



TASMANIA POLICE STRATEGY

Our way forward

2023-2028



Introduction

What is the purpose of this document?

To outline the strategic direction for Tasmania Police over the next five years.

How is it structured?

	Purpose
Where we have been	A reflection on our strategic milestones over the past 50 years.
Where we are now	A snapshot of our current operating environment, our people and our challenges.
Where we want to be	An outline of our future. The key pillars of our strategy: <ul style="list-style-type: none">• our vision• our purpose• our values• our three priority areas – our community, our people and our business.
How we are going to get there	How we will implement and report against the strategy.



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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.



Foreword

_ from the Commissioner of Police

I am proud to release the *Tasmania Police Strategy – Our way forward 2023-2028*, which sets the direction for Tasmania Police over the next five years.

This strategy has been developed through robust discussions and collaboration across our Police Leadership Group, with valuable input from our Business and Executive Services colleagues.

The strategy outlines three priority areas: our **community**, our **people** and our **business**.

Our community is our highest priority. The strategy has been developed with a clear purpose to keep our community safe, and a vision to make Tasmania the safest place in Australia. We will build trust by increasing our engagement and targeting our operational response on activities that will keep our community safe.

We will prioritise our people and we are committed to a safe workplace, a positive culture, and to building capability. We want Tasmania Police to be an employer of choice.

We will focus on our business practices and making sure we do them well. We will prioritise continuous improvement, effective governance and accountability, and the management of our risks.

This is an exciting opportunity for Tasmania Police to get back to basics and focus on what matters – our community, our people and our business.

We look forward to listening, responding to feedback and working hard to keep our community safe as we implement the Strategy over the next five years.



Commissioner Adams

Where we have
been





Looking back

— how we have responded to change in the past

Throughout the development of the strategy, we reflected on our history and identified the times we have responded to change in the past.

We have responded to change by being proactive, innovative and working in collaboration with others.

The table below outlines some of our key strategic milestones over the past 50 years.

Reflecting on these milestones is important, as it demonstrates we can continue to be innovative and agile, influencing the direction of Tasmania Police into the future.

STRATEGIC MILESTONES OVER THE PAST 50 YEARS

1970s

- First welfare officer appointed.
- Opening of the Tasmania Police Academy.

1980s

- Establishment of Critical Incident Stress Management (CISM).
- Random Breath Testing introduced.

1990s

- Reduced hours (part-time policy) introduced.
- Establishment of first Gay and Lesbian Police Liaison Committee.

2000s

- Formal corporate performance reporting process commenced.
- Partnership with UTAS commenced to align police training with higher education.
- Safe at Home launched and Victim Safety Response Teams established.

2010s

- Mobility strategy with laptops introduced.
- Emergency Services Computer Aided Dispatch (ESCAD) introduced.
- 24/7 Integrated Wellbeing Support Team established.
- Multi-use Integrated Protection Vests and new operational uniform introduced.

2020s

- Mental health co-response team (PACER) established.
- First northern based recruit course.
- Tasmania Police has the highest percentage of police women compared to other Australian jurisdictions.

Future

We will continue to influence and create strategic milestones into the future. These milestones will occur in 2023:

- Opening of multidisciplinary sexual and family violence support centres (Arch Centres).
- Transition to the Tasmanian Government Radio Network.



Where we are
now



Our operating environment

Tasmania Police is an operational arm of the Department of Police, Fire and Emergency Management. We provide a responsive policing service to our Tasmanian community.

We have three geographic police commands that are responsible for frontline policing, and a number of specialist and support commands that provide statewide services.

Tasmania has a growing population of approximately 550,000 people.¹ Our state is geographically diverse, with a significant number of people living in rural and remote areas. To serve our community, we have police stations as far as Flinders and King islands to the north and Bruny Island to the south.

Policing is diverse and unpredictable. We need to be ready to respond to keep our community safe. Our primary responsibilities are centred on four key focus areas, outlined below.

1. Australian Bureau of Statistics (28 June 2022), Snapshot of Tasmania, ABS Website.

OUR EXISTING KEY FOCUS AREAS



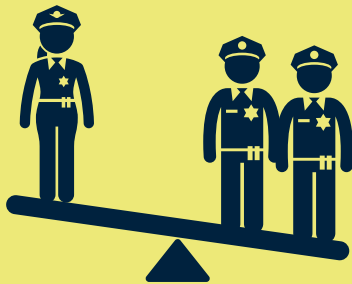
Our people

The below information provides a snapshot of our people in 2023. As at June 2023, we have:

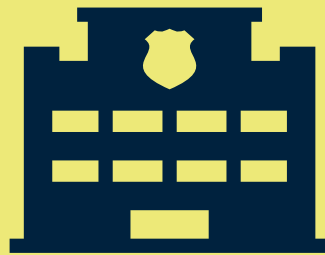
1383
police officers



499 female officers
884 male officers



Tasmania Police recognises the importance of gender diversity. We have an LGBTQIA+ Support Network and LGBTQIA+ Liaison Officers.



66 we work across
police stations

109 wellbeing support
and Critical Incident Stress
Management (CISM) peers,
including a number of retired officers.



10%
on flexible
work arrangements



180+

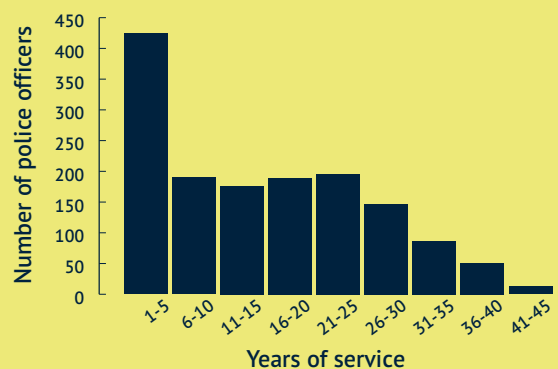
police with **degree level** and
above tertiary **qualifications**

150+ police with an in-service
Police Studies degree



560+

State Service employees that provide
enabling and supporting services
to Tasmania Police and the other operational arms.





Challenges

In 2023 and beyond we will continue to face a challenging and diverse environment.

We have considered these challenges in the development of our strategy for the next five years.

Technological advancements

- Rapid technological advancements mean that new crime types continually emerge.
- Detecting and responding to these crimes is challenging, as they can often originate outside of Tasmania, or even Australia.
- It is challenging for our small jurisdiction to maintain current capability and keep pace with emerging technology.



Our community is changing

- Tasmania's population is increasing, we have the highest proportion of people over the age of 65 in Australia (and this is expected to grow), and the proportion of our community that is born overseas has increased to 15%.
- These changes create different demands for our policing response.



Policing is a demanding career

- Policing is a diverse but demanding career. As first responders, police are often exposed to a range of stressful or confronting incidents.
- We are experiencing a shift in the career paths of our police officers, with a move away from long term career officers.



Challenges (continued)

Increased reporting of family and sexual violence

- Mechanisms such as the Commissions of Inquiry have increased the community's understanding of family and sexual violence.
- An increasing number of victim-survivors are disclosing their experiences to police, which is a very positive step.
- This increase in reporting requires additional police resourcing to investigate and respond.



Complex social issues

- Australia is experiencing a period of increasing economic pressure and the cost of living is rising. This is increasing complex social issues such as homelessness, mental health, alcohol and drug use. All of these things can impact offending behaviour. There are also changing social issues, including changes in youth offending.



Increasing accountability and expectations

- Our officers are responding to increasingly complex problems, such as family and sexual violence, which require multi-agency coordination and response. We know that our officers regularly provide support to other agencies, and as a 24/7 agency, it can feel to our members that we are a one stop shop.
- Police officers are entrusted with significant powers and we therefore operate in a highly regulated environment. Interactions are recorded on body worn cameras, and our actions are regularly scrutinised through the courts and other independent bodies.
- There is also increased scrutiny through traditional and social media, and the community have high expectations for the level of response they will receive.



Challenges will continue to emerge and change over time, and it is important that we monitor and are ready to respond to this.

A photograph of four police officers in uniform standing outdoors. The officers are arranged in two rows: two in the front and two in the back. They are all smiling and looking towards the camera. The background shows a grassy area and a building with blue vertical slats. A dark blue semi-transparent banner is overlaid across the middle of the image, containing the text "Where we want to be".

Where we
want to be





Our future

This strategy outlines our vision, our purpose, our values and the priorities we will focus on over the next five years.

OUR VISION: to be a trusted and responsive police service that makes Tasmania the safest place in Australia

Our community is central to our vision. Our vision requires us to build on our high levels of public trust, and continually assess and respond to our changing environment. If we can achieve this, our state can be the safest place in Australia.

OUR PURPOSE: to keep our community safe

It is important that we all understand and are committed to our purpose. Policing requires that we make decisions and respond to a diverse range of issues and incidents. Our purpose, keeping the community safe, should inform our planning and response to every situation.

OUR VALUES: how we will operate

Leadership and teamwork are the foundation of our organisational values, with the courage to hold each other to account.

Our values guide our behaviour with each other and the community we serve.

- **Accountability:** We are accountable for what we do and how we do it. *We reflect and learn.*
- **Integrity:** We are professional, honest, and ethical in our conduct. *We do the right thing.*
- **Respect:** We value contribution and diversity – irrespective of role or status. *We treat people with respect.*
- **Support:** We are committed to supporting others. *We listen and respond.*

OUR PRIORITIES

Our existing key focus areas (public safety, crime, traffic policing and emergency management) will continue to be our core business.

We have developed three priority areas that we will focus on over the next five years. These priority areas are critical to achieving our vision of being the safest place in Australia.

caption

Our
people

Our
community

Our
business



Our community

_ our highest priority

Keeping our community safe is the primary purpose of Tasmania Police.

The Tasmanian community is at the centre of everything we do.

Our objective

To maintain the trust of our community and keep them safe.

Our focus – *how we will achieve our objective*

- **Target our operational response**
Ensure that our operational response remains focussed on the activities that will keep our community safe, and the issues that matter to them. To do this we need to be proactive and understand what matters to our community. It is important that we are responsive to community feedback, as it may change over time.
- **Engagement and reassurance**
We will increase our engagement with our community, particularly with our diverse and vulnerable groups. Engagement will help us build trust. We need to regularly provide our community with reassurance that they are safe. Proactive communication and high visibility strategies are key. It is important that we communicate and promote what we do, but also be clear to our stakeholders on what we do not do.

Our enabler – partnerships

Policing that keeps our community safe requires partnership approaches. We will build on existing partnerships and create new ones to help us collaborate with our key stakeholders and increase engagement with our community.



Our people

_ why this is a priority

Tasmania Police's most important asset is our people. It is our people who respond to our community 24 hours a day, 365 days a year, to make sure they feel safe and are safe.

Our objective

An environment that enhances Tasmania Police as an employer of choice.

Our focus – *how we will achieve our objective*

- **A safe workplace**
We will continue to develop a safe model of policing, allowing us to protect our people, whilst also keeping the community safe. Prioritising the wellbeing and resilience of our people is critical to creating a safe workplace.
- **Positive culture**
We will focus on building a positive culture. We need to make sure that our people feel valued and supported. We will do this in a number of ways including listening and engaging with our people, and exploring opportunities to increase flexibility. We will embed our values and behaviours so there are clear expectations, and because we want to have a workforce that reflects our community, we will promote diversity and inclusion.
- **Build capability**
It is important we continue to develop our people. We will consider ways to enhance our capability and leadership at all levels, and make sure that we have the right training and tools to be operationally ready.

Our enabler – leadership

Leadership is critical to enable Tasmania Police to be an employer of choice. For our leadership to be effective we must identify and support our emerging leaders as they are the future of our organisation.



Search and rescue training

Our business

_ why this is a priority

Our business practices support everything that we do as police officers and are critical to the effective operation of Tasmania Police.

Our objective

To continually build robust and responsive business practices.

Our focus – *how we will achieve our objective*

- **Continuous improvement**
We will look for ways to improve and be innovative in our business practices. We will continue to focus on learning, and have a renewed focus on monitoring our effectiveness and responding to issues through the development of practical solutions.
- **Governance and accountability**
We need to be accountable for our actions and foster a culture that supports that. We will further consider and embed the most effective governance and accountability mechanisms for Tasmania Police.
- **Managing our risks**
Risks are inherent in every business. It is how we manage our risks that influences the outcome. We must be proactive in assessing and mitigating risks, and make sure that we learn from our experiences.

Our enablers – information, systems and technology

The way we do our business is enabled by information, systems and technology. Managing and sharing our information is increasingly important to achieving effective outcomes. We must continue to assess whether we are operating in the most efficient way.



Hobart radio room

how

we are going to
get there





Actions and reporting

This strategy provides the framework for action over the next five years. It will be implemented through annual action plans and a reporting framework, allowing us to be agile in our implementation.

Our actions

Every year we will develop actions against the three priority areas – our community, our people and our business.

These actions will drive us towards our objectives in each of our priority areas, and collectively, achieve our vision of being a trusted and responsive police service that makes Tasmania the safest place in Australia.

Our reporting

Our progress will be measured by a reporting framework that will focus our effort on the three priority areas – our community, our people and our business.

We will develop indicators for each of our priority areas. This will enable us to identify, prevent and respond to issues or trends as they arise.

It is important that we are responsive and adapt our reporting to reflect what matters to our community. Our indicators will change over time to reflect this.

HOW THIS LINKS TOGETHER

Tasmania Police Strategy
Our way forward: 2023-2028

This sets the direction for the next five years.

Every year we will develop:

- **strategic priorities** – these will be significant or whole of service priorities, which may require collaboration from a number of areas.
- **operational actions** – these will be specific to individual commands.

This outlines how we will implement the strategy every year.

We will **regularly report** our progress with indicators against the three priority areas – our community, our people and our business.

This allows us to be responsive and keeps us accountable.



What does the strategy mean?

What it means for our police officers

The strategy means:

- **Our people** – you are a priority, and will be supported to do your best.
- **Our community** – they are the focus of everything we do.
- **Our business** – you have a role in helping our organisation be professional, accountable and always looking to improve.

It will take all of us working together to make this strategy successful.

What it means for our community

- You are our highest priority.
- We will target our operational response towards keeping you safe.
- We will engage with you, reassure you, and continue to look for ways to build trust.

We need our community to work with us. We will listen and respond to your feedback as we implement this strategy.



