

2012-2017



Strategic Direction



Department of Police and Emergency Management

^ Strategic Direction 2012-2017

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^ Purpose

The purpose of this Strategic Direction publication is to provide a longer-term strategy for the Department of Police and Emergency Management from 2012 to 2017, and beyond. The Strategic Direction document shows how each of the Department's strategic documents is linked to provide an overall picture and direction for our future service delivery to the Tasmanian community. These documents are:

- **Strategic Direction** which is a directive document setting the longer-term pathway for the organisation during the period 2012 to 2017 and beyond, and includes:
 - Aspirational Goals that go beyond the life of this Strategic Direction document, and
 - Strategic Intent which shows a commitment to building individual and organisational capacity over the next five years including the pursuit of specific long-term bodies of work to be undertaken during the life of the Strategic Direction document.
- **Guiding Principles** which are designed to shape the way we do business by focusing on values and leadership. It has no time limit.
- **Business Priorities** which outline the strategic priorities for a twelve-month period and are linked to each of the four Output Groups as well as operational and other priorities, to guide the delivery of our Vision and Mission.
 - **Action Plans** which detail how each Command or Business Unit will deliver on the Business Priorities for the twelve-month period.
- Performance documents which provide a range of performance measures and information:
 - *Corporate Performance Report* which reports on business information for an internal audience
 - *Budget Paper No 2, Police Chapter* which details information on the outputs delivered by the Department, and
 - *Annual Report* which showcases the year's activities and reports on the Department's performance.

^ Vision

The Vision of the Department of Police and Emergency Management is:

- ***A safe, secure and resilient Tasmania***

^ Mission

The Mission of the Department of Police and Emergency Management is:

- ***To deliver quality policing and emergency management services***

^ Organisational Profile

The Department of Police and Emergency Management (DPEM) consists of people, systems and resources that deliver policing and emergency management services on behalf of the Tasmanian Government. The Department comprises Tasmania Police, the State Emergency Service (SES), Forensic Science Service Tasmania (FSST) and the Tasmania Fire Service*.

Tasmania Police is comprised of four geographical police Districts, which are assisted by specialised support areas. SES consists of three regions and is supported by a State Headquarters. FSST provides a comprehensive range of forensic biology and chemistry services in Tasmania.

**This document does not include the Tasmania Fire Service as it produces its own Corporate Plan.*

^ Guiding Principles

Guiding Principles have been developed to shape our people's thinking and behaviours to achieve organisational goals. The establishment of the Guiding Principles will enhance DPEM's reputation as a progressive and inclusive organisation striving for success.

To meet DPEM's Vision of 'a safe, secure and resilient Tasmania' the Department will focus on the Values of **Integrity, Equity and Accountability**, as these provide a sound foundation for the types of ethical behaviour expected from our people. This behaviour will be demonstrated in our work, including when we deliver services to the community, and when interacting with each other.

To achieve the Department's Mission of providing a high-quality policing and emergency management service, strong leadership will be delivered at all levels of the organisation with an emphasis on **People, Innovation and Business**.

^ Aspirational Goals

Aspirational Goals have been identified to provide a long-term strategic vision of DPEM's business beyond the pursuit of this Strategic Direction document. The Department will aim for:

- Goal 1:** A values-based organisation, which embraces the Values of Integrity, Equity and Accountability to influence what we do, what we say and how we do our business, rather than an over-reliance on rules.
- Goal 2:** An organisation that strives for community satisfaction when delivering its services through its professionalism, responsiveness and commitment to the community.
- Goal 3:** A high-quality policing and emergency management organisation, capable of matching the skills, competence and contemporary technological and procedural advancements that exist within modern policing and emergency services.
- Goal 4:** A fully integrated and interoperable environment that facilitates a seamless acquisition of, and provision of, information through innovative and/or technological systems and reforms.
- Goal 5:** A scalable and flexible organisation, capable of forecasting opportunities and threats, while meeting the challenges of responding to changing financial, social and political environments.

^ Strategic Output Groups

DPEM will deliver its services through the four Output Groups as outlined in the annual Business Priorities document, and in line with the Government Business Cycle. Each of the following Output Groups has a specific aim, priorities and performance measures to indicate progress towards realising our business priorities:

- Output Group 1 > Public Safety
- Output Group 2 > Crime
- Output Group 3 > Traffic Policing, and
- Output Group 4 > Emergency Management.

The operational delivery of the services that are included within each Output Group are reflected in the Command or Business Unit Action Plans.

^ Strategic Intent (focusing on People, Innovation and Business)

The Department is committed to building individual and organisational capacity in order to provide high-quality services to the Tasmanian community. DPEM will build this capacity by delivering strong leadership at all levels of the organisation through an emphasis on **People**, **Innovation** and **Business** in order to confront future challenges and opportunities.

PEOPLE

DPEM is committed to serving the people of Tasmania in the most efficient and effective manner. To this extent, the use of innovation and sound business practices is crucial to the provision of quality services, particularly given the budget challenges currently facing the State.

The deployment of the right resources in the right place at the right time is fundamental to high-visibility policing. The challenges of a reduced budget make it even more vital to ensure that we have well-trained, well-equipped and well-accommodated people in the areas most in need.

The continued refinement, implementation and monitoring of the Department's People Plan and Strategic Asset Management Plan (SAMP) will assist in ensuring that our people are best-placed to serve the community's needs.

INNOVATION

The use of technology is becoming more widespread in the modern Emergency Services sector. The ability of this Department to identify and use developments in science and technology to improve service delivery is a key strategic focus for the organisation.

The modernisation of the Department's information technology infrastructure will present opportunities to make information more accessible to our customers and also within the organisation. With greater accessibility comes the challenge of ensuring that the appropriate mechanisms are in place so that information is accurate and secure and meets performance expectations. This will become a strategic focus in our approach to information management.

We will continue to encourage our people to think laterally through the identification of innovative approaches to the way we do our business and how we support the community. This 'can do' philosophy should be embraced at all levels of the organisation.

BUSINESS

DPEM will continue to explore opportunities to develop business models which best support the provision of front-line service delivery in the most efficient and effective means. We will embrace the opportunity to collaborate and maximise possibilities at a whole-of-government level, particularly in the areas of business process and information management to assist in meeting budgetary challenges.

We recognise the need to ensure that support services are delivered to the emergency services sector in the most efficient manner, in order to make sure that wherever possible, funds are provided for the delivery of front-line services.

The opportunities for collaboration and integration with local government, the broader emergency services sector, members of the criminal justice system and national partners will continue to be explored and implemented where appropriate.

^ Organisational Performance

- Report on Government Services - a national report which helps to inform improvements to the effectiveness and efficiency of government services.
- *National Survey of Community Satisfaction with Policing* - an independent survey about perceptions of safety in the home and local community, and about our policing service.
- *Tasmania Together* - a long-term vision for Tasmania which includes a comprehensive framework for achieving the aspirations of the Tasmanian community.
- *Budget Paper No 2 - Government Services Volume 2, Department of Police and Emergency Management Chapter* which details information on the outputs delivered by the Department.
- Organisational Performance Reporting - internal performance reporting processes.
- Annual Report - reports on Business Priorities and performance against budget.

^ Internal Corporate Documents

- *People Plan 2012 - 2015*
- *Tasmania Police Capability Profiles*
- Organisational Communications Model

Corporate Linkages - Hierarchy of Planning Documents

Directions in Australia and New Zealand Policing 2012-2017



This document provides a set of principles to guide all policing activities and four directions that focus on communities, crime, safety and resources. Together they provide policing organisations with leadership, support and guidance in order to preserve community safety and security.

Tasmania Together



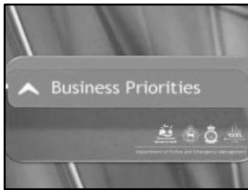
This document is a long-term plan for Tasmania, with *confident and safe communities* identified by Tasmanians as an important goal.

Strategic Directions



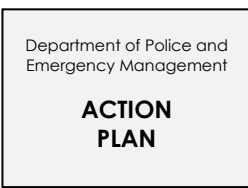
This document provides a longer-term strategic direction for the organisation from 2012-2017, and beyond.

Business Priorities



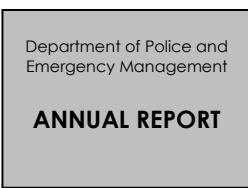
This document outlines the strategic priorities for the twelve-month period.

Action Plan



This document sets out in detail how each Command and Business Unit will deliver on the Business Priorities for the twelve-month period.

Annual Report



This document showcases the year's activities and reports on the Department's performance.

Guiding Principles



This document shapes the way we do business by focusing on values and leadership.

