



TASMANIA POLICE

Business Priorities 2020-21

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Message from the Commissioner

The *Tasmania Police Business Priorities 2020-21* is a key strategic document to ensure that Tasmania Police delivers on its responsibility to provide quality policing services to the Tasmanian community.

Our priorities align with the Department of Police, Fire and Emergency Management's overarching *Future Focus* strategic framework, and provide the structure for us to deliver on our four output groups: Public Safety, Crime, Traffic Policing and Emergency Management.

Whilst policing is concerned with emergency response, law enforcement, and crime prevention, police officers also play an important role in supporting communities and providing leadership. This has certainly been demonstrated with Tasmania Police taking a lead role in the significant and unprecedented response to the COVID-19 pandemic. Reviewing our COVID-19 response and embedding new business practices will be a key focus for Tasmania Police in 2020-21.

Our response to the COVID-19 pandemic has also demonstrated the professionalism and reassurance that Tasmania Police provides to the Tasmanian community.

Supporting our own people both during and after COVID-19 will continue to be a high priority in 2020-21. We will maintain our preventative focus while detecting and responding early to health and wellbeing risks that may impact the ability of our people to perform at their optimal level. We will continue this support with the further consolidation and improvement of the Wellbeing Program, and the development of a Fatigue Management Policy.

Informed by the Capability Review, Tasmania Police will continue to evolve and adapt to ensure it is well placed to meet changing service requirements, including establishment of the Crime and Intelligence Command and deployment of an additional 125 police officers between 2018 and 2022.

2020-21 will continue to be a time of challenge and opportunities for us, and I would like to thank all members of Tasmania Police and our dedicated state service workforce for their professionalism and commitment to our priorities.

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Commissioner of Police

About Us

Tasmania Police is an operational arm of the Department of Police, Fire and Emergency Management. The Department's other arms are the Tasmania Fire Service and the State Emergency Service, with corporate support provided by Business and Executive Services.

Tasmania Police is responsible for delivering quality policing services in Tasmania. Tasmania Police consists of eight commands, including three geographical police districts (Southern, Northern and Western) and five specialist support commands (Education and Training, Operations Support, Professional Standards, Special Response and Counter-Terrorism and Crime and Intelligence).

This document outlines the business priorities for Tasmania Police. These priorities support the overall vision for the Department, and many involve working in collaboration with other areas of the Department.

Tasmania Police Districts Map

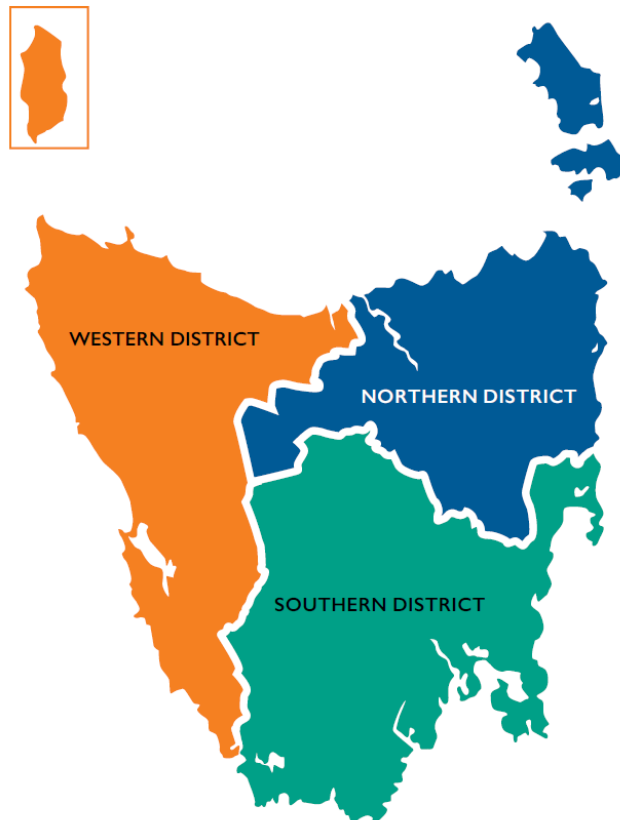


Figure 1: Map showing Tasmania Police Geographic Districts

Tasmania Police Organisation Chart

TASMANIA POLICE
Organisational Command
Responsibilities
July 2020



Business Planning



Business Monitoring



Our Vision, Mission, Values and Principles

The Department has a common vision and mission for all of its operational arms and this is supported by a set of principles. These guide the delivery of our services and the behaviours of our people. Tasmania Police supports this vision, mission and set of principles, and these underpin the priorities outlined in this document.

Our Vision

A safe, secure and resilient Tasmania

Our Mission

To provide effective policing, fire and emergency management services

Our Values

Integrity	We value integrity because we believe in honest, professional, transparent and ethical behaviour in all aspects of our business
Equity	We value equity because we believe in fair, consistent and inclusive behaviour when interacting with our people and our community
Accountability	We value accountability because we believe in being answerable for our decisions and actions, behaving professionally and being responsible for our outcomes

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

Strategic Direction

The strategic direction document, *Future Focus*, establishes the strategic direction for the Department. *Future Focus* identifies four areas of strategic focus for the Agency as a whole. Tasmania Police has incorporated these into our business priorities for the year ahead to deliver strong outcomes across all levels of our activities.

Focus areas for 2021-23
Supporting a healthy and resilient workforce
Building frontline capability
Enhancing trust and strengthening community relationships
Capitalising on interoperable emergency services

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 2	Crime
Output Group 3	Traffic Policing	Output Group 4	Emergency Management

Tasmania Police Key Priorities

Tasmania Police has identified nine key priorities for 2020-21 that are of strategic or whole of service significance.

Keeping our workforce safe from COVID-19

Review COVID-19 response, and ensure compliance with the COVID-19 Safety Plan.

Wellbeing Program

Consolidate the Wellbeing Program and explore opportunities for enhancement to improve the physical and mental health of emergency first responders and other members.

Diversity and Inclusion

Enhance supportive workplace practices to embed diversity and inclusion as a valued and integral part of organisational culture.

Fatigue Management

Develop Tasmania Police Fatigue Management Policy and associated guidelines.

Work, Health and Safety (WHS)

Commence implementation of relevant agreed recommendations from the WHS Gap Analysis.

Capital infrastructure program, including New Norfolk Station, Longford Station and Sorell Emergency Services Hub

Manage capital infrastructure projects that support the delivery of contemporary policing and emergency management services.

Atlas / Compass

Enhance user acceptance through ongoing support and training.

Capability and capacity building

Continue to implement agreed recommendations from the Capability Review Project.

Australian Criminal Intelligence Commission (ACIC)

Work with the ACIC to improve the data sharing of criminal intelligence between jurisdictions, including preparation to adopt Tranche 1 of the National Criminal Intelligence System (NCIS).

Priorities by Output Group

Output Group 1: Public Safety

Aim	For the community to feel safe and be safe
Priority Area	Key Focus
High visibility policing	<ul style="list-style-type: none"> • Satisfaction with policing services • Satisfaction with police in dealing with public order issues
Public place offending	<ul style="list-style-type: none"> • Public place assaults • Public order • Safety in public places
Atlas/Compass	<ul style="list-style-type: none"> • Intelligence submissions • Street checks • Search reports • Child Safety Service referrals

Output Group 2: Crime

Aim	To reduce crime
Priority Area	Key Focus
Youth offending	<ul style="list-style-type: none"> • Support the implementation of the <i>Policing At Risk Youth Strategy</i>
Serious and organised crime	<ul style="list-style-type: none"> • Person offences • Serious crime offences
Family violence and domestic violence	<ul style="list-style-type: none"> • Family violence response • High-risk family violence perpetrators • Assaults and sexual assaults
Volume crime	<ul style="list-style-type: none"> • Home and business burglaries • Motor vehicle crime • Repeat offenders • Community resilience and target hardening

	<ul style="list-style-type: none"> • Firearm crime • Shop stealing • Cyber enabled crime
Drug offending	<ul style="list-style-type: none"> • Serious drug offenders

Output Group 3: Traffic Policing

Aim	To improve driver behaviour through traffic law enforcement
Priority Area	Key Focus
Road safety	<ul style="list-style-type: none"> • <i>Tasmania Police Road Safety Strategy 2019-2021</i> • Reduce serious and fatal crashes
High-risk road behaviour	<ul style="list-style-type: none"> • High-risk drivers • Evade police offenders • Speeding • Use of seatbelts • Alcohol and drug driving • Mobile phone use • Inattention

Output Group 4: Emergency Management

Aim	To contribute towards community resilience through effective security and emergency management
Priority Area	Key Focus
<i>Note: also refer to priorities under Special Response and Counter-Terrorism</i>	
Provide leadership and effective incident management during emergency responses	<ul style="list-style-type: none"> • Review strategic command arrangements • Support the review of the COVID-19 pandemic response
Operational preparedness	<ul style="list-style-type: none"> • Frontline capability and capacity • Develop enhanced armed offender rapid response capability • Support Health led COVID-19 Rapid Response Capability

Priorities by Support Command

Education and Training	
Priority Area	Key Focus
Recruitment	<ul style="list-style-type: none"> Continue to recruit to meet the Tasmanian Government commitment to increase police numbers to 1358 FTE by 2022 Continue to develop and implement culturally and linguistically diverse recruiting strategies Review Recruit Training curriculum to ensure it is reflective of required learnings for a first year police officer
Use of Force	<ul style="list-style-type: none"> Support rollout of MK-9 Oleoresin Capsicum spray canisters to operational police Explore opportunities for the use of virtual reality and other technologies to deliver contemporary, more effective training programs
Academic support	<ul style="list-style-type: none"> Develop and market a support capability for students, and all staff, including an improved library service, course information officers and an enhanced academic infrastructure
Diversify learning opportunities	<ul style="list-style-type: none"> Develop online and face-to-face learning packages to diversify command and control learning opportunities In collaboration with Wellbeing Support, research and develop a resilience continuum to support resilience and holistic wellbeing for Education and Training staff as well as In Service participants and recruits
Medals and Awards	<ul style="list-style-type: none"> Review and update the Medals and Awards Policy and Guidelines, including the administrative guidelines and processes Align processes and practice with the Abacus model

Operations Support

Priority Area	Key Focus
Firearms licensing and registration	<ul style="list-style-type: none"> • Implement guidance document to enhance the administration of firearms licensing and registration • Continue to progress projects to address the recommendations from the WLF Review and House of Assembly Inquiry
Helicopter Service	<ul style="list-style-type: none"> • Support project for future helicopter service • Review current helicopter staffing model and demand for service
Police vessel replacement	<ul style="list-style-type: none"> • Replacement of PV Dauntless (Project Resolution) • Replacement of PV Van Diemen (Project Discovery)
Radio Dispatch Services (RDS)	<ul style="list-style-type: none"> • Redevelopment of RDS to provide a modern and contemporary emergency call centre
Safe Families Coordination Unit (SFCU)	<ul style="list-style-type: none"> • Implementation of relevant actions from the <i>Safe Homes, Families, Communities: Tasmania's action plan for family and sexual violence 2019 – 2022</i> • Implementation of the <i>National Strategic Framework for Information Sharing between the Family Law and Family Violence and Child Protection Systems</i>
Forensic Services certification	<ul style="list-style-type: none"> • Develop a process to enable Crime Scene Examiners to attain Australian Forensic Science Assessment Body certification
Community engagement	<ul style="list-style-type: none"> • Review and provide an options paper on community engagement structures, mechanisms, and arrangements in liaison with SRCT.

Crime and Intelligence Command

Priority Area	Key Focus
Investigation and intelligence capability	<ul style="list-style-type: none"> • Implement new Crime and Intelligence Command including structure, intent and alignment with District crime functions and capabilities • Support Serious and Organised Crime Coordination Committee Strategy 2019-2022
Serious and organised crime	<ul style="list-style-type: none"> • Continue to lead the enforcement of consorting and prohibited insignia laws across the state • Increase cybercrime and covert online investigative capability through training and development of new techniques

Professional Standards

Priority Area	Key Focus
Urgent duty driving and pursuit	<ul style="list-style-type: none"> • Review the Urgent Duty Driving and Pursuit content in the Tasmania Police Manual and Abacus to ensure it is contemporaneous and provides adequate guidance to staff
IAPro	<ul style="list-style-type: none"> • Test and implement upgrade to IAPro software
Wellbeing protocols	<ul style="list-style-type: none"> • In conjunction with Director, Wellbeing Support, finalise wellbeing related amendments to Chapter 8 of Abacus.
Integrity Commission	<ul style="list-style-type: none"> • Finalise the review of the formal collaborative arrangements with the Integrity Commission into a Letter of Understanding
Audits and review	<ul style="list-style-type: none"> • Continue to support and assist the Integrity Commission audits and 12-month review of Abacus files
Early identification	<ul style="list-style-type: none"> • Finalise early identification policy • Test and implement EIPro (early identification software)

Special Response and Counter-Terrorism

Priority Area	Key Focus
Build and support terrorism resilience	<ul style="list-style-type: none"> • Develop a Strategic Security Plan for Tasmania Police, including a framework to integrate existing policies, guidelines, security plans and training materials • Develop and deliver counter-terrorism awareness training to support the frontline • Promote counter-terrorism awareness through gap analysis, direct engagement and interoperability exercising
Emergency management	<ul style="list-style-type: none"> • Review State Control Centre arrangements to address sustainability and interoperability planning • Support establishment of a new State Control Centre • Develop a more structured approach to deriving the benefits from 'lessons learned' for Tasmania Police • Develop and publish an emergency management 'quick guide' for frontline responders
Build and support capability and capacity	<ul style="list-style-type: none"> • Continue to plan for implementation of a rapid response capability • Develop a Hostile Vehicle Mitigation policy • Implement a tiered response model for Major Event Support