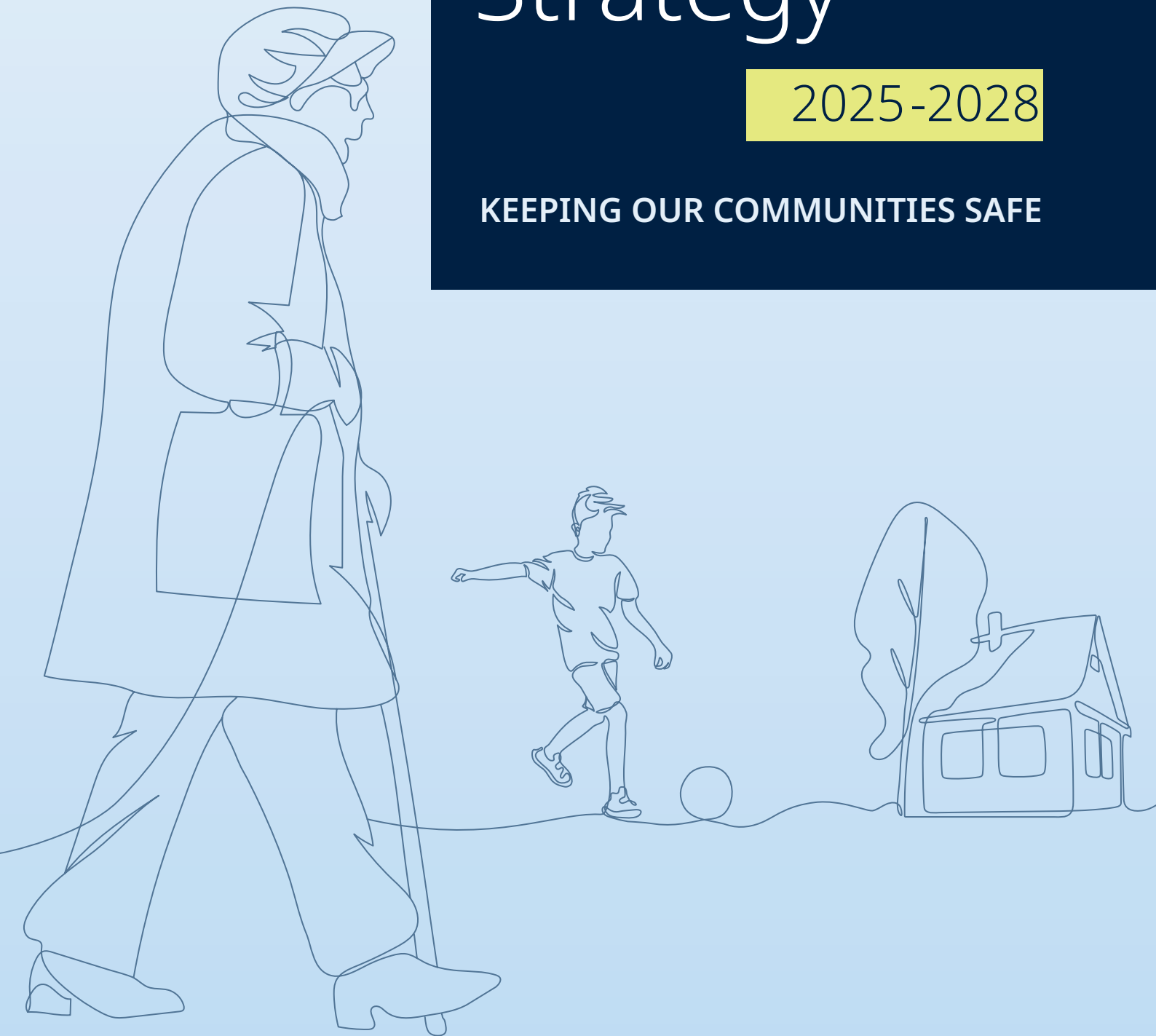




Community Engagement Strategy

2025-2028

KEEPING OUR COMMUNITIES SAFE



Commissioner's foreword

Tasmania Police is committed to building strong and respectful relationships with the communities we serve. Our engagement must reflect our values and our role in ensuring all Tasmanians feel safe, heard, and supported.

This Strategy outlines a structured and intentional approach to community engagement – one that builds on national and local inquiries, internal reviews, operational imperatives, and most importantly, the lived experience of Tasmanians.

Our goal is to strengthen trust, foster meaningful collaboration, and improve public safety outcomes through visible, inclusive, and consistent engagement.

Trust is the foundation of effective policing, and is earned through genuine, consistent engagement. This Strategy is our roadmap to strengthening those relationships, listening with intent and working alongside communities to shape safer, more connected places to live, work, and thrive.

Community engagement is central to our mission. It guides our decision-making, resource allocation, and how we measure success. Grounded in our organisational values – Accountability, Integrity, Respect, and Support – it also reflects our vision of being a trusted and responsive police service that makes Tasmania the safest place in Australia.

Informed by the *Our Way Forward 2023–2028 Strategy*, this Strategy provides a consistent approach to engagement across the state. It supports our broader objectives to maintain community trust and safety by enabling partnerships, targeting our operational responses, and engaging in ways that are inclusive and reassuring.

We know that community needs are evolving. Issues like family violence, youth, mental health, and substance abuse affect communities differently, and are shaped by local, social, and cultural contexts. That is why we are prioritising place-based engagement – approaches that respond to lived experience and reflect the unique character of each community. Our commitment is to listen carefully, act transparently, and partner authentically.

This Strategy also defines clear roles and responsibilities across the organisation – from frontline police officers to leadership and specialist engagement teams. Everyone in Tasmania Police has a part to play. But we also acknowledge that engagement is not one-sided – safe, inclusive communities are co-created.

We invite communities to work with us, share their voices, and help shape solutions that reflect their needs and aspirations.

By embedding deliberate, values-based engagement into everyday policing, we can strengthen safety, improve outcomes, and ensure all Tasmanians feel respected and supported. Together, we will continue to build a safer Tasmania – one that reflects the strength, diversity, and resilience of our communities.

I would like to thank our officers, community partners, and members of the public who contributed to this Strategy. Your insights and experiences are central to our shared progress.



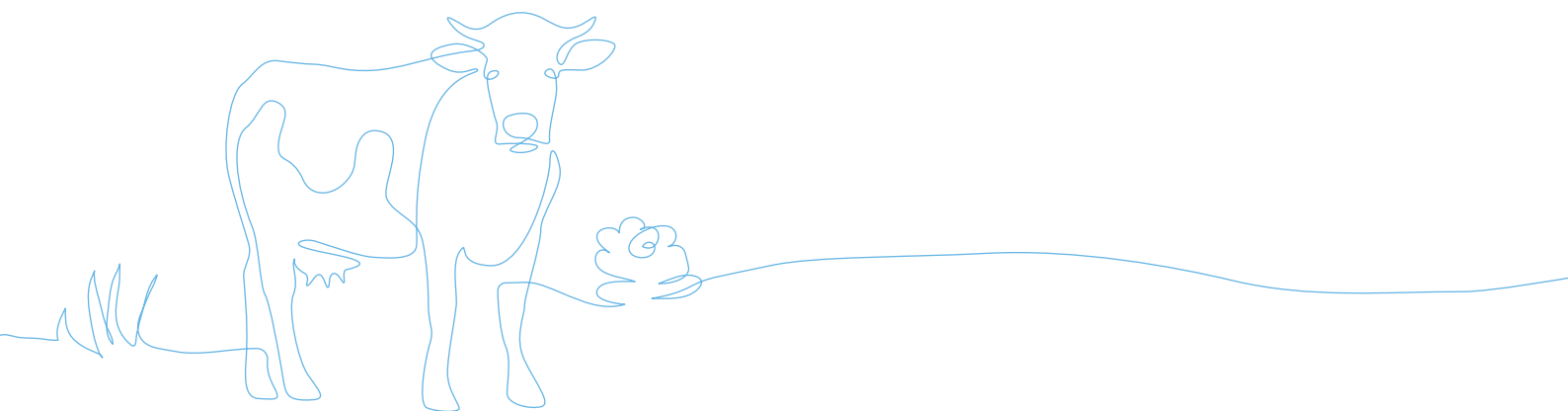
Donna Adams PSM APM
Commissioner of Police

We respectfully acknowledge the Tasmanian Aboriginal people as the traditional owners of the land upon which we work and pay our respect to elders past and present. We recognise the Tasmanian aboriginal people as the continuing custodians of the rich cultural heritage of Lutruwita/Tasmania.

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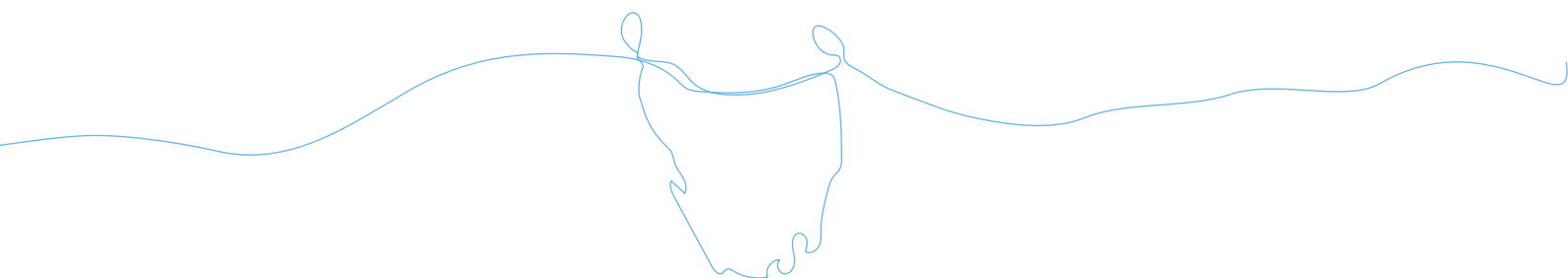
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Vision and purpose

Our Vision is to be a trusted and responsive police service that makes Tasmania the safest place in Australia.

Our Purpose is to keep our community safe.

Community engagement is critical to achieving this vision, and this Strategy outlines how we will embed it across all areas of policing, ensuring Tasmania Police listens to, partners with, and responds to the people and communities it serves.

Our values guide the way we work – with each other, with our partners, and with the Tasmanian community. They shape our decisions, actions, and behaviours, and provide a foundation for trust, safety, and accountability. They are essential to building respectful relationships and delivering a police service the community can rely on.

- **Accountability:** We are accountable for what we do and how we do it. We reflect and learn from our actions to build trust and improve.
- **Integrity:** We are professional, honest, and ethical in our conduct. We do the right thing – even when it's difficult.
- **Respect:** We value contribution and diversity – irrespective of role or status. We treat people with respect, dignity, and fairness.
- **Support:** We are committed to supporting others. We listen, respond, and act with care.

These values are the foundation of effective engagement. They guide our interactions with the community and ensure that our policing is grounded in transparency, fairness, and shared responsibility.



Our strategic priorities

Our Way Forward 2023–2028 is the overarching Tasmanian Police Strategy, which identifies **community as one of three priority areas** Tasmania Police will focus on over the life of the plan.

Our Way Forward outlines that the objective of the priority area is to maintain the trust of our community and keep them safe, the focus is to target our operational response and reassure, and the enabler is through our partnerships.

This Community Engagement Strategy has been developed to support and complement *Our Way Forward*, with a specific focus on how engagement practices can deliver on the community priority area.

We will:

- Target our operational response by focusing on activities that reflect community priorities, using feedback and intelligence to adapt our approach over time.
- Engage and reassure through visible, inclusive engagement that builds trust – particularly with diverse and vulnerable communities – using proactive communication and clarity about our role.
- Strengthen and expand partnerships with stakeholders across sectors to support safety, wellbeing, and long-term trust.

This Strategy provides a clear direction for how Tasmania Police listens, engages, and acts alongside the community. It draws on national and international best practice and is shaped by lessons from recent reviews and inquiries.

At its core, it recognises that:

- effective policing is community-informed policing
- communities deserve transparency, fairness, and respect
- engagement must be deliberate, inclusive, and outcomes-focused.

Engagement is not a one-off task. It is a continuous, evolving practice that we embed into everyday policing – through our policies, partnerships, training, and local presence – so that Tasmanians experience a police service that listens, learns, and leads with integrity.

What is community engagement, and who do we engage with?

What is community engagement?

Community engagement is the process by which Tasmania Police connects with individuals, communities, and partner organisations to build trust, identify local needs, support safety and wellbeing, and encourage mutual responsibility.

It is both a practice and a mindset embedded in how we work.

Who do we engage with?

Tasmania Police engages with individuals, groups, and communities across a broad and dynamic range of contexts.

Rather than viewing engagement through a fixed demographic lens, this strategy recognises that the 'who' is shaped by place, context, need, and time.

Engagement will be responsive to and informed by:

- **situational environments** – including community-specific or groups in our community where trust, clarity, and presence are vital as part of our day-to-day policing
- **community diversity** – reflecting Tasmania's broad mix of urban, rural, regional, remote, and island communities, each with unique policing needs and expectations
- **social context and emerging priorities** – emerging social issues such as family violence, youth safety, community mental health, and substance misuse impact communities differently depending on social, cultural, and lived experiences. Tasmania Police recognises the need for responsive, place-based approaches that reflect and respect these diverse experiences.

Importantly, community engagement must remain dynamic and adaptable, shifting in focus and form as social environments and community expectations evolve.

This Strategy is designed to support localised, intelligence-led approaches that are scalable, respectful, and capable of prioritising community-defined needs.

Community engagement principles of best practice

Tasmanian Police's approach to community engagement is grounded in the internationally recognised principles and practices of community engagement, as defined by the International Association for Public Participation (IAP2). The IAP2 framework is widely adopted across government and public service sectors the world over, and by aligning with the IAP2 framework, Tasmania Police is adopting best practice in its engagement approach.

A key element of the framework is the IAP2 Spectrum of Public Participation, which outlines five levels of engagement – **Inform, Consult, Involve, Collaborate, and Empower**. These levels describe the increasing depth of community influence on decisions and actions.

The Spectrum is not a hierarchy, but a tool for selecting the most appropriate level of engagement based on context, purpose, and community need.

The IAP2 principles will be applied against the strategic pillars of the Strategy as indicated below.

Pillar one: **Trust and transparency**

Tasmania Police's commitment to trust and transparency is grounded in the IAP2 principles of **Inform** and **Consult**.

These principles recognise the importance of keeping the public informed with clear, timely, and accessible information, while also creating opportunities for communities to share their views and shape how policing is delivered.

This includes:

- open engagement, communication and accountability
- community-facing reporting and communications.

Tasmania Police will ensure visibility and accountability through regular public updates and engagements, building confidence in police actions and fostering more open collaboration across Tasmania.

Pillar two: **Partnerships and collaboration**

This pillar is aligned with the IAP2 levels of **Involve** and **Collaborate**, reflecting Tasmania Police's commitment to shared decision-making and active stakeholder participation.

Key approaches include:

- co-designed plans and relationships built on mutual respect
- strong partnerships with Tasmanians, local government authorities, and peak bodies.

Plans are developed in partnership with community groups, embedding local knowledge and ensuring relevance.

These partnerships enhance mutual goal setting and enable long-term collaboration across sectors.

Pillar three: **Diversity and inclusion**

Guided by the IAP2 principles of **Consult** and **Involve**, this pillar ensures Tasmania Police reaches and respects the full diversity of Tasmanian communities.

The approach focuses on:

- ensuring diverse voices are heard and engagement is accessible
- engagement that makes all Tasmanians feel heard, respected, and represented.

Efforts are tailored to meet people where they are – physically, culturally, and emotionally – while embedding inclusive practices into the design and delivery of all engagement activities.

Pillar four: **Prevention and early intervention**

Prevention-focused engagement is shaped by the IAP2 levels of **Inform** and **Involve**, acknowledging the critical role communities play in proactive safety and harm reduction.

Our focus includes:

- using engagement to inform safety, prevent crime, and strengthen connection
- enhancing engagement and community safety through proactive, intelligence-led outreach.

Tasmania Police partners with external services, educators, and local leaders to identify emerging risks and provide early support — reinforcing a shared responsibility for community safety.

Pillar five: **Trauma-informed engagement**

A trauma-informed approach aligns with the IAP2 principles of **Consult** and **Collaborate**, ensuring that police engagement is shaped by the experiences and voices of victim survivors.

Key commitments include:

- embedding trauma-informed, respectful approaches in all engagement
- ongoing dialogue with victim survivor and advocacy organisations.

These insights inform the design of support models and guide police training, helping to rebuild trust and support healing-informed systems.

Pillar six: **Continuous improvement and data-driven decision making**

This pillar applies the IAP2 principles of **Inform** and **Empower**, recognising the importance of learning, transparency, and accountability in effective engagement.

Tasmania Police will:

- monitor data related actions identified in formalised engagement plans
- integrate feedback, data, and learning into practice.

Public reporting and analysis of engagement outcomes will inform continuous improvement, ensuring engagement remains relevant and shaped by community insights.



Planning for engagement – roles and responsibilities

Effective and meaningful community engagement requires clear roles, shared accountability, and coordinated action – from organisation leadership to operational workers, the Tasmania Police Community Engagement Command, and to communities themselves.

This Strategy supports a whole-of-organisation approach, where engagement is everyone's business, while still being tailored according to function, roles and responsibility.

Leadership and overall organisational level

The organisation plays a critical role in setting the authorising environment for community engagement. This includes providing a strategic mandate, enabling policy and governance structures, resourcing capability, and embedding engagement expectations into planning and performance frameworks.

Leadership models a commitment to transparency, equity, and responsiveness –signalling to both Tasmania Police members and the public that engagement is a core policing function.

Through executive oversight and reporting, the organisation ensures engagement efforts are consistent, ethical, and aligned with whole-of-government objectives.

Operational police

By being actively present in the community, operational police are at the heart of day-to-day engagement.

Whether through 'business as usual' response to incidents, leading community safety initiatives, or maintaining visible presence, these members are often the face of Tasmania Police to members of the public.

Communities look to operational police for leadership, reassurance, and guidance in times of uncertainty, reinforcing their role as trusted figures in public safety.

Operational police are responsible for translating engagement principles into practice – listening actively, building trust through action, and contributing to intelligence that helps shape local responses.

Members may also lead or participate in targeted engagement initiatives based on community needs (for example, youth engagement, family violence responses, place-based problem solving), with support and guidance from the Community Engagement team.

Tasmania Police Community Engagement Command

As a specialist function, the Tasmania Police Community Engagement Command provides expertise, coordination, and capability-building across the organisation.

Its remit includes developing tools and resources, supporting place-based engagement planning, facilitating stakeholder relationships, and leading the collection and analysis of engagement data.

The team also plays a key role in ensuring consistency of practice, evaluating impact, and championing inclusive and trauma-informed approaches. It acts as a connector between policy and practice – translating the strategic intent of the Strategy into usable models and supporting workers at all levels to embed engagement into their work.

Communities

Community engagement is a shared responsibility. While Tasmania Police must create the conditions for safe, respectful, and inclusive dialogue, Tasmanian communities also play a vital role in shaping outcomes.

Communities contribute by participating and leading in engagement activities, sharing local insights and co-designing solutions.

Strong community-police relationships are built on mutual trust, shared values, and a willingness to collaborate.

This strategy recognises the importance of ensuring individuals, groups, and organisations are supported to help define local safety priorities, contribute to prevention efforts, and work alongside police to build stronger, more connected Tasmanian communities.



Measuring and reporting

To ensure our engagement efforts are meaningful, visible, measurable, and continuously improving, we are embedding clear mechanisms for transparency and accountability. The Community Engagement Command will be responsible for regular reporting to the department's leadership group CMG on the below measures.

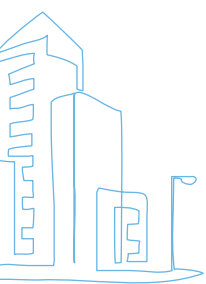
The DPFEM Annual Report will also serve as a key mechanism for public accountability and providing transparent feedback on priorities, progress and outcomes each year.

We will **track and report** on:

- **Reach:** who are we engaging with and where?
- **Effectiveness:** what is changing as a result of engagement?
- **Strategic partnerships:** who are we collaborating with?



Pillars	What we will do	How we will measure it
Trust and transparency	<ul style="list-style-type: none"> • Increase community awareness of Tasmania Police engagement commitment • Improve police communication with the public • Report accountability mechanisms transparently 	<ul style="list-style-type: none"> • Community sentiment via social media • Analysis of engagement reach and accessibility • Monitor publication of public-facing reports and updates
Partnerships and collaboration	<ul style="list-style-type: none"> • Form new and strengthen existing relationships with key stakeholders across sectors • Develop and implement co-designed plans 	<ul style="list-style-type: none"> • Track stakeholder engagement and partnerships • Document and evaluate formal engagement plans
Diversity and inclusion	<ul style="list-style-type: none"> • Be more available to a wider representation of diverse voices in engagement activities • Expand the methods we use to engage, to enhance accessibility and inclusivity 	<ul style="list-style-type: none"> • Track our availability across demographic groups • Track engagement methods and feedback
Prevention and early intervention	<ul style="list-style-type: none"> • Deliver crime prevention and community safety information • Form new and strengthen existing education partnerships • Be present at community events 	<ul style="list-style-type: none"> • Session participation records • Crime statistics • Track community events attended
Trauma-informed engagement	<ul style="list-style-type: none"> • Enhance worker capacity to deliver trauma-informed engagement • Integration of trauma-informed principles into processes 	<ul style="list-style-type: none"> • Track specialist training undertaken • Qualitative input
Continuous improvement and data-driven decision making	<ul style="list-style-type: none"> • Use data to inform engagement strategies and decisions • Report engagement performance publicly 	<ul style="list-style-type: none"> • Engagement data collated and analysed • Reporting in the DPFEM Annual Report • Strategy reviews and evidence of change informed by community insights



Tasmania Police Community Engagement Framework

