



Tasmania Police Business Priorities 2017-18

Department of Police, Fire and Emergency Management

Business Priorities 2017-18

The *Tasmania Police Business Priorities 2017-18* details the strategic priority areas for Tasmania Police for the year ahead. This document outlines how Tasmania Police will achieve these priorities and work towards the Department of Police, Fire and Emergency Management's (DPFEM) vision for a safe, secure and resilient Tasmania.

The Business Priorities complement the overarching strategic framework *Future Focus 2017-2020* which brings together Tasmania Police, Tasmania Fire Service, State Emergency Service and Forensic Science Service Tasmania, as the emergency service arms of DPFEM, to provide a whole-of-department focus for frontline emergency services delivery for the Tasmanian community.

Over the 2017-18 period, Tasmania Police will uphold its commitment to provide effective policing and emergency management services to the Tasmanian community under the four Output Groups of Public Safety, Crime, Traffic Policing and Emergency Management. Tasmania Police is supported and enabled by Business and Executive Services (BES), which provides a whole-of-department corporate focus, in achieving this commitment.

The Business Priorities outlines four areas of strategic focus for Tasmania Police of Community Service, Leadership, People and Communication. Major areas of activity for 2017-18 include:

- Continuation of the work on Project *Unify* to deliver an integrated and sophisticated operational information system
- Commencement of the staged roll-out of Body Worn Cameras to all uniform police officers
- Introduction of a pro-active, preventative Wellness Program to support emergency services workers to continue to do their job and maintain their wellbeing.
- Delivery of an Emergency Services Computer Aided Dispatch (ESCAD) system for all emergency services in Tasmania.

The Business Priorities performance processes are complemented by a suite of measures which are used and reported against throughout DPFEM. These include the Corporate Performance Reporting and the DPFEM Annual Crime Statistics Supplement.

Policing and emergency service provision is often unpredictable and there is an ongoing challenge to ensure Tasmania Police maintains a contemporary workforce and infrastructure. The strong and integrated governance structure of DPFEM, together with the high level of collaboration and desire for innovation and improvement of its people, will ensure that Tasmania Police is positioned to achieve the Business Priorities detailed in this document.

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Commissioner of Police

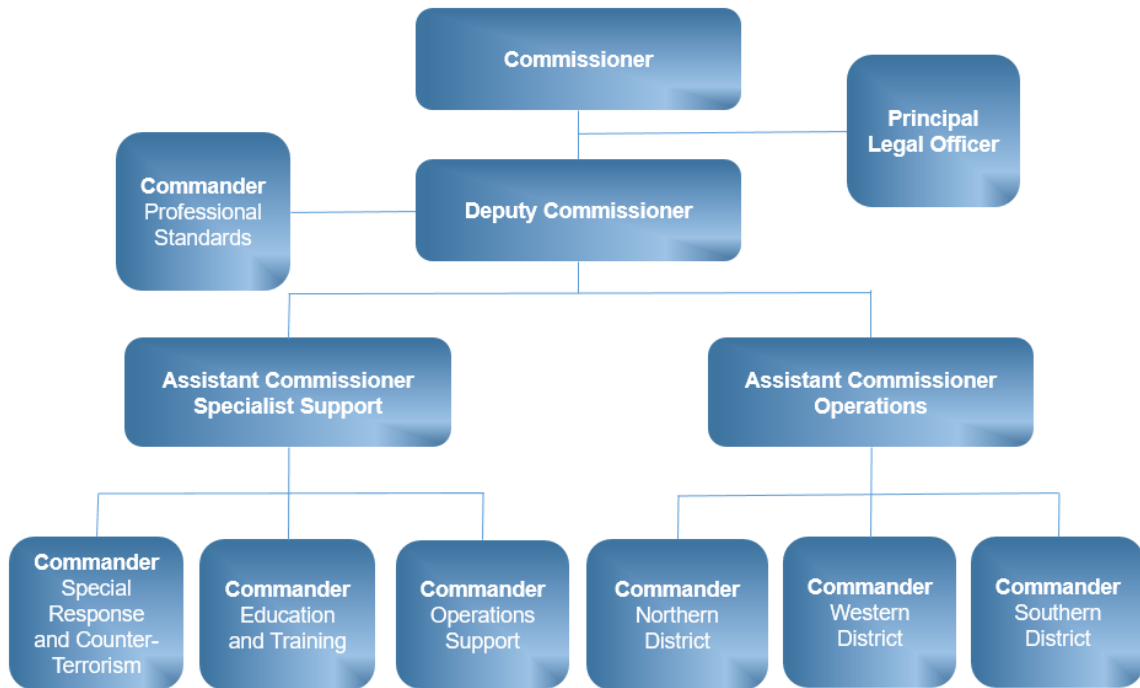
Our Business

Our Vision, Mission, Values and Principles

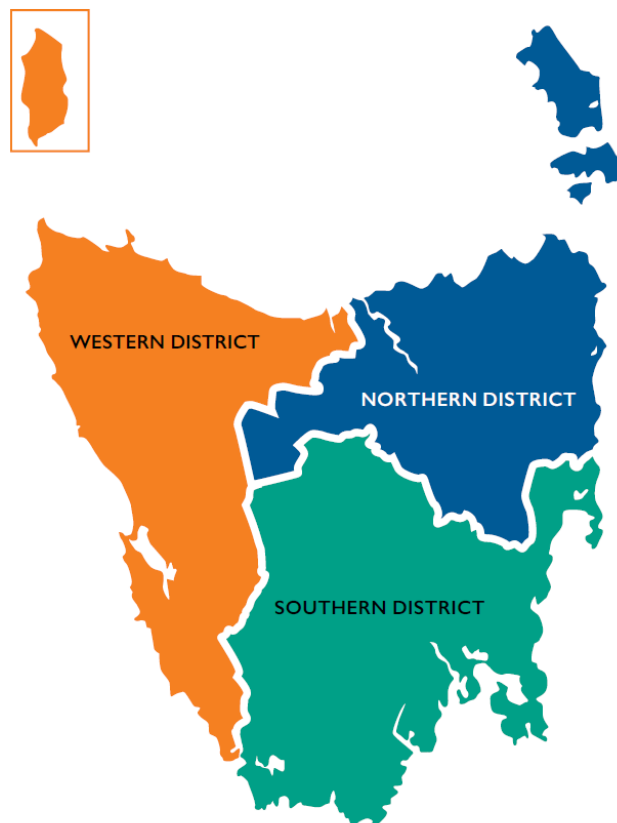
The Department has a common Vision and Mission, which are supported by a set of Principles. These guide the delivery of our services and the behaviours of our people.

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

Tasmania Police Organisation Chart



Tasmania Police Districts Map



Business Planning



Business Monitoring



Strategic Direction

The DPFEM strategic direction document, *Future Focus 2017-2020*, establishes the strategic direction for the Department. The document also identifies four areas of strategic focus for the Department as a whole, and for its operational services. These 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

Strategic Output Groups

Police operations consist of four key areas, known as output groups. Each output group has a specific aim and set of priorities and key performance measures. These are used to track and report progress towards realising our vision:

> Output Group 1: Public Safety	> Output Group 3: Traffic Policing
> Output Group 2: Crime	> Output Group 4: Emergency Management

Overarching Key Priorities and Performance Measures

The overarching priorities are allocated to each of the four output groups (Public Safety, Crime, Traffic Policing and Emergency Management) and have been determined in consultation with the Deputy Commissioner of Police.

Output Group 1: Public Safety

Aim	<i>For the community to feel safe and be safe</i>
Priority Area	Key Performance Indicator
High visibility policing	<ul style="list-style-type: none"> • Satisfaction with police services \geq national average[‡] • Satisfaction with police in dealing with public order problems \geq national average[‡] • Perceptions of safety in public places – during the day \geq national average[‡] • Perceptions of safety in public places – during the night \geq national average[‡] • Number of marked vehicle patrol hours
Alcohol and drug related public order issues	<ul style="list-style-type: none"> • Number of assaults in Public Places \leq national average[‡] • Number of public place assaults involving alcohol and/or drugs • Total public order incidents
Operational readiness	<ul style="list-style-type: none"> • Number of personnel available for operational deployment

[‡] National Survey of Community Satisfaction with Policing.

Output 2: Crime

Aim	<i>To reduce crime</i>
Priority Area	Key Performance Indicator
Firearms	<ul style="list-style-type: none"> • Total incidents involving firearms • Number of prohibition orders issued • Number of firearm inspections • Number of firearm theft incidents
Serious and organised crime	<ul style="list-style-type: none"> • Total number of serious crime offences and clearance rate • Serious drug offenders charged
Violence against women and children	<ul style="list-style-type: none"> • Number of assaults and sexual assaults against women and children • Number of family violence incidents • Number of family violence charges • Number of Priority Family Violence Perpetrator Plans
Volume crime	<ul style="list-style-type: none"> • Number of home burglaries and clearance rates • Number of car burglaries and clearance rates • Number of business burglaries and clearance rates • Number of offences against persons (including minor assaults) • Total number of offences recorded

Output 3: Traffic Policing

Aim	<i>To improve driver behaviour through traffic law enforcement</i>
Priority Area	Key Performance Indicator
High visibility deployments	<ul style="list-style-type: none"> • Number of fatal and serious crashes • Report against <i>Rural Road Policing Strategy</i>
High-risk traffic offenders	<ul style="list-style-type: none"> • Number of high-risk traffic offenders • Number persons who self-reported driving over alcohol limit in previous 6 months • Number of drink and drug driving offenders • Number of persons who self-reported driving while impaired by medication or other drugs in previous 6 months • Number of speeding offences: Police Issued Infringements • Number of offenders charged with Evade Police

Output 4: Emergency Management

Aim	<i>To contribute towards community resilience through effective security and emergency management</i>
Priority Area	Key Performance Indicator
Emergency management	<ul style="list-style-type: none"> • Implementation and evaluation of relevant recommendations from the Review of Emergency Management Arrangements • Number of Search and Rescue operations • Number of emergency management training exercises

Tasmania Police Key Priorities

Emergency Services Computer Aided Dispatch Project (ESCAD)

This project will deliver a multi-service computer aided dispatch system for Tasmania Police, Ambulance Tasmania, Tasmania Fire Service and the State Emergency Service. This includes the design of a Future Support Model for the ongoing governance, maintenance and support of the system post implementation.

The Tasmanian Government Radio Network (TasGRN) Project

TasGRN involves the development of an improved whole-of-government capability for a range of key stakeholder agencies, including the emergency services, land management agencies, the Tasmanian Electricity Supply Industry and other Government mobile radio users. TasGRN will provide an interoperable, contemporary and sustainable radio network to meet the current and future needs of the State.

Body Worn Cameras

This initiative will provide for the staged roll-out, over four years, of body worn video for members of Tasmania Police. Body worn video will provide a mechanism for contemporary gathering of evidence and intelligence, and enhance the safety of officers.

Project Unify

Project Unify is a digital transformation initiative, which will upgrade a number of Tasmania Police information and communication technology systems, which directly and indirectly support policing operations and external clients.

Wellness Program

This initiative involves the development and implementation of a proactive preventative program for the physical and mental health of emergency first responders. It will provide intervention and support, as required.

Family Violence Electronic Monitoring Project

The Family Violence Electronic Monitoring project is a jointly funded initiative by the State and Commonwealth Governments. The project will explore whether GPS and electronic monitoring can make a difference to deterring or reducing the occurrence of violence and enhancing the safety of victims of family violence and their families.

Support Commands' Key Priorities and Performance Measures

To achieve the **Mission** of providing a quality policing and emergency management service, DPFEM aims to be accountable and deliver strong outcomes at all levels of the organisation with an emphasis on **Community Service, Leadership, People** and **Communication**.

Focus areas for 2017-20	
Community Service	<ul style="list-style-type: none">• Effective services• Community engagement• Reassurance
Leadership	<ul style="list-style-type: none">• Accountability• Risk management• Innovative, contemporary and evidence-based solutions
People	<ul style="list-style-type: none">• Frontline support• Safe and supportive workplaces• Valuing diversity and equality• Building capability and flexibility
Communication	<ul style="list-style-type: none">• Enhancing internal and external communication systems

Education and Training

Focus Area Priority	Action Priority	Key Performance Measure
Community Service	<ul style="list-style-type: none"> First Aid Review 	<ul style="list-style-type: none"> Complete review of current status and provide recommendations for a revised provision of first aid services
Leadership	<ul style="list-style-type: none"> Use of Force Review 	<ul style="list-style-type: none"> Establish a working group to support the Use of Force Review to ensure contemporary policing practices
	<ul style="list-style-type: none"> Fleet Review 	<ul style="list-style-type: none"> Establish a working group to review the process for the selection and allocation of vehicles for DPFEM
	<ul style="list-style-type: none"> Balance Program 	<ul style="list-style-type: none"> Provision of Balance Program for the whole of DPFEM, in partnership with Australian Institute of Police Management, aimed at females within the public safety and Government sectors who want to increase their capabilities for effective leadership
	<ul style="list-style-type: none"> Developing Future Leaders Program 	<ul style="list-style-type: none"> Provision of Future Leaders Program for the whole of DPFEM, in partnership with Australian Institute of Police Management, focusing on foundational leadership initiatives and personal growth
People	<ul style="list-style-type: none"> Recruitment Strategy 	<ul style="list-style-type: none"> Examine current recruitment strategy, and implement enhancements to ensure diversity of individuals reflective of our community
	<ul style="list-style-type: none"> Review Investigative Training Continuum 	<ul style="list-style-type: none"> Design develop and begin implementation of a set of courses to provide training in investigative practise and interviewing from recruit to senior investigator levels of operation employing blended learning
Communication	<ul style="list-style-type: none"> Implementation and operation of the electronic learning system (ELS) project across DPFEM 	<ul style="list-style-type: none"> Implemented and operating in accordance with the business plan

Operations Support

Focus Area Priority	Action Priority	Key Performance Measure
Community service	<ul style="list-style-type: none"> Review Community Policing structural and resourcing arrangements 	<ul style="list-style-type: none"> Produce recommendations for improvements to the Tasmania Police Community Policing model
	<ul style="list-style-type: none"> Improved helicopter service 	<ul style="list-style-type: none"> New helicopter contract signed. Increased helicopter availability, and trained crew numbers
Leadership	<ul style="list-style-type: none"> Enhanced Safe Families Coordination Unit information sharing arrangements to support families affected by family violence 	<ul style="list-style-type: none"> Undertake a review of current arrangements Improved information sharing reported by: the Departments of Education, Health and Human Services, Justice and Police, Fire and Emergency Management
	<ul style="list-style-type: none"> Review and improve cybercrime investigation policy, and capability 	<ul style="list-style-type: none"> Develop enhanced cybercrime investigation policy Provide relevant training for personnel
People	<ul style="list-style-type: none"> Enhance professional development for Forensic Services personnel. 	<ul style="list-style-type: none"> Progress Certificate IV for Crime Scene Examiners Provide training for relevant personnel in the Biometric Identification Services Project
	<ul style="list-style-type: none"> Prepare a structural model to support the Intelligence Strategic Plan to develop an improved statewide intelligence capability. 	<ul style="list-style-type: none"> Develop and propose an enhanced structural model Progress intelligence and analytical training for personnel working in this environment
	<ul style="list-style-type: none"> Develop and implement a plan to embed NOGGIN OCA as a platform for intelligence management for events, investigations and operational responses. 	<ul style="list-style-type: none"> Develop standard operating procedures for the use of NOGGIN OCA Number of NOGGIN OCA training sessions conducted with intelligence personnel Number of NOGGIN OCA awareness sessions conducted with police managers and other relevant (internal) stakeholders

Communication	<ul style="list-style-type: none"> Support the TasGRN and Unify projects to improve internal and external communications capability 	<ul style="list-style-type: none"> Quantified support to these projects
	<ul style="list-style-type: none"> Implementation of ESCAD and enhanced RDS staffing arrangements to improve service delivery to operational police and the community 	<ul style="list-style-type: none"> Successful implementation of the new ESCAD system Additional staff recruited

Professional Standards

Focus Area Priority	Action Priority	Key Performance Measure
People	<ul style="list-style-type: none"> Development of a Corruption Prevention Strategy supported by a suite of instructions, policy and provisions 	<ul style="list-style-type: none"> Development of a draft strategy (including consultation and endorsement)
	<ul style="list-style-type: none"> Finalisation and implementation of the Commissioner's Directions for Conduct Management (Abacus) 	<ul style="list-style-type: none"> Finalisation of the directions (includes provision of legal advice) Training of senior sergeants and inspectors Conduct information sessions Implementation
	<ul style="list-style-type: none"> Consultation and implementation of the Declarable Associations provisions in the Tasmania Police Manual 	<ul style="list-style-type: none"> Consultation with relevant stakeholders Implementation of provisions
	<ul style="list-style-type: none"> Reduction in median timeframes for finalisation of Class 2 Graduated Management Model (GMM) internal investigation files 	<ul style="list-style-type: none"> Reduction in number of Class 2 GMM investigation files on hand in excess of 12 months Reduction in median timeframe for finalisation of Class 2 files GMM on hand

Special Response and Counter-Terrorism

Focus Area Priority	Action Priority	Key Performance Measure
Community service	<ul style="list-style-type: none"> All-hazard evacuation plan 	<ul style="list-style-type: none"> Implement a statewide all-hazard evacuation plan.
	<ul style="list-style-type: none"> Security consultations 	<ul style="list-style-type: none"> Delivery of security reviews and vulnerability assessments
Leadership	<ul style="list-style-type: none"> Build terrorism resilience in Crowded Places and Critical Infrastructure 	<ul style="list-style-type: none"> Progress against Places of Mass Gathering and Critical Infrastructure Work Plan.
	<ul style="list-style-type: none"> Tasmanian Crowded Place advisory arrangements 	<ul style="list-style-type: none"> Creation of Tasmanian Crowded Place advisory arrangements.
People	<ul style="list-style-type: none"> Terrorism resilience 	<ul style="list-style-type: none"> Conduct exercise and security management courses.
	<ul style="list-style-type: none"> WebEOC development 	<ul style="list-style-type: none"> Training delivered, incidents created and exercise conducted with Tasmania Police. Continued engagement with other government agencies.
Communication	<ul style="list-style-type: none"> Crowded Places 	<ul style="list-style-type: none"> Newsletters and emails circulated to crowded places owners and operators.
	<ul style="list-style-type: none"> Security intelligence advice to Tasmania Police, Tasmanian Government and critical infrastructure crowded places owners/operators. 	<ul style="list-style-type: none"> Circulation of communiques.