

2017–2020

FUTURE
FOCUS

Department of Police,
Fire and Emergency
Management





SECRETARY'S MESSAGE

Future Focus 2017–2020 brings together Tasmania Police, Tasmania Fire Service (TFS), State Emergency Service (SES) and Forensic Science Service Tasmania (FSST), as the emergency service arms of the Department of Police, Fire and Emergency Management (DPFEM), under one strategic framework.

The services are supported and enabled by Business and Executive Services (BES), which provides a whole-of-department corporate focus for frontline emergency services delivery for the Tasmanian community.

Throughout the life of this framework, the Department will continue to evolve, with increased opportunities for improvement through the sharing of services, facilities, and knowledge and skills. Importantly, across the Department, the individual identities of the operational services and their distinct areas of policing, fire, forensic science and emergency management will be valued and respected.

The Department will continue to face challenges through 2017–2020. In addition to the often unpredictable nature of events that require policing and emergency services, there is the ongoing challenge to ensure the Department maintains a contemporary workforce and infrastructure.

As we commence the next three years, a strong and integrated governance structure, sound business planning processes, a high level of collaboration, desire for innovation and improvement, and investment in the health and wellbeing of our employees and members, will ensure DPFEM is positioned to meet the needs of the community by providing effective and efficient services.



D L HINE APM

Secretary
Department of Police, Fire
and Emergency Management

DPFEM

Future Focus 2017–2020 provides the overarching strategic framework for DPFEM. It brings together the four operational services, Tasmania Police, TFS, SES and FSST, which are supported by BES.

This document identifies four areas of strategic focus for the Department as a whole, and for its operational services. The areas are: Community Service, Leadership, People and Communication.

Importantly, the document highlights areas in which Tasmania Police, FSST, TFS and SES will work to address existing and emerging issues, with a focus on the Tasmanian community and the people who deliver those services.

Future Focus 2017–2020 will inform the development of the Business Priorities of Tasmania Police, FSST, TFS and SES, as well as of BES, for the next three years.

FUTURE FOCUS 2017–2020

The Department has a common Vision and Mission, which are supported by Principles to guide the delivery of services and the behaviours of our people. These are further supported by the Values of the individual operational services, as detailed in business planning documents.

VISION

A safe, secure and resilient Tasmania

MISSION

To provide effective policing, fire, and emergency management services

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 service-specific values

Professional

We will be respectful, honest, confidential and competent

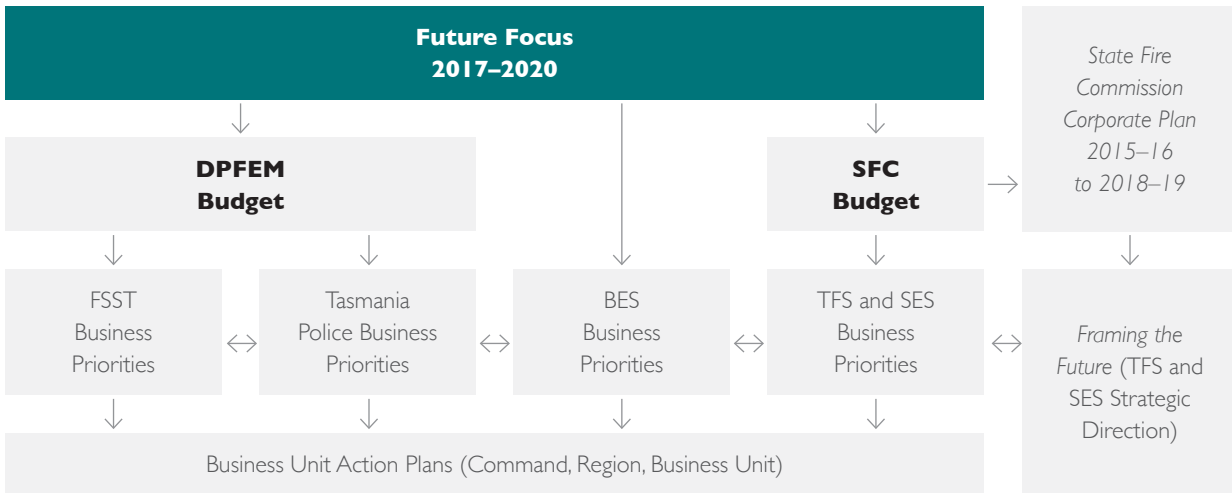
Accountable

We will be responsible and transparent

BUSINESS PLANNING

The following diagram outlines the business planning hierarchy for DPFEM.

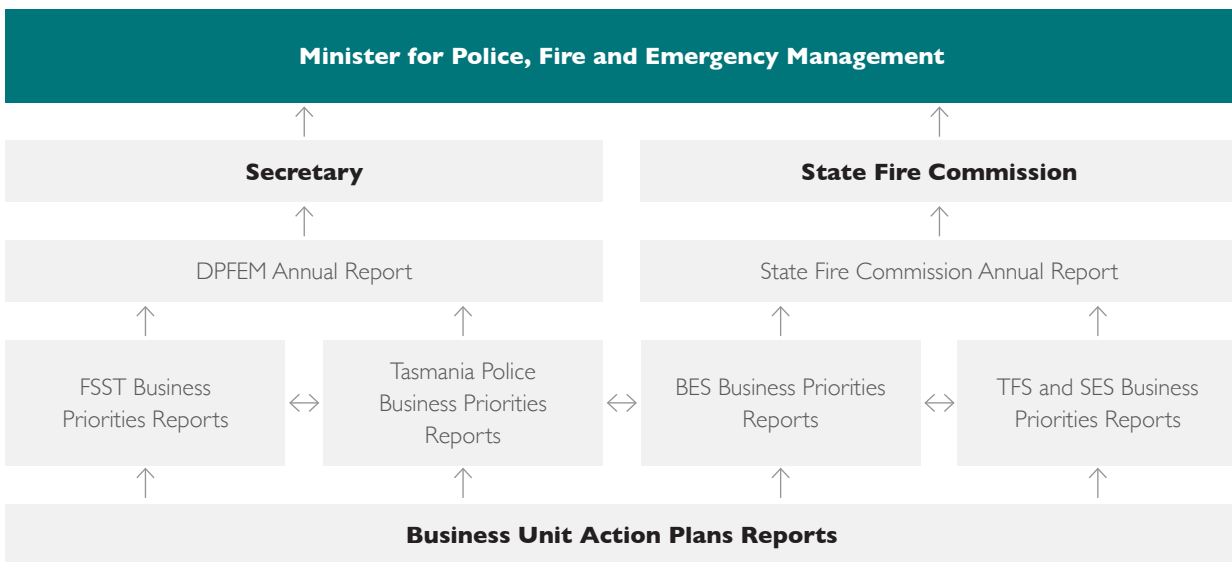
DPFEM BUSINESS PLANNING HIERARCHY



BUSINESS REPORTING

The following diagram outlines the business reporting mechanism for DPFEM.

DPFEM BUSINESS REPORTING



In addition to the Annual Report, DPFEM, including TFS and SES, reports against its business through the national Report on Government Services (RoGS) and the Budget Estimates process.

VISION

A safe, secure and resilient Tasmania

MISSION

To provide effective policing, fire, and emergency management services

DRIVING OUR VISION

- Community
- Government
- Diversity
- Integrity
- Equity
- Accountability
- Risk

REPORTING PROGRESS

- DPFEM Annual Reports
- Report on Government Services
- Budget Estimates

ENABLING OUR VISION

- Our values
- Our behaviours
- Our people
- Technology
- Legislation
- Policy
- Infrastructure

DPFEM (and FORENSIC SCIENCE SERVICE TASMANIA)

Community Service

- Effective services
- Community engagement
- Reassurance

Leadership

- Accountability frameworks
- Policy and legislative frameworks
- Risk management
- Exploring innovative business solutions
- Developing contemporary emergency service response models
- Using evidence to inform practice
- Building and maintaining contemporary infrastructure
- Enhancing technical service standards

People

- Frontline support
- A safe and supportive workplace
- Welfare support
- Supporting a diverse and equitable, and engaged workforce
- Building capability and flexibility
- Professional development

Communication

- Enhancing communication systems

TASMANIA POLICE

Community Service

- Crime prevention
- Traffic policing
- Public safety
- Emergency management
- Enhancing service delivery

Leadership

- Providing trusted policing services
- Developing current and future leaders at all levels of the service
- Enhancing information and data management
- Horizon-scanning for business innovation and opportunities
- Influencing social policy

People

- Frontline support
- A safe and supportive workplace
- Welfare support
- Supporting a diverse and equitable, and engaged workforce
- Building capability and flexibility
- Professional development
- Workforce planning

Communication

- External and internal communication

TASMANIA FIRE SERVICE AND STATE EMERGENCY SERVICE

Community Service

- Supporting community resilience
- Community development and protection planning
- Sustained hazard reduction and risk mitigation programs
- Sustained outcome-focused emergency responses

Leadership

- Providing trusted emergency responses
- Effective governance and resource management
- Integrated training environment
- Social and environmental responsibility

People

- Frontline support
- A safe and supportive workplace
- Welfare support
- Supporting a diverse and equitable, and engaged workforce
- Building capability and flexibility
- Professional development
- Valuing and supporting volunteers
- Workforce planning

Communication

- External and internal communication

OUR
PRINCIPLES
GUIDE THE
DELIVERY OF
OUR SERVICES

Community focus
Collaboration
Values-led
Professional
Accountable



RISK MANAGEMENT

The management of risk is integral to the development of *Future Focus 2017–2020* and to achieving outcomes under the subordinate Business Priorities and Action Plans of the operational services of DPFEM.

The Department employs a corporate risk management approach, which applies to the governance and oversight of departmental objectives and tasks. This approach supports best practice risk management across the Department.

Corporate risks to DPFEM are identified as Political, Economic, Social, Technological, Legal and Environmental.

The DPFEM Agency Management Group applies the following principles to assist with identifying areas of risk and developing strategies to mitigate those risks.

THE FOLLOWING PRINCIPLES GUIDE RISK MANAGEMENT WITHIN DPFEM:

1. Creates value to the organisation and assists in achieving strategic and corporate objectives
2. Integral part of departmental processes and decision-making
3. Focuses on uncertainties
4. Systematic, structured and timely
5. Based on the best available information
6. Specifically tailored to departmental risk management
7. Takes human and cultural factors into account
8. Values-based – consistent with the values and delegations of the operational services of the Department
9. As low as reasonably practicable.

