensic Science Service Tasmania is operationally independent of Tasmania Police, with the Director of the Service reporting to the Deputy Secretary of Business and Executive Services.

Clients of the Service include police officers investigating crime, medical practitioners treating victims of sexual assault, forensic pathologists conducting post-mortems, coroners investigating the cause of death and identifying deceased persons, prosecutors in the Office of the Director of Public Prosecutions, fire and insurance investigators, and lawyers and barristers defending clients.

Forensic scientists give expert opinion evidence in the Supreme Court of Tasmania, the Magistrates Court of Tasmania and occasionally interstate.

Forensic Science Service Tasmania is accredited to national and international quality standards by the National Association of Testing Authorities, an independent accreditation organisation.

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Strategic Direction Framework

The strategic direction of the Department is established by the *Future Focus 2017-2020* document. *Future Focus* identifies four areas of strategic focus for the Department as a whole, and for its operational services.

These focus areas are:



Community Service

Delivering what the community needs to be safe, engaged and reassured.



Leadership

Having the skills and resources to be informed, accountable and innovative in what we do.



People

Looking after our workforce and planning for the future.



Communication

Ensuring that our messages are heard by the community and that their voices are heard by us.

These focus areas have been incorporated into our business priorities for the 2018-19 reporting period.

This Chapter outlines how the Department has achieved both its strategic and operational key priorities under each of the four focus areas.



Strategic focus area

Community Service

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Family Violence Electronic Monitoring Project – Project Vigilance

Source: *Tasmania Police Key Business Priorities 2018-19*

Note: this project is a jointly funded initiative by the State and Australian Government.

- In collaboration with the Department of Justice, the Department successfully introduced Project Vigilance, to trial the electronic monitoring of high-risk family violence perpetrators.
- Electronic monitoring has now been successfully deployed statewide, and the trial is planned to continue throughout 2019-20.
- The introduction of this technology is positively contributing towards the safety of family violence victims and their children, and will be subject to an independent review to support the best possible outcomes for family violence victims.

OTHER COMMUNITY SERVICE HIGHLIGHTS DURING 2018-19

- Tactical First Aid training was implemented to ensure that personnel obtain skills relevant to the requirements of general frontline duties, as well as training in specific response to an active armed offender incident.
 - The swift water rescue capability of Tasmania Police was reviewed and new response support arrangements with Surf Life Saving Tasmania was developed.
 - An enhanced cybercrime investigation policy and capability was developed. This enhancement has resulted in an increased online presence to continue the disruption of crime entities and individuals who continue to exploit online opportunities.
 - Tasmania Police continued to develop capacity among key stakeholders in building resilience to terrorist threats through the delivery of training courses and crowded places forums.
 - Forensic Science Service Tasmania acquired a new instrument for automating the sampling of person reference samples for DNA testing, which has reduced the chance of contamination.
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Strategic focus area

Leadership

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Risk Management Framework

Source: Business and Executive Services Key Business Priorities 2018-19

- Several risk reviews have been undertaken to ensure risks are current and/or influencing strategy and operations. Linkages between strategic and operational risks are also constantly being reviewed.
- A corporate risk framework has been developed that includes external, strategic, operational, and program risks. This excludes frontline risks which are managed within the jurisdictions of Tasmania Police, Tasmania Fire Service and State Emergency Service.

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Organisational Contract Management

Source: Business and Executive Services Key Business Priorities 2018-19

- The Department is responsible for negotiating, implementing and maintaining a number of contracts that relate to technology and services.
- The Department engaged external accountants Wise Lord and Ferguson to conduct a review and provide advice informing the Department of governance options for managing these contracts into the future.

OTHER LEADERSHIP HIGHLIGHTS DURING 2018-19

- A review on the use of force was completed, which resulted in the issuing of a second set of handcuffs to motorcycle police and officers at isolated or country stations. A trial of alternative Oleoresin Capsicum spray will also be conducted in 2019.
 - A review into Tasmania Police's Drug Procedures Manual Audit Process was finalised, which demonstrated a high-level of compliance, and identified a number of areas for amendments to be considered.
 - A review into the implementation of Declarable Associations in the Tasmania Police Manual was completed. The review found that the introduction of Declarable Associations has provided a substantial improvement in guidance available to staff and has assisted in the appropriate management of such associations.
 - An Early Intervention Policy for Tasmania Police was developed, which has been included in the complaint management system, Abacus. It will provide an enhanced information flow to supervisors and managers once the new software is fully implemented.
-



Strategic focus area

People

Wellness Program (or Project Wellbeing)

Source: Tasmania Police Key Business Priorities 2018-19 and Business and Executive Services Key Business Priorities 2018-19

- In July 2017, the Tasmanian Government provided funding for the development of a proactive and preventative program that positively supports the health and wellbeing of the emergency services workforce across both our Department and Ambulance Tasmania.
- In 2018-19, significant work on the wellbeing program continued. This work included the completion of a needs analysis and stakeholder consultation phase; the identification of key wellbeing themes; the roll out of targeted actions in response to key themes; and the completion of a program design. A request for a tender process was also progressed to secure a provider to deliver the long-term wellbeing program.
- In May 2019, Gallagher Bassett were awarded the tender for delivery of the wellbeing program and the implementation phase began in June 2019.
- The program will provide more options for staff and volunteers to proactively be informed about their health and wellbeing, including an online wellbeing hub for staff, volunteers and their families to access health and wellbeing information and resources; and additional access to health and wellbeing training and education through face-to-face and e-learning delivery.
- Running parallel to the program implementation phase will be the establishment of a new Wellbeing unit within the Department's organisational structure. The new unit will be responsible for the ongoing 'business as usual' operation of the wellbeing program. It also aims to provide a more integrated and holistic service across both our Department and Ambulance Tasmania.

Body Worn Cameras

Source: Tasmania Police Key Business Priorities 2018-19 and Business and Executive Services Key Business Priorities 2018-19

- Project Authenticate has successfully delivered body worn cameras to frontline police officers across the State.
- In addition to enhancing officer accountability, the introduction of body worn camera technology has led to increased safety for frontline police officers, contributing towards the reduction of total offences against police.
- The technology has enhanced the ability of Tasmania Police to collect contemporaneous evidence at crime scenes and in turn, positively support investigations.

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Relief Policy

Source: Tasmania Police Key Business Priorities 2018-19

- The Operational Response Policy supports rural and remote stations that experience extended absences and aims to prevent small stations being unmanned.
- All of the geographical police districts have a number of rural and remote police stations across their operational divisions.
- Each of the operational divisions have rostering models that align with the Police Award and clustering arrangements to provide back-up and coverage during absences.
- Critical to supporting these arrangements, the Operational Response Policy is well embedded within the geographical police districts.
- This policy ensures that staff deployment to tasks is closely scrutinised and assessed, to maintain officer safety as a priority. This includes the maintenance of relief personnel where considered appropriate and recall arrangements to support members in one-person locations.

OTHER PEOPLE HIGHLIGHTS DURING 2018-19

- The new Electronic Learning Management System was launched in early 2019, which provides increased accessibility to staff on a range of courses.
- Tasmania Police continued to promote, encourage and support diversity of members engaged in promotional programs. Recent positive examples of gender diversity include 34 percent female participation in the Sergeant Qualifying Program and 44 percent female participation in the Inspector Qualifying Program/S3MP.
- The Investigative Practice Training Continuum was implemented, including a new coordinator position which will ensure appropriate engagement and support is maintained with key stakeholders and students.
- Security risk management training for members was conducted, which continued to develop the emergency management exercising capability of Tasmania Police.



Strategic focus area

Communication

Project Unify

Source: Tasmania Police Key Business Priorities 2018-19 and Business and Executive Services Key Business Priorities 2018-19

- The Department maintains a significant number of core operational systems that are not integrated.
- Project Unify was established to replace a number of legacy and ageing policing information systems within the Department.
- The commercial off-the-shelf solution, to be known as Atlas, will support the development of a secure, integrated and contemporary data management environment.
- Access to accurate and reliable information is critical to the safety of both operational police members and community members, and to meet data sharing responsibilities.
- It is anticipated that phase one of the project will be launched in October 2019.

Successful Migration to a New Triple Zero Platform

Source: Business and Executive Services Key Business Priorities 2018-19

- The technology that has supported the Triple Zero call-taking service for Tasmania Police, Tasmania Fire Service and Ambulance Tasmania for over 25 years was deemed end-of-life and was switched off in April 2019.
- This provided the Department with an opportunity to implement a contemporary call distribution system which would provide a number of key benefits including greater system redundancy, significant noise reduction, a simple computer interface to make and receive calls, and a sophisticated queuing system with the ability to prioritise and manage calls more effectively.
- After a tender and evaluation process, NEC Australia was selected to supply the Tasmanian Government's Triple Zero solution.
- In January and February 2019, Ambulance Tasmania, Tasmania Police and the Tasmania Fire Service successfully transitioned onto the new NEC telephony platform.

Successful Implementation of Multi-Agency Component of Emergency Services Computer Aided Dispatch (ESCAD)

Source: Business and Executive Services Key Business Priorities 2018-19

- The ESCAD platform was successfully implemented within Tasmania Police in October 2017, Tasmania Fire Service in September 2018, and Ambulance Tasmania in June 2019.
- Multi-agency functionality is now operating across all three agencies. This provides efficiencies and enhanced public safety by providing greater information sharing. It also provides the ability to task and monitor resources at multi-agency incidents through inter-agency collaboration.
- In June 2019, Tasmania became the first jurisdiction in Australia with all four agencies (Police, Fire, State Emergency Service and Ambulance) to be on the same Computer Aided Dispatch system.

Project Conexus – DPFEM Intranet

Source: Business and Executive Services Key Business Priorities 2018-19

- Project Conexus has delivered a contemporary intranet platform across Tasmania Police, the Tasmania Fire Service, State Emergency Service, Forensic Science Service Tasmania and Business and Executive Services.
- The implementation of Conexus has led to the introduction of significantly improved functionality across all operational arms of the Department. This has provided users with improved search functionality, secure and remote access via their own device and improved user experience.
- The introduction of Conexus is a significant step forward for the Department and further evidence of the commitment to supporting our operational arms.

Successful Implementation of Tasmanian Government Radio Network (TasGRN) Project

Source: Business and Executive Services Key Business Priorities 2018-19

- The TasGRN Project aims to transition multiple government-funded agencies and Government Business Enterprises from independent radio networks to a shared mobile radio communications capability.
- The project will provide an interoperable, sustainable and contemporary public safety-grade radio network that addresses the operational and response requirements of emergency services, land management organisations and electricity supply industry organisations.
- A Request for Tender for a shared P25-compliant radio communications technology platform, to be delivered as a managed service, was issued to the market in November 2018. Responses closed in May 2019 for evaluation.

OTHER COMMUNICATION HIGHLIGHTS DURING 2018-19

- As a result of an independent review, the Safe Families Coordination Unit implemented recommended strategies and continued to enhance operational procedures to improve the services provided by the Unit.
 - Forensic Science Service Tasmania enhanced electronic reporting for serious crime cases, including developing electronic continuity records for forensic exhibits, which are gradually replacing older manual records.
-

Performance Framework

The 2018-19 Government Services Budget Paper No. 2, Volume 1 outlines the Department's budget allocation, key deliverables and performance information.

BUDGET ALLOCATION

In 2018-19, an expenditure budget of \$251,482 million was allocated to the Department. This does not include the Tasmania Fire Service and State Emergency Service, which report separately to the State Fire





Commission for the purposes of financial reporting.

A comprehensive financial statement for 2018-19 is included at the end of this Annual Report.

OUTPUT GROUPS

The Department has four Output Groups (excluding the Tasmania Fire Service).

Each Output Group has a specific aim and set of priorities, as outlined in the table below.

	<p>Output Group 1</p> <p>Public Safety</p>	<p>Aim</p> <p>For the community to feel safe and be safe</p>	<p>1.1 Support to the Community</p>
	<p>Output Group 2</p> <p>Crime</p>	<p>Aim</p> <p>To reduce crime</p>	<p>2.1 Investigation of Crime</p> <p>2.2 Poppy Security</p> <p>2.3 Fisheries Security</p> <p>2.4 Support to Judicial Services</p>
	<p>Output Group 3</p> <p>Traffic Policing</p>	<p>Aim</p> <p>To improve driver behaviour through traffic law enforcement</p>	<p>3.1 Traffic Policing</p>
	<p>Output Group 4</p> <p>Emergency Management</p>	<p>Aim</p> <p>To contribute towards community resilience through effective security and emergency management</p>	<p>4.1 State Emergency Management Services</p> <p>4.2 State Security and Rescue Operations</p>

Each Output Group has a set of Performance Measures that are used to assess the efficiency and effectiveness of the Department.

Our progress against these Performance Measures are contained in the Summary of Performance Information at the end of each of the Output Group Chapters below.

In addition, the *Tasmania Police Business Priorities* are developed to have an enhanced focus on priority areas. Our performance in relation to the 2018-19 priority areas and their corresponding key focus areas form the basis of the Output Group Chapters in this report.

KEY DELIVERABLES

The Budget Paper includes a budget allocation for a range of key deliverables for the Department. An update of our progress against these deliverables is outlined in the Key Deliverables Chapter.

Key Deliverables

ADDITIONAL POLICE VESSEL FUNDING

- The Tasmanian Government has committed a total of \$4.7 million over two financial years, starting in the 2019-20 financial year to replace the *PV Dauntless*.
- A dedicated project team (Project Resolution) has been appointed to manage the replacement of the *PV Dauntless* through a public request for tender process.
- A public tender for the design, construction and delivery of a fit-for-purpose replacement vessel was advertised on 11 May 2019 and was due to close on 18 July 2019.

CRACKDOWN ON ANTI-SOCIAL DRIVING (UNMANNED AERIAL VEHICLES)

- During 2018-19, Tasmania Police successfully implemented a Remote Pilot Aircraft System (Project Apollo).
- A Remotely Piloted Aircraft Operators Certificate has been issued to Tasmania Police by the Civil Aviation Safety Authority.
- 16 aircraft have been purchased, with 17 pilots trained and certified. The pilots and aircraft are distributed throughout the State, providing accessibility to the geographical police districts and specialist units.
- The Remote Pilot Aircraft System capability provides Tasmania Police with additional assets that will be utilised to assist in addressing anti-social driving (such as people who evade police in motor vehicles), crash investigation, search and rescue activities, marine law enforcement and investigative purposes.

CRACKDOWN ON OUTLAW MOTORCYCLE GANGS

- During 2018-19, the Department progressed legislation to meet the Tasmanian Government commitment to ban the public display of insignia by identified organisations.
- The *Police Offences Amendment (Prohibited Insignia) Bill 2018* (tabled on 21 June 2018) was debated and passed by both Houses of Parliament in August 2018 and received Royal Assent on 14 September 2018.
- The legislation subsequently commenced on proclamation on 1 January 2019, and inserted new sections 6A and 6B into the *Police Offences Act 1935*, prohibiting a person from wearing or carrying clothing, jewellery or an accessory in a public place that displays the insignia of an identified organisation.
- The legislation also empowers police to arrest persons committing the offence and to seize any offending item. Seized items are forfeit to the Crown on conviction for the offence.
- The legislation is now in place, and the process is underway to prescribe a number of organisations as identified organisations. Doing so requires recommendations from the Commissioner of Police, the Attorney-General, and the Minister for Police, Fire and Emergency Management.
- Any recommendations will be progressed through regulations to prescribe the nominated groups.

CRACKDOWN ON SHOPLIFTING (OR SHOP STEALING)

- The Tasmanian Government allocated \$300,000 over four years to implement a number of initiatives designed to reduce shoplifting from Tasmanian businesses.
- During 2018-19, the Department continued to explore options to support retailers to protect their business under this initiative. It is expected that program delivery will commence in 2019-20.

ESTABLISHING THE FIREARM OWNERS COUNCIL

- The Tasmanian Government allocated \$100,000 per annum to establish a representative peak body to provide advice to the Minister for Police, Fire and Emergency Management and the State Government generally, on all matters to do with the regulation and use of firearms in Tasmania.
- Progress on legislation changes to facilitate the establishment of a Tasmanian Firearms Owners Council has been paused pending the findings of the House of Assembly Select Committee on Firearms Legislation and Policy.

FUTURE POLICE SERVICE WORKFORCE PLANNING

Note: this is also identified in the Tasmania Police Key Business Priorities 2018-19 as 'Capability Review Project'

- The Tasmanian Government has committed to increase the sworn establishment of Tasmania Police by 125 FTE (to 1,358 FTE) by 1 July 2022.
- In support of this commitment, the Government provided funding to assist Tasmania Police undertake workforce planning which was undertaken under the auspices of a Capability Review Project.
- The project has two phases. Phase 1 focused on future long-term service requirements and assessing the changing operating environment. The outcome from Phase 1 was a report identifying capability needs and outlining options for future improvement of policing services.
- Phase 2 focused on the development of a Police Officer Allocation Model to provide a model to inform the allocation of police officers to positions or locations. This included recommendations around the allocations for the additional 125 officers.
- Further consultation will occur prior to decisions being made in relation to recommendations.

IMPROVING WORKER'S COMPENSATION PROVISIONS FOR POLICE OFFICERS

- The *Workers Rehabilitation and Compensation Act 1988* contains wage stepdown provisions for workers who are unable to work as a result of a work-caused injury or illness.

- The Tasmanian Government committed funding of \$150,000 per annum over four years to remove stepdown provisions that apply to police officers who are on workers compensation as a result of operational-related injury issues.
- On 1 May 2019, the Tasmanian Government tabled legislation to effect the removal of stepdown for police officers incapacitated as a result of a work-caused injury or illness.
- The legislation was debated and passed by the House of Assembly on 21 May 2019 and is at the time of writing progressing through the Legislative Council.

INCREASE POLICE NUMBERS

- Police recruitment continues to progress towards the Tasmanian Government's commitment to increase police numbers to 1,358 FTE.
- This recruitment has seen a mix of both new recruits and Accelerated Training Program members that include police officers joining from other Australian and New Zealand police services. This allows for a mix of experienced and new members to join Tasmania Police at a time of high recruitment.
- Recruitment continued in the 2018-19 period. Two recruit courses graduated with 39 constables and a further 15 constables completed the Accelerated Training Program.
- As at 30 June 2019, there were 1,286 FTE police officers and 18 trainees completing recruit training. A further three recruit courses and one Accelerated Training Program course are scheduled for 2019-20.
- The completion of these courses should see Tasmania Police achieve the Government commitment of 1,358 FTE police officers.

INCREASED POLICE SUPPORT

- In conjunction with the Capability Review Project, ongoing work continued during the reporting period to provide capability to support high-risk police operations and further support a full time core Special Operations Group.
- The Special Operations Group deployment modelling is being developed to continue to support frontline police within the major event space.

LONGFORD POLICE STATION

Note: this is also identified in the Business and Executive Services Key Business Priorities 2018-19

- The Tasmanian Government allocated \$5.0 million to build a new fit for purpose police station in Longford.
- The new station will provide contemporary accommodation from which to conduct policing activities. It will also significantly improve policing service support and coverage for the Central Northern and Northern Midlands regions of Tasmania.
- The Department was well progressed with negotiations to secure the preferred site to build the new Longford police station by the end of the reporting period. The Department has also appointed an architect and is working with stakeholders to scope and develop the building's specifications and requirements.

NEW NORFOLK POLICE STATION

Note: this also identified in the Business and Executive Services Key Business Priorities 2018-19

- The Government has committed \$5.0 million to construct a contemporary police station that will provide an enhanced police presence in the New Norfolk area.
- This commitment will deliver a new station with the capacity, space and security requirements to respond to the community's needs.
- An architect has been appointed to the project, and the Department has been coordinating the scoping and preparation of build requirements.
- It has been determined that the site of the existing New Norfolk Police Station is suitable for the new build. Temporary accommodation has been identified to house members of the New Norfolk Division whilst the old station is demolished and the new one is constructed.

SORELL EMERGENCY SERVICES HUB

Note: this also identified in the Business and Executive Services Key Business Priorities 2018-19

- The 2018-19 Budget included a four-year program to establish a new Emergency Services Hub at Sorell. This is expected to see Tasmania Police, the Tasmania Fire Service and the State Emergency Service co-located in a new purpose-built site at a cost of approximately \$12.0 million.
- This development will provide a significant increase to the emergency services capability for Sorell and the greater South East Tasmanian community.
- The Department has engaged an architect and is working with stakeholders to scope and develop the specifications and requirements for the emergency services facility. The Sorell Council has identified a suitable site for the facility and the Department is working with the council to finalise the acquisition process.



Output Group 1

Public Safety

Aim

The aim of this output group is for the community to feel safe and be safe. Public Safety relates to personal safety in the community, maintaining public order and the provision of safety initiatives that assist in developing safe, secure and resilient communities.

BUSINESS PRIORITIES

The *Tasmania Police Business Priorities* have highlighted high-visibility policing and policing public places as priority areas for action in 2018-19.

Priority Area

High-Visibility Policing

Key Focus Areas

1.1 Satisfaction with policing services

1.2 Satisfaction with police in dealing with public order issues

1.3 Response times

1.1 Key Focus Area – Satisfaction with policing services

Note: This is also reported as Performance Measure 1 in Table 1: Summary of Performance Information

Our commitment to high-visibility policing activities is reflected in the results from the *National Survey of Community Satisfaction with Policing* conducted by the Social Research Centre. This Survey has been used over a number of years to reinforce our commitment to be responsive to the public safety needs of the Tasmanian community.

Results from the Survey identified that 85 percent of Tasmanians are generally satisfied with policing services, which was above the national average (80 percent).

Whilst we remain above the national average in a number of major categories, we continue to explore opportunities to improve our status as an effective service provider.

1.2 Key Focus Area – Satisfaction with police in dealing with public order issues

Note: This is also reported as Performance Measure 2 in Table 1: Summary of Performance Information

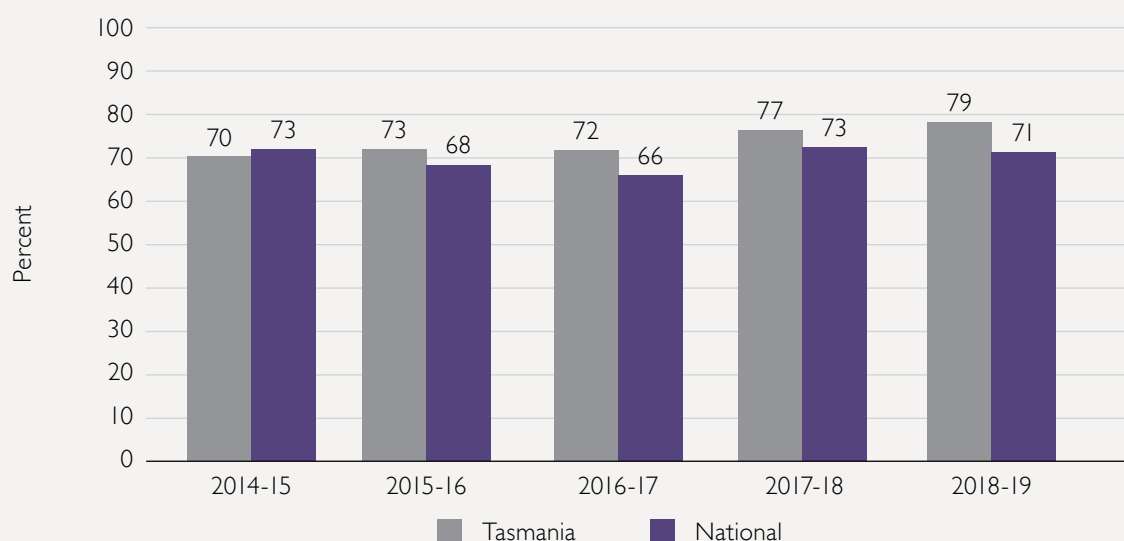
The National Survey also reported that the percentage of Tasmanians satisfied with police in dealing with public order problems increased to 79 percent. This is above the national average of 71 percent (Figure 1.).

1.3 Key Focus Area – Response Times

In 2018-19, Tasmania Police had an average response time of 31 minutes in attending operational dispatch incidents, compared to 28 minutes in 2017-18.

The average response time for high-priority incidents was 24 minutes in 2018-19. However, this is not comparable with previous year's figures due to the implementation of a new dispatch system in October 2017. Under the new dispatch system, high-priority incidents are recorded differently, for example a breach of family violence order via text is considered high priority in the ESCAD system but may be triaged as lower priority operationally than a breach with an offender present. This creates skewed figures for high priority incident response times. Work is currently being undertaken to fix this inaccuracy, as analysis shows response times have not changed to any significant degree.

FIGURE 1: PERCENTAGE OF THE POPULATION SATISFIED WITH POLICE DEALING WITH PUBLIC ORDER PROBLEMS



Source: National Survey of Community Satisfaction with Policing, the Social Research Centre in 2018-19

Priority Area

Policing Public Places

Key Focus Areas

I.4 Public place assaults

I.5 Public order incidents

I.6 Satisfaction with safety in public places

I.7 Safety in crowded places

I.4 Key Focus Areas – Public Place⁴ Assaults

Note: This is also reported as Performance Measure 3 in Table 1: Summary of Performance Information

Public place assaults statewide increased by nine percent in 2018-19, following a one percent increase the previous year (Figure 2). The increase in public place assaults this year

followed a period of minimal variation in the previous several years.

To address the increase in public place assaults, Tasmania Police continues to undertake regular CBD foot patrols, targeting high-impact areas to provide a deterrent for anti-social behaviour and to maximise the visibility of police within the community.

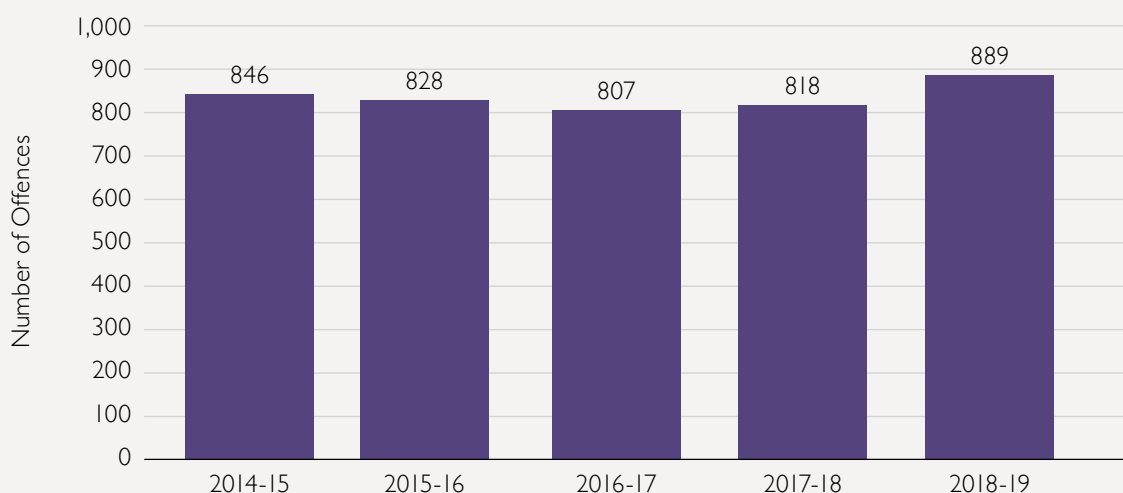
⁴ Public Places, as defined by the *Police Offences Act 1935*, include public halls, auction rooms, liquor-licensed premises (including billiard/eight-ball rooms), racecourses, sports, show and regatta grounds, public streets, as well as any other place to which the public have access.



Output Group I

Public Safety Continued

FIGURE 2: NUMBER OF RECORDED PUBLIC PLACE ASSAULTS



Source: Tasmania Police Offence Reporting System

Note: Data for 2017-18 has been revised from the figures published in the 2017-18 Annual Report

1.5 Key Focus Area – Public Order Incidents

Note: This is also reported as Performance Measure 4 in Table 1: Summary of Performance Information

During 2018-19, there were 14,776 public order incidents recorded, this is a reduction from 17,284 recorded in 2017-18.

Tasmania Police used a number of high-visibility policing activities to address public order incidents, including a local focus with police presence at public events. These strategies included the use of foot patrols, static observation points, mobile patrols and specialist policing units.

1.6 Key Focus Area – Satisfaction with Safety in Public Places

Note: Performance Measures 6 and 7 in Table 1: Summary of Performance Information relate to this key focus area.

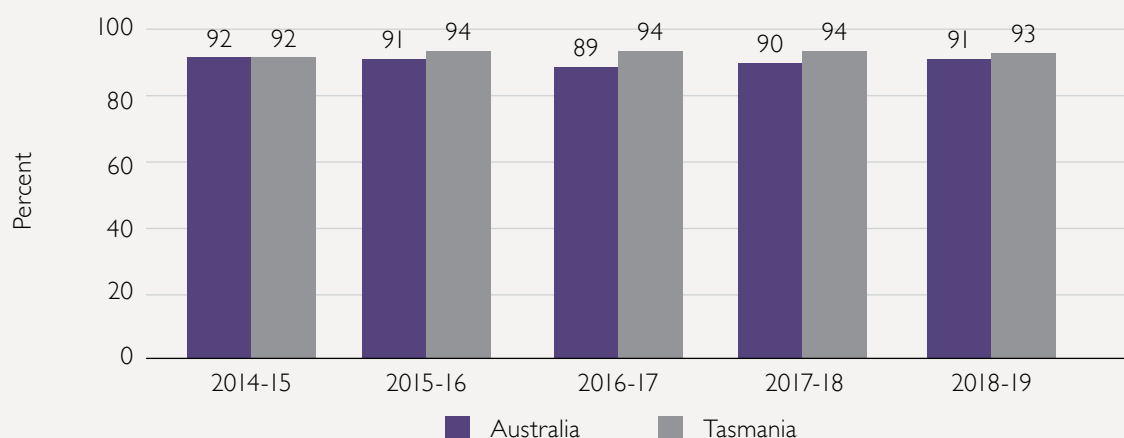
The National Survey of Community Satisfaction with Policing uses two indicators to measure the community's satisfaction with safety in public places, these are, how people feel about walking locally during the day and how people feel about walking locally during the night.

The National Survey reported that:

- 93 percent of the Tasmanian community felt safe walking locally, during the day (Figure 3)
- 60 percent of the Tasmanian community felt safe walking locally during the night (Figure 4)

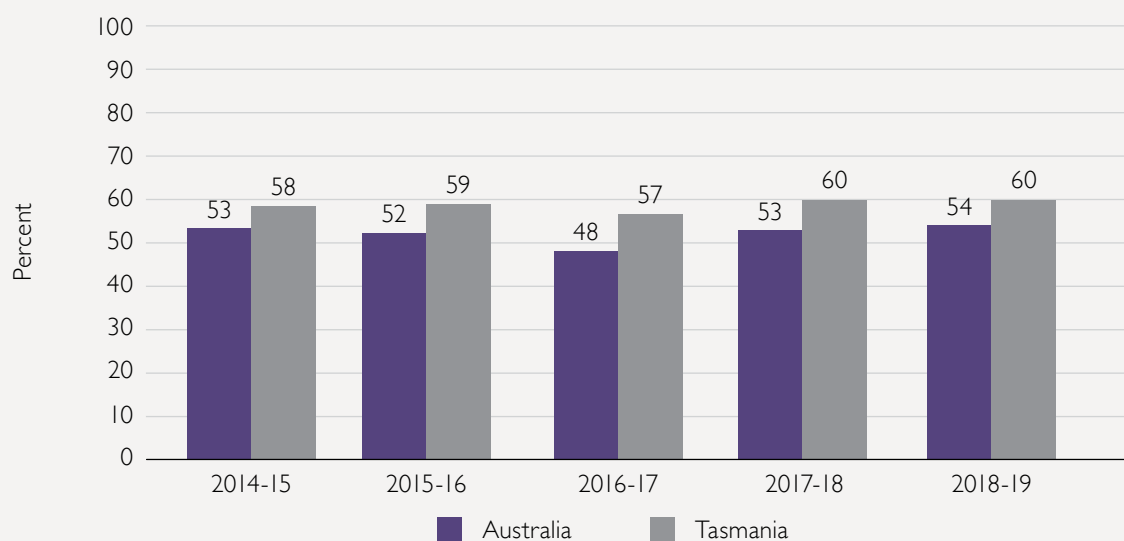
Notably, both results are at or above the national average in each of the past five years.

FIGURE 3: PERCENTAGE OF THE POPULATION WHO FEEL SAFE WALKING LOCALLY DURING THE DAY



Source: *National Survey of Community Satisfaction with Policing*, the Social Research Centre in 2018-19

FIGURE 4: PERCENTAGE OF THE POPULATION WHO FEEL SAFE WALKING LOCALLY DURING THE NIGHT



Source: *National Survey of Community Satisfaction with Policing*, the Social Research Centre in 2018-19

1.7 Key Focus Area – Safety in crowded places

Note: Performance Measures 6 and 7 in Table 1: Summary of Performance Information relate to this key focus area.

The aim of effective policing in public places is to contribute to an environment that allows people to enjoy themselves and socialise

safely in crowded places. Tasmania Police works collaboratively with event organisers and a strong focus is placed on early engagement. This enables Tasmania Police to determine suitable responses to public events occurring within each geographical police district.

Policing in and around licensed venues has been a significant focus for police to enhance public safety across the districts.



Output Group I

Public Safety Continued

PERFORMANCE MEASURES

TABLE I: SUMMARY OF PERFORMANCE INFORMATION – OUTPUT GROUP I: PUBLIC SAFETY

<i>Government Services Budget Paper – Performance Measure</i>	<i>Unit of Measure</i>	<i>2015-16 Actual</i>	<i>2016-17 Actual</i>	<i>2017-18 Actual</i>	<i>2018-19 Target</i>	<i>2018-19 Actual</i>
1. Satisfaction with police services ⁵	%	79	79	88	≥ nat av	85 (80 nat)
2. Satisfaction with police in dealing with public order problems ⁵	%	73	72	77	≥ nat av	79 (71 nat)
3. Assaults in public places ⁶	Number	828	807	818	≤ 3 yr av	889 (818 av)
4. Total public order incidents ⁶	Number	16,511	16,178	17,284	≤ 3 yr av	14,776 (16,658 av)
5. Cost of policing per capita ⁷	Dollars	425	445	484	n/a	n/a⁸
6. Perceptions of safety in public places – during the day ⁵	%	94	94	94	≥ nat av	93 (91 nat)
7. Perceptions of safety in public places – during the night ⁵	%	59	57	60	≥ nat av	60 (54 nat)
8. Perceptions of safety at home – alone during the night ⁵	%	88	91	91	≥ nat av	90 (89 nat)
9. Family violence incident reports ⁶	Number	3,223	3,155	3,476	≤ 3 yr av	3,579 (3,285 av)
10. Offences against the person ⁶	Number	4,100	4,310	4,633	≤ 3 yr av	4,640 (4,348 av)
11. Offences against the person clearance rate ⁶	%	94	92	94	≥ 3 yr av	92 (93 av)

Sources: *National Survey of Community Satisfaction with Policing 2018-19*, Department of Police, Fire and Emergency Management Offence Reporting System 2, Emergency Services Computer-Aided Dispatch System, Command and Control System and Family Violence Management System.

⁵ This indicator is derived from the *National Survey of Community Satisfaction with Policing 2018-19* conducted by the Social Research Centre. There is an error margin of approximately four percent on State figures and one percent on national figures.

⁶ Data for 2017-18 have been revised since the 2017-18 Annual Report was published.

⁷ Data for this indicator have been revised to reflect 2017-18 dollars as per the *Report on Government Services 2019*.

⁸ This figure is not available until the *Report on Government Services 2020* is released in January 2020.



Output Group 2

Crime

Aim

The crime output relates to the detection and apprehension of offenders, including investigation of serious and organised crime. The Department aims to reduce the number of offences committed against both people and property through crime detection strategies and legislative reform.

BUSINESS PRIORITIES

The *Tasmania Police Business Priorities* have highlighted youth offending, serious and organised crime, violence against women and children and volume crime as priority areas for action during 2018-19.

Priority Area

Youth Offending

Key Focus Areas

2.1 Review the police response to young offenders and at-risk youth

2.2 Service-wide coordination

2.1 – 2.2 Key Focus Areas – Young Offenders and Youth at-Risk Response

During 2018-19, the Department reviewed the way in which Tasmania Police respond to young offenders and at-risk young people, including identifying the services and programs that have the most positive impact on the wellbeing of children and young people.

In response to the review, the Department commenced development of the Policing At-Risk Youth Strategy. The key focus of the strategy is to develop a coordinated and consistent police response with the aim of reducing and preventing criminal reoffending by children and young people.

Consultation with relevant police stakeholders and collaboration

with partner agencies and services informed the draft strategy, and an implementation plan will be developed during 2019-20.

Geographical police districts continued to be proactive in responding to young offenders and at-risk young people through a number of strategies and programs.

FOR EXAMPLE:

Western District prioritised youth offending by creating a District Community Support Services Sergeant position dedicated to managing youth-related issues and focusing on preventative activities. This increased district capacity to develop new and high impact programs lead to the development of the Leadership Engagement and Development (LEAD) program.

LEAD is a program developed collaboratively with the Department of Education, to increase the self-esteem of at-risk youth, reduce reoffending and re-engage them with the education system. A pilot of the program is being conducted at West Ulverstone Primary School.



Output Group 2

Crime Continued

Priority Area

Serious and Organised Crime

Key Focus Areas

2.3 Person offences

2.4 Serious crime offenders

2.5 Serious drug offenders

2.3 Key Focus Area – Person Offences

Note: This is also reported in the Public Safety Chapter, Performance Measures 10 and 11 in Table 1: Summary of Performance Information

Offences against the person comprise all offences targeting specific persons (rather than their property) and may result in injury or death. This category includes homicides, assault of a police officer or other person, sexual assault, robbery, blackmail, stalking, abduction and resisting or obstructing a police officer.

Marginal increases were reported with 4,633 offences against the person in 2017-18, compared with 4,640 in 2018-19.

The clearance rate for person offences decreased slightly from 94 percent in 2017-18 to 92 percent in 2018-19.

2.4 Key Focus Area – Serious Crime Offenders

Note: Performance Measure 3 in Table 3: Summary of Performance Information also relates to this key focus area

The Department has continued to focus on serious crime offences and clearance rates, serious drug offenders, and serious organised crime, particularly criminal activity by outlaw motorcycle gangs.

The definition of serious crime includes offences such as serious assault, serious sexual assault, robbery, homicide-related offences, involving

a minor in child exploitation, child prostitution, and arson, as well as incidents of other offences involving property valued at \$50,000 or more.

The distribution of serious crime by category in 2018-19 is shown in Figure 5.

In 2018-19, serious crime rose by 12 percent, following an 11 percent drop the previous year. The serious crime clearance rate reduced from 83 percent in 2017-18 to 82 percent in 2018-19 (Figure 6).

The Department has progressed a number of complex investigations during the year, which have assisted to impact criminal associations and hold perpetrators to account.

FOR EXAMPLE:

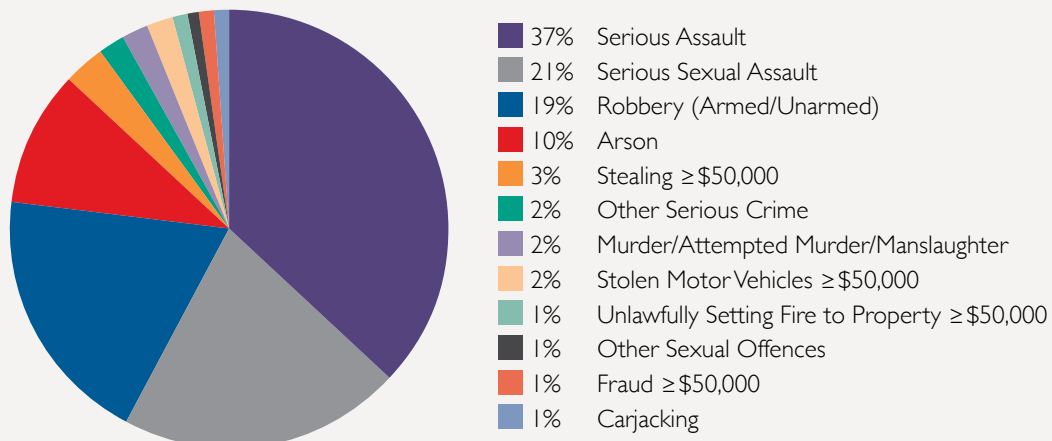
Operation Monet was a significant and complex investigation that involved Southern District Drug Investigation Services and the Serious and Organised Crime Division. Tasmania Police targeted a criminal syndicate responsible for the importation and distribution of illicit drugs into Tasmania.

The collaborative investigation, supported by other law enforcement jurisdictions and agencies, resulted in over \$2.7 million worth of illicit drugs seized and 31 arrests made, including a number of offenders extradited from New South Wales. More than 40 search warrants were executed and cash, firearms and trafficable quantities of methylamphetamine, MDMA and cocaine were seized. Criminal associations and relationships were critically impacted as a result of the investigation.

During 2018-19, a fraud investigation (Operation Quartz) continued into the whisky barrel buy-back program operated by the Nant Distilling Company from 2008 to 2016. The Operation is a complex investigation that resulted in the collective analysis of data and financial records, involving 100 witness and persons of interest interviews and 934 complainant statements.

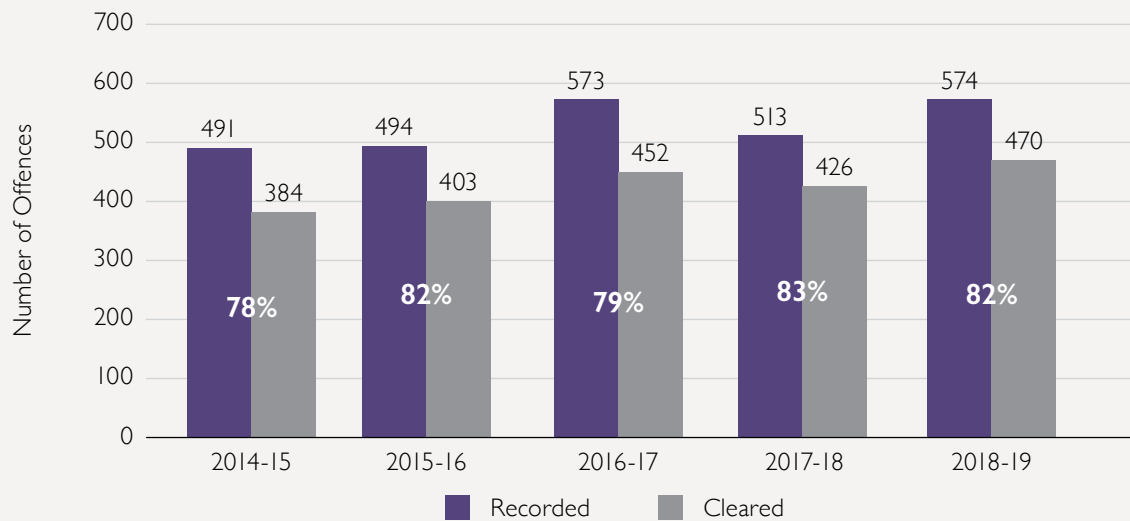
The buy-back program had an estimated value of \$21 million and investors from Tasmania, interstate and overseas were affected. A significant number of police resources have been dedicated to the investigation and this Operation is expected to continue into the next reporting period.

FIGURE 5: SERIOUS CRIME OFFENCES BY CATEGORY IN 2018-19



Source: Tasmania Police Offence Reporting System

FIGURE 6: SERIOUS CRIME: TASMANIA: OFFENCES RECORDED AND CLEARED/PERCENTAGE CLEARED



Source: Tasmania Police Offence Reporting System

Note: Data for 2016-17 and 2017-18 has been revised from the figures published in the 2017-18 Annual Report.



Output Group 2

Crime Continued

OUTLAW MOTORCYCLE GANGS

In the national context, outlaw motorcycle gangs are assessed to be highly visible significant organised crime entities. There are eight distinct nationally recognised outlaw motorcycle gangs in Tasmania that comprise approximately 259 members and 18 clubhouses/chapters. The *Tasmania Police Outlaw Motorcycle Gang Plan* provides a

practical framework to undertake coordinated and proactive policing strategies to disrupt outlaw motorcycle gang operation in Tasmania.

Tasmania Police uses legislative powers to disrupt illegal activities of outlaw motorcycle gangs. As part of the Tasmanian Government Key Deliverable to *Crackdown on Outlaw Motorcycle Gangs*, consorting laws were introduced in October 2018. This provides powers to police

to deter convicted offenders from establishing, maintaining and expanding criminal networks. During the reporting period, 87 Official Warning Notices were served on a total of 24 convicted offenders.

A second legislative amendment was enacted from 1 January 2019, to introduce provisions to prevent the public display of insignia by identified organisations. Refer to the Key Deliverables Chapter for additional information.

FOR EXAMPLE:

In Western District, the new legislation was utilised during the reporting period to respond to outlaw motorcycle gang activities, by issuing seven members of the Bandidos outlaw motorcycle gang with Official Warning Notices (consorting). In June 2019, a targeted clubhouse search resulted in three members being found in breach of the issued notices.

2.5 Key Focus Area – Serious Drug Offenders

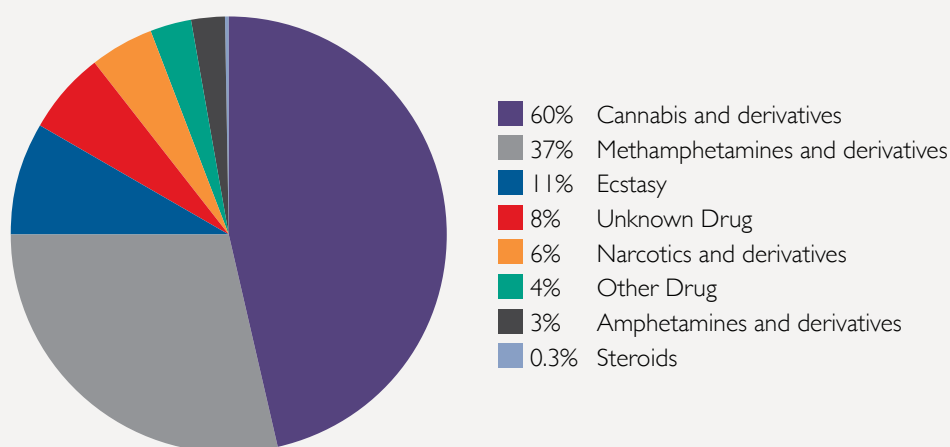
Note: This is also reported as Performance Measure 7 in Table 3: Summary of Performance Information

In 2018-19, Tasmania Police recorded 351 serious drug offenders. This represents a 29 percent decrease on the previous year's figure.

Tasmania Police also recorded 2,612 non-serious drug offenders, with

2,729 total drug offenders recorded in 2018-19⁹.

FIGURE 7: SERIOUS DRUG OFFENDERS BY DRUG TYPE 2018-19¹⁰



Source: Prosecution and Information Bureau Systems, Department of Police, Fire and Emergency Management

⁹ The method used to collate drug offenders was modified in 2016-17 to have the statistics automatically captured from Tasmania Police's statistical databases.

¹⁰ Multiple drug types can apply to one offender, resulting in percentages in the pie chart exceeding 100 percent.

STATEWIDE SERIOUS DRUG OPERATIONS

Tasmania Police continues to work in partnership with other law enforcement jurisdictions and agencies to develop strategies to deal

with drug issues emerging at national and international levels.

Drug Investigation Services statewide conducted operations to disrupt, investigate and prosecute persons

involved in the manufacture, supply and distribution of illicit drugs.

The amount of drugs by weight seized by Tasmania Police during the reporting period is shown in Table 2.

FOR EXAMPLE:

The correlation between drugs, firearms and crime provided the foundation for Operation Gold in Southern District. This Operation focused on a local criminal syndicate responsible for the distribution of illicit drugs, firearms trafficking, offences involving violence and property crime. Seven individuals were charged with trafficking in a controlled substance and a number of additional charges were laid, including firearms trafficking. Activities of a well-established criminal syndicate were disrupted with firearms, illicit substances and cash being seized.

Western District focused on mid-level drug dealers during 2018-19. In particular, Operation Silver concentrated on the activities of members and associates of the Bandidos outlaw motorcycle gang who were involved in committing numerous crimes including the distribution of illicit drugs, assaults, stealing and firearm offences. Illicit drugs, property, firearms and cash were seized by police. Twenty-six people were charged with a range of offences significantly disrupting outlaw motorcycle gang activities in the area.

Northern District conducted Operation Alert to target the drug network (including importation, dealing and criminal network) of one main offender. Police searches located significant quantities of illicit drugs and stolen property including firearms, motor vehicles, motorcycles, boats and trailers. This investigation resulted in several people being charged with indictable offences, and identified other distributors within the drug network and linkages to outlaw motorcycle gangs.



Output Group 2

Crime Continued

TABLE 2: SERIOUS DRUG OFFENDER SEIZURES BY WEIGHT, 2018-19 REPORTING PERIOD

Drug Investigation Services Drug Seizures	2018-19 ¹¹
Processed cannabis	125 kg
Unprocessed cannabis	2,188 plants
Methylamphetamines and derivatives	3,136 g
Amphetamines/Dexamphetamines	999 g
Ecstasy/MDMA	3,288 tablets
Heroin	81 g
Cocaine	286 g
Analogue/Synthetic drugs	1 g
Poppy capsules	1,059 capsules ¹²
Poppy product	17 g
Opioids	964 tablets
	360 mL
Benzodiazepines	1,314 tablets
Steroids	2,061 mL

11 Seizure data may exclude seizures that are not finalised by the reporting deadline.

12 Poppy capsules were identified as growing wild, and found in a decomposing state.

Priority Area

Violence against Women and Children

Key Focus Areas

2.6 Family Violence Response

2.7 Priority Family Violence Perpetrators

2.8 Number of Assaults against women¹³

2.9 Number of Assaults against children¹⁴

2.10 Number of Sexual Assaults against women¹³

2.11 Number of Sexual Assaults against children¹⁴

2.6 – 2.7 Key Focus Areas – Family Violence Response and Data

Note: Performance Measure 9 under the Public Safety Chapter in Table 1: Summary of

Performance Information also relates to this key focus area

The Safe Families Coordination Unit actively engages in the identification of high-risk family violence offenders.

The Tasmanian Government Safe Homes, Safe Families: Tasmania's Family Violence Action Plan (2015-2020) has introduced the electronic monitoring of high-risk family violence

13 Women are defined as female victims aged 18 years or more at the date of report.

14 Children are defined as victims aged 17 years or less at the date of report.

perpetrators and the appointment of additional specialist family violence police prosecutors. A key action of the Plan has been the success of the nation-leading Safe Families Coordination Unit. (Please see the Strategic Direction Framework Chapter in this Annual Report for information regarding the Family Violence Electronic Monitoring Project.)

Tasmania Police is the lead agency for the Safe Families Coordination Unit, a multi-agency collaborative unit which brings together resources from the Departments of Justice, Health, Communities Tasmania, and Education. The Unit provides assistance to victims of family violence through the provision of timely and targeted recommendations to stakeholders

for the delivery of services, and perpetrator management. These activities are informed through cross-agency information sharing practices.

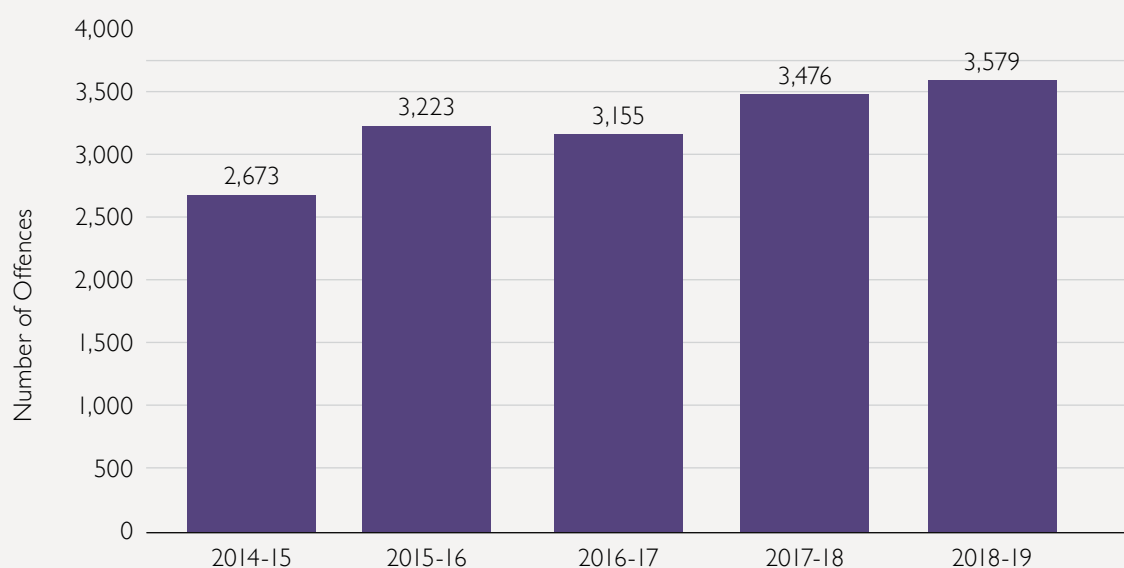
A key function of the Safe Families Coordination Unit is to identify children affected by family violence and provide notifications to schools, to assist in ensuring these children are supported by appropriate professional services. During 2018-19, there were 2,516 notifications provided to schools regarding 3,574 students affected by family violence.

Tasmania Police maintains a Family Violence Unit in each geographical police district, which focuses on victim safety through risk assessment and perpetrator management.

In the reporting period, Tasmania Police recorded 3,579 family violence incidents (under the *Family Violence Act 2004*), as well as 2,377 incidents classified as family arguments or family information reports (family-related incidents not involving family violence).

There has been an upward trend in reported family violence incidents over the past five years as shown in Figure 8. The increased levels of reporting may suggest a changing culture in the community, with greater levels of awareness and reduced levels of tolerance for family violence.

FIGURE 8: RATE OF REPORTED INCIDENTS OF FAMILY VIOLENCE IN TASMANIA IN 2018-19



Source: Family Violence Management System

Note: Data for 2017-18 has been revised from the figures published in the 2017-18 Annual Report.

2.8 – 2.11 Key Focus Areas – Assault and Sexual Assault against Women and Children

Assaults, including sexual assaults upon women and children, are a key focus area for Tasmania Police, with

the investigation and prosecution of perpetrators a priority.

In the reporting period, there were 1,457 assaults against women, a slight increase from the 1,437 assaults in 2017-18. There was also an increase in sexual assaults against women, from 109 in 2017-18 to 116 in 2018-19.

There was a 13 percent decrease in assaults against children, from 372 in 2017-18 to 325 in 2018-19. There was also an 18 percent decrease in sexual assaults against children, from 87 in 2017-18 to 71 in 2018-19.



Output Group 2

Crime Continued

Each Criminal Investigation Branch within the geographical police districts has a Victim Crime Unit, which investigates serious victim crimes, including serious assault, indecent assault and other sexual crimes, including rape, committed upon men, women and children.

Investigators are provided with specialist training, including the interviewing of vulnerable witnesses (such as young children). Attending police stations to make reports can be a traumatic experience for victims. In order to provide a more welcoming environment, Tasmania Police has made a number of improvements to the vulnerable

witness interview rooms through the use of softer furnishing.

With the implementation of the Tasmanian Government's new *Safe Homes, Families, and Communities: Tasmania's Action Plan for Family and Sexual Violence 2019-2022*, assault and sexual assault will continue to be a focus.

Priority Area

Volume Crime

Key Focus Areas

2.12 Home Burglaries¹⁵

2.13 Crime Offender Recidivism Rate¹⁶

2.14 Community Resilience

2.15 Shoplifting¹⁷

High-volume offences significantly impact the level of total offences recorded.

The highest volume offence types recorded in 2018-19 were stealing (9,883 offences), burglary (3,888 offences), destroy/injure property (2,991 offences) and common assault (2,886 offences).

Tasmania Police has continued to maintain a focus on elements of policing that can suppress crime, including focused task force activity, enhanced patrol methods, early intervention co-ordination and case file management.

Despite this focus, some districts have experienced challenges with increases in total offences and property crime coupled with consistent serious crime occurrences. A number of collaborative strategies were implemented that resulted in reductions in the areas of motor

vehicle, business and home burglaries. One strategy was the implementation of Operation Raptor (later renamed Operation Orca) by Northern District, in April 2019, which was inspired by the resounding success of Southern District's Operation Saturate. The mission of Operation Raptor was to decrease total offences, through the targeting of recidivist offenders who are committing volume crime.

2.12 Key Focus Area – Home Burglaries

In 2018-19 there were 1,362 home burglaries. This is a one percent decrease from the 1,375 home burglaries in 2017-18.

It has been identified that a large number of home burglaries are committed by recidivist volume crime offenders. Suppression activities by way of intercepting and monitoring identified criminal targets, especially

those on bail conditions, has assisted in reinforcing the mindset that their offending behaviour will be continuously interrupted.

This strategy has been complemented by the deployment of resources to maintain a strong police presence in crime 'hot spot' locations, as a way of increasing the chances of interrupting criminals as well as to prevent and reduce offences in those identified locations.

2.13 Key Focus Area – Crime Offender Recidivism Rate

In 2018-19 the Crime Offender recidivism rate was 50 percent, down from 51 percent in 2017-18.

Our focus in 2018-19 has been on developing a taskforce model. It is expected that the large number of arrests which have been affected, and the saturation of hot-spots, will impact the recidivism rate.

¹⁵ Home Burglaries comprise most burglaries of dwelling premise.

¹⁶ The indicator 'Recidivist offending' is being reported as 'Crime Offender recidivism rate'. This indicator is measuring the proportions of persons charged on a Prosecution complaint with crime offences in 2017-18, who were charged on more than such complaint within a 12-month period.

¹⁷ The indicator 'Shoplifting' has been renamed from shop stealing.

FOR EXAMPLE:

Southern District continued to refine and consolidate the Total Offences Reduction Plan, to encourage the prevention and reduction of total offences. The Total Offences Reduction Plan details a number of strategies, including Operation Saturate which is a targeted flexible team-based approach in response to recidivist offenders and volume crime offences. A supplementary benefit of this model provides a surge capacity for the district whereby the members of Operation Saturate can be mobilised on short notice to deal with a broad range of operational issues.

There has also been closer liaison between Tasmania Police Prosecution Services and the geographical police districts to confirm the identification of volume crime offenders. This has resulted in greater efficiency in listing pending complaints and identifying new complaints against recidivist offenders.

2.14 Key Focus Area – Community Resilience

The Department is committed to maintaining partnerships with Tasmanian community groups and building community resilience, with a specific focus on programs which target vulnerable members of the community, or those who are at-risk of being a victim or offender. The use of various crime prevention initiatives within the geographical police districts have been successful in both disrupting and preventing crime, as well as building community resilience.

Tasmania Police supports a number of community policing programs and provides liaison to a number of community programs and organisations, including Crime Stoppers Tasmania, Migrant Resource Centres, University of Tasmania, Neighbourhood Watch and the Tasmania Police Lesbian, Gay, Transgender, Bisexual and Intersex Liaison Program.

The use of social media in combatting crime has been a valuable tool in eliciting timely and effective information from the public and for police to communicate important information directly to the Tasmanian community. The identification of

suspects and their locations are some of the outcomes achieved through the use of social media in a criminal investigation context.

2.15 Key Focus Area – Shoplifting

There has been a four percent decrease in shoplifting, from 2,489 offences in 2017-18 to 2,380 offences in 2018-19.

Targeted foot patrols of retail outlets to provide a visible police presence were increased during the reporting period. This approach reinforced target hardening at retail outlets and subsequently deterred would-be offenders from committing crime. This was also achieved by targeting known shoplifters covertly and overtly.

In support of this approach, Crime Stoppers Tasmania implemented a campaign to engage the retail industry to reinforce retail owner responsibility in an effort to prevent and reduce the incidences of shoplifting.

Performance Measures: Additional Information

Total Offences

Total Offences consists of crimes within the meaning of the *Criminal Code Act 1924*, offences involving dishonesty or injury to persons or property; and offences which, because of their nature, method of commission, or the offender concerned, are important from a criminal intelligence point of view.

In 2018-19, Total Offences increased by six percent, following a four percent reduction the previous year. 27,842 Total Offences were recorded in 2018-19, which was above the previous three-year average (26,235 offences).

Crime has been fluctuating between 24,000 and 28,000 offences in the last six years, following a period of crime decreasing each year between 2005-06 and 2012-13.

Contributing to this rise in crime were increases of seven percent in Offences Against Property, 28 percent in Other (Miscellaneous) Offences and nine percent in Fraud and Similar Offences. Other (Miscellaneous) Offences is a category that comprises all criminal offences recorded by police that are not specifically targeted at persons or property and that do not involve fraudulent behaviour. Some examples include: firearms regulatory offences of criminal significance (e.g. Recklessly Discharge a Firearm); offences against justice procedures; and public order offences of criminal significance (e.g. Recklessly Throw or Discharge a Missile).

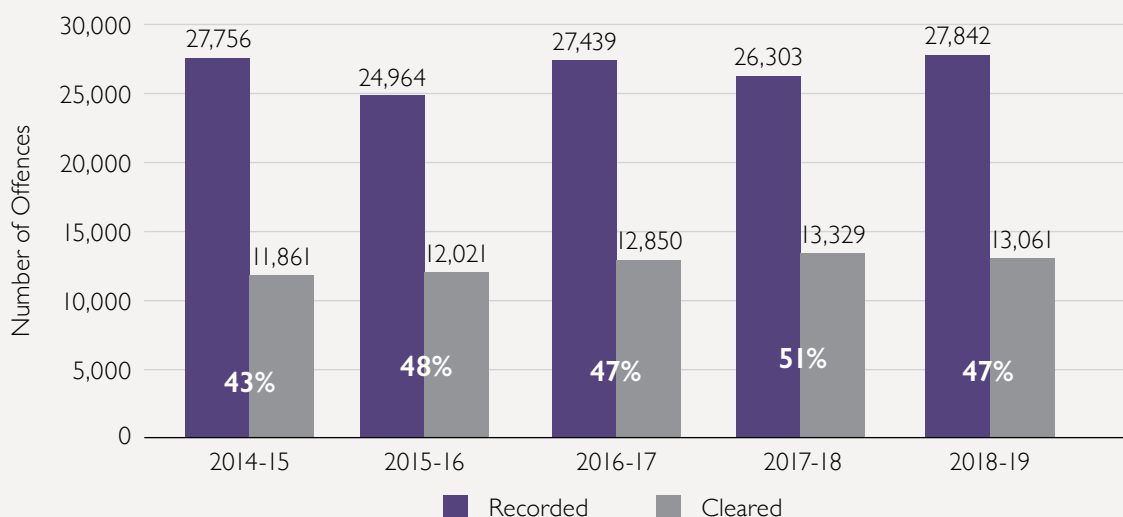
The clearance rate for total offences fell from 51 percent in 2017-18 to 47 percent in 2018-19, as can be seen in Figure 9.



Output Group 2

Crime Continued

FIGURE 9: TOTAL OFFENCES TASMANIA: OFFENCES RECORDED AND CLEARED/ PERCENTAGE CLEARED



Source: Tasmania Police Offence Reporting System

Note: All data has been revised from the figures published in the 2017-18 Annual Report.

Poppy Security

This Output Group focuses on the protection and security of poppy crops, the prevention of poppy crop interferences and the targeting of offenders through investigative techniques. The involvement of industry groups in the protection and security of poppies contributes to the reduction in the number of poppy diversions onto the illicit market.

The Poppy Advisory and Control Board is a statutory body established under the *Poisons Act 1971* and has a mix of broadly defined advisory and regulatory powers related to the Tasmanian poppy industry. The Detective Inspector of Southern District Drug Investigation Services is a member of the Board. During the growing and harvesting season, crops are monitored by Board field officers. Tasmania Police is responsible for the investigation of poppy-related incidents, including poppy thefts.

The number of poppy hectares sown decreased from 12,718 in 2017-18, to 10,447 in 2018-19. There were six interferences recorded during 2018-19 with 124 poppy capsules stolen. This is a reduction from 1,430 capsules stolen in 2017-18.

Fisheries Security

Tasmania Police is responsible for the protection of marine resources through the provision of marine compliance and enforcement activities, for both the recreational and commercial fishing sectors. Tasmania Police used a combination of overt and covert sea patrols, in-port, at sea and fish processor inspections to target offenders and facilitate the protection and security of marine resources. These involve strategic enforcement activities carried out at Hobart, Strahan, Stanley, George Town, St Helens, Bicheno, Triabunna, King Island and Flinders Island.

Tasmania Police also works closely with the Department of Primary Industries, Parks, Water and Environment to coordinate activities and operations, and with the Australian Government to patrol nationally protected marine parks and to assist with surveillance flights.

In 2018-19, there were 1,481 marine offenders recorded by Tasmania Police. This is a slight increase from the 1,478 marine offenders recorded in 2017-18.

Support to Judicial Services

In 2018-19, the Department invested significant resources into supporting Tasmanian judicial services, including the prosecution of offenders, provision of diversionary programs, bail/warrant processing, victim support services and investigation, and administrative and investigation services on behalf of the Coroner.

In 2018-19, there were 54,241 state charges prosecuted. This is an increase from the 52,706 state charges prosecuted in 2017-18.

PERFORMANCE MEASURES

TABLE 3: SUMMARY OF PERFORMANCE INFORMATION – OUTPUT GROUP 2: CRIME

<i>Government Services Budget Paper – Performance Measure</i>	<i>Unit of Measure</i>	<i>2015-16 Actual</i>	<i>2016-17 Actual</i>	<i>2017-18 Actual</i>	<i>2018-19 Target</i>	<i>2018-19 Actual</i>
Investigation of Crime						
1. Total Offences ¹⁸	Number	24,964	27,439	26,303	≤ 3 yr av	27,842 (26,235 av)
2. Total Offences clearance rate ^{18,19}	%	48	47	51	≥ 3 yr av	47 (49 av)
3. Total Serious Crime ¹⁸	Number	494	573	513	≤ 3 yr av	574 (527 av)
4. Serious Crime clearance rate ¹⁸	%	82	79	83	≥ 3 yr av	82 (81 av)
5. Offences Against Property ¹⁸	Number	19,793	21,937	20,495	≤ 3 yr av	21,867 (20,742 av)
6. Offences Against Property clearance rate ¹⁸	%	38	37	40	≥ 3 yr av	36 (38 av)
7. Serious drug offenders charged ^{18,20}	Number	412	489	497	≥ 3 yr av	351 (466 av)
Poppy Security						
8. Number of poppy crop interferences per 1,000 hectares sown	Number	0.67	2.91	1.10	≤ 3 yr av	0.57 (1.40 av)
Fisheries Security						
9. Total marine offenders detected ^{18,21}	Number	1,277	1,408	1,478	≥ 3 yr av	1,481 (1,387 av)
Support to Judicial Services						
10. State charges prosecuted ¹⁸	Number	46,676	50,524	52,706	≥ 3 yr av	54,241 (49,969 av)

Sources: Department of Police, Fire and Emergency Management Offence Reporting System 2, Prosecution System, Information Bureau, Fines and Infringement Notices Database, Drug Offence Reporting System and Drug Investigation Services.

Performance Information Comments

The Summary of Performance Information reports on measures relating to crime detection and investigation. The performance measure 'Total Offences' includes

all offences which generate an offence report, while 'Total Serious Crime' includes the most severe offences against the person and financially damaging offences against property. The performance measure 'State

charges prosecuted' is a measure of the number of charges that were prosecuted across the whole State.

The above table should be read in conjunction with the Performance Measures: Additional Information.

¹⁸ Data for 2017-18 have been revised from the figures published in the 2017-18 DPFE Annual Report.

¹⁹ An offence is considered 'cleared' if an offender has been identified and: proceeded against by police, or cannot be proceeded against and further investigation cannot be established; or if the offence is withdrawn by the victim.

²⁰ In 2016-17, serious drug offenders was modified to be an automated indicator reported out of Departmental databases, with the scope expanded to cover additional offences. 2015-16 actual data were not revised.

²¹ In 2016-17, marine offenders was revised to be an automated indicator reported out of Departmental databases. 2015-16 actual data were not revised.



Output Group 3

Traffic Policing

Aim

The aim of Tasmania Police's traffic enforcement activities is to minimise road trauma, improve driver behaviour and enhance traffic law compliance.

BUSINESS PRIORITIES

The *Tasmania Police Business Priorities* have highlighted serious and fatal crashes and high-risk road behaviour as priority areas for action in 2018-19.

Priority Area

Serious and fatal crashes

Key Focus Areas

3.1 Rural road policing

3.2 High-risk locations

Tasmania Police continues to focus on high-risk driver behaviours, using a range of strategies that aim to modify driver behaviour and make the roads safer for all road users. A focus on rural roads and decreasing high-risk road behaviour through traffic law enforcement was a target for all geographical police districts.

Tasmania Police employed a number of strategies with the aim of modifying driver behaviour. Some of these strategies have been a mix of marked and unmarked road safety activities and enforcement, including a recent unmarked motorcycle trial and public education and social media

campaigns, in partnership with the Road Safety Advisory Council.

In addition, Tasmania Police is developing a road safety strategy to provide a coordinated approach to road safety, through enforcement. The key objective of the strategy will be to reduce road trauma.

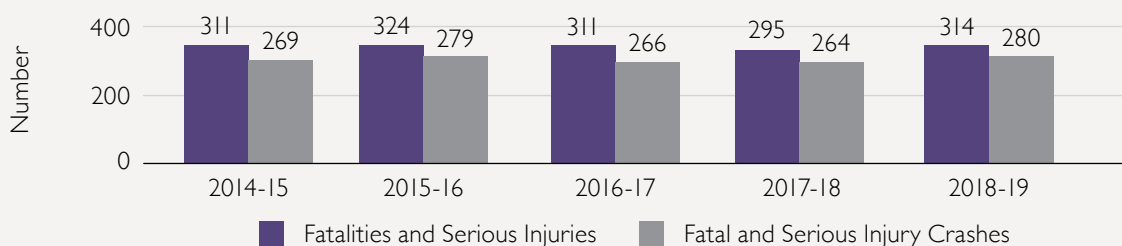
Despite the preventative measures undertaken by Tasmania Police, this year there was an increase in fatal and serious injury crashes relative to the previous reporting period. Figure 10 shows the total number of recorded crashes, fatalities and serious injuries over a five-year period.

3.1 Key Focus Area – Rural Road Policing

Tasmania Police continues to utilise strategies developed under the *Rural Road Policing Strategy* to reduce serious and fatal injury crashes in rural areas. These strategies include:

- improving driver behaviour through increased exposure to police road safety activities
- creating an environment in which drivers expect to encounter police enforcement activities on rural roads
- preventing, detecting and prosecuting offences and high-risk driving behaviour by motorists on rural roads

FIGURE 10: TOTAL NUMBER OF RECORDED CRASHES, FATALITIES²² AND SERIOUS INJURIES



Source: Department of State Growth Crash Data Manager Database

²² A fatality is a death resulting from a crash, within 30 days of the crash. A serious injury is an injury resulting from a crash in which the victim is hospitalised for 24 hours or more. Note: For any fatal crash there may be more than one fatality.

- coordinating high-visibility operational activities between geographical police districts to maximise the impact on motorists on rural roads.

The Fatal Five high-risk driver behaviours identified under the Strategy, speeding, drink and drug driving, inattention, seatbelts and fatigue, continue to remain a high priority when policing rural roads.

3.2 Key Focus Area – High-Risk Locations

Tasmania Police continually reviews and uses all sources of data (e.g. infringement data, crash data, public reports) to identify high-risk locations on the road network to ensure resources are prioritised and best utilised.

Tasmania Police continually reviews contemporary and emerging

enforcement technologies and deployment methodologies to identify and enforce high-risk road behaviours. By combining location and behavioural based enforcement strategies, Tasmania Police seeks to prevent and/or mitigate road trauma to achieve the *Towards Zero* goal of less than 200 serious injury and fatal crashes on Tasmanian roads (per year) by 2026.

Priority Area

High-Risk Road Behaviour

Key Focus Areas

3.3 High-risk drivers and motorcycle riders

3.4 Evade police offenders

3.5 Speeding

3.6 Use of seatbelts

3.7 Alcohol and drug use

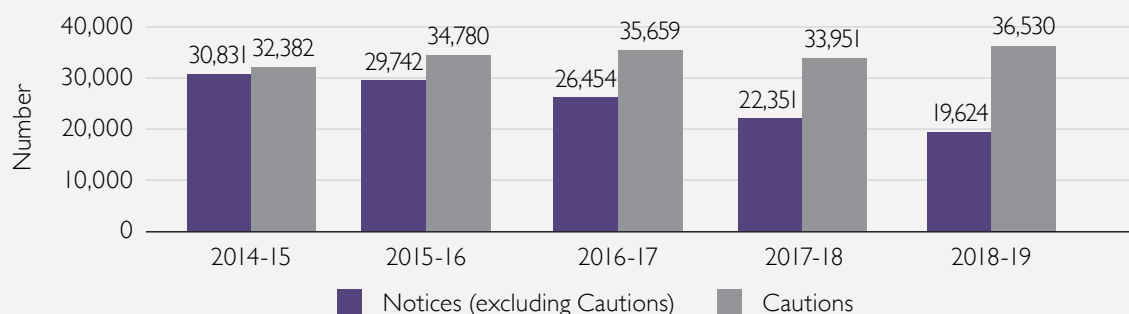
3.8 Mobile phone use

Tasmania Police issued 56,154 traffic infringement notices in 2018-19, of which 36,530 were cautions (Figure 11). Tasmania Police also prosecuted

8,188 traffic offenders through the courts, and 68 were given youth cautions²³.

In total, 64,410 offenders were detected in 2018-19 for traffic-related offences, a decrease from 65,663 offenders in 2017-18.

FIGURE 11: TOTAL NUMBER OF TRAFFIC INFRINGEMENT NOTICES AND CAUTIONS ISSUED



Source: Department of Police, Fire and Emergency Management Fines and Infringements Database, Prosecution System and Information Bureau Database.

Note: Data for 2017-18 have been revised from the figures published in the 2017-18 Annual Report.

²³ Generally youth cautions are issued to people under 18, however traffic youth cautions may be issued to persons under 17 years old when they are found driving a vehicle when too young to hold a driver's license, as well as when they commit other traffic offences such as driving offences, seatbelt offences, cyclist offences or pedestrian offences.



Output Group 3

Traffic Policing Continued

3.3 Key Focus Area – High-Risk Drivers and Motorcycle Riders

Note: This is also reported as Performance Measure 1 in Table 4: Summary of Performance Information

Tasmania Police conducted a number of road safety operations that were supported by considerable media

exposure and focused on education, traffic law compliance and driver behaviour, particularly in relation to high-risk behaviours.

New police vehicle livery was launched during April 2019. The livery was introduced to general patrol vehicles for city areas, high-visibility vehicles for patrolling highways

and low-profile patrol vehicles to provide a unique method of traffic enforcement on major highways, and covert vehicles for targeted patrols.

Geographical police districts also progressed a number of strategies to focus on high-risk drivers.

FOR EXAMPLE:

Southern District trialled an unmarked motorcycle strategy in November 2018, initially to detect illegal mobile phone use in slow-moving and congested traffic in metropolitan areas. The rationale was that the rate of offending was likely to be greater where traffic speeds were lower, and when combined with higher volumes of traffic it would facilitate an increased rate of detection.

The trial commenced with one motorcycle shared by two riders operating across the district. The riders wore full police uniform with the exception of an unmarked helmet. Riders were also fitted with helmet-mounted cameras, another first for Tasmania Police.

In the first three months, over 1,000 offences were detected, most of which were defined as high-risk i.e. those offences linked most to fatal and serious crashes in Tasmania. A staggering one in four offences were illegal mobile phone use that both justified the trial and its statewide expansion in early 2019. The expansion involved an increased number of unmarked motorcycles and a diversification of the fleet. The use of helmet-mounted camera technology effectively nullified appeals by offenders and this technology was expanded to include the marked motorcycle fleet.

The unmarked motorcycle trial demonstrates that Tasmania Police is committed to innovative approaches to enforcement and will continue to explore opportunities to reduce road trauma on Tasmanian roads.

3.4 Key Focus Area – Evade Police Offenders

In 2018-19, there were 409 offenders proceeded against for the offence of Evading Police, including 285 offenders who were charged with the more serious charge of Evading Police (Aggravated Circumstances). This is a decrease from 2017-18, where 451 offenders were proceeded against.

In 2018-19, Tasmania Police clamped or confiscated 451 vehicles for the primary reason of Evading Police.

3.5 Key Focus Area – Speeding

Note: This is also reported as Performance Measure 2 in Table 4: Summary of Performance Information

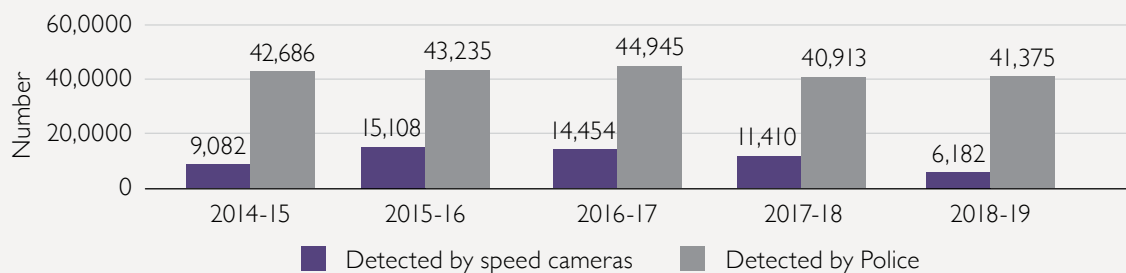
In 2018-19, police officers detected 41,375 drivers exceeding the posted speed limit. Of these, 27,008 offenders received a caution (including eight Youth Cautions), 13,833 received an Infringement Notice, and 534 were prosecuted through the courts. This was an

increase on the 40,913 drivers detected speeding in 2017-18.

The number of speeding detections by fixed speed cameras decreased from 11,410 in 2017-18, to 6,182 in 2018-19.

The significant reduction in speeding offences detected by speed cameras is due to maintenance during the 2018-19 year. The maintenance required for speed cameras involves significant time investment, requiring appropriate training of staff for

FIGURE 12: TOTAL NUMBER OF SPEEDING OFFENDERS DETECTED



Source: Department of Police, Fire and Emergency Management Fines and Infringements Database.

Note: This data excludes emergency service vehicles attending an emergency incident.

Note: Data for 2017-18 have been revised from the figures published in the 2017-18 Annual Report.

occupational safety, and travel around the State to attend each camera.

Figure 12 provides data on speeding detections by police officers and fixed speed cameras.

3.5.1 Speeding Offenders by 15 km/h or more

Police officers detected 22,501 drivers exceeding the posted speed limit by 15 km/h or more in 2018-19, compared with 21,617 drivers detected by police officers in 2017-18. An additional 703 drivers were detected by fixed speed cameras exceeding the posted speed limit by 15 km/h. This is a decrease compared with the 1,218 drivers detected by speed cameras in 2017-18.

In 2018-19, there were 29 vehicles clamped or confiscated for the

primary reason of exceeding the speed limit by at least 45 km/h.

3.6 Key Focus Area – Use of Seatbelts

In 2018-19, Tasmania Police detected 1,935 vehicle occupants not wearing a seatbelt, a reduction from 2,369 offenders the previous year.

The *National Survey of Community Satisfaction with Policing 2018-19* indicated that six percent of Tasmanian respondents (compared to five percent nationally) reported that in the previous six months they had driven without wearing a seatbelt. This is a decrease from the seven percent of respondents in 2017-18 Survey.

3.7 Key Focus Area – Alcohol and Drug Use

Note: This is also reported as Performance Measures 3, 4, 5 and 6 in Table 4: Summary of Performance Information

Tasmania Police conducted 438,322 random breath tests in 2018-19, a decrease from the 478,219 conducted in 2017-18.

1,905 drivers were proceeded against by police for exceeding the prescribed alcohol limit or driving under the influence of intoxicating liquor, compared with 2,173 in 2017-18. There were 98 drivers charged with refusing to provide a breath or blood sample for analysis.

Geographical police districts also progressed a number of strategies to focus on alcohol and drug driving enforcement.

FOR EXAMPLE:

Western District continued their focus on traffic policing rural roads across the district and conducting targeted operations and prioritising causal factors of serious and fatal crashes. Operations were also conducted, intercepting and targeting drug driving offenders, in conjunction with Drug Investigation Services. This contributed to a 27 percent increase in positive drug driving offenders being detected and proceeded against in the district.

Northern District conducted random breath and oral fluid testing focusing on high profile events, including Party in the Paddock and One Electric Day, where the risk of drink/drug driving is higher.



Output Group 3

Traffic Policing Continued

The *National Survey of Community Satisfaction with Policing 2018-19* showed that nine percent of Tasmanian respondents (eight percent nationally) indicated that, in the previous six months, they had driven when they felt that they might have been over the alcohol limit. This is an increase from the eight percent of respondents in 2017-18 Survey.

Tasmania Police continues to target drug drivers through oral fluid testing to detect the presence of prescribed drugs. In 2018-19, there were 4,518 targeted tests conducted, an increase from 3,936 the previous year. 2,430 drivers were proceeded against by police for driving whilst a prescribed

illicit drug was present in blood or under the influence of an illicit drug, an increase from 2,213 in 2017-18.

The *National Survey of Community Satisfaction with Policing 2018-19* showed that 3.2 percent of Tasmanian respondents (compared to five percent nationally) indicated that, in the previous six months, they had driven when they felt they might have been impaired by medication or other drugs. This is a decrease from the six percent of respondents in 2017-18 Survey.

3.8 Key Focus Area – Mobile Phone Use

In 2018-19, Tasmania Police detected 2,445 drivers driving while using a hand-held mobile phone, a decrease from the 2,780 the previous year.

The *National Survey of Community Satisfaction with Policing 2018-19* showed that 27 percent of Tasmanian respondents (compared to 28 percent nationally) indicated that, in the previous six months, they had driven using a hand-held mobile telephone at least some of the time. This is an increase from the 23 percent of respondents in 2017-18 Survey.

PERFORMANCE MEASURES

TABLE 4: SUMMARY OF PERFORMANCE INFORMATION – OUTPUT GROUP 3: TRAFFIC POLICING

Government Services Budget Paper – Performance Measure ²⁴	Unit of Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Target	2018-19 Actual
1. Number of high-risk traffic offenders ²⁵	Number	30,164	32,197	31,282	26,000	31,226
2. Number of Speeding offenders ^{26, 27, 28}	Number	43,235	44,945	40,913	42,000	41,375
3. Random Breath Tests conducted	Number	469,610	505,445	478,219	440,000	438,322
4. Number of drink driving offenders	Number	2,400	2,296	2,173	2,550	1,905
5. Oral Fluid Tests conducted	Number	3,738	3,726	3,936	3,250	4,518
6. Number of drug driving offenders ²⁵	Number	2,021	2,158	2,213	1,700	2,430
7. Fatal and serious injury crashes	Number	279	266	264	≤ 3 yr av (270)	280

Sources: Department of Police, Fire and Emergency Management Prosecution System, Fines and Infringements Database, Information Bureau System, Traffic Crash Reporting System, Manual Police District Reporting and the Department of State Growth Crash Data Manager System.

Performance Information Comments

Traffic performance indicators were modified in 2017-18 to include data from court prosecutions and youth justice cautions, in addition to infringement notices. As a result, all

figures in the *2018-19 Annual Report* have been revised.

The performance measure 'high-risk traffic offenders' includes offenders who have committed one or more of the following offences: detected

speeding by 15 km/h or more by speed cameras or police officers, seatbelt compliance offenders, mobile phone offenders, dangerous and reckless driving offenders, and drink and drug driving offenders.

²⁴ In 2017-18, traffic offender counting rules were revised to include offenders from court prosecutions and youth cautions.

²⁵ In 2017-18, the 'high-risk traffic offenders' definition was updated to include mobile phone offenders.

²⁶ In 2017-18, this indicator was renamed 'speeding offenders', which includes court prosecutions and youth justice cautions, in addition to infringement notices.

²⁷ Data for 2017-18 have been revised from the figures published in the 2017-18 Annual Report.

²⁸ This figure does not include speeding offenders detected by speed cameras.



Output Group 4

Emergency Management

Aim

The Emergency Management output focuses on the provision of whole-of-government policies relating to counter-terrorism and terrorist threats, and the provision of search and rescue operations.

Note: A summary of performance outputs for the State Emergency Service is reported in the *State Fire Commission Annual Report 2018-19*.

BUSINESS PRIORITIES

The *Tasmania Police Business Priorities* have highlighted leadership and effective incident management during emergency responses, and operational preparedness, as priority areas for action in 2018-19.

Priority Area

Provide Leadership and Effective Incident Management during Emergency Responses

Key Focus Areas

4.1 Review strategic command arrangements

4.2 Emergency management training exercises

This year the bushfire season was unprecedented in duration with multiple communities threatened and valuable community assets at-risk. In late January 2019, at the peak of fire activity, around 70 fires burned across Southern and Western Tasmania.

Tasmania Police worked closely with the Tasmania Fire Service and the State Emergency Service, as well as a number of partner agencies to provide critical response to the recent bushfire events. Tasmania Police coordinated policing support through a Police Operations Centre in Hobart with Joint Operations

Coordination Centres in Hobart, Launceston and Burnie.

The Commissioner of Police, in his role as State Emergency Management Controller, declared the first State of Alert under the *Emergency Management Act 2006*. This provided additional powers to support response and recovery activities, although they were not required.

Tasmania Police is proud of the leadership displayed at all levels to ensure that service delivery gaps across divisional boundaries were met and undertaken with an atmosphere of co-operation and teamwork.

4.1 Key Focus Area – Review Strategic Command Arrangements

Following recent reviews of fire and flood emergencies across Tasmania and coronial outcomes from the Lindt Café Siege, Tasmania Police enhanced its existing strategic command arrangements in respect to all-hazards response leverage opportunities.

The State Emergency Management Committee acknowledged and endorsed the reviews and debriefings held following the response to the large scale bushfires in early 2019. The reviews encapsulated an

Independent Operational Review by the Australasian Fire and Emergency Services Authorities Council, to inform whole-of-government coordination and improvement activities in emergency management. This complements recommendations from the *2015 Independent Review of Emergency Management Arrangements in Tasmania* by the Department of Justice, which the Department continues to progress with key partners.

Progress across key strategic priority areas were also realised, including the introduction of amendments to the *Emergency Management Act 2006*. These amendments aim to:

- facilitate forward-looking emergency powers
- simplify authority arrangements
- clarify functions and responsibilities at state, regional and municipal levels

- facilitate compensation coverage for volunteers, ensuring that they receive the same protections as all employees under the *Workers Rehabilitation and Compensation Act 1988*, and
- introduce the ability to appoint a Recovery Task Force for major events if required, which was adopted after the 2018-19 bushfires.

The Department has also introduced a 'Lessons Learnt' approach to enhancing the collective ability to respond to emergency management-related events. This initiative identified 27 insights, overseen by the State Emergency Management Committee, with many of those learnings already progressed.

This year a 'Strategic Command Forum' was established to work through key issues and learnings with

a view to providing an enhanced informational and educational approach to strategic command management across the Department, and comprises appropriately qualified and experienced members.

4.2 Key Focus Area – Emergency Management Training Exercises

Note: This is also reported as Performance Measure 2 in Table 5: Summary of Performance Information

The Special Response and Counter-Terrorism Command conducted 28 emergency management exercises during the year.

Ongoing training was conducted to test the responsiveness and capabilities of all agencies involved in emergency responses. This training will continue into the future to ensure all participants remain prepared.

Priority Area

Operational Preparedness

Key Focus Areas

4.3 WebEOC training

4.4 Frontline capability and capacity

4.3 Key Focus Area – Web Emergency Operations Centre (WebEOC) Training

WebEOC is a web-based multi-agency information sharing system used to manage and record information during an emergency incident. The system is used to improve situational awareness, management of resources and support decision-making.

The online software program is licensed to the Department and is managed by the Special Response and Counter-Terrorism Command.

This year has seen completion of an upgrade to the system and development of a multi-level all

agency file library. Statewide training has continued for users and agency representatives with regular sessions being run throughout the State, inclusive of Flinders Island.

WebEOC has been well utilised in incidents such as the 2018-19 bushfire season. Dedicated staff from the Command have been available and attended to assist with real-time actions with a view to continuing development of the system for use within the Tasmanian Government.

4.4 Key Focus Area – Frontline Capability and Capacity

The geographical police districts have undertaken a number of strategies

and activities in relation to frontline capability and capacity. Partnerships and involvement with various local government emergency management committees also strengthened operational preparedness through regular meetings and desktop exercises.

There has also been an emphasis on all police members being operationally validated and ready for deployment, and this practice has been complemented by renewal processes where members are encouraged to diversify their roles, to remain contemporary and fit for operational policing functions.



Output Group 4

Emergency Management Continued

PERFORMANCE MEASURES

TABLE 5: SUMMARY OF PERFORMANCE INFORMATION – OUTPUT GROUP 4: EMERGENCY MANAGEMENT

<i>Government Services Budget Paper – Performance Measure</i>	Unit of Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Target	2018-19 Actual
State Security and Rescue Operations						
1. Number of search and rescue operations conducted by police	Number	262	345	304	n/a	250
2. Number of exercises managed by Special Response and Counter-Terrorism Command	Number	25	31	19	≤prev yr	28
3. Total helicopter hours	Number	623	748	751	n/a	823

Source: Tasmanian State Emergency Service

2018–19 Compliance Index

Compliance	Source	Page No
Aids to Access		
Table of contents	Auditor-General's Special Report no. 4 of 1993, Standard of Annual Reporting by Government Departments	Inside front
Table of compliance		This page
Abbreviations		8
Overview		
Corporate Planning	SSR s. 9(a)(i)	See Strategic Direction Chapter
Major initiatives to give effect to Government policy	SSR s. 9(a)(v)	See Key Deliverables Chapter
Report by statutory officer holder except where required to report under any other Act	FMAA s. 27(1)(b) subject to S27(2) SSA s. 36(1)(b)	See Declaration of a State of Alert 80
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Changes to organisational structure	SSR s. 9(a)(iv)	74
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Performance Information		
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Performance report	SSA s. 36(1)(a) FMAA s. 27(1)(a) and s. 27(4)	See Key Deliverables Chapter
Performance measures	TI 201(1)(a)(b)(e)	See Key Deliverables and Output Groups Chapters
Carbon emissions – climate change and environmental impact initiatives	Premier's Agenda Speech 2008 (Government requirement)	62
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Contract extensions	TI 1111(3)(b)(v)	90
Exemptions from <i>Treasurer's Instructions</i>	TI 1207(7) TI 1216(4)	90
Confidentiality of Government contracts	TI 1111(3)(b)(vii) TI 1213(3)(b)(vi) TI 1401(9)	91
Contracts where an exemption from the requirement to disaggregate has been approved	TI 1111(3)(b)(vi) TI 1213(3)(b)(v)	91
Grants	TI 709(12)	N/A

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Head of Agency certification	TI 205(l)	97
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Audit report	FMAA s. 27(l)(c) TI 201(l)(k) AA s. 19(4)	144
Significant financial performance directives which affected the achievement of operational objectives	TI 201(l)(a) and (l)(b)	N/A

Our Compliance Report

The Department continued to meet its compliance requirements in 2018-19. This section outlines our annual legislative reporting responsibilities.

Boards and Committees

The Department has the following range of boards and committees to provide assurance that we effectively manage our resources and risk, and deliver our key priorities.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is a statutory board that operates in accordance with Section 22 of the *Financial Management and Audit Act 1990*, and *Treasurer's Instruction No. 108*.

The Committee oversees risk management, and internal and external audit activities, and provides high-level assistance and advice with respect to matters of financial reporting and corporate governance. The Deputy Secretary of Business and Executive Services chairs the committee which meets quarterly, with an additional extraordinary meeting scheduled with the Tasmanian Audit Office in relation to audit findings of financial statements.

Membership	Position
Deputy Secretary, Business and Executive Services	Chair
Deputy Commissioner of Police	Member
Chief Officer, Tasmania Fire Service	Member
Deputy Chief Officer, Tasmania Fire Service	Member
Director, Business Services, Business and Executive Services	Member
Specialist Agency Analyst, Department of Treasury and Finance – State Fire Commission Representative	Independent committee member
Director, Human Resource Management and Strategy, Department of Health	Independent committee member
Internal Audit Representative from Wise, Lord and Ferguson	Member
Tasmania Audit Office	Independent committee member
Manager, Audit and Risk, Business and Executive Services	Secretariat

PROCUREMENT REVIEW COMMITTEE

The Procurement Review Committee is established in accordance with *Treasurer's Instructions No. 1116 and No. 1218*. The Committee is responsible for ensuring that a fair and equitable procurement process is followed and that the principles and processes required by the *Treasurer's Instructions* and in the *Free Trade Agreements Guideline* (where applicable) are adhered to.

The Committee is responsible for reviewing the Department's procurement processes prior to the purchase or awarding of a contract where the procurement is valued at \$50,000 or over (ex GST). It encompasses the procurement of goods and services, consultancies, building maintenance and construction work.

Membership	Position
Director, Business Services	Chair
Manager, Property and Procurement Services	Member
Manager, Procurement and Contracts	Member
Manager, Finance and Payroll Services	Member
Manager, Accounting and Budget Services	Member
Manager, Tasmania Fire Training	Member
Assistant Manager, Procurement and Contracts	Member
Executive Officer, Purchasing	Member

POLICE REVIEW BOARD

The Police Review Board is established under the *Police Service Act 2003*. The principal functions of the Board involves the determination of applications for review in respect to promotions, demotions and terminations.

Membership	Position
Mr Donald Jones	Chair
Mr Michael Stoddart	Member
Mr Ross Paine	Member
Ms Leigh Mackey	Member
Hon Stephen Parry	Member
Policy Officer, Strategy and Support	Secretariat

STATE EMERGENCY MANAGEMENT COMMITTEE

The State Emergency Management Committee is established under Sections 7-9 of the *Emergency Management Act 2006* to support the institution and coordination of emergency management, including review of emergency management policy. Schedule 3 of the Act makes provisions for the membership and the conduct of meetings. The Secretary, as the State Controller, is chair of this Committee.

Membership	Position
State Emergency Management Controller (Secretary, DPFEM)	Chair
Director, State Emergency Service	Executive Officer and Member
Secretary, Department of Premier and Cabinet	Member
Secretary, Department of Health	Member
Secretary, Department of Primary Industries, Parks, Water and Environment	Member
Secretary, Department of State Growth	Member
Secretary, Department of Justice	Member
Secretary, Department of Education	Member
Secretary, Department of Treasury and Finance	Member
Deputy Secretary, Department of Premier and Cabinet	Member
Deputy Commissioner of Police	Member
Chief Officer, Tasmania Fire Service	Member
Secretary, Department of Communities Tasmania	Member
Director of Public Health, Department of Health	Member
Chief Executive Officer, Ambulance Tasmania, Department of Health	Member
Chief Executive Officer, Local Government Association of Tasmania	Member
Regional Emergency Management Controllers, Tasmania Police	Members
Chairs of State Emergency Management Committee Sub Committees	Members
Any other person holding a position or office determined by the State Controller	As Required
Any other persons the State Controller considers appropriate	As Required

TASMANIA POLICE CHARITY TRUST

The Tasmania Police Charity Trust was established in December 2006. It provides the opportunity for employees of the Department to work together with the community to raise funds to support nominated charities and disadvantaged individuals in Tasmania.

Membership	Position
Commissioner of Police	Chair
Deputy Commissioner of Police	Deputy Chair
Director, Business Services	Treasurer
Ms Rebecca Munnings, Legal Officer	Member
Inspector Michael Johnston, Tasmania Police	Member
Sergeant Anthony Peters, Tasmania Police	Member
Constable Richard Douglas, Tasmania Police	Member
Constable Leigh Devine, Tasmania Police	Member
Ms Jemma Ball, Acting Manager, Media and Communications	Member
Hon Stephen Parry	External Member
Ms Catherine Shaw, Office of Senator Stephen Parry	Secretariat

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Corporate Governance

The Secretary, Mr Darren Hine, is responsible for managing the Department and also holds the positions of Commissioner of Police and State Emergency Management Controller.

The membership of the high-level governance and decision-making forums for the Department are outlined below. Further information on the functions of these forums is outlined in the About Us Chapter of this Annual Report.

AGENCY MANAGEMENT GROUP

Membership	Position
Secretary/Commissioner of Police	Chair
Deputy Commissioner of Police	Member
Chief Officer, Tasmania Fire Service	Member
Deputy Secretary, Business and Executive Services	Member
Manager, Media and Communications	Adviser
Manager, Office of the Commissioner	Adviser
Principal Executive Officer, Business and Executive Services	Adviser
Principal Staff Officer, Chief Fire Officer	Adviser

CORPORATE MANAGEMENT GROUP

Membership	Position
Secretary/Commissioner of Police	Chair
Deputy Commissioner of Police	Member
Deputy Secretary, Business and Executive Services	Member
Assistant Commissioner of Police, Operations	Member
Assistant Commissioner of Police, Specialist Support	Member
Manager, Office of the Commissioner	Adviser
Manager, Media and Communications	Adviser
Staff Officers/Principal Executive Officers	Adviser

SENIOR EXECUTIVE OFFICERS, DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT

Membership	Position
Secretary/Commissioner of Police	Chair
Deputy Commissioner of Police	Member
Deputy Secretary, Business and Executive Services	Member
Assistant Commissioner of Police, Operations	Member
Assistant Commissioner of Police, Specialist Support	Member
Commanders of Tasmania Police	Members
Director, Business Services	Member
Director, Strategic Projects	Member
Director, Technology Services	Member
Director, Forensic Science Service Tasmania	Member
Director, Community Safety, Tasmania Fire Service	Member
Director, People and Culture	Member
Chief Officer, Tasmania Fire Service	Member
Deputy Chief Officer, Tasmania Fire Service	Member
Regional Chiefs, Tasmania Fire Service	Members
Director, State Emergency Service	Member
Assistant Director, Operations and Resources, State Emergency Service	Member
Assistant Director, Emergency Management, State Emergency Service	Member
Principal Legal Officer	Member
Manager, Media and Communications	Adviser
Manager, Office of the Commissioner	Adviser

SENIOR EXECUTIVE OFFICERS, TASMANIA POLICE

Membership	Position
Commissioner of Police	Chair
Deputy Commissioner of Police	Member
Deputy Secretary, Business and Executive Services	Member
Assistant Commissioner of Police, Operations	Member
Assistant Commissioner of Police, Specialist Support	Member
Commanders of Tasmania Police	Members
Manager, Office of the Commissioner	Adviser
Manager, Media and Communications	Adviser

Carbon Emissions, Climate Change and Environmental Impact Initiatives

The Department is undertaking several significant initiatives that reduce its carbon emissions. The Department's Emissions Reduction Plan is consistent with the Tasmanian Government's *Framework for Action on Climate Change*, and is aimed at concentrating efforts on better energy usage, more efficient travel and transport, reducing waste, and raising awareness and commitment.

The goals established under the Department's Plan are to:

- reduce emissions associated with energy consumption within the Department's owned and leased properties
- reduce emissions through more efficient and effective transportation means, including the makeup and use of the Department's vehicle fleet

- decrease the total waste produced by the Department and increase the use of recycled products, and
- foster an organisational culture that recognises and encourages the actions of individuals and workgroups in achieving emissions reductions.

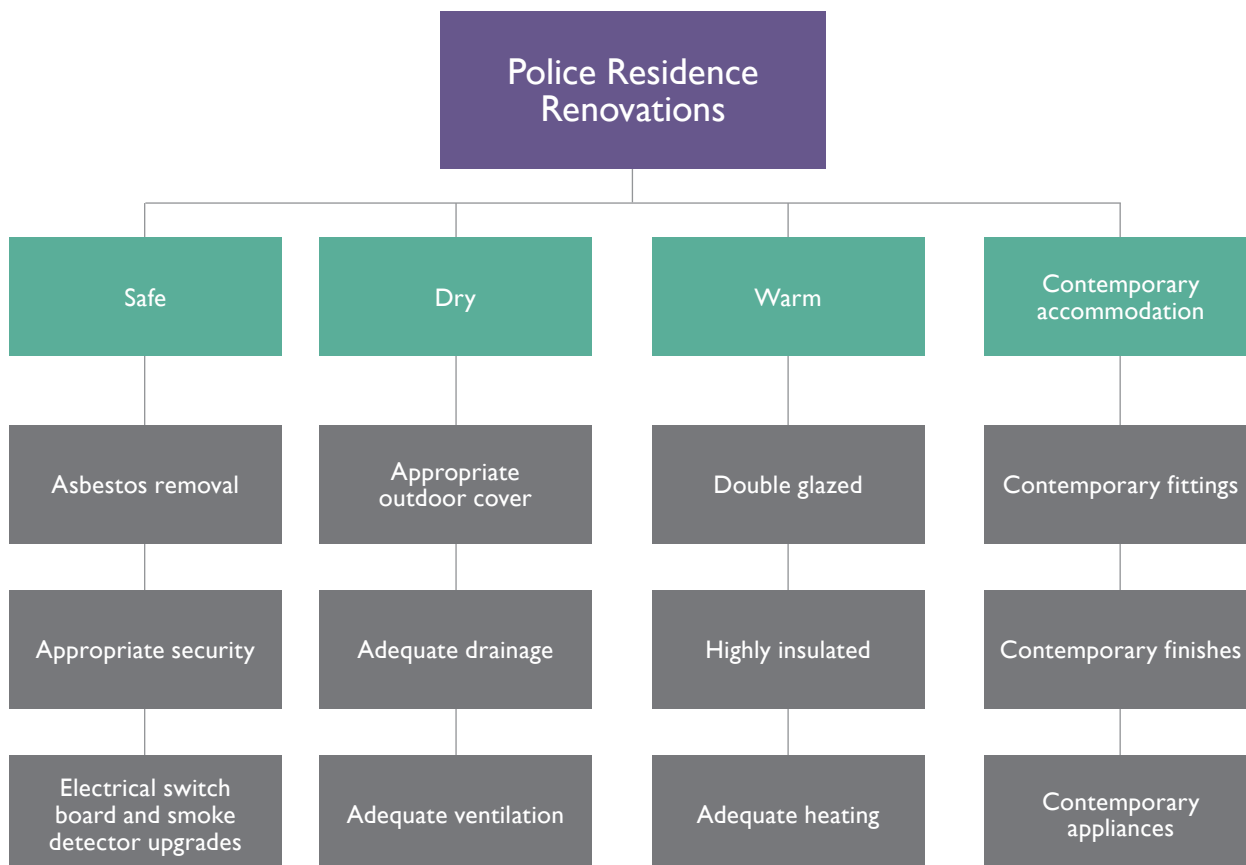
ENERGY

The Department continues to implement ecologically sustainable designs as part of its new build program, as well as working with building owners to identify opportunities to improve the environmental performance of its leased buildings. The Department aims to reduce the average use of office space to align with the Government's broader office accommodation strategy. This

initiative will result in reduced energy consumption.

In 2018-19, an upgrade of three police residences at Swansea, Orford and Triabunna were completed and works commenced at three police residences situated in Bicheno, Whitemark and Lady Barron. Some of the key design principles and features of a Tasmania Police residence include, energy efficient open-plan living areas and a focus on the efficient use of energy, water and building materials.

The scope of works for these renovations addressed the following cost effective, energy efficient output principles:



The Department's ongoing investment in its buildings will result in a rolling upgrade to more energy efficient lighting installations and mechanical services improvements. These improvements will also deliver benefits to the environment from the replacement of hydrofluorocarbon refrigerant (R22) which is an ozone depleting substance.

Energy audits were completed for Burnie, Launceston and Hobart Tasmania Police headquarter buildings during 2018-19. Recommendations from these reports will be included in any new capital works and ongoing maintenance programs.

WASTE

The Department continues to explore technology based initiatives to reduce its waste and a number of tangible waste reduction strategies have been implemented. These include:

- participating in recycling activities such as, the Mobile Muster and Cartridges 4 Planet Ark
- recycling of uniform and equipment to Pacific Island countries to support police services in these jurisdictions

- paper and cardboard recycling, and
- participation in regular disposals of e-waste to recycling outlets.

TRANSPORT

The Department has actively sought to reduce and diversify its vehicle fleet to produce a smaller carbon footprint associated with the operation of vehicles.

TABLE 6: SUMMARY OF THE DEPARTMENT'S ENERGY USE AND EMISSIONS

	2016-17 Emissions All Scopes (Tc02-E)	2016-17 Gj Consumption	2017-18 Emissions All Scopes (Tc02-E)	2017-18 Gj Consumption	2018-19 Emissions All Scopes (Tc02-E)	2018-19 Gj Consumption
Electricity	1,220	33,901	1,645	31,163	1,427*	34,255
Diesel consumption (transport)	2,283	30,638	2,390	33,893	2,471	35,381
Unleaded petrol consumption (transport)	1,123	15,700	1,091	16,136	990	14,750
Premium unleaded consumption (transport)	139	1,953	59	878	48	714
TOTAL	4,765*	82,192	5,185	82,070	4,936	85,100

Source: Tasmanian Climate Change Office, Department of Premier and Cabinet.

*Figures have been rounded.

Legislation Administered and Enacted by the Department

LEGISLATION ADMINISTERED

The Department administers the following Acts and Regulations on behalf of the Minister for Police, Fire and Emergency Management:

Australian Crime Commission (Tasmania) Act 2004

Community Protection (Offender Reporting) Act 2005

- *Community Protection (Offender Reporting) Regulations 2016*

Emergency Management Act 2006

Fire Service Act 1979

- *General Fire Regulations 2010*
- *Fire Service (Finance) Regulations 2017*
- *Fire Service (Miscellaneous) Regulations 2017*

Fire Service (Extension of Regulations) Act 2017

Firearms Act 1996

- *Firearms Regulations 2016*

Marine Safety (Misuse of Alcohol) Act 2006

- *Marine Safety (Misuse of Alcohol) Regulations 2016*

Marine Search and Rescue Act 1971

Police Offences Act 1935

- *Police Offences Regulations 2014*

Police Powers (Vehicle Interception) Act 2000

Police Service Act 2003

- *Police Service Regulations 2013*

Removal of Fortifications Act 2017

Road Safety (Alcohol and Drugs) Act 1970

- *Road Safety (Alcohol and Drugs) Regulations 2018*

Telecommunications (Interception) Tasmania Act 1999

Witness Protection Act 2000

LEGISLATION ENACTED

The Department developed the following legislation that was passed by the Parliament in 2018-19:

- *Australian Crime Commission Legislation (Miscellaneous Amendments) Act 2018*
- *Police Offences Amendment (Consorting) Act 2018*
- *Police Offences Amendment (Prohibited Insignia) Act 2018*
- *Surveillance Legislation Amendments (Personal Police Cameras) Act 2018*

The Workers Rehabilitation and Compensation Amendment Bill 2019 was also developed and tabled during the year, but at time of reporting was still before Parliament.

Also during 2018-19, the Department developed new regulations under the *Road Safety (Alcohol and Drugs) Act 1970*, namely the *Road Safety (Alcohol and Drugs) Regulations 2018*.

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Appeals and Reviews against Decisions made by the Department

Under section 9 of the *State Service Regulations 2011*, the Department is required to annually report on processes available for appeals against decisions made by the Department.

INFRINGEMENT NOTICES

To enquire or apply to the issuing authority for a review of an infringement notice, contact Traffic Liaison Services, Tasmania Police on (03) 6173 2963 or email traffic.liaison.services@police.tas.gov.au. Applications for review are required in writing.

POLICE RECORD CHECK

Submissions of concerns regarding Police Record Checks are required in writing. Further information is available on the Tasmania Police website (www.police.tas.gov.au) or by contacting Criminal History Services, Tasmania Police on (03) 6173 2928 or email criminal.history.services@police.tas.gov.au.

OTHER APPEALS AGAINST DECISIONS

The Department operates under, and enforces, a diverse range of legislation. Where an individual or organisation seeks review of a decision made by the Department, the process may vary depending on the legislation under which the decision was made and the output in question.

For internal administrative reviews, the first contact point should be the Inspector or Manager responsible for the decision. Contact details for the various business units are available on the Department's website (www.dpfem.tas.gov.au/).

If a dispute cannot be resolved at Inspector or Manager level, written requests for review can be directed to the Commander or Director of the relevant business unit. Details of the organisational structure are also available on the Department's website.

Some administrative decisions may also be reviewed by the Magistrates

Court (Administrative Appeals Division). For more information, see the Magistrates Court Tasmania website (www.magistratescourt.tas.gov.au/about_us/administrative_appeals_division).

RIGHT TO INFORMATION (REVIEW OF A DECISION)

Information in relation to the right to information review process can be found in Part 4 – Review of Decisions, of the *Right to Information Act 2009*.

Applications for an internal review should be made in writing, within the required timeframes and addressed to the:

Principal Officer, Right to Information
Department of Police, Fire and
Emergency Management
GPO Box 308
HOBART TAS 7001
rti@dpfem.tas.gov.au

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Community Awareness

In 2018-19, the Department continued to build community awareness of the services it provides through its social networking outlets. Tasmania Police has one of the most successful Facebook pages of any police service in Australia with nearly 176,000 people who like the page. This represents around 34 percent of the State's population.

The Tasmania Police Facebook page provides timely, useful and interesting

information directly to the public. This includes information about road closures and traffic incidents, crime operations, wanted people, crime reduction advice, recruitment and general police-related information.

The large and engaged audience makes Facebook a valuable tool for police to communicate important information directly to the Tasmanian public. It also allows police to invite information from the community,

such as the location and identification of wanted people and other information that helps solve crime.

Tasmania Police has 12,000 Instagram followers and is focusing on growing this channel. Twitter, SoundCloud and YouTube are utilised to a much lesser degree in line with the Tasmanian public's preference for Facebook over any other social media platform.

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Publications

CORPORATE PUBLICATIONS

DPFEM Annual Report 2017-18

Tasmania Police Business Priorities 2018-19

Tasmania Police Business Priorities 2019-20

DPFEM Crime Statistics Supplement 2017-18

DPFEM Crime Statistics Supplement 2018-19

DPFEM Organisational Structure

Tasmania Police Manual

Right To Information Disclosure Guidelines

Disability Action Plan 2018–2021

Tasmania Police Body Worn Camera Policy

Tasmania Police Body Worn Camera Guidelines

GIFTS AND BENEFITS REGISTERS:

DPFEM Gifts, Benefit and Hospitality Register 2018-19 Quarter 1

DPFEM Gifts, Benefit and Hospitality Register 2018-19 Quarter 2

DPFEM Gifts, Benefit and Hospitality Register 2018-19 Quarter 3

DPFEM Gifts, Benefit and Hospitality Register 2018-19 Quarter 4

TASMANIA POLICE CORPORATE PERFORMANCE REPORTS:

2017-18 Annual Corporate Performance Report

July 2018 Corporate Performance Report

August 2018 Corporate Performance Report

September 2018 Corporate Performance Report

October 2018 Corporate Performance Report

November 2018 Corporate Performance Report

December 2018 Corporate Performance Report

January 2019 Corporate Performance Report

February 2019 Corporate Performance Report

March 2019 Corporate Performance Report

April 2019 Corporate Performance Report

May 2019 Corporate Performance Report

2018-19 Annual Corporate Performance Report

Right to Information and Public Interest Disclosures

RIGHT TO INFORMATION

The Department is committed to increasing the Government's accountability to the public by giving people access to information that is held, in accordance with the *Right to Information Act 2009*.

The Department also discloses certain information on our website where it is considered to be in the broader public interest.

In accordance with the Department's aim to improve the sharing of information and increase transparency, and in accordance with section 53 of the *Right to Information Act 2009*, we provide information to the Department of Justice on our administration of this Act.

The Department of Justice publishes a comprehensive Annual Report on the operation of the *Right to Information Act 2009*, which is available on the Department of Justice website.

TABLE 7: APPLICATIONS FOR ASSESSED DISCLOSURE – RIGHT TO INFORMATION REQUESTS DURING 2018–19

Applications	Number of applications received
Applications received	291
Refused (under Sections 9, 10, 11, 12, 16, 17, 19, 20 of the Act)	27
Number of applications released with exemptions applied (under Sections 27, 28, 29, 30, 31, 34, 35, 36, 37, 39 of the Act)	138
For internal review (under Section 43 of the Act) ²⁹	13
Internal review outcome – original decision upheld in full	8
Internal review outcome – original decision upheld in part	4
Internal review outcome – original decision reversed in full	0
For external review by the Ombudsman (under Part 4 of the Act)	8
External review outcome – original decision upheld in full	1
External review outcome – outcome by other means	1
External review outcome – awaiting determination	6

Source: Department of Police, Fire and Emergency Management Electronic Document and Records Management System.

²⁹ The numbers for internal review do not total, as it includes figures from previous reporting periods

PUBLIC INTEREST DISCLOSURES

Under section 86 of the *Public Interest Disclosures Act 2002*, the Department is required to report on its activities during the year in relation to the Act.

During 2018-19, a nil return is provided in the prescribed table format.

TABLE 8: : PUBLIC INTEREST DISCLOSURES DURING 2018-19

Disclosure Type	Response
Information on how to obtain or access copies of the current procedures	Public Interest Disclosure procedures are published on the Tasmania Police website www.police.tas.gov.au
The number and type of disclosures made to the Department during the year and the number of disclosures determined to be a public interest disclosure	nil
The number of disclosures determined by the Department to be public interest disclosures that it investigated during the year	nil
The number and type of disclosed matters referred to the Department during the year by the Ombudsman	nil
The number and types of disclosed matters referred during the year by the Department to the Ombudsman to investigate	nil
The number and types of investigations of disclosed matters taken over by the Ombudsman from the Department during the year	nil
The number and types of disclosed matters that the Department has declined to investigate during the year	nil
The number and type of disclosed matters that were substantiated upon investigation and the action taken on completion on the investigation	nil
Any recommendations made by the Ombudsman that relate to the Department	nil

Gifts, Benefits and Hospitality

Agency compliance with the Tasmanian Government Gifts, Benefits and Hospitality Policy is included in the Department's Audit and Risk Management processes, and reviewed by the Agency Management Group on an annual basis.

The Department publishes a report against all gifts, benefits and hospitality of \$10.00 and over on the Department's internet site, on a quarterly basis. The business owner of the Gifts, Benefits and Hospitality Register is the Deputy Secretary, Business and Executive Services, as the delegate of the Head of Agency. The Department's Gifts, Benefits and Hospitality Guidelines and Quarterly Report are on the website at <https://www.police.tas.gov.au/information-disclosure/routine-information-disclosures/>

Human Resource Statistics

As at 30 June 2019, the Department employed 2,310 employees (headcount). This included 532 State Service employees, 31 of which were State Emergency Service State Service employees, 1,334 Tasmania Police employees and 444 Tasmania Fire Service employees. Note: The tables below do not include Tasmania Fire Service employees.

TABLE 9: TOTAL NUMBER OF DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT EMPLOYEES, AS AT 30 JUNE 2019

Employee Category	Police		State Service		TOTAL	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Full-time equivalent employees	1,265.47	1,294.34	461.68	489.94	1,727.15	1,784.28
Head count (excluding casuals)	1,304	1,334	493	525	1,797	1,859
Head count casuals	N/A	N/A	8	7	8	7

TABLE 10: TOTAL NUMBER OF TASMANIA POLICE EMPLOYEES BY COMMAND/BUSINESS UNIT, AS AT 30 JUNE 2019

Command/Business Unit	2017-18			2018-19		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Business and Executive Services	44	6	50	58	5	63
Secretary/Commissioners	3	0	3	3	0	3
Commissioner's Office	3	0	3	3	0	3
Education and Training	43	2	45	43	2	45
Northern District	238	19	257	247	16	263
Operations Support	160	21	181	165	20	185
Professional Standards	10	0	10	9	0	9
Southern District	460	38	498	460	41	501
Special Response and Counter-Terrorism	13	0	13	13	1	14
Western District	229	15	244	228	20	248
TOTAL	1,203	101	1,304	1,229	105	1,334

TABLE 11: TOTAL NUMBER OF STATE SERVICE EMPLOYEES BY COMMAND/BUSINESS UNIT, AS AT 30 JUNE 2019

Command/Business Unit	2017-18				2018-19			
	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual	Total
Business and Executive Services	204	34	0	238	230	34	0	264
Secretary/Commissioner	1	0	0	1	1	0	0	1
Commissioner's Office	2	0	0	2	3	1	0	4
Education and Training	14	8	0	22	15	7	0	22
Forensic Science Service Tasmania	26	6	0	32	26	6	0	32
Legal Services	3	1	0	4	2	1	0	3
Northern District	18	12	0	30	19	12	0	31
Operations Support	46	9	8	63	45	11	7	63
Professional Standards	2	0	0	2	2	0	0	2
Southern District	36	9	0	45	30	14	0	44
Special Response and Counter-Terrorism	5	2	0	7	3	3	0	6
State Emergency Service	24	2	0	26	27	4	0	31
Western District	20	9	0	29	20	9	0	29
TOTAL	401	92	8	501	423	102	7	532

TABLE 12: TASMANIA POLICE EMPLOYEES BY RANK, AS AT 30 JUNE 2019

Rank	2017-18	2018-19
Deputy Commissioner	1	1
Assistant Commissioner	2	2
Commander	9	11
Inspector	45	49
Sergeant	226	229
Constable	996	1,017
Trainee	25	25
TOTAL	1,304	1,334

TABLE 13: STATE SERVICE EMPLOYEES AWARD CLASSIFICATION, AS AT 30 JUNE 2019

Award Classification	Tasmania Police		Forensic Science Service Tasmania		State Emergency Service	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Head of Agency	1	1	0	0	0	0
Senior Executive Service	6	5	0	0	1	1
Tasmanian State Service	421	450	10	11	25	30
Professional (Allied Health Practitioners Agreement)	1	1	22	21	0	0
Legal Practitioners	13	12	0	0	0	0
Miscellaneous Workers (Public Sector)	1	0	0	0	0	0
TOTAL³⁰	443	469	32	32	26	31

TABLE 14: EMPLOYMENT AUTHORITY, AS AT 30 JUNE 2019

Employment Authority	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Permanent	1,292	1,320	440	460
Fixed-term	0	0	53	65
Contract	12	14	8	7
TOTAL³⁰	1,304	1,334	501	532

³⁰ Includes casual State Service Employees.

TABLE 15: AGE PROFILE OF EMPLOYEES, AS AT 30 JUNE 2019

Age Range	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
15-19	7	9	2	2
20-24	55	53	20	22
25-29	135	136	30	32
30-34	164	161	57	48
35-39	171	181	56	62
40-44	217	202	64	59
45-49	265	275	85	97
50-54	180	190	61	68
55-59	95	113	73	80
60-64	15	14	35	43
65+	0	0	18	19
TOTAL³⁰	1,304	1,334	501	532

TABLE 16: : GENDER ANALYSIS, AS AT 30 JUNE 2019

Gender	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Male	874	885	204	212
Female	430	449	297	320
TOTAL³⁰	1,304	1,334	501	532

TABLE 17: : EMPLOYEE TURNOVER, AS AT 30 JUNE 2019

Turnover	Police		State Service			
	2017-18	2018-19	2017-18		2018-19	
			Permanent	Fixed-term	Permanent	Fixed-term
Commencements ³⁰	64	59	33	44	49	57
Separations ³⁰	32	29	33	29	45	30

TABLE 18: EMPLOYMENT SEPARATION REASONS, AS AT 30 JUNE 2019

Separation Reasons	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Resignation	15	8	16	37
Retirement – Age	0	2	0	0
Retirement – Ill Health	2	2	1	0
Retirement – Voluntary	12	13	10	9
End of Contract	0	0	0	0
End of Temporary Appointment/Contract ³⁰	0	0	19	11
Dismissal	0	0	0	1
Deceased	0	3	0	0
Redundancy	0	0	0	0
Transfer/Promotion	3	1	9	6
Completion of Secondment to DPFEM	0	0	2	6
Commence Secondment TSS	0	0	4	5
Redeployment	0	0	0	0
Abandonment of Position	0	0	0	0
Termination – Probation	0	0	0	0
Separation Incentive	0	0	1	0
TOTAL³⁰	32	29	62	75

TABLE 19: LEAVE WITHOUT PAY, AS AT 30 JUNE 2019

Leave without Pay	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Number of employees	18	20	12	9

TABLE 20: SICK LEAVE, AS AT 30 JUNE 2019

Sick Leave Hours	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Sick leave hours – Full pay	67,841.88	71,749.16	34,038.95	38,999.29
Sick leave hours – Average hours per employee	52.03	53.78	69.04	74.28

TABLE 21: EXCESS LEAVE, AS AT 30 JUNE 2019

Number of Employees with Excess Leave Type	Police		State Service	
	2017-18	2018-19	2017-18	2018-19
Annual Leave pro rata (Excess Annual Leave more than two years accrual)	72	82	47	52
Long Service Leave (Excess Long Service Leave 100 days ³¹)	0	0	0	0

Source: Tables 9 to 21: Finance and Payroll Services, Department of Police, Fire and Emergency Management.

Changes to the Organisational Structure

During 2018-19, there were no major changes in relation to the programs, aims, functions or organisational structure of the Department.

Gender Equity and Workplace Diversity

GENDER DIVERSITY IN THE TASMANIAN STATE SERVICE

The Department is committed to building inclusive workplaces and having a workforce that reflects the diversity of the community.

As at 30 June 2019, the gender profile for the Department reflected a greater proportion of men than women. Across the total number of staff, the gender profile is 60/40, and within Senior Executive positions this is 66/34.

The Department implemented actions under the *2018-19 Gender Diversity Action Plan* that specified how gender diversity would be increased across the operational areas, in alignment with recommendations of the Gender Diversity Working Group.

Actions completed during the reporting period included conducting a review to identify ways to remove potential barriers to diversity within Tasmania Police and Tasmania Fire Service recruitment programs. All immediate recommendations from this review were implemented in 2018-19. In addition, a diversity statement was introduced into statement of duties and the State Service Management and Recruitment Guidelines.

During 2019, the Gender Diversity Working Group was renamed the Diversity and Inclusion Working Group, with a new focus to promote and increase diversity across the Department and to ensure an inclusive work environment to support all employees.

³¹ No employee has a Long Service Leave credit in excess of statutory limits (approved by Minister) as defined by the *Long Service Leave (State Service Employees) Act 1994*.

GENDER PROFILE

TABLE 22: SENIOR EXECUTIVE BY BAND, AS AT 30 JUNE 2019

Senior Executive	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
Prescribed SES Specialist	1	0	1	0	1	0
SES 1	2	1	1	2	1	1
SES 2	2	0	2	0	2	0
SES 3	0	1	0	0	0	0
SES 4	0	0	0	1	0	1
TOTAL	5	2	4	3	4	2

TABLE 23: GENDER ANALYSIS FOR PAST THREE YEARS (HEADCOUNT), AS AT 30 JUNE 2019

Gender	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
Tasmania Police	864	408	874	430	885	449
State Service Employee ³²	204	282	204	297	212	320

TABLE 24: GENDER BY POLICE RANK, AS AT 30 JUNE 2019

Rank	Male	Female
Deputy Commissioner	1	0
Assistant Commissioner	2	0
Commander	9	2
Inspector	41	8
Sergeant	189	40
Constable	632	385
Trainee	11	14
TOTAL	885	449

³² Includes casual State Service Employees

TABLE 25: GENDER BY STATE SERVICE EMPLOYEE CLASSIFICATION, AS AT 30 JUNE 2019

Classification	Male	Female
Head of Agency	1	0
Senior Executive Service Level 4	0	1
Senior Executive Service Level 2	2	0
Senior Executive Service Level 1	1	1
Legal Practitioner Level 5	1	0
Legal Practitioner Level 2	0	7
Legal Practitioner Level 1	1	3
Allied Health Level 5 or Equivalent	0	1
Allied Health Level 4 or Equivalent	1	1
Allied Health Level 3 or Equivalent	4	6
Allied Health Level 2 or Equivalent	5	4
Tasmania State Service Band 9-10	0	0
Tasmania State Service Band 7-8	35	21
Tasmania State Service Band 4-6	86	78
Tasmania State Service Band 1-3	75	197
TOTAL³²	212	320

The reported data above includes Tasmania Police, Forensic Science Service Tasmania and the State Emergency Service. Tasmania Fire Service data is reported separately.

Source: Tables 22 to 25: Finance and Payroll Services, Department of Police, Fire and Emergency Management.

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Ethical Conduct of Staff

The Department supports an inclusive workplace culture by minimising barriers that would otherwise impede individuals from fully and actively participating in work.

Equity, diversity, ethics and integrity is incorporated into a number of training programs across the Department, and includes relevant provisions of the *Anti-Discrimination Act 1998* and awareness of disability issues and services that are available to provide support and assistance.

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Industrial Democracy and Employee Participation

The Department has a range of representative forums and mechanisms for consultation that provide opportunities for employees to contribute to decision-making and put forward their views on employment matters.

Some of these consultation mechanisms include formal work health and safety consultation structures, statewide engagement processes to inform enterprise

bargaining negotiations, and participation in and use of information produced through the *State Service People Matters Survey*.

Other consultative mechanisms used by the Department are forums, focus groups and requests for feedback that inform topics relating to diversity and inclusion, program and strategy development and change management.

The Department maintains internal grievance procedures for investigating complaints about how we behave and carry out our responsibilities. These procedures include formal inquiry and/or disciplinary procedures under the *Police Service Act 2003* and the *State Service Act 2000*.

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Occupational Health and Safety

During 2018-19, the Department continued to evaluate and reflect on areas of improvement relating to safety management systems and the prevention of work-related injury and illness.

Over the past year, there has been a consolidation of regular, structured meetings of the health and safety committees established across the Department. This included the co-ordination of regional committee meetings that provide information to respective strategic groups for actioning, where appropriate. These committees meet regularly at a strategic and operational level to discuss, update and improve Departmental policies and procedures.

Work health and safety governance continues to be a focus during 2018-19. A draft work health and safety policy that encompasses the

whole Department was developed and circulated for consultation. The policy was also circulated to stakeholders for the final round of consultation.

The Department continued with the influenza vaccination program with approximately 1,400 vaccinations being administered during the past financial year. An online work, health and safety induction tool is close to completion, with the resource anticipated to be activated online in September 2019.

A review of reporting forms and processing was undertaken this year, with a view of standardising forms and their platforms across the Department. The Tasmania Police Consultation Guidelines document was also reviewed with the intention of endorsing the document as a whole-of-department resource. Part of this review will involve

updating language and terminology to ensure it is applicable across the entire Department. It is due to be completed within the 2019-20 financial year.

Of particular significance this year, was the considerable advancement of the Wellbeing Program towards implementation. The program will provide significant benefits to members and enable them to proactively engage with resources to assess both their physical and/or mental health.

Performance Management

The Department is considering the recommendations of the recent Tasmanian Audit Office audit into Performance Management and developing a plan to respond to those recommendations. The Audit reaffirms our focus on the quality of the conversations between managers and employees.

The Department's State Service Employees are assessed against core competency frameworks and expected workforce behaviours that are discussed during reviews. The Performance Management Program encourages employees to provide upward feedback on their manager's leadership and people management skills. Where any disagreement arises, an internal review system is available to resolve issues identified.

Employee learning and development needs are discussed during performance reviews, with needs collated and met through the Department's different organisational arms.

The performance management process for sworn police officers, known as Individual Performance Review is designed to provide sworn members with feedback and guidance on their performance and identify actions and opportunities to assist them with their further development. The Individual Performance Review aligns with key output groups of the *Tasmania Police Business Priorities* to ensure quality service delivery to the community. The management of key performance indicators is delegated to geographical and support commands, for implementation and continual evaluation.

Monitoring and evaluation of individual sworn members is a perpetual process where managers and supervisors regularly meet with staff and provide feedback on performance. Performance management is measured on criteria arrived at in district and divisional action plans and also includes adherence to departmental policies and guidelines. Commands retain this information in addition to records pertaining to their organisational performance.

Given the diverse nature of the various commands within the Department, there is no single tool or method to measure the effectiveness or impact of performance management across the organisations.

Superannuation Contributions

I, Darren Hine, Secretary, Department of Police, Fire and Emergency Management, hereby certify that the Department of Police, Fire and Emergency Management has met its obligations under the Australian Government's *Superannuation Guarantee (Administration) Act 1992* in respect of employees of the Department who are members of the following complying superannuation schemes to which this Department contributes:

AGEST Administration	AJ & NL Meredith
AKL Super Fund	AMP Flexible Lifetime Super
AMP Super Savings Trust	Asgard Super
Australian Ethical Super Fund	Australian Super
AVSUPER	BT Lifetime Super
BT Super for Life	Care Super
CBUS Super Fund	CFS Firstchoice Employee Super
Colonial FirstState	Commonwealth Essential Super
Commonwealth Bank Group Super	Encircle Super & Pension Service
Equipsuper	ESS Super
FAP Super Fund	First State Super Fund
FSP Super Fund	Fyfe Family Super Fund
GuildSuper	Hesta Super Fund
Host Plus Super Fund	ING Life Ltd – Integra
IOOF Employer Super	KA DC Super Fund
Kinetic Super	Klop and Dowling Super
LB and RB Super Fund	Legal Super
Little Family Super Fund	Local Government Super
Macquarie Super Manager	Maritime Super
Micron Superannuation Fund	MLC Wrap Super
MTAA Superannuation	MyNorth Super Fund
Netwealth Superannuation	North Personal Super Fund
OnePath Super	Plum Super Fund
Prime Super	Qsuper
Quadrant Super Scheme	REST Super
Samborski Super Fund	Smith & Barrett Super Fund
Summit Mastertrust Super	Sunsuper Super Fund
SuperWrap	Symetry Super
Tasplan Super Fund	Telstra Super
UniSuper Limited	Universal Masterkey Super
Victorian Super Fund	Voyage Super Master Trust

These are the only complying superannuation funds (other than those established under the provisions of the *Retirement Benefits Act 1993* and the *Public Sector Superannuation Reform Act 1999*) to which this Department made employer superannuation contributions during the 2018-19 financial year.



D L Hine APM
Secretary,
Department of Police, Fire and Emergency Management

30 June 2019

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Declaration of a State of Alert

EMERGENCY MANAGEMENT ACT 2006

Section 63 of the *Emergency Management Act 2006* requires the State Emergency Management Controller (Head of Agency for the Department) to report on the operation of that Act. The report is to include details about each authorisation or declaration of a state of emergency made, amended or extended under Divisions 2, 3 and 4 of Part 3 of the Act, or any other matters required by the Minister.

The authorisations relate to the use of risk identification/assessment powers of entry, emergency powers and special emergency powers.

During 2018-19, one state of alert was declared by the State Emergency Management Controller on 29 January 2019, under Divisions 2, 3 and 4 of Part 3 of the Act. This related to the significant threat of severe bushfires and high temperatures affecting Tasmanian communities within the Southern Region of Tasmania.



D L Hine APM
Secretary,
Department of Police, Fire and Emergency Management

30 June 2019

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Deaths in Custody

Deaths in Custody are monitored in response to a recommendation by the *Royal Commission into Aboriginal Deaths in Custody*.

TABLE 26: DEATHS IN POLICE CUSTODY AND DURING CUSTODY-RELATED POLICE OPERATIONS (TASMANIA)

Categories	2015-16	2016-17	2017-18	2018-19
Category 1 Institutional or Close Contact Custody	1 ³³	0	0	0
Category 2 Other Custody-Related Police Operations	0	0	0	1 ³⁴
TOTAL	1³³	0	0	1³⁴

Source: Professional Standards Command

CATEGORY 1: Institutional or Close Contact Custody:

- deaths in (or during transfer to/from) institutional settings (including police stations, lockups, police vehicles)
- other deaths in police operations where officers were in close contact with the deceased.

CATEGORY 2: Other Custody-Related Police Operations:

- other deaths during custody-related police operations (including situations where officers did not have such close contact with the person as to be able to significantly influence or control the person's behaviour, and most sieges).

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Pricing Policies

In accordance with *Treasurer's Instruction No.201 (1)(c)* pricing policies of goods and services provided, the following are the Department's main fees and charges, where costs are based on a full cost recovery model. Prices below are as at 1 July 2019.

CORONIAL MATTERS

Description	Coronial files and matters currently under investigation
Fee	Determined upon request
Process	Apply in writing to Tasmania Police, Coronial Services: Southern District: GPO Box 308, HOBART TAS 7001 or coroners.hobart@police.tas.gov.au; Northern and Western Districts: PO Box 45, LAUNCESTON TAS 7250 or coroners.launceston@police.tas.gov.au.
Description	Historical/completed coronial matters
Fee	Determined upon request
Process	Apply in writing to: Coronial Clerk, Coroners' Office, Department of Justice, GPO Box 354, HOBART TAS 7001 or coroners.hbt@justice.tas.gov.au.

³³ This matter relates to a police shooting death in Cooe on 24 May 2016. An internal investigation has been completed and the matter has been referred to the Coroner.

³⁴ This matter relates to a death in St Helens on 13 January 2019. On this occasion police attended an address to speak to a male person who appears to have subsequently taken his own life. A coronial file is being assessed prior to being referred to the Coroner.

FORENSIC PHOTOGRAPHS

Description	Photograph copy (limited availability, reviewed on a case-by-case basis)
Fee	CD (regardless of number of images): \$20.00
Process	Apply in writing to: Officer-in-Charge, Forensic Services, GPO Box 308, HOBART TAS 7001

OFFENCE REPORTS

Description	Verification that a crime has been reported to Tasmania Police, including a description of any property reported stolen or damaged
Fee	\$53.90 is payable by: Cheque made payable to Tasmania Police; or Cash (exact change preferred).
Process	Apply in writing to: Offence Reports, Operational Information Services, Tasmania Police, GPO Box 308, HOBART TAS 7001 or informationservices@police.tas.gov.au Request and collect in person Monday–Friday, 47 Liverpool Street, Hobart.

POLICE FILE DISCLOSURE OF INFORMATION

Description	Prosecution/Police file relating to offence/s an individual has been charged with
Fee	\$53.90 Full Disclosure, or no cost for Basic Disclosure (please see form)
Process	Application form (Request for Disclosure of Information) available from: www.police.tas.gov.au ; or Prosecution Services: Hobart, Launceston or Devonport Station (contact details available at www.police.tas.gov.au).

POLICE RECORD CHECK

Description	Police record of an individual's court convictions and/or matters
Fee	Tasmania Police Record: No cost for supply of one per year National Police Record: \$45.00 ³⁵ National Police Record and Fingerprint Check: \$120.00 National Police Record for accredited volunteers: \$5.00
Process	Application form available from: Tasmania Police stations Service Tasmania Tasmania Police website (www.police.tas.gov.au) Criminal History Services, Tasmania Police, criminal.history.services@police.tas.gov.au or (03) 6173 2928.

RIGHT TO INFORMATION

Description	Information not routinely or otherwise available
Fee	\$40.50 (unless you have a waiver)
Process	Application for Assessed Disclosure form available from the Tasmania Police website (www.police.tas.gov.au). Applicants should ensure the requested information is not already available, as the application may be refused.

SPEED CAMERA PHOTOGRAPH

Description	Speed Camera photograph relating to an Infringement Notice
Fee	Nil
Process	Contact details: Traffic Liaison Services, Tasmania Police, GPO Box 308, HOBART TAS 7001 or traffic.liaison@police.tas.gov.au or (03) 6173 2963 Nearest police station (contact details available at www.police.tas.gov.au).

TRAFFIC/CRASH REPORT

Description	Traffic/Crash Report (for a crash you or your vehicle were involved in)
Fee	\$53.90 is payable by: Cheque made payable to Tasmania Police; or Cash (exact change preferred).
Process	Apply in writing to: Crash Reports, Operational Information Services, Tasmania Police GPO Box 308, HOBART TAS 7001 or informationservices@police.tas.gov.au . Request and collect in person Monday-Friday, 47 Liverpool Street, Hobart.

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Asset Management and Capital Works

The Department ensures that the management of assets is undertaken in accordance with the mandatory requirements of the *Treasurer's Instructions* relating to the asset management policies, strategies and initiatives, including information on major capital projects.

OVERVIEW

Property and Procurement Services is responsible for delivering key property management elements of planning, procurement and sustainability for the Department. All capital works

programs are delivered through Property and Procurement Services with direct input from the relevant operational arms.

ASSET MANAGEMENT

Assets are managed within whole-of-government policies and guidelines. Key strategies for the effective and efficient use of assets include:

- Optimising the use of built resources to support the provision of emergency services activities at dispersed sites.

- Managing capital funding for building improvements equitably and according to priorities, ensuring appropriate standards of accommodation to support best practice in service delivery.
- Optimising maintenance efforts through strategic management and managing resources in accordance with statutory obligations, work health and safety, optimum service delivery and asset retention.
- Progressing initiatives to identify, rank and mitigate risks within the context of the Government's overall risk management strategy.

- Progressing towards industry best practice in procurement practices and full compliance with the Department of Treasury and Finance requirements.
- Maximising the responsible use of facilities, facilitating partnership agreements for sharing facilities and enhancing community engagement and utilisation in relation to

volunteer facilities where appropriate.

- Supporting the Strategic Asset Management Committee to provide strategic oversight and direction in asset management.
- Contribute to, and assist with the development of the Strategic Asset Management Plan.

In 2018-19, the Department continued to implement initiatives to improve the management of assets. This included the upgrade of heating, ventilation and air conditioning systems, fire management systems and electrical infrastructure at District Headquarter buildings and major support service buildings.

ACQUISITIONS

During 2018-19, the Department purchased a residence at:

Address	Price
7187 Huon Highway, Dover	\$460,000

DISPOSALS

Disposals of all properties managed by the Department are undertaken through Property and Procurement Services. Once properties are declared surplus by the Department, and approved by the Minister for Police, Fire and Emergency Management, properties are allocated to the Department of Treasury and Finance who undertake the disposal process in conjunction with respective real estate professionals. Proceeds from sale are returned to the Department via the Crown Lands Administration Fund.

During 2018-19, the Department disposed of the following three properties:

Address	Price
79 Anne Street, George Town	\$160,001
34 Pioneer Avenue, New Norfolk	\$96,151
5 Park Street, Queenstown	\$92,988

MAINTENANCE

In 2018-19, Property and Procurement Services continued to manage statutory maintenance programs across the Department to ensure building compliance. Where required, works were promptly completed to ensure compliance with the *Building Act 2016*.

A number of maintenance projects were completed during 2018-19. This included a major upgrade of heating, ventilation and air conditioning systems at the City Police Complex in Hobart. Significant upgrades were implemented to the Building Management Systems on larger

buildings to improve building efficiency. Maintenance and replacement works to fire alarm panels and systems, LED lighting upgrades, main electrical switchboard upgrade to the Operations Support Building, ongoing floor-covering replacements and trade waste upgrades to ensure compliance were also undertaken.

In addition, maintenance staff undertook upgrades to access control systems and responded to a number of emergency maintenance calls during the year including, electrical outages, vandalism, fire alarms and mechanical failures.

ASSET MANAGEMENT AND THE DISABILITY ACTION PLAN

From the built-environment perspective, Property and Procurement Services is a key contributor to the Department's Disability Action Plan. Property and Procurement Services continues to undertake required works identified on the prioritised works list, as well as ensuring compliance with Building Disability Standards for new buildings and major renovations.

Disability access and amenities are a key consideration as part of the planning and design of the three major

Capital Investment Program projects at Sorell, Longford and New Norfolk which have been progressing during 2018-19.

MAJOR CAPITAL WORKS PROGRAM

In 2018-19, the Department commenced, progressed and delivered a number of significant capital works projects. The Department commenced work on the new Longford Police Station, New Norfolk Police Station, and the Sorell Emergency Services Hub. Further details regarding these projects can be found in the Key Deliverables Chapter.

UPGRADE POLICE HOUSING – STATEWIDE

The Department continues to deliver the Upgrade Police Housing

– Statewide Capital Investment Program. The program started in 2015-16, with an additional \$5.0 million being allocated in the 2016-17 State Budget. The program was further extended with another allocation of \$6.0 million in the 2019-20 Tasmanian Government Budget.

The aim of the program is to achieve improved police residential accommodation across rural and regional areas of Tasmania. This will be achieved through the construction, renovation, purchase and lease of residences. The program aims to provide police officers with residences which meet the four principles of police residence renovations: safe, dry, warm and contemporary accommodation.

In 2018-19, residences in Orford, Triabunna and Swansea were completed and significant renovations have commenced on police properties

in Bicheno, Whitemark and Lady Barron. These renovations are expected to be completed in 2019-20. A new police residence was also purchased in Dover.

An outline of completed and ongoing projects is provided in Tables 27 and 28.

TABLE 27: COMPLETED CAPITAL INVESTMENT PROGRAM PROJECTS 2018-19

Completed CIP Projects 2018-19	Total Cost \$'000
Expenditure from Appropriation Revenue – Capital (CF02)	
Upgrade Police Housing – Statewide	1,250
Expenditure from Crown Lands Administration Fund Revenue	
Upgrade Police Housing – State-wide	829
Expenditure from Appropriation Revenue – Operating (CF01)	
District Headquarters and Major Support Service Building Refurbishment	645
	2,724

Source: Property and Procurement Services, Department of Police, Fire and Emergency Management

TABLE 28: ONGOING CAPITAL INVESTMENT PROGRAM PROJECTS 2018-19

Ongoing CIP Projects 2018-19	Estimated total cost \$'000	2018-19 Expenditure \$'000	Estimated cost to complete \$'000	Estimated completion year
New Norfolk Police Station	5,000	62	4,938	2020-21
Longford Police Station	5,000	64	4,936	2020-21
Sorell Emergency Services Hub	12,000	0	12,000	2021-22
Upgrade Police Housing – State-wide	5,000	1,250		
- Lady Barron, Franklin Parade			385	2019-20
- Whitemark, Robert Street			385	2019-20
- Bicheno, 2 Champ Street			320	2019-20
- Rosebery (Purchase)			205	2019-20
- Swansea (Purchase)			490	2019-20
- Bridport, 55 Main Street			260	2019-20
- Scottsdale, 13 George Street			270	2019-20
- Scottsdale, 6 Alfred Street			270	2019-20
- Bushy Park, 453 Gordon River Road			50	2019-20
- Currie, 3 Meech Street			390	2020-21
- Oatlands (Two Builds)			660	2020-21
- Campbell Town (Build)			330	2020-21
Crown Lands Administration Fund (CLAF) Projects				
Upgrade Police Housing – State-wide	880	829		
- Liawenee or Miena (Purchase)			330	2019-20
- Campbell Town (Purchase)			350	2020-21
- Nubeena, Nubeena Road			200	2020-21
	27,880	2,205	26,769	

Source: Property and Procurement Services, Department Of Police, Fire and Emergency Management

Risk Management

Risk Management was a key Departmental business priority during the past 12 months. Several risk reviews were undertaken to ensure risks are current and or influencing

strategy and operations. Linkages between operational and strategic risks are constantly reviewed.

A corporate risk framework has been developed that includes external,

strategic, operational, and program risks, however frontline risks are managed within the jurisdictions of Tasmania Police, Tasmania Fire Service and State Emergency Service.

Government Procurement (Contracts with Value over \$50,000)

The Department ensures procurement is undertaken in accordance with the mandatory requirements of the *Treasurer's Instructions* relating to procurement, including that Tasmanian businesses are given every opportunity to compete for agency business. It is

the Department's policy to support Tasmanian businesses whenever they offer best value for money for the Government.

Table 29 provides a summary of the level of participation by local businesses for contracts, ongoing

contracts, tenders and/or quotations with a value of \$50,000 or over (ex GST).

TABLE 29: SUMMARY OF PARTICIPATION BY LOCAL BUSINESS (FOR CONTRACTS, TENDERS AND/OR QUOTATIONS WITH A VALUE OF \$50,000 OR OVER (EX GST))

Total number of contracts awarded (including consultancy)	41
Total number of contracts awarded (including consultancy) to Tasmanian businesses	31
Value of contracts awarded	\$39,258,238
Value of contracts awarded to Tasmanian businesses	\$12,325,976
Total number of tenders called an/or quotation processes run	32
Total number of bids and/or written quotations received	164
Total number of bids and/or written quotations received from Tasmanian businesses	121

Table 30 provides detailed information on contracts (excluding consultancy) with a value of \$50,000 or over (ex GST)

TABLE 30: CONTRACTS WITH A VALUE OF \$50,000 OR OVER (EX GST) 2018-19

Contractor Name	Contractor Location	Contract Description	Contract Period	Total Value of Contract (ex GST)
AJR Construct	Don, Tasmania	Workshop Construction and Civil Works, Cambridge	4/4/2019 – 11/10/2019	\$1,206,352
ARTAS Architects	Hobart, Tasmania	Sorell Emergency Services Hub	25/6/2019 – 30/6/2022	\$627,843
Back in a Flash	Strahan, Tasmania	Renovation of two Police Residences at Whitemark, Flinders Island	24/6/2019- 29/11/2019	\$735,000
bdna	Hobart, Tasmania	Procurement of a Specialist Technical Writer	21/1/2019 – 31/5/2019	\$117,000
bdna	Winnipeg MB, Canada	Provision of System Integration, Project and Professional Services to Facilitate the Implementation of the Niche Technology Records Management System	20/10/2018 – 20/1/2020	\$4,500,000
Buddi Ltd	Rickmansworth, Hertfordshire, UK	Supply, Installation and Maintenance of Offender and Victim Electronic Monitoring System Equipment and Associated Technologies	5/12/2018 – 5/12/2023	\$1,600,000
Collings Cleaning Services Pty Ltd	Invermay, Tasmania	DPFEM Cleaning – Kingston Police Station	1/8/2018 – 31/7/2025	\$163,407
Detail First Cleaning Services	South Hobart, Tasmania	DPFEM Cleaning – St Marys and St Helens Police Stations	1/9/2018 – 31/8/2025	\$104,251

Contractor Name	Contractor Location	Contract Description	Contract Period	Total Value of Contract (ex GST)
EHWB Pty Ltd Trading as Heffernan Button Voss Architects	Hobart, Tasmania	Architectural Services – New Norfolk and Longford Police Stations	18/5/2019 – 30/06/2022	\$710,801
Enex (RMIT)	Dandenong South, Victoria	Supply of Calibration Services	4/4/2019-4/4/2022	\$136,192
Gallagher Bassett Services Pty Ltd	Brisbane, Queensland	Health and Wellbeing Program, Tasmanian Emergency Services	1/7/2019 – 30/6/2024	\$4,900,000
General and Window Cleaning Pty Ltd	Montrose, Tasmania	DPFEM Cleaning – Glenorchy Police Station and Glenorchy Marine	1/9/2018 – 31/8/2025	\$481,432
Healthy Business Performance Group	Bellerive, Tasmania	Provision of Physical Exercise training including sport medicine advice and team building exercises for the Tasmania Police Academy (Recruit Training and Recruiting Services)	14/2/2019 – 13/2/2022	\$95,200
Kurowski Refrigeration	Moonah, Tasmania	Walk in Freezers	One-off purchase	\$76,438
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Bridgewater, New Norfolk, Oatlands and Sorell Police Stations	1/8/2018 – 31/7/2025	\$269,870
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Police Academy and Clarence Plains Police Station	12/8/2018 – 31/8/2025	\$524,655
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Queenstown, Rosebery, Strahan and Zeehan Police Stations	1/9/2018 – 31/8/2025	\$195,972
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Launceston Headquarters and Georgetown Police Station	1/9/2018 – 31/8/2025	\$703,339
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Hobart City Police Complex, Bellerive Police Station	1/9/2018 – 30/8/2025	\$1,831,564
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Burnie Police Headquarters	1/9/2018 – 30/8/2025	\$484,450
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Penguin, Sheffield, Ulverstone and Wynyard Police Stations	1/9/2018 – 31/8/2025	\$303,289
Lazaro Pty Ltd	Hobart, Tasmania	DPFEM Cleaning – Devonport and Deloraine Police Stations	1/9/2018 – 31/8/2025	\$422,884
MPH Builders	Prospect, Tasmania	Renovation of a Police Residence Located at 2 Champ Street, Bicheno	15/5/2019 – 30/9/2019	\$327,270
NEC Australia	Docklands, Victoria	Replacement of Spectrum Telephony Services and Provision of Call Centre Platform for Tasmanian Emergency Services (Police Fire and Ambulance)	23/8/2018 – 21/8/2023	\$4,000,000
Niche Technology Inc	Winnipeg, MB, Canada	Provision of an Integrated Operational Policing Information System	One off purchase	\$4,900,000
Pathtech Pty Ltd	Preston, Victoria	Saliva Drug Testing – Oral Fluid Roadside Screening	21/6/2019 – 21/6/2025	\$1,327,500

Contractor Name	Contractor Location	Contract Description	Contract Period	Total Value of Contract (ex GST)
Scottsdale Cleaning Pty Ltd	Scottsdale, Tasmania	DPFEM Cleaning – Scottsdale Police Station	1/9/2018 – 31/8/2025	\$87,802
TacMed Australia	North Boambee Valley, New South Wales	Tasmania Police First Aid Training and Equipment Provision	31/7/2018 – 31/7/2021	\$1,052,970

Table 31 provides detailed information on consultancies with a value of \$50,000 or over (ex GST)

TABLE 31: CONSULTANCY CONTRACTS WITH A VALUE OF \$50,000 OR OVER (EX GST) 2018-19

Contractor Name	Contractor Location	Contract Description	Contract Period	Total Value of Contract (ex GST)
Chu and Company	Hobart, Tasmania	Quality Assurance Services to the TasGRN Project	1/7/2018 – 30/6/2019	\$74,676
Deloitte Touche Tohmatsu	Melbourne, Victoria	Commercial Advisory Services to the TasGRN Project	1/7/2018 – 3/3/2019	\$733,865
Deloitte Touche Tohmatsu	Melbourne, Victoria	Commercial Advisory Services to the TasGRN Project	4/3/2019 – 30/11/2023	\$997,926
DXC Technology	Hobart, Tasmania	TMRN Value for Money Assessment	11/2/2019 – 14/5/2019	\$55,384
Gartlans	Hobart, Tasmania	Triple Zero Migration Project	1/7/2018 – 17/2/2019	\$197,250
GMC Advisors	Hobart, Tasmania	Project Services to the TasGRN Project	1/7/2017 – 30/6/2019	\$484,448
GSD Advisors	Hobart, Tasmania	ESCAD Project Services	1/7/2018 – 2/6/2019	\$309,701
Mingara Australasia	Melbourne, Victoria	Technical Advisory Services to the TasGRN Project	17/12/2018 – 30/11/2022	\$4,160,000
University of Tasmania	Hobart, Tasmania	Evaluation of Project Vigilance	17/12/2018 – 30/4/2019	\$66,358
Phase III Pty Ltd	Doncaster East, Victoria	ESCAD Consulting Service	21/6/2018 – 6/6/2019	\$355,600
Tasmanian IT	Hobart, Tasmania	ESCAD Project Services	22/6/2018 – 17/5/2019	\$330,680
The Project Lab	Hobart, Tasmania	Provision of Quality Assurance Services – Project Unify	20/9/2018 – 20/12/2019	\$100,000
Wise Lord and Ferguson	Hobart, Tasmania	Probity Services to the TasGRN Project	1/10/2018 – 30/9/2022	\$240,000

Table 32 provides detailed information on a contract awarded as a result of a direct/limited submission sourcing process approved in accordance with *Treasurer's Instruction 1114* for the financial year 2018-19.

TABLE 32: CONTRACTS AWARDED AS A RESULT OF DIRECT/LIMITED SUBMISSION SOURCING

Supplier Name	Contract Description	Reason for Approval	Total Value of Contract ex GST (\$)
Simoco	Tasmania Fire Service, Ambulance Tasmania and State Emergency Service Handheld Radio Procurement	<i>TI 1114 Section 1(c)</i> – For additional deliveries of goods or services by the original supplier or authorised representative that were not included in the initial procurement if a change of supplier for additional goods or services: - cannot be made for technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services or installations procured under the initial procurement, or due to conditions under original supplier warranties	\$490,000
Telstra	Triple Zero Telephony Services	<i>TI 1114 (1)(B)(iii)</i> an absence of competition for technical reasons	\$230,000

Table 33 provides information on contract extensions approved in accordance with *Treasurer's Instruction 1115(2)* for the financial year 2018-19.

TABLE 33: CONTRACT EXTENSIONS 2018-19

Supplier Name	Contract Description	Contract Extension Period	Total Value of Contract ex GST (\$)
Wilson Security Pty Ltd	Front Desk Security Services – 47 Liverpool Street, Hobart	19/2/2019 – 18/2/2021	\$142,838

Table 34 shows exemptions approved during 2018-19 in relation to procuring legal services under *Treasurer's Instruction 1118* or *Treasurer's Instruction 1224*. Agencies must refer all request for legal advice to Crown Law who in turn may determine if external advice is required.

TABLE 34: EXEMPTIONS TO PROCURING LEGAL SERVICES

Supplier Name	Contract Description	Reason for Approval	Total Value of Contract ex GST (\$)
Minter Ellison	TasGRN Legal Services	<i>TI 1118 (3)</i>	\$615,619

Source: Tables 29 to 34: Property and Procurement Services, Department of Police, Fire and Emergency Management

Procurement from Businesses that Provide Employment to Persons with Disabilities

Under *Treasurer's Instruction 1127* and *1231*, agencies may directly procure from businesses that 'predominantly exist to provide the services of persons with a disability' without the need to undertake a full quotation or tender process. No contracts were awarded under these instructions in 2018-19.

Exemptions Approved During 2018-19 in Relation to Disaggregate Contracts

Under *Treasurer's Instructions 1119(5)* and *1225(5)*, a Head of Agency may approve an exemption from the requirement to disaggregate substantial contracts. No exemptions were approved during 2018-19 as outlined in this instruction.

Confidentiality of Government Contracts

Treasurer's Instruction 1401 provides for a Head of Agency to approve the inclusion of a confidentiality provision for contracts entered into on or after 15 September 2012. No confidentiality provision for contracts were approved during 2018-19.

Debts Written Off

Category	Number of debts	Amount \$
Minor debts up to \$100	4	139
Minor debts between \$100 and \$1,000	7	1,527
Debts over \$1,000	2	4,625
Total	13	6,291

Loss and Damage

The Department manages a diverse number of sites and resources. This leaves the Department open to potential loss of or damage to these assets and facilities. There is also the

potential for general liability claims brought against the Department resulting from its activities.

The Tasmanian Risk Management Fund covers the Department's

insurable risks. Table 35 shows a summary of insurance claims lodged with the Fund during the year:

TABLE 35: SUMMARY OF CLAIMS LODGED WITH THE TASMANIAN RISK MANAGEMENT FUND IN 2018-19

Category	Number of debts	Amount \$
General Property	1	9,004
General Liability	0	0
Motor Vehicles	95	369,939
Workers Compensation	131	3,249,457
Personal Accident (for students/volunteers)	0	0
Transit/removal	2	3,232

Note: all items are recorded in gross costs, with the exception of Motor Vehicles which are net of the excesses.

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Contact details

Service	General Enquiries Phone numbers	Website and Email
Emergency (police, fire, ambulance)	Triple Zero (000)	
Tasmania Police	131 444 (Tasmania) 1800 765 827 (interstate)	www.police.tas.gov.au tasmania.police@police.tas.gov.au
Tasmania Fire Service	(03) 6173 2740	www.fire.tas.gov.au fire@fire.tas.gov.au
State Emergency Service	(03) 6173 2700	www.ses.tas.gov.au ses@ses.tas.gov.au
Forensic Science Service Tasmania	(03) 6278 5656	www.fsst.tas.gov.au forensic@fsst.tas.gov.au
Crime Stoppers Tasmania	1800 333 000	www.crimestopperstas.com.au

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Certification

The accompanying Financial Statements of the Department of Police, Fire and Emergency Management are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990* to present fairly the financial transactions for the year ended 30 June 2019 and the financial position as at the end of the year.

At the date of signing I am not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'D. Hine', with a stylized, cursive script.

D L Hine
Secretary

25 September 2019

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing operations				
Revenue and other income from transactions				
Revenue from Government				
Appropriation revenue - recurrent	6.1	229,023	228,032	223,295
Appropriation revenue - works and services	6.1	6,912	2,415	10,192
Other revenue from Government	6.1	-	7,245	2,370
Grants	6.2	2,654	3,284	2,648
Sales of goods and services	6.3	2,044	4,358	3,979
Contribution from the State Fire Commission	6.4	-	13,674	11,718
Other revenue	6.5	12,784	39,641	23,243
Total revenue and other income from transactions		253,417	298,649	277,445
Expenses from transactions				
Employee benefits	7.1	184,604	202,666	192,074
Depreciation and amortisation	7.2	8,690	6,085	8,391
Supplies and consumables	7.3	43,300	71,544	67,433
Grants and subsidies	7.4	12,609	15,140	15,180
Other expenses	7.5	2,279	3,881	4,084
Total expenses from transactions		251,482	299,316	287,162
Net result from transactions (net operating balance)		1,935	(667)	(9,717)
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	8.1	-	(402)	(867)
Net gain/(loss) on financial instruments and statutory receivables/payables	8.2	-	(27)	-
Total other economic flows included in net result		-	(429)	(867)
Net result		1,935	(1,096)	(10,584)
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in property, plant and equipment revaluation reserve	12.1	26,571	2,784	4,526
Total other comprehensive income		26,571	2,784	4,526
Comprehensive result		28,506	1,688	(6,058)

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4 of the accompanying notes.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Assets				
<i>Financial assets</i>				
Cash and deposits	13.1	4,295	4,520	7,594
Receivables	9.1	1,475	2,503	1,973
Other financial assets	9.2	190	547	580
<i>Non-financial assets</i>				
Inventories	9.3	1,032	1,188	1,073
Property, plant and equipment	9.4	228,259	164,042	165,803
Intangibles	9.5	4,612	10,638	5,567
Other assets	9.6	1,700	4,297	1,269
Total assets		241,563	187,735	183,859
Liabilities				
Payables	10.1	2,352	3,860	2,227
Employee benefits	10.2	59,304	68,012	61,695
Other liabilities	10.4	2,036	3,689	9,102
Total liabilities		63,692	75,561	73,024
Net assets		177,871	112,174	110,835
Equity				
Reserves	12.1	143,528	97,489	94,912
Accumulated funds		34,343	14,685	15,923
Total equity		177,871	112,174	110,835

This Statement of Financial Position should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4 of the accompanying notes.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Cash flows from operating activities		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash inflows				
Appropriation receipts - recurrent		229,023	228,032	223,295
Appropriation receipts – works and services		6,912	2,415	10,192
Other revenue from Government		-	2,041	7,245
Grants		2,654	3,162	2,648
Sales of goods and services		2,044	4,352	3,711
GST receipts		6,200	15,039	8,622
Contribution from State Fire Commission		-	12,197	11,533
Other cash receipts		12,784	41,244	21,830
Total cash inflows		259,617	308,482	289,076
Cash outflows				
Employee benefits		(184,517)	(196,265)	(189,691)
GST payments		(6,200)	(15,597)	(8,913)
Supplies and consumables		(47,600)	(73,596)	(65,962)
Grants and subsidies		(12,609)	(14,996)	(15,221)
Other cash payments		(2,279)	(4,035)	(3,977)
Total cash outflows		(253,205)	(304,489)	(283,764)
Net cash from (used by) operating activities	13.2	6,412	3,993	5,312
Cash flows from investing activities				
Cash inflows				
Proceeds from the disposal of non-financial assets		-	-	-
Total cash inflows		-	-	-
Cash outflows				
Payments for acquisition of non-financial assets		(6,412)	(7,067)	(4,383)
Total cash outflows		(6,412)	(7,067)	(4,383)
Net cash from (used by) investing activities		(6,412)	(7,067)	(4,383)
Net increase (decrease) in cash held and cash equivalents				
Cash and deposits at the beginning of the reporting period		-	(3,074)	929
Cash and deposits at the end of the reporting period	13.1	4,295	4,520	6,665

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4 of the accompanying notes.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

	Notes	Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 1 July 2018		94,912	15,923	110,835
Total comprehensive result		2,784	(1,096)	2,090
Transfer sale proceeds to the Crown Lands				
Administration Fund (CLAF)		-	(349)	(349)
Transfer to/(from) reserves	12.1	(207)	207	-
Balance as at 30 June 2019		97,489	14,685	112,576
		Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 1 July 2017		90,386	26,507	116,893
Total comprehensive result		4,526	(10,584)	(6,058)
Transfer sale proceeds to the Crown Lands				
Administration Fund (CLAF)		-	-	-
Transfer to/(from) reserves	12.1	-	-	-
Balance as at 30 June 2018		94,912	15,923	110,835

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

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NOTE I Administered Financial Statements

The Department administers, but does not control, certain resources on behalf of the Government as a whole. It is accountable for the transactions involving such administered resources, but does not have the discretion to deploy resources for the achievement of the Department's objectives.

1.1 Schedule of Administered Income and Expenses

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Administered revenue and other income from transactions				
Sales of goods and services	15.2	253	280	269
Fees and fines	15.3	500	968	1,500
Other revenue	15.4	-	33	72
Total administered revenue and other income from transactions		753	1,281	1,841
Administered expenses from transactions				
Transfers to the Consolidated Fund		753	1,282	1,845
Total administered expenses from transactions		753	1,282	1,845
Administered net result from transactions attributable to the State		-	(1)	(4)
Administered comprehensive result		-	(1)	(4)

This Schedule of Administered Income and Expenses should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 15.1 of the accompanying notes.

1.2 Schedule of Administered Assets and Liabilities

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Administered assets				
Receivables		-	6	7
Total administered assets		-	6	7
Administered equity				
Accumulated funds		-	6	7
Total administered equity		-	6	7

This Schedule of Administered Assets and Liabilities should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 15.1 of the accompanying notes.

1.3 Schedule of Administered Cash Flows

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Administered cash flows from operating activities				
Administered cash inflows				
Sales of goods and services		253	281	273
Fees and fines		500	968	1,500
Other revenue		-	33	72
Total administered cash inflows		753	1,282	1,845
Administered cash outflows				
Transfers to the Consolidated Fund		(753)	(1,282)	(1,845)
Total administered cash outflows		(753)	(1,282)	(1,845)
Administered net cash from (used by) operating activities		-	-	-
Net increase (decrease) in administered cash held		-	-	-
Administered cash and deposits at the beginning of the reporting period		-	-	-
Administered cash and deposits at the end of the reporting period		-	-	-

This Schedule of Administered Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 15.1 of the accompanying notes.

1.4 Schedule of Administered Changes in Equity

	Notes	Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 1 July 2018		-	7	7
Total comprehensive result		-	(1)	(1)
Balance as at 30 June 2019		-	6	6

	Notes	Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 1 July 2017		-	11	11
Total comprehensive result		-	(4)	(4)
Balance as at 30 June 2018		-	7	7

The Schedule of Administered Changes in Equity should be read in conjunction with the accompanying notes.

NOTE 2 Departmental Output Schedules

2.1 Output Group information

Comparative information has not been restated for external administrative restructures.

Budget information refers to original estimates and has not been subject to audit.

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group I – Public Safety			
<i>Continuing operations</i>			
Revenue and other income from transactions			
Appropriation revenue - recurrent	132,923	119,779	115,544
Other revenue from Government	-	4,310	1,020
Grants	-	5	-
Sales of goods and services	1,074	573	598
Contribution from the State Fire Commission	-	5,593	5,353
Other revenue	10,359	30,807	17,280
Total revenue and other income from transactions	144,356	161,067	139,795
Expenses from transactions			
Employee benefits	107,991	112,151	103,181
Depreciation and amortisation	6,803	3,104	4,279
Supplies and consumables	21,597	38,612	38,428
Grants and subsidies	9,516	11,001	653
Other expenses	1,039	2,452	6,101
Total expenses from transactions	146,946	167,320	152,642
Net result from transactions (net operating balance)	(2,590)	(6,253)	(12,847)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	-	(205)	(442)
Net gain/(loss) on financial instruments and statutory receivables	-	(14)	-
Total other economic flows included in net result	-	(219)	(442)
Net result	(2,590)	(6,472)	(13,289)
Other economic flows – other non owner changes in equity			
Changes in property, plant and equipment revaluation reserve	26,571	2,784	4,526
Total other economic flows – other non owner changes in equity	26,571	2,784	4,526
Comprehensive result	23,981	(3,688)	(8,763)
Expense by output			
Output I.I Support to the Community	146,946	167,320	152,642
Total	146,946	167,320	152,642
Net Assets			
Total assets deployed for Output Group I – Public Safety		101,704	98,760
Total liabilities incurred for Output Group I – Public Safety		(40,315)	(39,476)
Net assets deployed for Output Group I – Public Safety		61,389	59,284

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group 2 – Crime			
<i>Continuing operations</i>			
Revenue and other income from transactions			
Appropriation revenue – recurrent	66,078	74,149	74,386
Other revenue from Government	-	349	-
Grants	-	207	172
Sales of goods and services	-	416	403
Contribution from the State Fire Commission	-	3,400	3,254
Other revenue	875	3,995	2,269
Total revenue and other income from transactions	66,953	82,516	80,484
Expenses from transactions			
Employee benefits	54,986	67,245	65,354
Depreciation and amortisation	1,315	1,886	2,601
Supplies and consumables	10,589	12,518	11,585
Grants and subsidies	350	904	314
Other expenses	1,028	1,025	4,196
Total expenses from transactions	68,268	83,578	84,050
Net result from transactions (net operating balance)	(1,315)	(1,062)	(3,566)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	-	(125)	(269)
Net gain/(loss) on financial instruments and statutory receivables	-	(9)	-
Total other economic flows included in net result	-	(134)	(269)
Net result	(1,315)	(1,196)	(3,835)
Comprehensive result	(1,315)	(1,196)	(3,835)
Expense by output			
Output 2.1 Investigation of Crime	50,558	58,958	59,259
Output 2.2 Poppy Security	1,024	833	882
Output 2.3 Fisheries Security	5,880	8,923	8,785
Output 2.4 Support to Judicial Services	10,806	14,864	15,124
Total	68,268	83,578	84,050
Net Assets			
Total assets deployed for Output Group 2 - Crime		53,138	51,874
Total liabilities incurred for Output Group 2 - Crime		(25,229)	(23,086)
Net assets deployed for Output Group 2 - Crime		27,909	28,788

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group 3 – Traffic Policing			
<i>Continuing operations</i>			
Revenue and other income from transactions			
Appropriation revenue – recurrent	20,739	16,479	16,658
Grants	2,450	2,524	2,474
Sales of goods and services	-	180	189
Contribution from the State Fire Commission	-	1,755	1,679
Other revenue	-	1,181	865
Total revenue and other income from transactions	23,189	22,119	21,865
Expenses from transactions			
Employee benefits	19,476	15,478	14,730
Depreciation and amortisation	426	974	1,343
Supplies and consumables	3,324	5,505	5,064
Grants and subsidies	177	466	155
Other expenses	212	267	1,817
Total expenses from transactions	23,615	22,690	23,109
Net result from transactions (net operating balance)	(426)	(571)	(1,244)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	-	(64)	(139)
Net gain/(loss) on financial instruments and statutory receivables	-	(5)	-
Total other economic flows included in net result	-	(69)	(139)
Net result	(426)	(640)	(1,383)
Comprehensive result	(426)	(640)	(1,383)
Expense by output			
Output 3.1 Traffic Policing	23,615	22,690	23,109
Total	23,615	22,690	23,109
Net Assets			
Total assets deployed for Output Group 3 – Traffic Policing		27,100	26,484
Total liabilities incurred for Output Group 3 – Traffic Policing		(5,843)	(5,212)
Net assets deployed for Output Group 3 – Traffic Policing		21,257	21,272

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group 4 – Emergency Management			
<i>Continuing operations</i>			
Revenue and other income from transactions			
Appropriation revenue - recurrent	9,283	17,625	16,707
Grants	204	547	3
Sales of goods and services	970	3,191	2,788
Contribution from the State Fire Commission	-	2,925	1,432
Other revenue	1,550	3,420	2,764
Total revenue and other income from transactions	12,007	27,708	23,694
Expenses from transactions			
Employee benefits	2,151	7,379	7,160
Depreciation and amortisation	146	122	168
Supplies and consumables	7,790	12,471	10,029
Grants and subsidies	2,066	2,268	1,625
Other expenses	-	135	313
Total expenses from transactions	12,153	22,375	19,295
Net result from transactions (net operating balance)	(146)	5,333	4,399
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	-	(8)	(17)
Net gain/(loss) on financial instruments and statutory receivables	-	(1)	-
Total other economic flows included in net result	-	(9)	(17)
Net result	(146)	5,324	4,382
Comprehensive result	(146)	5,324	4,382
Expense by output			
Output 4.1 State Emergency Management Services	1,854	6,942	5,087
Output 4.2 State Security and Rescue Operations	10,299	15,433	14,208
Total	12,153	22,375	19,295
Net Assets			
Total assets deployed for Output Group 4 – Emergency Management		4,263	4,154
Total liabilities incurred for Output Group 4 – Emergency Management		(2,841)	(2,383)
Net assets deployed for Output Group 4 – Emergency Management		1,422	1,771

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group – Capital Investment Program			
<i>Continuing operations</i>			
Revenue and other income from transactions			
Appropriation revenue – works and services	6,912	2,415	10,192
Other revenue from Government	-	2,586	1,350
Other revenue	-	238	66
Total revenue and other income from transactions	6,912	5,239	11,608
Expenses from transactions			
Employee benefits	-	413	1,649
Supplies and consumables	-	2,438	2,326
Grants and subsidies	500	500	3,750
Other expenses	-	-	342
Total expenses from transactions	500	3,351	8,067
Net result from transactions (net operating balance)	6,412	1,888	3,541
Comprehensive result	6,412	1,888	3,541
Expense by output			
Capital Investment Program	500	3,352	8,067
Total	500	3,352	8,067
Net Assets/(Liabilities)			
Total assets deployed for Capital Investment Program		1,529	2,587
Total liabilities incurred for Capital Investment Program		(1,332)	(2,867)
Net assets/(liabilities) deployed for Capital Investment Program		197	(280)

Further details of specific projects within this Output are included in Note 13.3 Acquittal of Capital Investment and Special Capital Investment Funds.

2.2 Reconciliation of Total Output Groups Comprehensive Result to Statement of Comprehensive Income

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Output Group 1 – Public Safety	23,981	(3,688)	(8,763)
Output Group 2 - Crime	(1,315)	(1,196)	(3,835)
Output Group 3 – Traffic Policing	(426)	(640)	(1,383)
Output Group 4 – Emergency Management	(146)	5,324	4,382
Output Group – Capital Investment Program	6,412	1,888	3,541
Total comprehensive result of Output Groups	28,506	1,688	(6,058)
Comprehensive result	28,506	1,688	(6,058)

2.3 Reconciliation of Total Output Groups Net Assets to Statement of Financial Position

	2019 Actual \$'000	2018 Actual \$'000
Output Group 1 – Public Safety	61,389	59,284
Output Group 2 – Crime	27,909	28,788
Output Group 3 – Traffic Policing	21,257	21,272
Output Group 4 – Emergency Management	1,422	1,771
Output Group – Capital Investment Program	197	(280)
Total net assets deployed for Output Groups	112,174	110,835
Net assets	112,174	110,835

2.4 Administered Output Schedule

Comparative information has not been restated for external administrative restructures.

Budget information refers to original estimates and has not been subject to audit.

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Administered revenue and other income from transactions			
Sales of goods and services	253	280	269
Fees and fines	500	968	1,500
Other revenue	-	33	72
Total administered revenue and other income from transactions	753	1,281	1,841
Administered expenses from transactions			
Grants and transfer payments	753	1,282	1,845
Total administered expenses from transactions	753	1,282	1,845
Administered net result from transactions (net operating balance)	-	(1)	(4)
Administered net result	-	(1)	(4)
Total administered comprehensive result	-	(1)	(4)
Administered expense by output			
Administered items	753	1,282	1,845
Total	753	1,282	1,845

NOTE 3 Expenditure under Australian Government Funding Arrangements

	State Funds	Australian Government Funds	State Funds	Australian Government Funds
	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000	2018 Actual \$'000
National Partnership Payments				
<i>Via Appropriation</i>				
Natural Disaster Resilience Program	-	1,172	-	1,204
Emergency Management Framework	-	-	-	-
Emergency Volunteer Fund	-	-	-	-
State Emergency Management Program	-	-	-	-
National Bushfire Mitigation Program	-	147	-	-
Total	-	1,319	-	1,204

NOTE 4 Explanations of Material Variances between Budget and Actual Outcomes

The following are brief explanations of material variances between original budget estimates and actual outcomes. Variances are considered material where the variance exceeds the greater of 10 per cent of budget estimate and \$1.5 million.

4.1 Statement of Comprehensive Income

	Note	2019 Budget \$'000	2019 Actual \$'000	Variance \$'000	Variance %
Revenue and other income from transactions					
Appropriation receipts – works and services	(a)	6,912	2,415	(4,497)	(65.1)
Other revenue from Government	(b)	-	7,245	7,245	100.0
Sales of goods and services	(c)	2,044	4,358	2,314	113.2
Contribution from State Fire Commission	(d)	-	13,674	13,674	100.0
Other revenue	(e)	12,784	39,641	26,857	210.1
Expenses from transactions					
Employee benefits	(f)	184,604	202,666	18,062	9.8
Depreciation and amortisation	(g)	8,690	6,085	(2,605)	(30.0)
Supplies and consumables	(h)	43,300	71,544	28,244	65.2
Grants and subsidies	(i)	12,609	15,140	2,531	20.1
Other expenses	(j)	2,279	3,881	1,602	70.3
Other comprehensive income					
Changes in physical asset revaluation reserve	(k)	26,571	2,784	(23,787)	(89.5)

Notes to Statement of Comprehensive Income variances

- This variance relates to the delay in the commencement of several projects namely the New Norfolk Police Station, the Longford Police Station and the Sorell Emergency Services Hub .
- Other revenue from Government relates to funding for the Fuel Reduction Unit (\$2.5m), Emergency Services Computer Aided Dispatch (ESCAD) project (\$2.6m), Health and Wellbeing program (\$1.4m), and for body worn video equipment (\$0.7m) which was carried over from 2017-18. This was not anticipated at the time the original budget was formulated.

- (c) An increase in sales of goods and services over budget relates to higher than expected revenue due to an increase in helicopter standby contributions. This was offset slightly by a decrease in revenue from National criminal history checks.
- (d) The State Fire Commission makes a contribution towards the State Emergency Service (\$2.7m) and the salaries and operating costs of business and executive service staff (\$10.9m). This contribution was not included in the original budget.
- (e) This variance relates to reimbursement for the Tasmanian Government Radio Network (TasGRN) project (\$9.1m), Triple Zero project (\$2.2m), Project Unify (\$7.2m) which were not included in the original budget as these projects are budgeted for centrally by Finance-General, Department of Treasury and Finance.
- (f) The increase in Employee benefits over budget relates primarily to salaries for project staff (\$4.6m) not being included in the original budget and an increase in leave provisions (\$6.3m). In addition, salaries for staff of business and executive services transferred from the State Fire Commission to the Department are not included in the original budget (\$6.3m).
- (g) The decrease in Depreciation and amortisation is due to lower than anticipated depreciation. The budget forecast requires realignment to ensure it is in line with actual expenditure.
- (h) The increase in Supplies and consumables relates to unbudgeted TasGRN project costs (\$5.6m), Triple Zero project costs (\$2.0m), costs relating to business and executive services transferred from the State Fire Commission not included in the original budget (\$2.8m), increased fuel costs (\$1.2m), additional helicopter expenses (\$1.5m), and additional service fee expenses associated with the Tasmanian Mobile Radio Network (TMRN) (\$5.9m).
- (i) The original budget did not include the carry forward for fuel reduction expenses of \$2.0m from 2017-18 which was paid in 2018-19.
- (j) The increase in Other expenses primarily relates to an increase in the workers compensation premium (\$0.7m) and additional TMRN expenses (\$0.9m).
- (k) In 2018-19 the Department undertook an index revaluation of its land and buildings. The indices were provided by independent valuers Opteon Property Group. The result was an increase in the valuation of land of \$0.3m together with an increase in the valuation of buildings of \$2.4m. The original budget anticipated a greater upward movement in the physical asset revaluation reserve at the time it was formulated.

4.2 Statement of Financial Position

Statement of Financial Position variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$1.5 million.

Budget estimates for the 2018-19 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2017-18. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2018-19. The following variance analysis also includes major movements between the 30 June 2019 and 30 June 2018 actual balances.

	Note	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Assets						
Cash and deposits	(a)	4,295	4,520	7,594	225	(3,074)
Property, plant and equipment	(b)	228,259	164,042	165,803	(64,450)	(1,761)
Intangibles	(c)	4,612	10,638	5,567	6,026	5,071
Other assets	(d)	1,700	4,297	1,269	2,597	3,028
Liabilities						
Employee benefits	(e)	59,304	68,012	61,695	8,708	6,317
Other liabilities	(f)	2,036	3,689	9,102	1,653	(5,413)
Reserves	(g)	143,528	97,489	94,912	(46,039)	2,577

Notes to Statement of Financial Position variances

- (a) The decrease in Cash and deposits actual to actual is due to funding that was carried forward under section 8A(2) of the *Public Account Act 1986* in 2017-18 for the Fuel Reduction Unit (\$2.5m), Emergency Services Computer Aided Dispatch (ESCAD) project (\$2.6m), Health and Wellbeing program (\$1.4m), and for body worn video equipment (\$0.7m) being spent in 2018-19.
- (b) The decrease in Property, plant and equipment actual to actual is due to disposals and depreciation. This is partially offset by the revaluation indexation of land and buildings resulting in an increase of \$2.8m. The decrease in Property, plant and equipment actual to budget is due to the anticipation of a greater increase in the value of property, plant and equipment when the budget was derived.
- (c) The increase in Intangibles actual to actual is due to the capitalisation of software associated with Project Unify, a commercial off the shelf system to replace legacy operational information systems.
- (d) The increase in Other assets actual to actual is due to an increase in prepayments for the Health and Wellbeing program (\$2.0m) and software licences (\$0.7m).
- (e) The increase in Employee benefits actual to actual is due to an increase in the provision for accrued salaries (additional two days of accrual) (\$1.5m), annual leave (\$1.2m) and long service leave (\$3.4m). The long service leave increase is a direct result of a reduction in the discount rate in 2018-19.
- (f) The reduction in other liabilities actual to actual is a result of a decrease in the carry forward of funds under section 8A(2) of the *Public Account Act 1986*. The original budget does not reflect these liabilities.
- (g) In 2018-19 the Department undertook an index revaluation of its land and buildings. The indices were provided by independent valuers Opteon Property Group. The result was an increase in the valuation of land of \$0.3m together with an increase in the valuation of buildings of \$2.4m. The original budget anticipated a greater upward movement in the physical asset revaluation reserve at the time it was formulated.

4.3 Statement of Cash Flows

Statement of Cash Flows variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$1.5 million.

	Notes	2019 Budget \$'000	2019 Actual \$'000	Variance \$'000	Variance %
Cash flows from operating activities					
Cash inflows					
Appropriation receipts- works and services	(a)	6,912	2,415	(4,497)	(65.1)
Other revenue from Government	(b)	-	2,041	2,041	100.0
Sales of goods and services	(c)	2,044	4,352	2,308	112.9
GST receipts	(d)	6,200	15,039	8,839	142.6
Contribution from State Fire Commission	(e)	-	12,197	12,197	100.0
Other cash receipts	(f)	12,784	41,244	28,460	222.6
Cash outflows					
Employee benefits	(g)	184,517	196,265	11,748	6.4
Supplies and consumables	(h)	47,600	73,596	25,996	54.6
Grants and subsidies	(i)	12,609	14,996	2,387	18.9
GST payments	(j)	6,200	15,597	9,397	151.6
Other cash payments	(k)	2,279	4,035	1,756	77.1

Notes to Statement of Cash Flows variances

- (a) This variance relates to the delay in the commencement of several projects namely the New Norfolk Police Station, the Longford Police Station and the Sorell Emergency Services Hub.
- (b) Other revenue from Government relates to funding received under section 8A(2) of the *Public Account Act 1986* for the Longford Police Station (\$0.7m), Sorell Emergency Service Hub (\$0.5m), a capability review of future police service workforce planning (\$0.1m) and for body worn video equipment (\$0.7m).
- (c) An increase in sales of goods and services over budget relates to higher than expected revenue due to an increase in helicopter standby contributions. This was offset slightly by a decrease in revenue from National criminal history checks.
- (d) GST receipts is the reimbursement of GST from the ATO for GST incurred on expenditure. The increase reflects the fact that all expenditure relating to the State Fire Commission is transacted through the Department and the GST component was not reflected in the original budget.
- (e) The State Fire Commission makes a contribution towards the State Emergency Service (\$2.7m) and the salaries and operating costs of business and executive service staff (\$9.4m). This contribution was not included in the original budget.
- (f) This variance relates to reimbursement for the TasGRN project (\$9.1m), Triple Zero project (\$2.2m), Project Unify (\$7.2m) which were not included in the original budget as these projects are budgeted for centrally by Finance-General, Department of Treasury and Finance.
- (g) The increase in Employee benefits over budget relates primarily to salaries for project staff (\$4.6m) and salaries for staff of business and executive services transferred from the State Fire Commission to the Department (\$6.3m) not being included in the original budget.
- (h) The increase in Supplies and consumables relates to unbudgeted TasGRN project costs (\$5.6m), Triple Zero project costs (\$2.0m), costs relating to business and executive services transferred from the State Fire Commission not included in the original budget (\$2.8m), increased fuel costs (\$1.2m), additional helicopter expenses (\$1.5m), and additional service fee expenses associated with the Tasmanian Mobile Radio Network (TMRN) (\$5.9m).
- (i) The original budget did not include the carry forward for fuel reduction expenses of \$2.0m from 2017-18 which was paid in 2018-19.
- (j) GST payments is the payment of GST to the ATO for GST incurred on expenditure. The increase reflects the fact that all expenditure relating to the State Fire Commission is transacted through the Department and the GST component was not reflected in the original budget.
- (k) The increase in Other expenses primarily relates to an increase in the workers compensation premium (\$0.7m) and additional TMRN expenses (\$0.9m).

NOTE 5 Underlying Net Operating Balance

Non-operational capital funding is the income from transactions relating to funding for capital projects. This funding is classified as income from transactions and included in the net operating balance. However, the corresponding capital expenditure is not included in the calculation of the net operating balance. Accordingly, the net operating balance will portray a position that is better than the true underlying financial result.

For this reason, the net operating result is adjusted to remove the effects of funding for capital projects.

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Net result from transactions (net operating balance)	1,935	(667)	(9,717)
Less impact of Non-operational capital funding			
Appropriation revenue – capital	6,912	2,415	10,192
Other revenue from Government	-	7,245	2,370
Total	6,912	9,660	12,562
Underlying net operating balance	(4,977)	(10,327)	(22,279)

NOTE 6 Income from Transactions

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

6.1 Revenue from Government

Appropriations, whether recurrent or capital, are recognised as revenues in the period in which the Department gains control of the appropriated funds. Except for any amounts identified as carried forward, control arises in the period of appropriation.

Revenue from Government includes revenue from appropriations, appropriations carried forward under section 8A(2) of the *Public Account Act 1986* and Items Reserved by Law.

Section 8A(2) of the *Public Account Act 1986* allows for an unexpended balance of an appropriation to be transferred to an account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year, the carry forward is recognised as a liability, Revenue Received in Advance. The carry forward from the initial year is recognised as revenue in the reporting year, assuming that the conditions of the carry forward are met and the funds are expended.

The Budget information is based on original estimates and has not been subject to audit.

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Appropriation revenue - recurrent			
Current year	229,023	228,032	223,295
Total	229,023	228,032	223,295
Appropriation revenue - works and services	6,912	2,415	10,192
Revenue from Government – other			
Appropriation carried forward under section 8A(2) of the <i>Public Account Act 1986</i> taken up as revenue in the current year	-	7,245	2,370
Total	6,912	9,660	12,562
Total revenue from Government	235,935	237,692	235,857

6.2 Grants

Grants payable by the Australian Government are recognised as revenue when the Department gains control of the underlying assets. Where grants are reciprocal, revenue is recognised as performance occurs under the grant.

Non-reciprocal grants are recognised as revenue when the grant is received or receivable. Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

	2019 \$'000	2018 \$'000
Grants from the Australian Government		
Specific grants	343	94
Total	343	94
Other grants		
State Government grants		
Motor Accident Insurance Board	2,860	2,473
Department of Health and Human Services	81	81
Total	2,941	2,554
Total revenue from Grants	3,284	2,648

6.3 Sales of goods and services

Amounts earned in exchange for the provision of goods are recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from the provision of services is recognised in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

	2019 \$'000	2018 \$'000
Services		
Commissions	51	48
Helicopter evacuations	3,165	2,762
National criminal history checks	788	844
Police Academy facilities hire	234	187
Prosecution document search fees	34	28
Other	86	110
Total	4,358	3,979

6.4 Contribution from State Fire Commission

Amounts received as contributions are recognised when the services which generate this revenue are provided.

	2019 \$'000	2018 \$'000
Contribution from State Fire Commission for State Emergency Service	2,706	1,222
Contribution from State Fire Commission for business and executive services	10,968	10,496
Total	13,674	11,718

The Department provides services to the State Fire Commission (SFC) for the State Emergency Service and for business and executive services. The services provided incorporate Technology Services, Business Services, People and Culture, and Strategy and Support. The SFC makes a contribution to the Department for these services.

6.5 Other revenue

Revenue from other sources is recognised when the goods or services which generate this revenue are provided.

	2019 \$'000	2018 \$'000
Property rental	480	546
Contributions from Government	1,757	1,988
Workers compensation recoveries	1,028	706
Reimbursements	2,811	2,845
TMRN service fees	7,886	7,629
TasGRN Project	9,112	5,521
Disaster mitigation program	1,319	1,204
Safe Homes, Safe Families Program	1,370	921
Project Unify	7,170	803
Project Triple Zero	2,232	-
Flood expenses recovery	808	-
Bushfire expenses recovery	731	-
Tasmanian flood mapping project	1,100	-
Other	1,837	1,080
Total	39,641	23,243

NOTE 7 Expenses from Transactions

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

7.1 Employee benefits

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

(a) Employee expenses

	2019 \$'000	2018 \$'000
Wages and salaries (including fringe benefits and non-monetary components)	158,298	151,417
Annual leave	15,439	15,047
Long service leave	6,152	4,095
Superannuation – defined contribution scheme	14,238	13,149
Superannuation – defined benefit scheme	8,057	8,043
Other employee expenses	482	323
Total	202,666	192,074

Superannuation expenses relating to defined benefits schemes relate to payments into the Consolidated Fund. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution rate is 12.95 per cent (2018: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to the superannuation funds at a rate of 9.5 per cent (2018: 9.5 per cent) of salary. In addition, departments are also required to pay into the Consolidated Fund a “gap” payment equivalent to 3.45 per cent (2018: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits, including notional value of car parking. Long term employee expenses include movements in long service leave entitlements, long service leave paid out, and superannuation obligations. Negative amounts represent more leave being taken in a given year than accrued.

Acting Arrangements

When members of key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence. Individuals are considered members of key management personnel when acting arrangements are for a period of four weeks or more.

The following were key management personnel of the Department at any time during the 2018-19 financial year and unless otherwise indicated were key management personnel for the entire period:

Key management personnel	
Darren Hine	Secretary and Commissioner of Police
Scott Tilyard	Deputy Commissioner of Police
Donna Adams	Deputy Secretary
Glenn Frame	Assistant Commissioner, Operations to 18 March 2019
Richard Cowling	Assistant Commissioner, Specialist Support to 11 November 2018 and then Assistant Commissioner, Operations from 12 November 2018
Jonathan Higgins	Assistant Commissioner, Specialist Support from 19 November 2018

2019	Short-term benefits		Long-term benefits		Total \$'000
	Salary \$'000	Other benefits \$'000	Super- annuation \$'000	Other benefits and long service leave \$'000	
Key management personnel					
Darren Hine	337	24	42	12	415
Scott Tilyard	273	25	34	8	340
Donna Adams	237	22	29	5	293
Glenn Frame	149	15	21	(38)	147
Richard Cowling	216	21	28	(2)	263
Jonathan Higgins	188	23	22	13	246
Total	1,400	130	176	(2)	1,704

The following were key management personnel of the Department at any time during the 2017-18 financial year and unless otherwise indicated were key management personnel for the entire period:

<i>Key management personnel</i>	
Darren Hine	Secretary and Commissioner of Police
Scott Tilyard	Deputy Commissioner of Police
Donna Adams	Deputy Secretary
Glenn Frame	Assistant Commissioner, Operations
Richard Cowling	Assistant Commissioner, Specialist Support

2018	Short-term benefits		Long-term benefits		Total \$'000
	Salary \$'000	Other benefits \$'000	Super- annuation \$'000	Other benefits and long service leave \$'000	
Key management personnel					
Darren Hine	343	25	42	(2)	408
Scott Tilyard	268	25	35	8	336
Donna Adams	208	22	27	3	260
Glenn Frame	210	22	27	(4)	255
Richard Cowling	187	22	27	11	247
Total	1,216	116	158	16	1,506

(c) Related party transactions

There are no material related party transactions requiring disclosure.

7.2 Depreciation and amortisation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential. Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation is provided for on a straight-line basis, using rates which are reviewed annually. Major depreciation periods are:

Vehicles	3-5 years
Plant and equipment	2-20 years
Buildings	10-100 years
Infrastructure	5-15 years

All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by the Department.

Major amortisations rates are:

Software	2-15 years
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(a) Depreciation

	2019 \$'000	2018 \$'000
Buildings	2,839	2,776
Plant, equipment and vehicles	1,231	1,146
Infrastructure	1,610	4,189
Total	5,680	8,111

(b) Amortisation

	2019 \$'000	2018 \$'000
Intangibles	405	280
Total	405	280

Total depreciation and amortisation	6,085	8,391
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7.3 Supplies and consumables

	2019 \$'000	2018 \$'000
Audit fees – financial audit	62	64
Audit fees – internal audit	82	102
Operating lease costs	15,410	13,906
Consultants	5,466	4,416
Property services	5,288	5,713
Maintenance	6,510	6,868
Communications	15,066	15,048
Information technology	6,983	6,228
Travel and transport	6,229	6,034
Advertising and promotion	70	55
Contractors	923	2,028
Personal equipment (including body armour and ammunition)	308	228
Equipment costs (lease costs, minor purchases)	1,113	1,205
Administration costs (printing, publications, office supplies)	1,591	1,635
Training and personnel costs	1,560	850
Uniforms (including materials, tailoring and protective clothing)	1,351	1,077
Other supplies and consumables	3,532	1,976
Total	71,544	67,433

7.4 Grants and subsidies

Grant and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

A liability is recorded when the Department has a binding agreement to make the grants but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2019 \$'000	2018 \$'000
Natural Disaster Resilience Program	573	250
State Emergency Management Program	349	259
Emergency Volunteer Fund	112	75
National Bushfire Mitigation Program	-	298
Crimestoppers	-	115
Migrant Resource Centre	135	125
PCYC Funding	-	377
SES Vehicle Replacement Program	-	98
Road and Rescue Call Outs	55	42
Police Pipe Band – 50 year anniversary tour	40	-
Empower integration and automation	185	-
Emergency Alert	389	-
Supporting our Emergency Services Volunteers	500	-
State Fire Commission – Remote Area Teams	100	-
Aerial Fire Appliances	-	3,750
State Fire Commission - Fuel Reduction Unit	9,514	8,682
Sustainable Timbers Tasmania – Fuel Reduction	2,000	-
Other grants and subsidies	1,188	1,109
Total	15,140	15,180

7.5 Other expenses

Other expenses are recognised when it is probable that the consumption of loss of future economic benefits resulting in a reduction in assets and/or an increase in liabilities has occurred and the consumption or loss of future economic benefits can be measured reliably.

	2019 \$'000	2018 \$'000
Workers Compensation	2,326	2,069
Legal expenses	506	102
Disbursement of third party revenue collected	508	872
Return of unspent s.8A carryforward funds	-	328
Other	541	713
Total	3,881	4,084

NOTE 8 Other Economic Flows included in Net Result

8.1 Net gain/(loss) on non-financial assets

Gains or losses from the sale of non-financial assets are recognised when control of the assets has passed to the buyer.

Key Judgement

All non-financial assets are assessed to determine whether any impairment exists. Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use. The Department's assets are not used for the purpose of generating cash flows; therefore value in use is based on depreciated replacement cost where the asset would be replaced if deprived of it.

All impairment losses are recognised in the Statement of Comprehensive Income.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

	2019 \$'000	2018 \$'000
Impairment of non-financial assets	(378)	(867)
Net gain/(loss) on disposal of physical assets	(24)	-
Total net gain/(loss) on non-financial assets	(402)	(867)

8.2 Net gain/(loss) on financial instruments and statutory receivables/payables

In 2017-18 financial assets were assessed at each reporting date to determine whether there was any objective evidence that there were any financial assets that were impaired. A financial asset was considered to be impaired if objective evidence indicated that one or more events had a negative effect on the estimated future cash flows of that asset.

From 2018-19 financial assets are to be impaired by replacing the incurred loss approach under AASB 139 with the expected credit loss approach under AASB 9. The expected credit loss is to be recognised for all debt instruments not held at fair value through profit or loss.

Key Judgement

An impairment loss using the expected credit loss method for all trade debtors uses a lifetime expected loss allowance. The expected loss rates are based upon historical observed loss rates that are adjusted to reflect forward looking macroeconomic factors.

For other financial instruments that are not trade receivables, contract assets or lease receivables, the Department has measured the expected credit loss using a probability-weighted amount that takes into account the time value of money and forward looking macroeconomic factors.

	2019 \$'000	2018 \$'000
Impairment of receivables	(27)	-
Total net gain/(loss) on financial instruments and statutory receivables/payables	(27)	-

NOTE 9 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the Department and the asset has a cost or value that can be measured reliably.

9.1 Receivables

In 2017-18 receivables were recognised at amortised cost, less any impairment losses, however, due to the short settlement period, receivables were not discounted back to their present value. In addition, receivables were subject to an annual review for impairment, where there was objective evidence that, as a result of one or more events that occurred after the initial recognition, the future cash flows have been affected.

From 2018-19, the Department recognises receivables at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. The Department recognises an allowance for expected credit losses for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the Department applies a simplified approach in calculating expected credit losses. The Department recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Department has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

	2019 \$'000	2018 \$'000
Trade Receivables	902	1,131
Less: Provision for impairment	-	(5)
Less: Expected credit loss	(27)	-
	875	1,126
Other Receivables	185	-
Tax assets	1,443	847
Total	2,503	1,973
Settled within 12 months	2,503	1,973
Total	2,503	1,973
Reconciliation of movement in expected credit loss of receivables	2019 \$'000	
Carrying amount at 30 June under AASB 139	5	
Amounts restated through Accumulated Funds	-	
Carrying amount at 1 July under AASB 9	5	
Amounts written off during the year	5	
Increase/(decrease) in provision recognised in profit or loss	27	
Carrying amount at 30 June	27	
Reconciliation of movement in provision for impairment of receivables	2018 \$'000	
Carrying amount at 1 July	5	
Increase/(decrease) in provision recognised in profit or loss	-	
Carrying amount at 30 June	5	

9.2 Other financial assets

The Department records accrued revenue at the expected recovery amount.

	2019 \$'000	2018 \$'000
Accrued revenue	547	580
Total	547	580
Settled within 12 months	547	580
Total	547	580

9.3 Inventories

Inventories held for distribution are valued at cost adjusted, when applicable, for any loss of service potential. Inventories acquired for no cost or nominal consideration are valued at current replacement cost.

Inventories are measured using the weighted average cost formula.

	2019 \$'000	2018 \$'000
Uniform store	1,002	903
Forensic Science Service Tasmania store	186	170
Total	1,188	1,073
Consumed within 12 months	1,188	1,073
Total	1,188	1,073

9.4 Property, plant and equipment

Key estimate and judgement

(i) Valuation basis

Land and buildings are recorded at fair value less accumulated depreciation. All other non-current physical assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses. All assets within a class of assets are measured on the same basis.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Fair value is based on the highest and best use of the asset. Unless there is an explicit Government policy to the contrary, the highest and best use of an asset is the current purpose for which the asset is being used or building being occupied.

(ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Department and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day to day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Asset recognition threshold

The asset capitalisation thresholds adopted by the Department are:

Land	\$10,000
Buildings	\$50,000
Plant and equipment	\$10,000
Infrastructure	\$10,000
Heritage	\$10,000

Assets valued at less than the threshold amount are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

(iv) Fair value measurement

All assets of the Department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities.
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within Level 1) that are observable, either directly or indirectly.
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

(v) Revaluations

The Department has adopted a revaluation threshold of \$50,000 above which assets are revalued on a fair value basis.

Assets are grouped on the basis of having a similar nature or function in the operations of the Department.

Assets are revalued with sufficient regularity to ensure they reflect fair value at balance date. Any accumulated depreciation at the date of a full revaluation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

(a) Carrying amount

	2019 \$'000	2018 \$'000
Land		
At fair value (Land revalued on 30 June 2017)	39,479	39,264
Total	39,479	39,264
Buildings		
At fair value (Buildings revalued on 30 June 2017)	116,923	113,728
Less: Accumulated depreciation	(5,813)	(2,859)
	111,110	110,869
Work in progress (at cost)	551	365
Total	111,661	111,234
Plant, equipment and vehicles		
At cost	30,574	30,136
Less: Accumulated depreciation	(20,001)	(18,770)
	10,573	11,366
Work in progress (at cost)	-	-
Total	10,573	11,366
Infrastructure		
At cost	35,926	35,926
Less: Accumulated depreciation	(34,031)	(32,421)
	1,895	3,505
Heritage assets		
At cost	434	434
Total property, plant and equipment	164,042	165,803

The latest revaluations as at 30 June 2019 were based on indices supplied by Opteon Property Group. The indices indicate an average annual increase in land and building values for the Department from 30 June 2018 to 30 June 2019. The Department's land and buildings were revalued in full as at 30 June 2017 by independent valuers Opteon Property Group. The revaluation was based on fair value in accordance with relevant accounting standards and Treasurer's Instructions.

Accumulated depreciation at the date of the full revaluation was eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

In 2018-19, buildings were deemed impaired. The impairment arose as a result of building expenditure on Police residences being greater than the fair value of the buildings. The amount of the impairment loss is \$378,000 (\$275,000 in 2017-18). During 2017-18 work in progress relating to infrastructure was assessed as being impaired. The impairment loss was \$592,000. Details of impairment losses are at Note 8.1

(b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.

2019	Land Level 2 \$'000	Buildings Level 2 \$'000	Plant, equipment and vehicles \$'000	Infrastructure \$'000	Heritage \$'000	Total \$'000
Carrying value at 1 July	39,264	111,234	11,366	3,505	434	165,803
Additions	6	890	438	-	-	1,334
Disposals	(159)	(213)	-	-	-	(372)
Revaluation increments (decrements)	368	2,416	-	-	-	2,784
Impairment losses	-	(378)	-	-	-	(378)
Assets held for sale	-	-	-	-	-	-
Work in progress at cost	-	551	-	-	-	551
Write offs	-	-	-	-	-	-
Depreciation and amortisation	-	(2,839)	(1,231)	(1,610)	-	(5,680)
Carrying value at 30 June	39,479	111,661	10,573	1,895	434	164,042

2018	Land Level 2 \$'000	Buildings Level 2 \$'000	Plant, equipment and vehicles \$'000	Infrastructure \$'000	Heritage \$'000	Total \$'000
Carrying value at 1 July	37,993	109,300	11,094	8,286	434	167,107
Additions	-	1,365	1,418	-	-	2,783
Disposals	-	-	-	-	-	-
Revaluation increments (decrements)	1,271	3,255	-	-	-	4,526
Impairment losses	-	(275)	-	(592)	-	(867)
Assets held for sale	-	-	-	-	-	-
Work in progress at cost	-	365	-	-	-	365
Write-offs	-	-	-	-	-	-
Depreciation and amortisation	-	(2,776)	(1,146)	(4,189)	-	(8,111)
Carrying value at 30 June	39,264	111,234	11,366	3,505	434	165,803

9.5 Intangibles

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to the Department; and
- the cost of the asset can be reliably measured.

Intangible assets held by the Department are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses.

(a) Carrying amount

	2019 \$'000	2018 \$'000
Intangibles with a finite useful life		
At cost	6,719	5,660
Less: Accumulated amortisation	(686)	(280)
	6,033	5,380
Work in progress (at cost)	4,605	187
Total	10,638	5,567

(b) Reconciliation of movements (including fair value levels)

	2019 Level 2 \$'000	2019 Total \$'000	2018 Total \$'000
Carrying amount at 1 July	5,567	5,567	4,612
Additions	871	871	1,048
Work in progress	4,605	4,605	187
Amortisation expense	(405)	(405)	(280)
Carrying amount at 30 June	10,638	10,638	5,567

9.6 Other assets

(a) Carrying amount

Prepayments relate to actual transactions that are recorded at cost.

	2019 \$'000	2018 \$'000
Other current assets		
Prepayments	4,297	1,269
Total	4,297	1,269
Recovered within 12 months	4,297	1,269
Total	4,297	1,269

Note 10 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

10.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.

	2019 \$'000	2018 \$'000
Creditors	1,510	1,471
Accrued expenses	2,350	756
Total	3,860	2,227
Settled within 12 months	3,860	2,227
Total	3,860	2,227

Settlement is usually made within 30 days.

10.2 Employee benefits

Key estimate and judgement

Liabilities for wages and salaries and annual leave are recognised when an employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Sick leave entitlements are not vested in employees and are not considered to give rise to a liability therefore no provision has been made.

	2019 \$'000	2018 \$'000
Accrued salaries	2,992	1,472
Annual leave	22,375	21,081
Long service leave	42,375	38,935
Accumulated leave schemes	270	207
Total	68,012	61,695
Expected to settle wholly within 12 months	20,487	17,823
Expected to settle wholly after 12 months	47,525	43,872
Total	68,012	61,695

10.3 Superannuation

(i) Defined contribution plans

A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense when they fall due.

(ii) Defined benefit plans

A defined benefit plan is a post employment benefit plan other than a defined contribution plan.

Key estimate and judgement

The Department does not recognise a liability for the accruing superannuation benefits of Departmental employees. This liability is held centrally and is recognised within the Finance General Division of the Department of Treasury and Finance.

10.4 Other liabilities

Other liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be reliably measured.

	2019 \$'000	2018 \$'000
Revenue received in advance		
Appropriation carried forward from current and previous years under section 8A of the <i>Public Account Act 1986</i>	2,041	7,245
Other liabilities		
Employee benefits – on-costs	721	662
Grant funds received in advance	927	1,195
Total	3,689	9,102
Settled within 12 months	2,594	7,633
Settled in more than 12 months	1,095	1,469
Total	3,689	9,102

Note II Commitments and Contingencies

II.1 Schedule of Commitments

	2019 \$'000	2018 \$'000
By type		
<i>Capital commitments</i>		
Buildings	796	461
Infrastructure	-	2,845
Plant and equipment	1,507	788
Total capital commitments	2,303	4,094
<i>Lease Commitments</i>		
Operating leases	40,260	56,299
Total lease commitments	40,260	56,299
By maturity		
<i>Capital commitments</i>		
One year or less	1,584	3,374
From one to five years	719	720
More than 5 years	-	-
Total capital commitments	2,303	4,094
<i>Operating lease commitments</i>		
One year or less	15,999	16,724
From one to five years	23,254	37,600
More than five years	1,007	1,975
Total operating lease commitments	40,260	56,299
Total	42,563	60,393

The Department has entered into a number of operating lease agreements for property, plant and equipment, where the lessors effectively retain all the risks and benefits incidental to ownership of the items leased. Equal instalments of lease payments are charged to the Statement of Comprehensive Income over the lease term, as this is representative of the pattern of benefits to be derived from the leased property.

Capital lease commitments

Capital commitments for buildings include the upgrade of police district headquarters. Capital commitments for plant and equipment encompass body worn video. Infrastructure commitments in 2017-18 related to an integrated emergency services computer aided dispatch (ESCAD) system for Tasmania's emergency services (Tasmania Police, Ambulance Tasmania, the Tasmania Fire Service and the State Emergency Service) which has now been completed.

Operating lease commitments

The Department signed a lease agreement with Rotor-Lift Pty Ltd from 1 August 2017 for the provision of aero-medical rescue services. This agreement expires on 30 June 2022.

The Department leases various properties for a specific lease term with options to extend in most instances.

The Government's motor vehicle fleet is managed by LeasePlan Australia. Lease payments vary according to the type of vehicle and, where applicable, the price received for replaced vehicles. The current lease expires on 30 June 2020.

11.2 Contingent Assets and Liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation.

Quantifiable contingencies

A quantifiable contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A quantifiable contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

As at 30 June 2019, the Department had nil claims against it for legal disputes.

Note 12 Reserves

12.1 Reserves

	Land & Buildings \$'000	Total \$'000
2019		
Asset revaluation reserve		
Balance at the beginning of financial year	94,912	94,912
Revaluation increment/(decrement)	2,784	2,784
Transfer to accumulated surplus/(deficit)	(207)	(207)
Balance at end of financial year	97,489	97,489
2018		
Asset revaluation reserve		
Balance at the beginning of financial year	90,386	90,386
Revaluation increment/(decrement)	4,526	4,526
Transfer to accumulated surplus/(deficit)	-	-
Balance at end of financial year	94,912	94,912

(a) Nature and purpose of reserves

Asset Revaluation Reserve

The Asset Revaluation Reserve is used to record increments and decrements on the revaluation of non-financial assets.

Note 13 Cash Flow Reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in the Special Deposits and Trust Fund, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

13.1 Cash and deposits

Cash and deposits includes the balance of the Special Deposits and Trust Fund Accounts held by the Department, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

	2019 \$'000	2018 \$'000
Special Deposits and Trust Fund balance		
T519 Department of Police and Emergency Management Operating Account	4,505	7,579
Total	4,505	7,579
Other cash held		
Cash and deposits	15	15
Total	15	15
Total cash and deposits	4,520	7,594

13.2 Reconciliation of Net Result to Net Cash from Operating Activities

	2019 \$'000	2018 \$'000
Net result	(1,096)	(10,584)
Depreciation and amortisation	6,085	8,391
(Gain) loss on non-financial assets	24	-
Impairment losses	378	867
Bad and doubtful debts	1	-
Expected credit losses	27	-
Decrease (increase) in receivables	66	(207)
Decrease (increase) in inventories	(115)	(41)
Decrease (increase) in accrued revenue	33	(390)
Decrease (increase) in prepayments	(3,028)	431
Decrease (increase) in tax assets	(596)	(291)
Increase (decrease) in creditors	39	232
Increase (decrease) in accrued expenses	1,271	(357)
Increase (decrease) in employee benefits	6,317	2,565
Increase (decrease) in other liabilities	(5,413)	4,696
Net cash from (used by) operating activities	3,993	5,312

13.3 Acquittal of Capital Investment and Special Capital Investment Funds

The Department received Works and Services Appropriation funding to fund specific projects.

Cash outflows relating to these projects are listed below by category.

Budget information refers to original estimates and has not been subject to audit.

(a) Project expenditure

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Capital Investment Program			
District Headquarters and Major Support Service Building Refurbishment	-	-	1,000
Emergency Services Computer Aided Dispatch System	-	-	4,192
Sorell Emergency Services Hub	500	-	-
New Norfolk Police Station	2,500	500	-
Longford Police Station	2,000	65	-
Crackdown on Anti-Social Driving	100	100	-
Body Worn Video	62	-	-
Upgrade Police Housing	1,250	1,250	1,250
Aerial Fire Appliances	-	-	3,750
Supporting our Emergency Services Volunteers	500	500	-
Total	6,912	2,415	10,192

(b) Classification of cash flows

The project expenditure above is reflected in the Statement of Cash Flows as follows.

	2019 \$'000	2018 \$'000
Cash outflows		
Payments for acquisition of assets	958	2,023
Grants and subsidies	500	3,750
Other cash payments	957	4,419
Total cash outflows	2,415	10,192

Note 14 Financial Instruments

14.1 Risk exposures

(a) Risk management policies

The Department has exposure to the following risks from its use of financial instruments:

- credit risk,
- liquidity risk, and
- market risk.

The Head of Agency has overall responsibility for the establishment and oversight of the Department's risk management framework. Risk management policies are established to identify and analyse risks faced by the Department, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

(b) Credit risk exposures

Credit risk is the risk of financial loss to the Department if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

Financial Instrument	Accounting and strategic policies (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		
Receivables	Receivables are recognised at the nominal amounts due, less any provision for impairment.	Credit terms are generally 30 days.
Cash and deposits	Cash and deposits are recognised at face value. It is a requirement for any changes in deposit strategy to be approved by the Treasurer.	Cash means notes, coins and any deposits held at call with a bank or financial institution.

Receivables age analysis – expected credit loss

The simplified approach to measuring expected credit losses is applied, which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the receivables. The loss allowance for trade debtors as at 30 June 2019 is as follows:

Expected credit loss analysis of receivables as at 30 June 2019

	Not past due \$'000	Past due >30 < 60 days \$'000	Past due > 60 < 90 days \$'000	Past due > 90 days \$'000	Total \$'000
Expected credit loss rate (A)	1.21%	11.12%	21.33%	41.87%	
Total gross carrying amount (B)	823	34	37	13	907
Expected credit loss (A × B)	10	4	8	5	27

The following table is for comparative purposes only, and represents the age analysis that was published as part of the Department's 2017-18 financial statements under the previous accounting standards.

Analysis of financial assets that are past due at 30 June 2018 but not impaired

	Not past due \$'000	Past due >30 < 60 days \$'000	Past due > 60 < 90 days \$'000	Past due > 90 days \$'000	Total \$'000
Receivables	785	123	22	196	1,126

(c) Liquidity risk

Liquidity risk is the risk that the Department will not be able to meet its financial obligations as they fall due. The Department's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

Financial Instrument	Accounting and strategic policies (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial Liabilities		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at the amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.	Settlement is usually made within 30 days.

The following tables detail the undiscounted cash flows payable by the Department by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position:

Maturity analysis for financial liabilities

2019

	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	More than 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	3,860	-	-	-	-	-	3,860	3,860
Total	3,860	-	-	-	-	-	3,860	3,860

2018

	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	More than 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	2,227	-	-	-	-	-	2,227	2,227
Total	2,227	-	-	-	-	-	2,227	2,227

14.2 Categories of Financial Assets and Liabilities

AASB Carrying amount	2019 \$'000
Financial assets	
Cash and deposits	4,520
Financial assets measured at amortised cost	1,606
Total	6,126
Financial Liabilities	
Financial liabilities measured at amortised cost	3,860
Total	3,860

AASB 139 Carrying amount	2018 \$'000
Financial assets	
Cash and deposits	7,594
Loans and receivables	1,706
Total	9,300
Financial Liabilities	
Financial liabilities measured at amortised cost	2,227
Total	2,227

14.3 Derecognition of Financial Assets

The Department did not derecognise any financial assets during 2018-19.

14.4 Comparison between Carrying Amount and Net Fair Value of Financial Assets and Liabilities

	Carrying Amount 2019 \$'000	Net Fair Value 2019 \$'000	Carrying Amount 2018 \$'000	Net Fair Value 2018 \$'000
Financial assets				
Cash and deposits	4,520	4,520	7,594	7,594
Other financial assets	1,606	1,606	1,706	1,706
Total financial assets	6,126	6,126	9,300	9,300
Financial liabilities (recognised)				
Payables	3,860	3,860	2,227	2,227
Total financial liabilities (recognised)	3,860	3,860	2,227	2,227

Financial assets

The net fair values of cash and non-interest bearing monetary financial assets approximate their carrying amounts.

Financial liabilities

The net fair values for trade creditors are approximated by their carrying amounts.

NOTE 15 Notes to Administered Statements

15.1 Explanations of Material Variances between Budget and Actual Outcomes

The following are brief explanations of material variances between revised budget estimates and actual outcomes. Variances are considered material where the variance exceeds 10 per cent of budget estimate.

(a) Schedule of Administered Income and Expenses

	Note	2019 Original Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Fees and fines	(a)	500	968	468	93.6%

Notes to Schedule of Administered Income and Expenses variances

(a) The increase in Fees and fines relates to greater than anticipated revenue relating to firearms fees.

(b) Schedule of Administered Cash Flows

	Note	2019 Original Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Fees and fines	(a)	500	968	468	93.6%

Notes to Schedule of Administered Cash Flow variances

(a) The increase in Fees and fines relates to greater than anticipated revenue relating to firearms fees.

15.2 Administered Sales of Goods and Services

Amounts earned in exchange for the provision of goods are recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from the provision of services is recognised in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

	2019 \$'000	2018 \$'000
Services		
Document search fees	116	108
Academy trainee board	145	142
Other sales of goods and services	19	19
Total	280	269

15.3 Administered Fees and Fines

Revenue from fees and fines is recognised upon the first occurrence of either:

- (i) receipt by the State of self-assessed fees or
- (ii) the time the obligation to pay arises, pursuant to the issue of an assessment.

	2019 \$'000	2018 \$'000
Fees		
Firearms licenses/registrations	968	1,500
Total	968	1,500

15.4 Administered Other Revenue

Revenue from other sources is recognised when the goods or services which generate this revenue are provided.

	2019 \$'000	2018 \$'000
Found and confiscated proceeds	33	72
Total	33	72

Note 16 Events Occurring After Balance Date

The Public Sector Union Wages Agreement 2018 was registered by the Tasmanian Industrial Commission on 19 August 2019. As part of the terms of this Agreement, departmental employees covered by the Tasmanian State Service Award, are entitled to receive an increase of 2.1 per cent per annum effective from the pay period commencing on 13 December 2018. The Department of Police, Fire and Emergency Services paid this retrospective increase in respect of the period from 13 December 2018 to 30 June 2019 on the 18th September 2019. The estimated amount of the payment is \$516,845 and has not been included in the financial statements at 30th June 2019, as this is a non-adjusting event.

Note 17 Other Significant Accounting Policies and Judgements

17.1 Objectives and Funding

The Department's objectives are:

- to be a values-based organisation, which embraces the values of integrity, equity and accountability,
- for the community to feel safe and be safe,
- to reduce crime,
- to improve driver behaviour through traffic law enforcement, and
- to contribute towards community resilience through effective security and emergency management.

The Department is structured to meet the following outcomes:

- an effective community service,
- a safe and secure environment,
- prevention of crime in the community, and
- law enforcement services aimed at detecting, investigating and resolving offences.

Departmental activities are classified as either controlled or administered.

Controlled activities involve the use of assets, liabilities, revenues and expenses controlled or incurred by the Department in its own right. Administered activities involve the management or oversight by the Department, on behalf of the Government, of items controlled or incurred by the Government.

The Department is a Tasmanian Government not-for-profit entity that is predominantly funded through Parliamentary appropriations. It also provides services on a fee for service basis, as outlined in Notes 17.2 and 17.3. The financial report encompasses all funds through which the Department controls resources to carry on its functions.

17.2 Basis of Accounting

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- Australian Accounting Standards issued by the Australian Accounting Standards Board and Interpretations, and
- The Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990*.

The Financial Statements were signed by the Secretary on 25 September 2019.

Compliance with the Australian Accounting Standards may not result in compliance with International Financial Reporting Standards, as the AAS include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Department is considered to be not-for-profit and has adopted some accounting policies under the AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 17.6.

The Financial Statements have been prepared as a going concern. The continued existence of the Department in its present form, undertaking its current activities, is dependent on Government policy and on continuing appropriations by Parliament for the Department's administration and activities.

The Department has made no assumptions concerning the future that may cause a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

17.3 Reporting Entity

The Department of Police, Fire and Emergency Management is responsible for the delivery of quality policing, fire and emergency management services in Tasmania. The Department comprises of Tasmania Police, the Tasmania Fire Service, the State Emergency Service, Forensic Science Service Tasmania and Business and Executive Services.

The Tasmania Fire Service reports separately to the State Fire Commission for the purposes of financial reporting and are therefore not included in this financial report. As a result transactions between the Department of Police, Fire and Emergency Management and the State Fire Commission have not been eliminated.

The Financial Statements include all the controlled activities of the Department. The Financial Statements consolidate material transactions and balances of the Department and entities included in its output groups. Material transactions and balances between the Department and such entities have been eliminated.

17.4 Functional and Presentation Currency

These Financial Statements are presented in Australian dollars, which is the Department's functional currency.

17.5 Fair Presentation

No departure from Australian Accounting Standards has been made in preparation of these Financial Statements.

17.6 Changes in Accounting Policies

(a) Impact of new and revised Accounting Standards

In the current year, the Department has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

- *AASB 7 Financial Instruments: Disclosures* - the objective of this Standard is to require entities to provide disclosures in their financial statements that enable users to evaluate the significance of financial instruments for the entity's financial position and performance; and the nature and extent of risks arising from financial instruments to which the entity is exposed during the period and at the end of the reporting period, and how the entity manages those risks. The amendments to this Standard have resulted in a reconciliation being required where there is a reclassification of financial assets or liabilities resulting from the adoption of AASB 9. There is no financial impact.
- *AASB 9 Financial Instruments* - the objective of this Standard is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant information to users of financial statements for their assessment of the amounts, timing, uncertainty of an entity's future cash flows, and to make amendments to various accounting standards as a consequence of the issuance of AASB 9. AASB 9 has replaced accounting for impairment losses with a forward looking expected credit loss approach. The Department has applied AASB 9 retrospectively and has not restated comparative information which was reported under AASB 139. As there have been no material differences arising from the adoption of AASB 9, no adjustments have been recognised in equity.

(b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standards have been issued by the AASB and are yet to be applied:

- *AASB 15 Revenue from Contracts with Customers* – The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, an uncertainty of revenue and cash flows arising from a contract with a customer. In accordance with 2015-8 Amendments to Australian Accounting Standards – Effective Date of AAS 15, this Standard applies to annual reporting periods beginning on or after 1 January 2019. Where an entity applies the Standard to an earlier annual reporting period, it shall disclose that fact. The future impact is likely to be more disclosure in relation to revenue from contracts with customers. It is not expected to have a material financial impact.

- *2014-5 Amendments to Australian Accounting Standards* arising from AASB 15 – The objective of this Standard is to make amendments to Australian Accounting Standards and Interpretations arising from the issuance of AASB 15 *Revenue from Contracts with Customers*. This Standard applies when AASB 15 is applied, except that the amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply to annual reporting periods beginning on or after 1 January 2018. This Standard shall be applied when AASB 15 is applied. It is not expected to have a financial impact.
- *2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15* – The objective of this Standard is to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. This Standard applies to annual periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to revenue. The Department has not yet determined the financial impact.
- *AASB 16 Leases* – The objective of this Standard is to introduce a single lessee accounting model and require a lessee to recognise assets and liabilities. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The standard will result in most of the Department's operating leases being brought onto the Statement of Financial Position and additional note disclosures. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and required lease payments. A corresponding right to use assets will be recognised, which will be amortised over the term of the lease. There are limited exceptions relating to low-value assets and short-term leases with a term at commencement of less than 12 months. Operating lease costs will no longer be shown. The Statement of Comprehensive Income impact of the leases will be through amortisation and interest charges. The Department's current operating lease cost is shown at Note 7.3. In the Statement of Cash Flows lease payments will be shown as cash flows from financing activities instead of operating activities. Further information on the Department's current operating lease position can be found at Note 11.1.

The impact is enhanced disclosure in relation to leases as it will have a material financial impact. The Department currently has material operating lease commitments as disclosed in Note 11.1 of \$40.2 million, including property accommodation, aero-medical rescue services and vehicles. The Department has commenced reviewing the financial impact of this Standard.

- *AASB 1058 Income of Not-for-Profit Entities* – The objective of this Standard is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives, and the receipt of volunteer services. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to income of not-for-profit entities. The Department has commenced reviewing the financial impact of this Standard.
- *AASB 1059 Service Concession Arrangements: Grantors* – The objective of this Standard is to prescribe the accounting for a service concession arrangement by a grantor that is a public sector entity. This Standard applies on or after 1 January 2019. The impact of this Standard is enhanced disclosure in relation to service concession arrangements for grantors that are public sector entities. It is not expected to have a financial impact.

17.7 Administered Transactions and Balances

The Department administers, but does not control, certain resources on behalf of the Government as a whole. It is accountable for the transactions involving such administered resources, but does not have the discretion to deploy resources for the achievement of the Department's objectives.

Administered assets, liabilities, expenses and revenues are disclosed in Note 1 to the Financial Statements.

17.8 Activities Undertaken Under a Trustee or Agency Relationship

Transactions relating to activities undertaken by the Department in a trust or fiduciary (agency) capacity do not form part of the Department's activities. Trustee and agency arrangements, and transactions/balances relating to those activities, are neither controlled nor administered.

Fees, commissions earned and expenses incurred in the course of rendering services as a trustee or through an agency arrangement are recognised as controlled transactions.

17.9 Transactions by the Government as Owner – Restructuring of Administrative Arrangements

Net assets received under a restructuring of administrative arrangements are designated as contributions by owners and adjusted directly against equity. Net assets relinquished are designated as distributions to owners. Net assets transferred are initially recognised at the amounts at which they were recognised by the transferring agency immediately prior to the transfer.

Following the Government's 2014-15 budget process, the management arrangements within the Department of Police, Fire and Emergency Management (DPFEM) were revised. This resulted in a change to the State Emergency Service

(SES) governance arrangements, which now sees SES reporting through the State Fire Commission (SFC). However, for administrative purposes SES financial arrangements have remained unchanged with SFC making a payment to DPFEM for their required funding component. As such DPFEM has included all SES financial transactions in its 2017-18 and 2018-19 financial statements. Additional appropriation for 2017-18 was provided by Government to assist in the transition of the SES to the SFC while sustainable funding options are developed. These transactions are reported under Output Group 4: Emergency Management.

Changes to financial reporting structures may be required in the future to reflect these organisational movements.

17.10 Unrecognised Financial Instruments

The Department has no unrecognised financial instruments.

17.11 Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

17.12 Comparative Figures

Comparative figures have been adjusted to reflect changes in accounting policy or the adoption of new standards. Details of the impact of changes in accounting policy on comparative figures are shown at Note 17.6 and Note 17.13.

Where amounts have been reclassified within the Financial Statements, the comparative statements have been restated.

Restructures of Outputs within the Department (internal restructures) that do not affect the results shown on the face of the Financial Statements are reflected in the comparatives in the Output Schedule at Note 2.

The comparatives for external administrative restructures are not reflected in the Financial Statements.

17.13 Rounding

All amounts in the Financial Statements have been rounded to the nearest thousand dollars, unless otherwise stated. As a consequence, rounded figures may not add to totals. Amounts less than \$500 are rounded to zero and are indicated by the symbol “-”.

17.14 Departmental Taxation

The Department is exempt from all forms of taxation except for Fringe Benefits Tax and the Goods and Services Tax.

17.15 Goods and Services Tax

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office. Receivables and payables are stated exclusive of GST. The net amount recoverable, or payable, to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Taxation Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

AUDITOR'S REPORT



Independent Auditor's Report

To the Members of Parliament

Department of Police, Fire and Emergency Management

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Department of Police, Fire and Emergency Management (the Department), which comprise the statement of financial position as at 30 June 2019 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the Secretary of the Department.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Department's financial position as at 30 June 2019 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Financial Management and Audit Act 1990* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

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I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in the Department's financial statements.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
Land and buildings <i>Refer to note 7.2 and 9.4</i>	
<p>The Department's land, \$39.48m, and buildings, \$111.66m, are recognised at fair value and are independently revalued every five years. In the years between valuations, carry values are updated using independently provided indices.</p> <p>In determining the value of land and buildings, the Department exercises significant judgement and the valuation is highly dependent on a range of assumptions and estimates. For these reasons, the valuation of land and buildings is an area requiring particular audit attention.</p> <p>In 2018-19, land and building assets were adjusted by an indexation factor provided by an external expert.</p> <p>The calculation of depreciation of buildings includes estimation of useful lives and residual values, which involves a high degree of subjectivity. Changes in assumptions can significantly impact the depreciation charged.</p>	<ul style="list-style-type: none">• Evaluating the appropriateness of valuation methodology applied to determine fair values.• Evaluating indexation analysis for land and buildings between formal valuations.• Testing, on a sample basis, additions and disposals throughout the year.• Assessing depreciation expenses for each class of asset.• Challenging management's assessment of useful lives of buildings.• Evaluating management's assessment of impairment.• Assessing the adequacy of relevant disclosures in the financial report, including those regarding key assumptions.

Responsibilities of the Secretary for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of Section 27 (1) of the *Financial Management and Audit Act 1990*. This responsibility includes such

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internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the Department's ability to continue as a going concern unless the Department's operations will cease as a result of an administrative restructure. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary.
- Conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Secretary, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Rod Whitehead
Auditor-General

Tasmanian Audit Office

27 September 2019
Hobart

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