



TASMANIA POLICE

Business Priorities 2021-22

DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT

Business Priorities 2021-22

Message from the Commissioner

The *Tasmania Police Business Priorities 2021-22* outlines both the principles and the specific deliverables underpinning the anticipated work of Tasmania Police for this period.

Our priorities align with the Department of Police, Fire and Emergency Management's overarching Future Focus Strategic Framework, and are focused on delivering against our four output groups: Public Safety, Crime, Traffic Policing and Emergency Management.

Tasmania Police acknowledges the important role it plays in the community; not only in relation to law enforcement but also in managing and coordinating broader emergency responses. Tasmania's response to COVID-19 will continue to be a major focus of Tasmania Police during 2021-22, with the overarching aim to keep our community safe.

Tasmania Police has been the fortunate recipient of recent Government investment, and 2021-22 will see us continuing these important projects, such as the second phase of *Project Unify*, the Large Vessel Replacement Program, and the Tasmanian Government Radio Network.

We will also continue enhancements to make our workplaces the best they can be, through implementing the findings from the independent review into wellbeing and workers' compensation frameworks, and through introducing key policies such as the Country Police Station Relief policy, Fatigue Management policy, and Safe Staffing numbers.

As is always the case, Tasmania Police could not deliver on these priorities but for our dedicated and professional workforce, and I thank them for their continued support into 2021-22.



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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

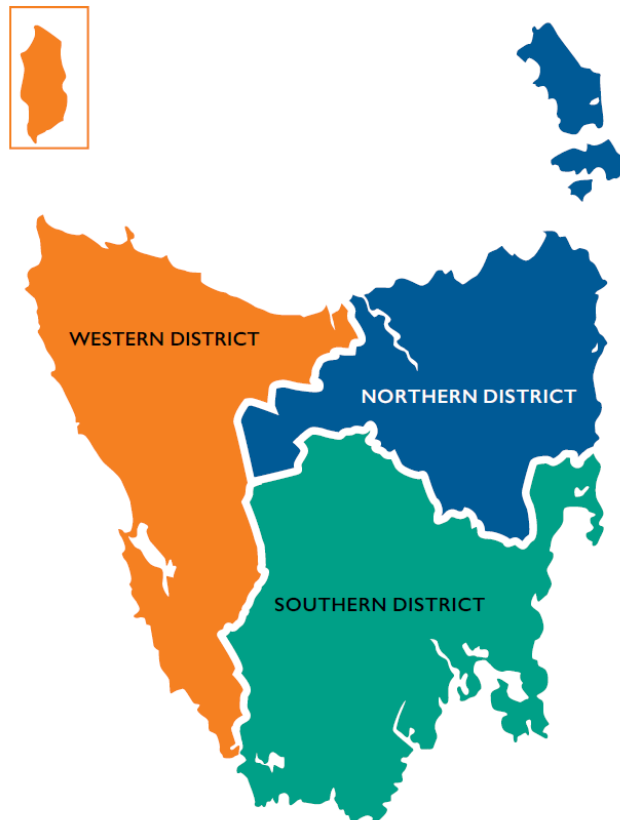
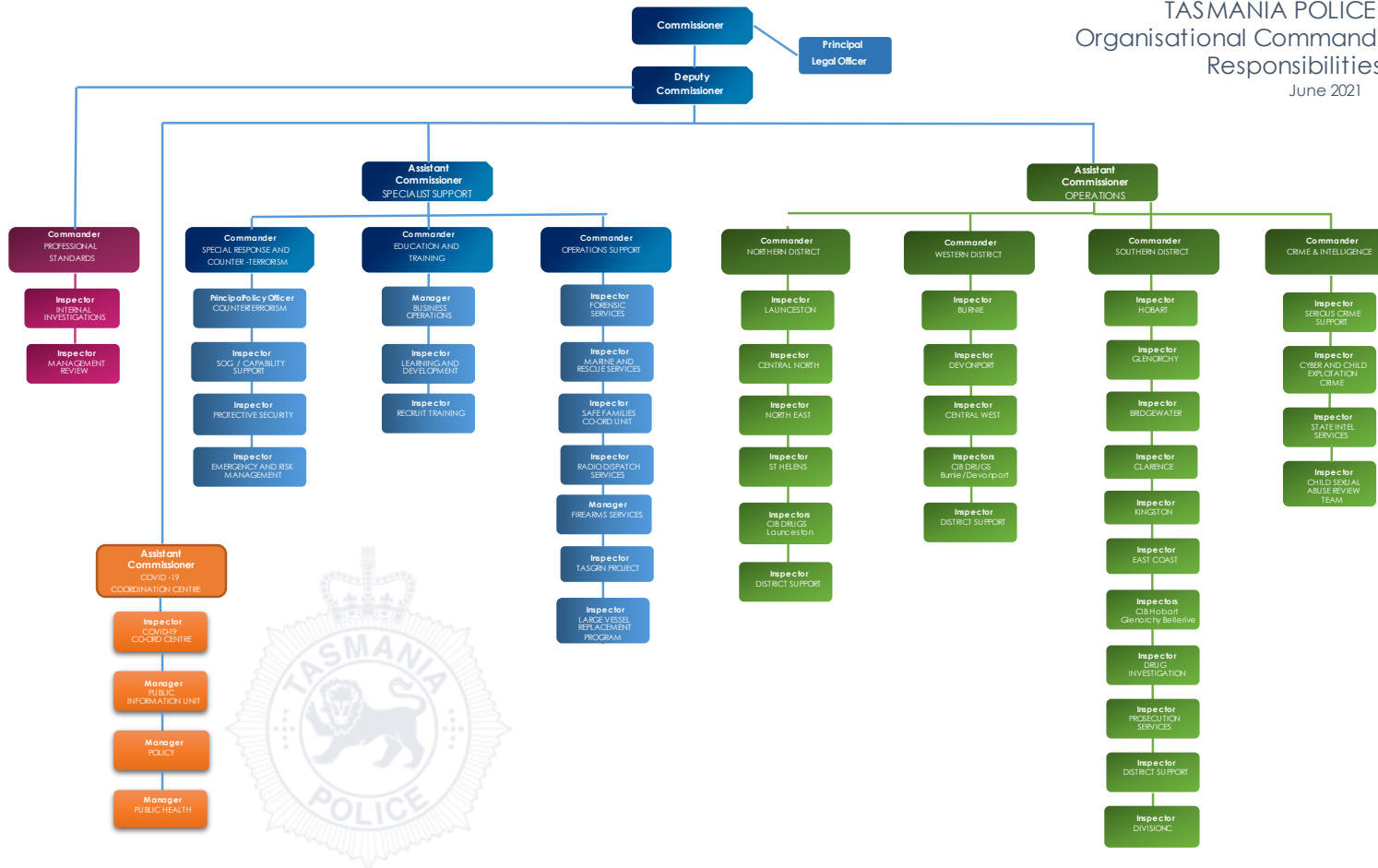


Figure 1: Map showing Tasmania Police Geographic Districts

Tasmania Police Organisation Chart

TASMANIA POLICE
Organisational Command
Responsibilities
June 2021



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 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

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 2021-22
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 eight key priorities for 2021-22 that are of strategic or whole of service significance.

Safe Staffing

Implement key policies regarding safe staffing numbers, fatigue management, and country station relief.

Work, Health and Safety (WHS)

Implement new governance arrangements and an agreed work plan.

Capital Infrastructure Program

Manage capital infrastructure projects that support the delivery of contemporary policing and emergency management services, including upgrades of the Launceston, St Helens, Bridgewater, New Norfolk, Longford, and Sorell Police Stations.

Wellbeing and Workers Compensation Review.

Implement recommendations arising from the independent review into wellbeing and workers compensation frameworks, as they relate to Tasmania Police.

Two-tier Policing Model

Development of a two-tier policing model and employment framework.

Commission of Inquiry into the Tasmanian Government Responses to Child Sexual Abuse in Institutional Settings

Support the Commission of Inquiry through the receipt of referrals and specialist advice where required.

Capability Review

Continue to progress recommendations arising from the Capability Review to address capability gaps.

Tasmanian Government Radio Network

Continue planning and business readiness activities in preparation for the transition to a new secure radio network.

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
Policing public spaces	<ul style="list-style-type: none"> Public place assaults Public order incidents Safety in public places
COVID-19 response	<ul style="list-style-type: none"> Gateway compliance Compliance checking

Output Group 2: Crime

Aim	To reduce crime
Priority Area	Key Focus
Victim crime	<ul style="list-style-type: none"> Person offences Assault Sexual assault Assault and sexual assault against children Child exploitation
Serious and organised crime	<ul style="list-style-type: none"> Serious crime offences Incidents involving firearm use Serious Drug offenders
Family violence	<ul style="list-style-type: none"> Family violence arrests Family violence response Priority family violence perpetrators
Volume crime	<ul style="list-style-type: none"> Home and business burglaries Motor vehicle crime

- Repeat 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"> • Develop and implement a new Tasmania Police Road Safety Strategy • Reduce serious and fatal crashes
High-risk road behaviour	<ul style="list-style-type: none"> • High-risk traffic offenders • 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"> • Ongoing review of the COVID-19 pandemic response • Continue to support the Whole of Government COVID-19 response. • Continue to lead the COVID-19 Coordination Centre.
Operational preparedness	<ul style="list-style-type: none"> • The undertaking of all-hazards emergency management exercises • Support the review of the <i>Emergency Management Act 2006</i>

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 1368 FTE by June 2022 and an additional 50 officers by 2025/26.• Review the recruitment selection process to ensure it is contemporary and prioritises applicant resilience.• Plan and implement a Northern based pilot satellite recruit course, attracting potential applicants from the North and West of the State.
Renegotiate UTAS Memorandum of Understanding	<ul style="list-style-type: none">• Negotiate a continuation of the Memorandum of Understanding with the University of Tasmania.
Professional development	<ul style="list-style-type: none">• Develop and deliver a process for the regular training and knowledge maintenance for senior managers.

Operations Support

Priority Area	Key Focus
Firearms licensing and registration	<ul style="list-style-type: none"> • Ensure appropriate structures in place to manage a firearms licencing peak year.
Helicopter Service	<ul style="list-style-type: none"> • Support project for future helicopter 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"> • Integration of Tasmanian Government Radio Network within Radio Dispatch Services
Safe Families Coordination Unit (SFCU)	<ul style="list-style-type: none"> • Complete a feasibility study for a Family Violence disclosure scheme in Tasmania
Tasmanian Government Radio Network (TasGRN)	<ul style="list-style-type: none"> • Actively participate in and support the business readiness activities of the TasGRN project
Forensic Register	<ul style="list-style-type: none"> • Progress the replacement of the Forensic Register in partnership with Forensic Science Service Tasmania.

Crime and Intelligence Command

Priority Area	Key Focus
Commission of Inquiry into the Tasmanian Government Responses to Child Sexual Abuse in Institutional Settings	<ul style="list-style-type: none"> Research and develop a best-practice model for the investigative approach to child sexual abuse matters.
Telecommunications Interception Compliance	<ul style="list-style-type: none"> Develop compliance driven guidance for staff with a view to improving transparency, accountability, responsiveness and self-evaluation in line with the requirements of the Office of the Commonwealth Ombudsman
Human Source Capability	<ul style="list-style-type: none"> Develop and implement a policy and procedure for the management of Human Source Capabilities.

Professional Standards

Priority Area	Key Focus
Abacus Procedure Review	<ul style="list-style-type: none"> Conduct the three (3) yearly review of Abacus Procedures (in accordance with section 15.8 of Abacus).
Surveys	<ul style="list-style-type: none"> Conduct surveys of complainants (from Abacus matters) in accordance with section 15.6.2 of Abacus. Conduct member surveys (from Abacus matters) in accordance with section 15.6.3 of Abacus.
Urgent Duty Driving and Pursuit	<ul style="list-style-type: none"> Consult and update the 'Urgent Duty Driving and Pursuit' content to ensure it is contemporary and provides adequate guidance to staff.
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 Intervention approach Test and implement EIPro (early intervention software) Transition responsibility to Wellbeing Support.

Special Response and Counter-Terrorism

Priority Area	Key Focus
Build and support terrorism resilience	<ul style="list-style-type: none">Promote counter-terrorism awareness through direct engagement and exercising with a view to lessons management.
Emergency management	<ul style="list-style-type: none">Support establishment of a new State Control Centre
Build and support capability and capacity	<ul style="list-style-type: none">Develop business model for management and deployment of fulltime Special Operations Group.