



## **Annual Report 1997 - 1998**

*Department of Police and Public Safety*



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## **Secretary's Foreword**

The year in review proved to be a dynamic and productive one in which significant internal reform was achieved. As outlined in the Business Plan last year, the department identified a number of priorities aimed at improving service delivery and raising the profile of policing in the community.

A number of major infrastructural changes planned in the previous financial year were substantially completed. The building of the statewide police call centre, continued rollout of personal computers with standardised software to stations and the phased implementation of a new mobile radio system have already had a major impact on operational policing effectiveness.

The Customer Service Charter was completed and promoted throughout the agency. The Crime Prevention and Community Safety Council has commenced a number of community-based research projects including a pilot project to reduce the incidence of repeat burglary victimisation and involvement in the national Fear of Crime Project.

The department has been very successful over the past year in promoting legislative reform. New legislation in relation to illegal drug use, telecommunication interception powers, witness protection and dangerous weapons has been proposed that has the capacity to enhance operational policing and strengthen our capacity to solve crime. Under consideration is a new Police Act, to replace the Police Regulation Act of 1898, which is designed to reflect modern management practices as well as a partnership approach to law and order and community safety.

Crime, particularly property crime, continues to be a major source of concern to me, and I remain determined to reduce the number of burglary/stealing offences recorded as well as improving the clear up-rate for those offence types.

A restructuring and refocusing of regional criminal investigation branches commenced in 1997 has resulted in a significant improvement in crime clear-up rates. I am convinced that we can continue this improvement in crime-clear up rates and, even more importantly, reduce the rate of crime. An integrated approach to crime management is presently being developed that focuses equally on proactive crime reduction strategies, as well as investigative aspects of crime detection. It is planned to trial this model during the latter part of 1998.

Despite a recent increase in the number of fatalities on our roads, Tasmania still has one of the lowest figures in Australia for fatal and serious road injury rates. The department's road safety campaigns - speed camera, random breath testing and targeted patrols - may have led to comment in the media, but the five-year trends indicate that Tasmania has achieved the most significant results of all the police jurisdictions.

The strategic partnership between the department and the Motor Accident Insurance Board (MAIB) continued and funds provided by MAIB were used to strengthen road safety and enforcement strategies.

During the first part of the year, forest protests and the national waterside industrial disputes placed additional demands on both staff and the department's budget. A reprioritisation of funding ensured that the quality of police service to the community was maintained.

Relationships between the Ombudsman and my office that were initially troubled in 1997 improved substantially during 1998. I found it necessary to take issue with the quality and content of a report by the Ombudsman. Following discussions, this matter was resolved in a mutually satisfactory manner. Internal investigative protocols have recently been implemented which will strengthen this collaboration, and relationships between our offices have returned to their previous high standard.

The year was free of major disasters leading to loss of life. However, State Emergency Service volunteers again provided excellent support to communities during times of storm and flood. Their professionalism in road accident rescue resulted in a number of lives being saved and I acknowledge their care, dedication and great skill in this area.

I again take this opportunity to thank all staff, sworn members, State Servants and State Emergency Service personnel, for their commitment, hard work and support during the year.

Each year the Council of Australian Government publishes its *Report on Government Services*. Last year's report revealed that Tasmania had achieved the best long-term results in reducing road accidents and injury, had the lowest level of crimes against the person, and was the most cost-effective jurisdiction in terms of the direct cost of policing.

National community perception surveys revealed that Tasmanians still believe this State to be the safest one in which to live and work and over 80 percent of the respondents surveyed indicated that they were very satisfied with their police. These results should provide a great sense of satisfaction for members of this department and the community alike.

As we plan for our centenary next year, I take great pride in the achievements of our organisation and its standing in the community. 1999 promises to be a special year and I anticipate strong community involvement and interaction as we celebrate 100 years of policing in Tasmania.

**Richard McCreadie**  
Commissioner of Police  
Secretary  
Department of Police and Public Safety

# **TASMANIA POLICE**

## **Strategic Management Structures**

### **Corporate Management Group (CMG)**

The CMG comprises the four Commissioners and the Director, Administration. It determines departmental directions, provides advice to the Minister for Police and Public Safety and acts as a corporate board to which senior police and state service managers report and are accountable.

### **Senior Executive Officers Group (SEO)**

The SEO comprises the Commissioners, the Director, Administration and Superintendents from each operational and support command. This is a consultative body whereby senior officers discuss contemporary policing issues.

### **Information Management Board (IMB)**

The IMB comprises senior officers from executive, operational and technical areas. It provides strategic direction for the corporate information needs of the department.

## **Geographic Districts**

Tasmania Police comprises four geographical districts - Northern, Southern, Eastern, and Western - with each of these divided into Divisions. Superintendents in each of these Districts have responsibility for the delivery of policing services to their respective communities and, as part of the department's requirement for increased accountability, have assumed greater control over a range of financial management, personnel and administrative areas. Police divisions are closely aligned with local government boundaries and senior police in these commands have a responsibility to develop a close working relationship with local government, businesses and community groups.

## **Support Services**

### **Operations Support**

Operations Support contains a number of specialist policing functions that provide a statewide support to regional policing services. Among these are Marine and Rescue operations, Information Bureau services, Forensic and Crime Scene Investigation services, Protective Security, Traffic Liaison, the Physical Surveillance and Technical Support Units, Communication Operations and the Police Call Centre.

## **Executive Support**

Executive Support comprises Policy and Standards, Crime Policy, Secretariat, Project Baton, Planning and Research, Freedom of Information, Drug Policy and the Crime Prevention and Community Safety Council, and provides an advisory and research facility for executive management.

## **Human Resources**

Human Resources comprises Recruitment, Training and Development, Human Resource Operations and Police Personnel. It integrates policy and processes and provides a support structure for sworn and unsworn members of the department.

## **Internal Investigations**

Internal Investigations has statewide responsibility for the investigation of serious complaints against police officers and the oversight of customer service complaints. The Director of Public Prosecutions provides advice and support to the internal review process. Protocols are in place which give the Ombudsman a responsibility in certain types of investigations.

## **Administration**

Administration supports police services through the development and implementation of best management practices in physical, financial and information management. It incorporates Legal Services, Information Technology, Management Review, Financial Management and Fleet Services, Records Management, Asset Management and Property, and Workers' Compensation Claims Management.

# **STATE EMERGENCY SERVICE**

The State Emergency Service (SES) is part of the Department of Police and Public Safety and operates under provisions of the Tasmanian Emergency Services Act 1976. The SES is responsible for the adequate preparedness of Tasmania in the event of an emergency or act of aggression (civil defence). The SES comprises a State Headquarters and three regional centres.

## **State Headquarters**

The Operations Branch has the responsibility for operational policy and procedures and general administration of the service. Included are the responsibilities for nuclear-powered warship visits, maintenance and equipping of the volunteer units and budget allocations.

The Training Branch is responsible for the provision of training material and courses for the volunteer element of the Service and public education. The Training Branch is also responsible for the administration of emergency management courses currently being conducted through the Charles Sturt University.

The Planning Branch is responsible for the provision of advice in emergency management planning by State, local council and major industrial groups, and the coordination of statutory services emergency management planning.

## **Regions**

There are three regions, north, north-west and south, each staffed by a regional manager and an assistant regional officer who are responsible for the management of the regional emergency management arrangements and for the general administration of the volunteer units within the region.

## **Overview**

### **Diversion Projects**

The department is presently reviewing its policy of providing young people with an alternative to the formal judicial process in an attempt to ensure that greater numbers of offenders receive a caution or are conferenced.

Preparation is well advanced to introduce additional cautioning trials for motorists who commit minor traffic offences and to cannabis users who are found in possession of small amounts of cannabis for personal use.

The department recognises that cautioning motorists who commit minor traffic offences is both an educative and deterrent process as well as a viable alternative to prosecution.

Likewise, the issuing of a caution to cannabis users aims to prevent stigmatisation and so-called criminalisation of young offenders, whilst at the same time reinforcing the illegality of behaviour. The cautioning process also involves providing offenders with current information about the health and legal ramifications of cannabis use.

### **Business Process Improvement**

Three major projects that will greatly benefit operational policing are nearing completion. These are:

- the Police Call Centre which allows operational police to report crime information from the field and uses a data entry centre with browser technology to record and transfer data;
- the replacement of the mobile radio network and integration of communications into a central area; and
- the standardisation of a computer environment across all police stations allowing for greater flexibility in sharing information.

The benefits of the Police Call Centre are numerous and include:

- eliminating the need for officers to return to the station to produce a report, thus creating more operational time for officers;
- providing statewide access to all information immediately after the complaint has come to the attention of police;
- ensuring complete, accurate and standardised collection of information across all Districts;
- enhancing customer service by initiating crime reports at the scene of the crime;
- providing an effective tool for the allocation and management of offences to criminal investigators;
- allowing for a detailed search of all crime information, enhancing criminal investigations involving multiple offences; and
- providing an efficient mechanism for deriving crime statistics.



The outcomes of the Mobile Radio Project include the provision of:

- a radio network which provides greater coverage than the existing radio network and digital security for major metropolitan areas;
- a hand-held radio for every operational, on-duty police officer;
- a combined Communications Centre in Hobart resulting in lower maintenance costs, improved standards and procedures and the elimination of duplication in infrastructure and management; and
- improved services to the public and a safer working environment for police.

The project was commissioned in the Northern District in March and will be completed in August 1998 when Western District comes on line.

The standardisation of a computer environment across all police stations is a long-term project. The department now leases all computers, thus ensuring that all new machines are contemporary. Obsolete computers are gradually being replaced.

These initiatives will result in significant changes to the operational practices of police and their success will be largely reliant on a high level of acceptance and commitment from operational police. To facilitate the changes a specific change management strategy was employed. Change agents were trained and these liaised with local staff to gather any positive or negative feedback in relation to the proposed changes. The success of the radio and call centre projects indicates the effectiveness of developing such a change management framework.

## **Crime Prevention and Community Safety Council**

In response to the Tasmania Police and Criminal Justice Strategies recommendations to expand existing approaches to crime control to focus on crime prevention, a Tasmanian Crime Prevention and Community Safety Council was officially launched in January 1998. "Community Safety" was included in the title to reflect a broader role for the Council in addressing both crime prevention and community safety issues in Tasmania.

The Commonwealth Government's National Campaign Against Violence and Crime (NCAVAC) 'crime prevention capacity building' funding of \$100,000 was used to establish a Secretariat to provide administrative and research support to the Crime Prevention and Community Safety Council.

The Council consists of eleven members with four heads of Agencies and a Deputy Secretary (Police, Justice, Education, Community and Health Services, and Premier and Cabinet) and six community representatives representing youth, local government, Neighbourhood Watch, business, insurance council and sexual assault services. The Commissioner of Police chairs the Council and staff from Executive Support comprise the Secretariat and provide research capability.

The Crime Prevention and Community Safety Council is focusing on developing a range of strategic partnerships between government (state and local) and community-based organisations to address crime prevention and community safety issues.

Current projects include:

- a repeat burglary victimisation project currently being trialled in Launceston in collaboration with Neighbourhood Watch;
- a state survey on the fear of crime;
- a regional crime and social factor analysis;
- an audit of government and non-government crime prevention programs; and
- a crime prevention strategy for business.

NCAVAC has also identified fear of crime as a priority for research and action. A two-stage national project was commenced with Tasmania chosen to be part of a pilot study to explore the ways in which people conceptualise and manage fear, especially in relation to the risk of becoming a victim.

The Council Secretariat has liaised closely with Tasmania's representative on the National Anti-Crime Strategy and key local government representatives to develop a proposal for a stage two pilot project to be implemented and evaluated in Tasmania.

## **Human Resource, Asset Management and Information Management Strategies**

Before proceeding to the Design and Implementation Stage of Project BATON, it was decided that a Strategic Framework was required for the department.

As a result, the following strategic plans were developed:

- Human Resource Management Plan;
- Asset Management Plan (Interim); and
- Information Resource Management Strategy.

The development of the Strategic HR plan has proceeded, focusing on an investment in people and processes for the future, in accordance with the department's vision of becoming a premier police organisation.

The areas involved are:

- recruitment and selection;
- performance management;
- culture;
- training and development; and
- Human Resources Operations.

These investments are aimed at introducing more professional staff and addressing issues associated with workers' compensation, separations, occupational health, safety and welfare and internal investigations.

Priority is being given to:

- performance management;
- human resources operations efficiencies; and
- Workers' compensation and occupational health, safety and welfare.

In April 1997 the department endorsed an Information Resources Management Strategy to improve the management of information resources within the department.

Recommendations included:

- upgrading the technology infrastructure;
- creating an Information Management Board;
- appointing a Chief Information Officer; and
- realigning the responsibilities of the Information Technology Branch.

Most of these recommendations were implemented during this financial year. Budgetary constraints meant that computer upgrades in some stations were deferred. It is anticipated that a standard desk-top environment and more flexible E mail facility will be made available during the 1998-99 financial year.

A revised Interim Asset Management Plan valid until 31 December 1998 was also completed and agreed to by government. The department has an opportunity to fund specified projects from the net proceeds of asset sales. In partnership with the Department of Treasury and Finance, the department realised significant benefits from its innovative approach to the management of assets and properties.

Government also approved the department applying the net proceeds of asset sales to the following projects:

- lease of new Marine Police premises;
- replacement of the Strahan Police Station;
- replacement of the Avoca Police Station;
- purchase of body armour and upgrade of firearms from 1997-98 to 1999-2000; and
- contribution to the Radio Project fit-out works.

## **Legislative Reform Program**

In keeping with the *Directions in Australasian Policing* recommendations for jurisdictions to actively promote legislative reform, the department continued a process of identification and instigation of appropriate reform.

Legislative proposals taken to government include:

### **Control of Weapons**

This provides for the regulation of possession, use and sale of controlled weapons, prohibited weapons and dangerous articles (that can be used as weapons).

### **Telecommunications (Interception)**

This provides for Tasmania Police to be declared an authorised agency under Commonwealth legislation, allowing police to intercept telephone communications.

## **Criminal Process (Identification and Search Procedures) - Amendment**

This provides for the fingerprinting of juveniles, (15-16 years old) who will be regarded as adults.

### **Witness Protection**

This provides protection for witnesses and police whistle-blowers.

Other legislative changes have been considered and researched, including:

- Police Service;
- Police Offences (Public Place) Liquor Regulations; and
- Summary Offences.

## **Resource Distribution Methodology Project**

In April 1998 the Department initiated a review of resources with the specific objectives of:

- establishing a model(s) for the effective and efficient deployment of resources (Police Officers, State Service staff, physical and financial) within the department;
- identifying opportunities for the implementation of efficiencies in work practices and processes; and
- determining a naming convention to ensure that units which perform the same function or functions within different Districts throughout the State have a common unit name.

A project team was subsequently formed to undertake the review.

The project's aim is to provide the required level of resources to meet the demands of each work area. This means effective and efficient deployment of officers to meet the demands of the community, and in particular:

- providing for rosters to be fully maintained, not only to meet demand but to provide for absences resulting from various types of leave, training and court duties;
- providing State Service support; and
- providing vehicles and other resource requirements.

The benefits from addressing demand levels in policing will flow onto State Service staff, resulting in a more equitable distribution of work.

Extensive consultation has occurred with departmental personnel and a draft report is in the process of being prepared.

## **Year 2000 planning**

The department initiated a review of its systems which have the potential to be affected by the 'year 2000 millennium bug'.

The department commenced its year 2000 computer project in mid-1997 with a hardware and software audit and a risk assessment. The highest risk systems included the new police radio network and its Command and Control System (CACs).

Whilst Ericsson has indicated that they will ensure compliance of the new police radio network, contingency plans may require the retention of part of the old network.

A testing and remedial action program of departmental systems is due for completion by mid-1999. The focus on the project is now centred on preparing internal police information technology and communication systems and developing contingency plans to prepare for possible problems in the community. The State Disaster Centre has completed a substantial study into the year 2000 date changeover and its potential affect on essential public safety services.

The State Emergency Service is planning to conduct workshops to discuss preparedness for the date changeover, identify possible major risks to the health and safety of the community and develop joint strategies to minimise these risks. These sessions will involve the emergency services, major utilities and local government.

The department has established a governance structure to manage this process in order to ensure that all critical systems are year 2000 compliant.

## **Service Tasmania**

The department has been closely involved in this government initiative. Service Tasmania shops are currently operating at Queenstown, Smithton and Hobart. Co-location for police has been confirmed for New Norfolk and Rosebery, with Ulverstone under consideration. The department has agreed to provide six (6) FTEs who are spread over 19 locations. Discussions are continuing with Service Tasmania over a number of additional locations and related staffing issues.

Technical and Business Evaluation Committees are examining a proposed Telstra Information Technology solution to manage inter-agency transactions.

## **Networking Tasmania Project (NTP)**

The NTP project was initiated by the Department of Premier and Cabinet to deliver a whole-of-government data communications network to be used by all agencies.

This department elected to be the last agency to migrate to NTP for both financial and technical reasons. Due to the dispersed nature of policing, many small sites require data services which, under the NTP proposal, will be more costly to provide than our current configuration. Also, the technical and configuration requirements are viewed by Telstra as being more complex than most other agencies. A delayed implementation has given some time to consider the implementation options and corresponding implications.

The department is presently preparing for a migration to NTP in July 1998.

## **Centenary Planning**

On 1 January 1999, Tasmania Police will celebrate one hundred years of service to the people of Tasmania. To mark this historic occasion, several spectacular events are being planned throughout the state, co-ordinated by the Centenary Celebrations Office.

Although the official date of celebration of one hundred years of service is 1 January, Tasmania Police has elected to wait until March to commence the festivities in order to maximise exposure by avoiding other major events in Hobart during January and February.

The events have been planned to demonstrate the wide range of activities undertaken by Tasmania Police, and the high degree of professionalism of its police officers in providing the best possible service to members of the community.

Events being planned for include:

- a two day police expo;
- a police tattoo and other significant activities (Launceston and Hobart);
- a mobile and interactive displays; and
- a centenary dinner.

Police bands and representatives from other jurisdictions will be in attendance.

## **National Commitments**

Participation in national police activities is vital to the development of unified approaches to policing for Australasia and provides new insights on initiatives which can be applied to Tasmania. These significant commitments are detailed below:

## **Australasian and South West Pacific Region Commissioners' Conference (ASWPRCC)**

This Conference is held on an annual basis to facilitate high level cooperation and understanding of issues faced by police jurisdictions on a regional, national and local level. The Conference provides an invaluable opportunity to coordinate policing activities and strategies for the benefit of all jurisdictions in Australasia and the South West Pacific region.

Victoria hosted the 1998 Conference in Melbourne. The theme of the Conference was *"Strengthening Community Confidence in Policing"*.

With the increasing levels of accountability in government services and the high level of community expectations for policing services nation-wide, this Conference provided a valuable opportunity to discuss the issues pertinent to all jurisdictions and to progress strategies on a national and regional basis.

## **Australasian Crime Conference**

The Australasian Crime Conference and Seminar is held annually in one jurisdiction on a rotational basis. This year the Conference was held in Brisbane. The Conference covered a broad spectrum of topics relating to crime and criminal activity. Those relevant to this jurisdiction have been acted upon in terms of enhanced strategies.

## **Ministerial Council on the Administration of Justice (Australasian Police Ministers' Council - APMC)**

The APMC is held twice yearly with the Chairmanship changing on a rotational basis. The APMC provides a forum for Ministers for Police and the Federal Justice Office to meet and discuss issues having cross-jurisdictional requirements or implications.

The Council also promotes a coordinated national response to law enforcement issues.

Items discussed included:

- national firearms control;
- directions in Australasian policing,
- national road safety, alcohol and violence strategy;
- national domestic violence forum recommendations;
- national drug strategy issues;
- national extradition costs; and
- access to confidential information.

## **Senior Officers' Group to the APMC (SOG)**

The SOG meetings are held twice a year prior to APMC meetings. The Senior Officers, consisting of all Police Commissioners and other senior officials, recommend the agenda and draft resolutions for APMC meetings, leaving the final decisions for the meeting to the Ministers.

Two SOG meetings were conducted, in Adelaide in September 1997 and in Wellington in April 1998. Agendas were agreed to by both Commissioners and Ministers and included items addressed in the APMC agendas.

## **National Drug Strategy**

The Ministerial Council on Drug Strategy (MCDS) provides the broad policy and direction in drug strategy.

The National Drug Strategy was developed to address alcohol and other drug problems on a national basis within an overall philosophy of reducing the harm associated with alcohol and other drugs.

A national Drug Strategy Committee (NDSC) was established, together with a number of expert working parties to examine issues, prepare papers and initiate action on a wide range of programs and projects. The NDS structure and process has been reviewed and a National Drug Strategy Framework developed. This incorporates the Prime Minister's National Illicit Drug Strategy overseen by the Australian National Council on Drugs, an advisory body of predominately non-government representatives. The Deputy Commissioner of Police has recently been appointed as the deputy chair of the NDSC. Under the reviewed structure, this body is now called the Inter-Government Committee on Drugs.

Programs and projects in which Tasmania Police has been involved this year are:

- policy guidelines for alcohol and substance use in the police workplace;
- reducing alcohol related harm in and around licensed premises;
- self administration overdose strategies to encourage contact with the Ambulance Service;
- national community-based approach to drug law enforcement;
- national education strategy on cannabis;
- illicit drugs reporting system;
- treatment options for opioid dependence; and
- national supply reduction strategy for heroin and a national supply reduction strategy for drugs other than heroin.

At the state level, senior officers from the Departments of Community and Health Services, Police and Public Safety, and Education, Community and Cultural Development form an Inter-departmental Committee that oversees the implementation of the state Drug Strategic Plan. A co-ordination committee of government and non-government representatives provides practical advice from the sector to the Inter-departmental Committee.



# **National Common Police Services**

There are six National Common Police Services currently functioning in Australia. The Common Services are each controlled by a Board of Management which includes Commissioners of Police. All jurisdictions are equal partners and contribute on a population basis to the funding of these common services, generally on a pro-rata basis.

The aim of all common services is to promote criminal intelligence gathering, police research, exchanges of information and training facilities for the benefit of all Australian police agencies.

The Common Police Services are:

## **Australian Bureau of Criminal Intelligence (ABCI)**

The functions of the ABCI include:

- the maintenance of a repository of criminal intelligence;
- the preparation, maintenance and distribution of intelligence relating to the movement of criminals or individuals involved in organised crime; and
- the analysis of intelligence reports and dissemination of such intelligence to all police services of Australia.

Tasmania has police representation on full-time secondment to the ABCI working at central ABCI Headquarters in Canberra. Attachments are usually for a period of two years.

Projects currently being undertaken which are particularly relevant include:

- the creation of a National Missing Persons Unit;
- the development of the criminal investigative analysis system; and
- the establishment of an Australian Violent Crime Analysis Centre.

## **National Exchange of Police Information (NEPI)**

NEPI was established to:

- coordinate and oversee arrangements for the electronic exchange of information on a national basis;
- facilitate the lawful access to information held by each jurisdiction for law enforcement purposes in Australia; and
- operate a centralised information exchange system.

One of the major police information systems managed by the NEPI Support Unit is the National Automated Fingerprint Identification System (NAFIS), which provides a central fingerprint data repository for all states and territories. Tasmania remains at the forefront of latent fingerprint identifications in Australia using NAFIS with the highest ratio of crime scene fingerprint identification in the nation.

Major developments by NEPI in the past year include:

- structured review of the Support Unit;
- policy development for supply of information to external agencies;
- National Vehicles of Interest Business Case;
- implementation of Stage 2 of the National Firearms Licensing and Registration System;
- preparation of a business case for NAFIS replacement/upgrade; and
- DNA database.

## **National Crime Statistics Unit (NCSU)**

The role of the NCSU is to initiate, coordinate and oversee the development, production and publication of national uniform crime statistics.

The Unit was established in 1990 within the Australian Bureau of Statistics (ABS) and forms part of the National Centre for Crime and Justice Statistics which was established in early 1996. The Centre also comprises the National Criminal Courts Statistics Unit and the National Corrective Services Statistics Unit.

The main function of the NCSU is the production of comparable national crime statistics across jurisdictions. These are compiled according to national standards and classifications developed by the NCSU. The ABS publishes national crime statistics annually.

All police jurisdictions, as well as an advisory group of expert users and a board of management, including the Commissioner of Police and other senior officers of the Commonwealth and State Governments, are involved in the process.

The NCSU is jointly funded by the ABS, the Commonwealth Attorney-General's Department and State and Territory police.

## **National Institute of Forensic Science (NIFS)**

NIFS is based in Victoria and its functions include:

- sponsoring and supporting research in forensic science of common interest to law enforcement agencies;
- gathering and exchanging forensic information; and
- co-ordinating training programs.

This year, NIFS sponsored and coordinated a number of forensic science projects and related matters, many of which were of a collaborative nature between forensic practitioners in scientific and academic communities.

## **National Police Research Unit (NPRU)**

Functions of the NPRU include:

- liaison with all participating police agencies to coordinate, stimulate or sponsor research programs or projects concerned with policing and to disseminate the results to each Agency; and
- undertaking any research allocated by the Board of Control of the Australasian Police Ministers' Council.

The NPRU coordinated the activities of the police working party which is developing performance measures for Australian Police Services.

## **Australian Institute of Police Management (AIPM)**

The Australian Institute of Police Management situated at Manly, NSW, provides a training facility for commissioned officers of the Australasian police services. High-level management skills are developed and strengthened. A recent joint venture with the Charles Sturt University has led to the establishment of the Australian Graduate School of Police Management.

During 1997, the AIPM established the Peter McAulay Centre, the Australasian Centre for Police Management Research. This Centre was created in response to a corporate goal to position the Institute as a significant contributor to research relevant to the police profession.

The AIPM was accredited as a provider of vocational education programs. As a result, the Police Management Development Program will also be accredited with a Graduate Certificate in Applied Management.

The Australasian Police Educations Standards Council Inc (APESC) reports through the AIPM. The major activity for the APESC during 1998 was finalising specialist competency standards and a draft of the National Common Core Curriculum for police recruits and constables.

### ***Other National Policing Activities***

## **Standing Advisory Committee on Commonwealth-State Coordination for Protection Against Violence (SACPAV)**

SACPAV commenced in 1979 to ensure nation-wide readiness and cooperation in order to protect Australia from politically motivated violence, including anti-terrorist hijacking measures, and to provide VIP protection. It involves relevant Federal, State and Territorial government departments, police services and, when appropriate, the Defence Force.

As part of this program, Tasmania is required to maintain 30 fully trained police officers equipped to respond to any incident of politically motivated violence that may arise.

Members undergo regular training in the use of special equipment and participate in national exercises in order to validate their effectiveness. A national anti-terrorist exercise planned for August 1998 will test all aspects of Tasmania's preparedness to manage an anti-terrorist incident.

## **Inter-Government Committee / National Crime Authority(IGC/NC)**

The IGC/NCA was established as part of a broader Commonwealth-State arrangement aimed at improving co-operation and co-ordination between jurisdictions in response to an increase in organised crime.

The IGC is chaired by the Commonwealth Attorney-General with membership comprising police ministers from State and Territory Governments. At a strategic level, it establishes the broad overall priorities as well as monitoring progress of the National Crime Authority.

## **Police Commissioners' Policy Advisory Group (PCPAG)**

The PCPAG researches significant issues affecting police jurisdictions as well as identifying future trends and problems.

Police papers for discussion included:

- domestic violence;
- contingency extradition costs;
- draft exercise of police powers; and
- rationalisation of travel/conferences.

Tasmania Police makes a contribution to strategic assessments of:

- legislative initiatives;
- significant case law; and
- major policy issues and emerging operational concerns.

## **Australian Women in Policing Advisory Committee (AWIPAC)**

In 1996, the Australasian Police Minister's Council resolved to establish the Australasian Women in Policing Advisory Committee.

The role of the AWIPAC is to address various issues of concern to women in the police service, sworn and unsworn, drawing in advice from such areas as National Police Research Unit (NPRU), Australian Institute of Police Management (AIPM) and Australasian New Zealand Equal Opportunities Consultative Committee (ANZEOCC).

AWIPAC met this year in Wellington New Zealand where strategic issues were discussed.

A strategic assessment was prepared for the Commissioners of Police that identified current emerging issues for women in policing.

Significant issues include:

- recruitment and career development initiatives (EEO initiatives);
- initiatives in employment practices, (for example part-time job sharing);
- leadership trends;
- major judgement/cases affecting police women; and
- major legislative changes or initiatives.

## **National Police Ethnic Advisory Bureau (NPEAB)**

Although not a national common police service, NPEAB assists contributing agencies to develop a coordinated approach to the delivery of police services to a multi-cultural society.

During the year, national standards for cross-cultural awareness training were developed, together with national guidelines used in the descriptions of persons which police issue to the media.

In March 1998, Darwin hosted the regular meeting of the NPEAB. Following the meeting, an Ethnic Communities' Consultation Forum was held which gave various ethnic communities the opportunity to meet members of the Bureau and discuss issues and concerns with them.

There has been ongoing liaison and consultation between ethnic communities and the police Ethnic Liaison Officer, and several responses have been made to national surveys, including surveys conducted by the NPEAB.

## **Vision**

To be widely recognised as a  
premier police organisation

## **Mission**

To ensure that Tasmania is  
the safest state in the nation

# **Business Statement**

## **Values**

The values which are fundamental to the way in which all our members will conduct their duties are:

- honesty and a commitment to the highest levels of professional integrity;
- upholding the rule of law;
- preserving the rights and freedoms of individuals, and providing a service which is equitable to all members of the community;
- responsible exercise of authority;
- compassionate treatment of victims of crime and those in personal emergencies; and
- cooperating with the community in a sincere and courteous manner.

## **Guiding Principles**

Supporting our values are a number of principles which will guide the design and implementation of work processes:

- empowerment, that is, ensuring that front-line officers have the appropriate authority, accountability, tools and training to deliver professional services;
- physical, human, technological, information and financial resources developed in partnership with others;
- a community focus on understanding the community's needs, and reflecting those needs in the services we provide;
- building a flexible organisation to meet the changing needs of the communities we serve; and
- working in partnership with others to maximise the contribution of the Department of Police and Public Safety to ensure that Tasmania is the safest State in the nation.

## Strategic Directions

Key Thrusts	Actions
<p><b>Fully Integrated Community Network</b></p> <p>Become a full partner in a fully integrated community network.</p>	<ul style="list-style-type: none"> <li>• Define and incorporate within standard work practices its interactions with community groups and other key service providers.</li> <li>• Establish structured partnerships with community groups and service providers</li> </ul>
<p><b>Core Policing</b></p> <p>Focus sworn officers on enforcement of the law, crime prevention and the provision of other policing services which are appropriate to their powers and competencies.</p>	<ul style="list-style-type: none"> <li>• Maximise the involvement of other government agencies and community bodies to deliver non-core police services.</li> <li>• Maximise use of civilians on police-related services.</li> </ul>
<p><b>Operational Excellence</b></p> <p>Create an environment which delivers high value to the community through efficient and effective work processes.</p>	<ul style="list-style-type: none"> <li>• Maximise use of people, technology and infrastructure.</li> <li>• Empower front-line officers to respond appropriately to local needs and circumstances.</li> </ul>
<p><b>Organisational Learning</b></p> <p>Continually challenge and reshape its services and work practices to ensure they continue to meet community requirements.</p>	<ul style="list-style-type: none"> <li>• Establish a continuous improvement program.</li> <li>• Implement effective performance measurement and management.</li> <li>• Collect and manage information essential for delivery of police services.</li> <li>• Keep abreast of international best practices and innovations.</li> </ul>

## Outcomes

The following outcomes have been established to meet government expectations within resources provided:

- A safe, secure and well-ordered community;
- A reduced incidence of crime in the community;
- Safer road usage; and
- A police service that is accessible and responsive to the community.



## Output Groups

The department's Business Plan outlines a number of service delivery areas to enable the achievement of outcomes:

- Policing Support to the Community;
- Crime Detection and Investigation;
- Traffic Law Enforcement and Road Safety;
- Protection of Primary Industry and Fisheries Resources;
- Emergency Management;
- Support to Judicial Services; and
- Ministerial Support and Information Services.

The **Performance Improvement Program** aims to improve organisational accountability and effectiveness. This program focuses on:

- Resource Management - ensuring the best use of available resources; and
- Organisation - ensuring best practice is achieved against targeted benchmarks.

## Corporate Priorities

### **Increase clear-up rate by 3% for Offences Against Property and the Person**

Targets for clearing up Offences Against property and Persons were achieved, the result of a number of successful operations targeting property crimes as well as an overall increase in the productivity of the Criminal Investigation Branches statewide.

The clearance rate has increased in 1997-98 compared with the previous year by approximately three percent for both major offence categories.

### **Recruit suitability qualified police officers, with a preference for qualified young Tasmanians**

A total of 120 recruits from a diverse range of backgrounds and life experiences were recruited during the year. 80 percent of these were Tasmanians under the age of 25. An increasing number of applicants came from professional backgrounds, and indicated at interview that they were seeking a career change which offered variety and challenge.

## **Develop and implement an Aboriginal Strategic Plan in consultation with the Aboriginal community**

Following wide consultation with the Tasmanian Aboriginal community, an Aboriginal Strategic Plan has been finalised. The plan seeks to build on the experiences of the community and commits the department to identify ways in which support can be given to the Aboriginal community in enhancing recognition of the rights of Australian indigenous people.

Police will continue to be exposed to cross-cultural training and to have a duty of care to those Aboriginal people who are considered to be at greatest risk. The Department is also committed to ensuring that Aborigines are appropriately represented in police recruiting and welfare matters.

## **Establish Southern District as a model for best practice policing**

During the year Southern District trialed a number of initiatives including:

- a repeat offender taskforce;
- cautioning of motorists for minor traffic offences; and
- a policing in schools program.

## **Research and prepare a new Policing Act appropriate to the needs of contemporary policing organisation**

Research is well under way to prepare new legislation to replace the Police Regulation Act 1898. External enquiries in other jurisdictions have highlighted the ineffectiveness of traditional management approaches. The department is committed to a modern management philosophy that is reflective of its guiding principles of empowerment, community focus, building a flexible organisation, the efficient and effective use of resources and working in partnership with others.

## **Progress the implementation of the Information Resource Management Strategy**

The department has endorsed an Information Resource Management Strategy to improve the management of information resources within the department.

The major recommendations of the strategy include:

- an upgrade of technology infrastructure in police stations throughout the state;
- the creation of an Information Management Board to provide strategic direction to the department;
- the appointment of a Chief Information Officer to assume responsibility of the information management function; and
- the realignment of responsibilities of the Information Technology Branch.

## **Implement approved elements of the Human Resource Plan**

The main focus of the Human Resources Plan is to introduce strategies to ensure police officers are better equipped to effectively carry out their responsibilities.

Priority areas include:

- performance management;
- human resources operations efficiencies; and
- workers' compensation and occupational health, safety and welfare.

A national benchmarking exercise revealed that Tasmania has the lowest sick leave level of all national police agencies. The Department has established a Staff Support Unit (psychologist, occupational health and safety co-ordinator and welfare officer) and a Workers' Compensation Claims Management Unit. Strategies developed by these groups have reduced the numbers of workers' compensation claims, as well as the number of days absent from work.

## **Develop and implement an appropriate intelligence model to support operational policing**

District Intelligence Offices have been established in each geographic District to support police in targeting crime 'hot-spots', to disseminate intelligence relative to crime trends and patterns, and to assess the effectiveness of patrol activity. Crime management strategies, based on an intelligence driven model, are presently the subject of extensive review in the department.

## **Develop a policy statement on Recognised Prior Learning which meets the future needs of this Department**

Following wide consultation with internal and external stakeholders, the Department has developed a methodology for recognising prior and current work competencies for the employment of police officers. This includes such factors as qualifications, prior service and training requirements. The Department is also exploring opportunities to develop partnerships with tertiary institutions.

## **Monitor, review and report on relationships and performance of District/Support/Division Business Plans (ensuring targets are achieved)**

Each District/Support areas prepared a business plan in keeping with the department's corporate directions. Superintendents report to the Corporate Management Group (Commissioners of Police) regularly against their business outputs. Most targets identified, particularly in the traffic and crime investigation outputs, were achieved.

Difficulties in achieving targets were usually the result of unanticipated events that involved a protracted period, for example, the Meander forest protests and the national wharf dispute.

## **Improve overall performance of traffic law enforcement and road safety**

Tasmania Police has identified that a continuing problem remains with motor vehicle accidents caused by excessive speed, drink driving and driver inattentiveness. High-speed zones account for the majority of fatal accidents on rural roads. To counter this, 50 percent of police speed camera, random breath testing and patrol activities were devoted to rural areas.

There was a substantial reduction in the fatality rate although the number of injury accidents increased when compared to the previous twelve months.

## **Recorded crime rates (national offences) to be lower than the national average**

National crime statistics are compiled and published by the Australian Bureau of Statistics from selected offences recorded by State and Territory police services in Australia.

In 1997 Tasmania performed favourably compared with other jurisdictions and recorded rates lower than the national average for the following offences: Murder; Attempted Murder, Assault; Sexual Assault; Kidnapping/ Abduction; Armed Robbery; Unarmed Robbery; Blackmail/Extortion; Motor Vehicle Theft; and Other Theft.

## **Develop, negotiate and approve enterprise agreements at all levels providing greater flexibility to meet demands**

Tasmania Police currently operates three enterprise agreements for constables and sergeants, officers of police and physical surveillance and technical support. These agreements which were due to expire on 1 January 1998, have been extended pending finalisation of negotiations. Ongoing negotiations are occurring with the Police Association of Tasmania for new enterprise agreements which include general salary increases, issues of recognition and equity for police officers, as well as increased flexibility in rostering and working conditions.

Opportunities for performance-based contracts for executive management are also being investigated.

## **Output Group 1 Policing Support to the Community**

**Description:** Policing functions in this Output Group are directed towards improving the safety and security of the community. They comprise both proactive and reactive policing services with an emphasis on the provision of a highly visible police service and the development of community partnerships.

Policing services provide a 24-hour response to emergency calls for assistance, including search and rescue, as well as providing counselling, dispute resolution and enforcement services to meet community needs.

### **Key Strategies**

Police activities aimed at maintaining public order, safety and security through:

- improved personal safety and protection of property;
- reduced incidence of street offences and anti-social behaviour;
- community participation in managing public order and safety initiatives;
- responding to family violence incidents;
- improved customer service; and
- ensuring the safety of people in police custody.

### **Outputs**

## **Support to the Community**

Police have continued to provide support to local communities as part of a partnership approach to community concerns, particularly in relation to crime prevention and community safety.

Neighbourhood and Bush Watch continue to operate successfully. The department is keen to provide Neighbourhood Watch groups with opportunities to become involved in a more diverse range of crime prevention projects. Launceston Neighbourhood Watch groups have continued their excellent work at monitoring closed circuit cameras in the Launceston central business district and the department is negotiating with other groups to undertake this task in Hobart.

A repeat burglary victimisation project is presently being researched. Appropriate training will be provided to Launceston Neighbourhood Watch volunteers, as well as police, with a view to it being trialled in that city. Police and Neighbourhood Watch members will be trained to assist victims of property offences. Police attending residential burglaries will provide advice on household security as well as informing the victims that they are at risk of being burgled again. At the request of the victim an accredited Neighbourhood Watch Security Officer will visit the victim and provide further security advice and assistance.

The Adopt-A-Cop Program, with police working closely with primary school teachers and students, continued to grow strongly. A major initiative commencing early in 1998 was the Police in Schools Program. An officer was seconded to work in Elizabeth College to liaise with and provide advice to staff and students. As well as increasing police visibility, initial feedback from the college community indicates that the initiative is highly regarded. Discussions to expand the program will depend on an evaluation of the program at the end of the 1998 school year.

With generous support from business sponsors the Police and Citizens Youth Clubs have enlarged their outreach programs with three Mobile Activity Centres. Police have also been active in a number of collaborative projects with young people including the Streetwork Program, Reclink and Teen Vocation.

Fifteen Police and Citizens Youth Clubs are operating in all parts of rural and urban Tasmania. Although many are self-funded, the department is supportive of these clubs in terms of staff, accommodation and other infrastructural costs.

The successful walk-and-talk strategy in the central business districts of the state's major cities has continued. This high visibility approach has assisted in changing perceptions of safety in the city shopping centres. A recent survey carried out by the Southern Retail Traders indicated that the public feel safer when shopping and working in the city.

The Crime Prevention and Community Safety Council was officially launched in January 1998. As mentioned earlier in this report, the Council consists of government and community members and is working on a number of projects including:

- repeat burglary victimisation;
- fear of crime;
- an audit of government and non-government crime prevention programs; and
- research into successful crime prevention strategies in the UK and USA.

Police continued their involvement with teachers in providing advice on alcohol and drug related matters. Less requests have come from schools for police to assist with drug education presentations and the more successful programs have involved non-government schools. The Drug Education Program is presently being reviewed and recommendations will be finalised early in the 1998-1999 year. Police also liaised closely with school principals forums to resolve concerns in relation to the use of illicit drugs by students.

Task force activities and general patrols in and around licensed premises focused on anti-social behaviour, most of it involving alcohol usage. The level of interpersonal violence caused by alcohol abuse is of continued concern. Police have liaised closely with licensees and with the Licensing Commission, and protocols have been concluded in relation to the responsible serving of alcohol, and dance parties.

A major disappointment was the failure of the Business Watch Program. The remaining two Business Watch programs closed during the year. The department is examining ways of reinvigorating this project, but a partnership approach with business involves a commitment from both partners. Last year's report noted the lack of support being provided by local business interests, and unfortunately, this was again not forthcoming this year.

## Community Programs and General Duties Policing

Performance / Activity Information	1996-97	1997-98
Neighbourhood Watch	161 areas	163
Business Watch	2 areas	0
Adopt-a-Cop	88 schools	122 schools
Drug Education	178 presentations	90 presentations
Incidents Reported, (command and control system)	132,090	135,436
Visits to Licensed premises	1,806	1,928
Uniform Arrests	11,706	11,272
No. of Offences Recorded	58,721	64,070

Crime Stoppers continued to be a very successful program. The Crime Stopper / AAMI educational unit achieved national recognition in winning two gold awards for 'community communication' and 'outstanding publication' in the 1998 Public Relations Institute of Australia Awards. In its four years of operation, the program has continued to provide valuable information to police and early in the next financial year, Crime Stoppers will pass the \$1 million amount in the recovery of stolen property and seized drugs. This year saw a significant increase in the numbers of calls, as well as the numbers of persons charged and property recovered.

## Crime Stoppers Calls

Performance/Activity Information	1996-97*	1997-98
Calls Received	1306	2504
Persons Charged	122	209
No. of Offences	359	706
Property Recovered	\$77,970	\$98,488
Rewards Paid	\$5,400	\$8,550

\* Updated figures provided for 96-97 are different than the ones published in last year's report.

Operational police continued to provide support to the community in responding to calls for assistance and in providing crowd and traffic control to a number of significant events including Targa, Taste of Tasmania and the Tall Ships events. Operational police also provided a service to the normal sporting and recreational events conducted throughout the state.

Overall in the past three years, general duties police responses have increased from approximately 128,500 to approximately 135,600 calls. The number of general duties police has remained reasonably consistent throughout this period.

Search and Rescue staff were also involved in a significant number of rescue operations. Unfortunately, a number of these involved loss of life. A topic of public

debate and government review involved the type of helicopter service required. A proposal is being developed by government as to the type of helicopter rescue service required for Tasmania in the future.

### **Search and Rescue Operations**

<b>Performance/ Activity Information</b>	<b>1996-97</b>	<b>1997-98</b>
Inland Searches	57	52
Marine Searches	34	40
Helicopter Operations	51	64
Diving Operations	40	39

### **Protective Security**

Protective Security Officers are responsible for providing security to people assessed as having an abnormally high-risk factor for and assisting dignitaries.

General duties police provide support when required and were utilised extensively this year because of the higher than normal number of dignitaries who visited the state. Additional security resources were also required given the assessment of high threat level placed on a number of these dignitaries.

### **Security Services**

<b>Performance/ Activity Information</b>	<b>1996-97</b>	<b>1997-98</b>
Ongoing security for Governor	92 days (136 events)	144 (173 events)
Other Government dignitaries	52 days (21 events)	54 (22 events)
State Government Ministers	2 days (5 events)	8 days (7 events)
<b>TOTAL DAYS</b>	<b>146</b>	<b>206</b>
<b>TOTAL EVENTS</b>	<b>162</b>	<b>202</b>

The department maintained its high level of resourcing commitment to a number of specialist groups whose task it is to manage major incidents. These services provide the state with a resource that offers rescue and resolution capabilities in high-risk situations and comprises three groups, Special Operations, Negotiators and Bomb Response. They were involved in a number of potentially serious incidents where the lives of victims offenders and police were at risk. All were resolved without death or serious injury.



## Operations

Performance/ Activity Information	1996-97	1997-98
Special Operations Group	5	4
Negotiators	13	10
Bomb Response Group	23	31

## Custodial Care and Safety

The department is acutely aware of its responsibility to ensure that persons taken into custody are adequately cared for. Maximum precautions in terms of supervision are taken to ensure the safety of persons. Recommendations of the Royal Commission into Aboriginal Deaths in Custody have been supported and custody sergeants closely supervise custodial procedures. Tasmania had no deaths in police custody for the year (refer to page Appendix G for further details and definitions). An Aboriginal Strategic Plan is being finalised which establishes clear police responsibilities for the duty of care to those aboriginal people who are considered to be at risk.

Community satisfaction surveys commissioned by the Council for Australian Government report each year on how the community judges its police and on how safe people feel. Tasmanians are surveyed a number of times during the year and the results for all jurisdictions are published in the *Report on Government Services*. Overall, the survey results replicated last year's results, indicating that Tasmanians were satisfied with, and trusted their police, and generally felt safe in their community.

Community Satisfaction with Police	Above or Below National Average	
Satisfaction with police service	80%	Above
Most police are honest	71%	Above
Confidence in police	78%	Above
Police perform professionally	75%	Above
Police treat people fairly and equally	54%	Above
Support for police community programs	75%	Above

All figures represent aggregation of respondents of Very Satisfied and Satisfied.

The major reasons Tasmanians contact police are:

- to report a crime or suspicious activity (56%); and
- to seek assistance (14%).

<b>Community Attitudes About Feeling Safe</b>	<b>Above or Below National Average</b>	
Home alone during the day	95%	Above
Home alone after dark	79%	Average
Walking or jogging during the day	90%	Above
Walking or jogging after dark	41%	Above
Travelling on public transport during the day	62%	Below
Travelling on public transport after dark	27%	Above

Tasmanians identified housebreaking, motor vehicle theft and speeding cars or dangerous and noisy driving as the most significant problems in their local neighbourhood.

## **Output Group 2 Crime Detection and Investigation**

**Description:** This Output Group relates to the police response to crimes against the person and property and includes the investigation of crime, the detection and apprehension of offenders and specialist activities aimed at targeting criminal activities and criminal groups.

### **Key Strategies**

The management of police activities aimed at preventing and investigating crime through:

- enhanced anti-crime initiatives;
- targeting offenders;
- enhanced investigation techniques;
- targeting the use, production, cultivation, distribution and trafficking of illegal drugs;
- developing operational intelligence processes; and
- identifying and seizing illegal assets.

### **Output**

## **Investigation of Crime**

The number of Offences Against the Person increased by 10 percent in 1997-98 compared with the previous year. An upward trend is evident over the past ten years with a slight decrease in 1996-1997.

The clearance rate for Offences Against the Person was 62 percent in 1997-98, an improvement of approximately three percent compared with the previous year.

The number of Offences Against Property increased by nine percent in 1997-98 compared with the previous year. Although an upward trend is evident over the past ten years the rate of growth has declined during the past year. Offences relating to

burglary of motor vehicles and damage to property have increased substantially in 1997-98 (20 percent and 13 percent respectively) whereas burglary of buildings increased by only seven percent.

The clearance rate for Offences Against Property was 13 percent in 1997-98, an improvement of 3.6 percent compared with the previous year.

The improvement in the clearance rate was achieved in part as a result of the restructuring and reskilling of the CIB towards the middle of last financial year. Separate teams in each of the four regional districts has led to improved supervision and work practices. Ongoing monitoring of the CIB teams occurred during the year and a personal audit of case load and performance was commenced for all CIB officers. A steady increase in productivity for each of the teams resulted. Improved career path opportunities have also had a very positive effect in the CIB.

A number of special property task forces were successfully conducted during the year. The department is committed to achieving further improvements in both the crime clear-up rate and reductions in the levels of recorded crime. Research into UK and USA police crime management strategies is presently occurring, proposals have been made to review the structure of two of the regional CIB offices in order to improve response times and develop an integrated investigative approach, and pilot projects recently commenced in other Australian jurisdictions are the focus of close attention.

During the year, reviews of both the Bureau of Criminal Intelligence and District Intelligence Offices were conducted in an attempt to improve operational intelligence processes. The introduction of crime analysis software packages will also allow district intelligence personnel to improve the quality of advice given to operational personnel. District Intelligence Officers identified crime 'hot spots' and 'at risk' areas and this information has allowed operational personnel to target these problem areas more effectively. This information detailing the location of property crimes down to suburb level is also made available to Neighbourhood Watch groups.

Criminal Investigation Officers also successfully concluded a number of operations involving illicit drugs during the period under review. These operations targeted growers and distributors. Police have noticed an increase in indoor hydroponic growing of cannabis. The other major area of concern involves the upsurge in doctor shopping, mainly involving groups of injecting drug users. Cannabis remains the most widely available drug in Tasmania and the department has recently implemented a cannabis cautioning program for people found using or in possession of less than 50 grams of the substance. Police view this approach as one method of reducing the risk of young people becoming criminalised, and in keeping with the department's philosophy of harm minimisation, offenders will be counselled and provided with educative information.

The department committed significant resources in an attempt to resolve a number of serious crimes against the person. Although unsolved, further investigations were conducted into the deaths of Victoria Cafasso and Wallace Millar and the disappearance of Nancy Grundwaldt, Paul Byrne and Wesley Brooks. A review of the Rogers murder file resulted in renewed efforts being made to solve this murder. Extensive enquiries resulted in the charging of four men who are presently awaiting trial.

The Proceeds of Crime Unit worked in close co-operation with CIB and Drug Bureau staff to recover funds and property illegally gained from criminal acts. Significant amounts of money and property confiscated during the year will go into consolidated revenue if subsequent court cases are successful.

Forensic services specialists provided support to other operational personnel across a range of disciplines, including crime scene examination, ballistics, fingerprints and questioned documents. Tasmania still leads the nation in the identification of fingerprints and a further substantial increase in the identification of prints located at crimes was achieved. The effectiveness of Forensic Services has also been enhanced by improvements in activity reporting and by the new Police Call Centre processes.

### Crime Statistics

Performance/Activity Information	1996-97		1997-98	
	Recorded	% Cleared	Recorded	% Cleared
Offences Against the Person	2,538	59%	2,788	62%
Offences Against Property	54,382	9%	59,190	13%

### Proceeds of Crime

Performance/Activity Information	1996-97	1997-98
Money restrained	\$71,322	\$147,455
Property restrained	\$329,845	\$390,450

### Forensic Services

Activity/Performance Information	1996-97	1997-98
Ballistic Crime Scenes attended	25	18
Document examinations/photofits	93	67
Crime Scenes attended	11,905	14,183
Photographs processed	154,492	154,886
Fingerprints identified	435	772

## **Output Group 3 Traffic Law Enforcement and Road Safety**

**Description:** This Output Group comprises policing services aimed at minimising road trauma, improving the behaviour of road users, ensuring the free flow of traffic, responding to traffic offences, particularly those involving speed and alcohol/drugs, and attending vehicle accidents.

### **Key Strategies**

Police activities aimed at improving road safety through:

- improved traffic deterrent and enforcement strategies and programs; and
- increased utilisation of technology.

### **Output**

## **Accident Reduction and Road Safety**

Dedicated traffic branches are located in each District. Traffic policing operations are supplemented by general uniform police who also provide additional personnel for major road safety campaigns.

The Traffic Liaison Unit co-ordinates specific road safety programs across districts and also manages traffic infringements and speed camera adjudication.

Safer roads remains a key department outcome and strategies to support this have been centred on the activities of drivers who speed, drink or who drive in an inattentive manner. These remain the three major causes of road crashes.

As mentioned in the December 1997 COAG publication, *Report on Government Services*, Tasmania has achieved the most significant reduction of any jurisdiction in terms of accident injuries and continues together with Victoria to have the safest roads in the country.

Speed camera operations have reduced the incidence of speeding vehicles and the department has upgraded its equipment and operational procedures in order to be able to utilise laser speed detection technologies at attended, unattended or fixed sites.

The Motor Accident Insurance Board has agreed to continue funding the Departments of Police and Public Safety and Transport for the operation of an integrated road safety strategy. This involves an educational campaign in the print media and on television and a special Road Safety Task Force comprising speed camera operators and police who have concentrated on random breath testing and targeted operations.

To counter the high number of fatal and crash injury road accidents on rural roads, the Department increased its overall speed camera kerbside hours as well as devoting 50% of activity to designated rural areas.

The combination of enforcement and education strategies has had a significant impact on both the crash injury rate and the percentage of motorists detected speeding. Although there has been a number of serious crashes in recent months, 1997 was one of the most successful road safety years on record. The Quarterly Report on road safety in Tasmania *Indicator* reported "we would need to go back to the years of the Second World War to find a comparable fatality level and to the early 1960's to find comparable injury levels".

### Road Accident Fatalities

<b>Performance/Activity Information</b>	<b>1996-97*</b>	<b>1997-98</b>
Drivers	20	17
Passengers	18	7
Motorcyclists	2	5
Cyclists	1	0
Pedestrians	2	6
Pillion Passengers	0	2
<b>Total</b>	<b>43</b>	<b>37</b>

\* Revised figures Injuries and Road Accidents

### Injuries and Road Accidents

	<b>1996-97</b>	<b>1997-98</b>
Serious Injuries (Persons)	450	378
Injury Accidents	343	450

Source: Department of Transport Speed Camera Operations

### Speed Camera Operations

<b>Number Of:</b>	<b>1996-97</b>	<b>1997-98</b>
Vehicles Checked	6,317,144	8,759,932
Photographs Taken	70,422	64,975
Notices Issued	46,482	45,059
Notices Paid	37,428	35,316
Kerbside Hours	15,459	33,423
% Speeding Vehicles	1%	0.74%
Fines (approx.)	\$3,400,000	\$2,825,280

Departmental officers were active in providing policy advice on road safety to government at both Commonwealth and State levels. Representatives were also on committees and working parties involved with diverse subjects such as transport industry compliance, national road rules, B Doubles and school bus safety.

## **Output Group 4 Protection of Primary Industry and Fisheries Resources**

**Description:** This Output Group comprises policing services relating to the protection and security of the State's poppy crop, as well as protection of Commonwealth and State fishing resources.

### **Key Strategies**

Police activities aimed at providing protection as well as preventing and investigating crime in State primary and fishing industries through:

- improved protection of marine resources and poppy crops;
- targeting suspects;
- enhanced investigative techniques;
- minimising poppy diversions;
- improving industry participation;
- maximising the seizure of confiscated assets; and
- enhanced intelligence and auditing services.

### **Outputs**

## **Poppy Crop Security**

Tasmania continues to be the only Australian State licensed under United Nations Convention to grow opium poppies. The industry is economically important to Tasmania and indications are that it will remain so for the foreseeable future.

The 1997-98 poppy season has seen the Tasmanian Poppy Industry enter a period of further expansion and diversification with nearly 12,500 hectares under cultivation by 1,054 growers.

The poppy crops grown in this state have primarily been grown for morphine production for supply to the world market. During the 1996-97 season, a high thebaine poppy was trialled. The 1997-98 season saw this develop into a production phase with about twenty per cent of the crop being of thebaine strain.

Tasmania Police, in liaison with the Poppy Advisory Control Board (PACB), was again responsible for the security of the poppy crop for the 1997-98 season, which ran from October 1997 until March 1998. Poppy crop protection and apprehension of

offenders is the responsibility of the Poppy Task Force which is established for the growing season.

The introduction of high thebaine poppies presented two areas of concern, the first being that of security, and secondly, the added concerns about public health and safety. The PACB, in consultation with the Department of Community Health Services and Tasmanian Alkaloids, initiated a policy of having the thebaine crops grown in areas that were not primarily beside main roads, with the crops restricted to the north and north-west of the state.

Issues concerning public health were addressed at an inter-sectorial level, and involved the Departments of Community and Health Services and Police and Public Safety. A pamphlet was produced warning of the dangers of thebaine ingestion. This pamphlet has been distributed to the various user and client orientated groups within the state.

Once again the flow of information and liaison between the Poppy Task Force and Drug Bureau personnel ensured that resource allocation and the appropriate response to poppy related matters was efficient and timely. Likewise, PACB Field Officers continued to provide extremely valuable advice and experience in support of enforcement strategies. The close working relationship between the operational detectives and the field officers was excellent.

The integrated security and advisory services provided by police and other key stakeholders again proved successful. For the sixth year in a row, major interferences and thefts of poppies were down on last year in spite of the continued expansion of the poppy industry.

### **Poppy Crop Security**

<b>Performance/ Activity Indicator</b>	<b>1996-97</b>	<b>1997-98</b>
Hectares in Production	10,707	12,476
No of interferences to crops	46	35
Major interferences (excess of 500 poppy crops stolen)	12	8
Persons Charged with Poppy Offences	22	14
No. of Offences	61	39

### **Fisheries Security**

The Department's Marine Section has both a preventative and enforcement role in Commonwealth and State waters south of latitude 39° 12' South. The Marine Division is responsible for policing the State's abalone, rock lobster, crab and scale fisheries. The Commonwealth funds the department to monitor Commonwealth fisheries within Tasmania's area of responsibility.



The Marine Division has had a very successful year achieving higher levels of productivity across a range of outputs. Increased patrols and covert/overt operations resulted in a dramatic increase in the numbers of people charged committing fisheries offences.

A number of major operations were conducted in Commonwealth waters well offshore. Marine officers collaborated closely with police from mainland jurisdictions in an attempt to counter the activities of illegal poachers. Enforcement strategies led to a number of prosecutions for illegal fishing and substantial penalties were imposed by the courts. These penalties are in recognition of the seriousness of fisheries offences and the damage that illegal fishing can cause to an important State industry.

The past year has seen the introduction of the quota management system for the rock lobster industry. This system has shifted the focus to outputs rather than input control. There was some initial opposition, and, after a three-month settling down period, the policing of the quota system has stabilised somewhat. Four extra police officers, funded by the Department of Primary Industry and Fisheries through licence fees, were attached to the Marine and Rescue Division to assist with the increased workload as a result of the new quota system. These officers have been stationed at Strahan, Burnie, King Island and Hobart.

Water police also performed an important community service by providing a medivac service to Bruny Island residents and retrieving boats that had broken free of their moorings. They were also utilised extensively in a security and advisory capacity during the Tall Ships event.

Tasmania has introduced compulsory vessel monitoring for vessels, in relation to certain types of licences. This system allows satellite tracking of vessels and will improve safety for fishermen as well as enhancing enforcement strategies used by police.

The Marine and Rescue Division has implemented stringent qualifications for members of Tasmania Police who are responsible for using police vessels stationed around the State. All such members are required to undergo a sea safety course every three years, which includes instructions in navigation at night, boarding and disembarking from vessels at sea, and the proper handling of the various craft expected to be used from time to time.

A considerable increase in maintenance costs is being experienced in maintaining the police fleet throughout the service due to the ageing of the fleet. A business case for the replacement of the vessels was submitted in early 1998 and a report is being prepared for the Budget Committee which will be considered as part of the 1999-2000 budget process.

#### **Fisheries Security**

<b>Performance/ Activity Indicator</b>	<b>1996-97</b>	<b>1997-98</b>
No. of Persons Charged with Fisheries Offences	* 56	279
No. of Fisheries Offences	* 149	764

No. Vessel Patrol Days	333	540
No. Major Operations	Not reported	589
No. Vessel Checks and Inspections	2,265	3,959

\* Figures reported last year did not represent state total and are not comparable with 1997-98 statistics.

## **Output Group 5 Emergency Management**

**Description: The State Emergency Service (SES) provides planning, training, operational, and public education to services to government, external organisations, and industry groups to minimise the risk of emergencies and create a more prepared community.**

### **Key Strategies:**

Management of risk and emergencies through:

- developing State-wide policy in emergency management;
- developing a wide variety of government, community and industry emergency preparedness programs;
- increasing community awareness of emergency management issues;
- improving volunteer training and support; and
- responding to significant emergencies.

*Outputs -*

## **Emergency management planning, training and public education.**

Local government is responsible, with the assistance of municipal emergency management committees and the SES, for developing and maintaining emergency management plans for their geographical areas. It is important that these plans are kept up to date and, as a rule of thumb, a full review once every 2 years is considered appropriate. By 1994, for the first time, each local government area in Tasmania had an emergency plan. Many of these lost currency by 1996, but this year has seen a greater success in maintaining currency.

## Emergency Plans

Performance/ Activity Indicator	1996-97	1997-98
Percentage of current municipal emergency management plans as at 30 July 1998	57%	86%

The SES is responsible, through a number of multi-agency committees, for developing and maintaining regional and State-level emergency management plans. These plans are either current or in the process of review, and include:

- Northern Region Emergency Management Plan;
- North West Region Emergency Management Plan;
- Southern Region Emergency Management Plan;
- Tasmania Marine Oil Pollution Plan;
- Petroleum Products Emergency Plan;
- Special Plan for Visits of Nuclear-Powered Warships to Hobart;
- Animal Disease Emergency Management Plan;
- Tasmanian Emergency Management Plan; and
- Tasmanian Hazardous Materials Emergency Plan.

Advice on the public safety and risk aspects of land use planning and development proposals has been provided to State government, local governments and developers.

SES personnel have conducted the following training and public education activities this year:

- training of police officers in recruit and officer qualifying courses;
- introduction to emergency management courses;
- local government emergency management workshop;
- assessing assignments and providing advice to students of the Charles Sturt University/SES Bachelor in Social Science (Emergency Management); and
- public sector continuity management workshop.

The nomination of 52 Tasmanians to Australian Emergency Management Institute courses and workshops was coordinated. The SES contributed greatly to the development of national competency standards and manuals, including compiling and typesetting the *National Emergency Management Glossary*.

## Volunteer training and Support

The SES continued to support volunteer units through:

- the acquisition and distribution of equipment and uniforms;
- training and accreditation in road accident rescue, vertical rescue, general rescue, search and rescue and emergency operations centre management (a total of 53,249 hours of training);
- the acquisition and distribution to road accident rescue units of funds from the Motor Accident Insurance Board; and
- the development of occupational health and safety policies and standards.

## Response and recovery coordination for significant emergencies

The department has had a comparatively uneventful year in relation to major emergencies. Work has concentrated on consolidating the preparedness of the State. SES volunteers were active in many incidents and emergencies. A summary of call-outs of volunteers and hours contributed by the volunteers is detailed in the following chart.

Performance/ Activity Indicator	Call-outs		Contact Hours	
	1996-97	1997-98	1996-97	1997-98
Road Accident rescue	100	103	875	827
Search and Rescue	51	31	3,670	2,559
Storms and floods	32	18	1,049	213
Miscellaneous	48	39	2,490	3,139
<b>TOTAL</b>	<b>231</b>	<b>191</b>	<b>8,084</b>	<b>6,738</b>

Additional to this work was over 10,000 hours of non-emergency community assistance including security, lighting, crowd and traffic control, and communication for special events and demonstrations.

## Output Group 6 Support To Judicial Services

**Description:** This Output Group relates to policing services that support the criminal justice system. These services include the prosecution of offenders, assisting the coroner, maintaining a bail and warrants processing service and the provision of diversionary conferencing programs.

### Key Strategies

Police participation in the administration of justice through:

- the documentation and presentation of evidence in court;
- investigative and clerical services on behalf of the Coroner;
- enhanced diversionary conferencing; and
- the provision of process serving.

## Outputs

### Prosecution and Conferencing

Prosecution sections in the three regional areas again performed to a high standard in the critical areas of file preparation and court presentation. In excess of 90 percent of contested hearings resulted in convictions. Workload increased significantly with a total number of 46,265 charges laid against offenders in comparison to 37,684 for 1996-97.

During the year two police officers serving their legal apprenticeship in the Prosecution Section were admitted to the Bar as Barristers and Solicitors. Tasmania is the first state to have a police prosecution section accredited, whereby graduates can serve their Solicitor apprenticeships. The department presently has two other prosecutors who will satisfy their articles in the Prosecution Division. Three qualified lawyers from the prosecution section assisted the Director of Public Prosecutions in Supreme Court trials and with more serious matters in the Court of Petty Sessions.

Workloads involved in file disclosure remained high and the service being provided to lawyers is very cost efficient. Continued efficiencies were achieved by the use of Contest Mention Courts, saving court and police time. Efficiencies in management, as well as infrastructural costs, together with an improvement in service delivery, will be achieved in the Western District with the relocation of Burnie and Devonport prosecution services into a single integrated unit at Ulverstone.

Police have continued to maintain a professional relationship with the Director of Public Prosecutions, Prosecutors, the Magistracy, Legal Aid and private practitioners.

The department has continued its diversionary conferencing and cautioning program for young people, although a disappointingly high number of young people were referred to the court. Approximately one third of young people are being diverted from court. In an effort to improve this figure, procedures involving the conferencing of young people are presently being reviewed.

Research into 350 offenders who received cautions or who participated in a conference revealed that approximately only 10% have re-offended. The vast majority of diversionary juvenile conferences and diversionary cautions have, therefore, been successful to date in discouraging recidivism with the recidivism rate of the two processes being similar.

#### Juvenile Conferencing/Cautioning

Performance/ Activity Indicator	1996-97	1997-98
No. Cautioned and Conferenced Juveniles	759	828
No. Juveniles to Court	2,395	2,398

## Coronial

Police officers provide a support role to the state's coroners as well as investigating the causes of death. During the year police were involved in 289 coronial investigations.

## Bail/Warrant Processing

Police continue to execute warrants as part of their normal duties.

During the year an extensive review of this output was completed by a working group of Police, Justice and Treasury officers. Government is keen to establish an efficient centralised warrants database and the working party examined this issue as well as the overall costs of delivering this service statewide.

The report of the working party has been completed and passed to government. A decision is pending as part of the 1998-99 budgetary process.

One issue that is causing some concern to the department is the poor quality of warrant documentation forwarded from interstate courts. The lack of document quality control is resulting in inefficiencies in their delivery and this situation will be monitored.

Other emerging problems include:

- the high numbers of restraint orders being served; and
- the increasing numbers of eviction notices that police are serving on residents living in broad acre estates. This activity is counter productive to the community partnership approach whereby police officers are being encouraged to live and work with people from these communities.

## Output Group 7 Ministerial Support and Information Services

**Description:** This Output Group covers the provision of ministerial services for the Minister for Police and Public Safety as well as executive and administrative support to senior management. It also includes the provision of a range of information services to government, business and community users.

### Key Strategies

Police support to the Minister for Police and Public Safety through:

- the provision of accurate and timely advice to the Minister;
- policy advice on directions in Australasian policing and emergency services;
- support to Commissioner and Minister for Australasian Police Ministers' Conference; and
- the provision of information services to the community.

## **Outputs**

### **Ministerial Support and Policy Advice**

Departmental officers again provided advice and support to the Minister for Police and Public Safety on issues affecting policing and community safety.

During the year 900 briefing notes and ministerial replies were prepared by staff. Community enquiries covered a broad range of concerns, the most prominent being firearms legislation, public disorder, particularly in city central business districts, policing numbers and property crime.

The review of ministerial correspondence processes initiated last year was completed and a number of recommendations implemented. As a result, the quality of ministerials was enhanced and the percentage of ministerials completed on time rose from 66 percent to 90 percent.

Department officers are liaising with colleagues from other agency Secretariats in an attempt to develop electronic processing of ministerial correspondence within the department and between the department and the Minister's Office.

During the year the Minister and Commissioner attended meetings of the Australasian Police Minister's Council and Ministerial Council on Drug Strategy. A number of issues of national significance were discussed including firearms legislation and the new Commonwealth "Tough on Drugs" Strategy. Senior departmental staff worked closely with the Minister's Office to assist with research and advice.

### **Information Services**

The department provided a wide range of information services to government agencies, organisations, solicitors and private citizens. These included accident reports, crime statistics and probity checks for persons employed in designated government agencies as well as in the security industry and other authorised agencies.

The number of Freedom of Information requests reduced significantly with 91% of the determinations being completed within the compliance time. The reduction in FOI requests was due to a full year of processing pre-trial disclosure information, which, in accordance with department policy, is now undertaken by regional prosecution sections.

This innovative approach has provided court and solicitors efficient access to information without the need to apply for an FOI request.

The majority of determinations not completed within the 30 days compliance period were due to lengthy consultations with third parties prior to the release of their documents.

<b>Performance/Activity Indicator</b>	<b>1996-97</b>	<b>1997-98</b>
<b>Ministerial Responses</b>		
No of Requests	770	900
Percentage Completed Per Compliance	66	90
<b>Freedom of Information</b>		
No of Requests	1,732	501
Percentage completed per compliance	92	91

## **Firearms Registry**

As anticipated in last year's Annual Report, the workload undertaken by the Registry diminished once compensation for firearms ceased in December 1997.

Permits to acquire firearms and the movement of firearms are now the major functions of the Registry.

Approval conditions placed on clubs was a controversial issue during the year. Approval of firearm ranges has ceased until a decision is made as to whether police or the owner(s) of the range provide a suitable survey.

## **Administration of Remus Consortium**

The Department of Police and Public Safety provides administrative support to the Remus Human Resources Consortium in terms of personnel administration and financial management. The Remus HR Consortium supports the Remus HR system which is used by a number of State Government Departments and Authorities including the Department of Police and Public Safety.

Services provided by the Remus HR Consortium include:

- contract management;
- database management;
- software support;
- new release testing;
- outsourcing services;
- strategic employment information system support;
- project management services; and
- HR reporting solutions and HR benchmarking.



# Performance Improvement Program

**Description:** This program focuses on the enabling services and infrastructure that facilitate the provision of efficient and effective police services. The department will continue to work towards achieving best practice across a number of critical management areas. This will be facilitated by the development of integrated asset, information, human resource and financial management systems.

## Key Strategies

- actively encourage all employees to practise ethical behaviour;
- enhance standards of professionalism;
- implement change management strategies through the Customer Service Charter;
- develop appropriate career path opportunities, commensurate with organisational needs;
- promote and provide a safe and healthy working environment;
- promote equal opportunity practices ensuring fairness and equity for all employees;
- implement appropriate management information, information technology and asset management strategies;
- review departmental practices and procedures and implementing standards of best practice;
- identify and implement appropriate communication systems; and
- provide educational/training opportunities, commensurate with organisational needs.

## *Key Management Areas*

# Human Resources

## Objectives

- to recruit and train suitably qualified police officers;
- to support operational managers in the area of Human Resource Management;
- to provide timely and quality advice to senior department managers on human resource management issues; and
- to develop, implement and coordinate human resource related strategies and initiatives.

Major achievements included:

- ongoing assessment and refinement of the integration of police personnel, recruitment and training and human resource operations into a single command as recommended in the Human Resource Strategic Plan;
- continual assessment and refinement of REMUS and participation in a review of REMUS outputs undertaken by the Consortium;
- continuation of Enterprise Agreement negotiations with the Tasmania Police Association, through the office of Director, Administration;
- implementation and enhancement of Communications, Ethics and Professionalism training modules for police;

- development and implementation of a revised and more professional Inspectors Course curriculum;
- introduction of base-line hearing tests for successful recruit applicants;
- participation in pro-active recruitment activities throughout the State, with the cooperation of Geographic Districts;
- development of a suitable performance assessment system for sworn members;
- completion of a Career Guidance Manual for sworn personnel;
- continuing progress toward recruit and in-service competency based training curricular;
- involvement by the Critical Incident Stress Debriefing Team in defuses and debriefs of potentially critical incidents;
- further development of strategies aimed at increasing/enhancing Aboriginal and Torres Strait Islander awareness in conjunction with the Office of Aboriginal Affairs (OAA). This included a strategy directed at recruitment of Aboriginal police officers;
- ongoing provision of high-level advice and assistance to all members (sworn/unsworn), including the Executive;
- ongoing counselling support to staff;
- significant participation in injury prevention and return to work rehabilitation programs; and
- provision of a wide range of professional and technical in-service courses for all personnel.

## **Communications Services**

### **Objective**

- to support the business needs of Tasmania police by facilitating police communications.

Major achievements during this year include:

- assisting with the implementation of a new Police Radio Network for the Northern Police District;
- planning the changeover to the new system for the South, Eastern and Western Police Districts; and
- assisting with the implementation of the Tasmania Police Call Centre.

## **Legal Services**

### **Objective**

- to provide advice to the department in relation to more complex legal matters, both litigious and non-litigious and also with respect to legislative reform.

Major achievements included:

- provisions of advice to the Commissioners of Police, prosecution divisions and operational police;
- continued input into the review of the Police Regulations Act 1898; and
- commenced review of the delivery of legal services.

# Finance and Fleet Services

## Objectives

- to determine, negotiate and report on funding and expenditure levels for the Department of Police and Public Safety;
- to support districts and managers in relation to financial control of the budget and expenditure flows; and
- to provide an efficient and effective transport and fleet management service that compares favourably with commercial operations.

## Major achievements included:

- continued development of the Financial Accounting Management Information System (FAMIS) resulting in improved financial management;
- completion of budget estimates and information for Budget Paper No. 2 in accordance with output methodology guidelines;
- continuation of implementing public sector financial reforms;
- continued efficiencies in fleet services resulting in a cost efficient garage servicing facility;
- ongoing review of the vehicle leasing scheme in consultation with Fleetcare;
- completion of firearms compensation payments following conclusion of amnesty period under National Firearms Program Implementation Act 1996; and
- successful changeover of departmental banking from Reserve Bank of Australia following Government tender process and subsequent transfer to Westpac Banking Corporation.

# Executive Support

## Objective

- to provide policy and strategic advice, and secretariat support services to the operational police and executive management.

## Major achievements included:

- reform of the Ministerial information process advising of late correspondence;
- management of, and improvements to the Outputs Management Information System;
- development and implementation of department policies, including dress standards and domestic violence involving police officers;
- provision of an internal consultancy service to major government and departmental projects including the digital radio project, Police Call Centre, Service Tasmania and Networking Tasmania Project;
- provision of advice to the Minister and Commissioner in relation to crime, National Drug Strategic framework issues and strategies, and other national policing issues;
- enhancements to management of current information onto the Department's internal website as an internal information source;
- preparation of the Business Plan and Annual Report;
- provision of data to the National Crime Statistics Unit and Council of Australian Governments;

- development of a legislative reform program and preparation of Cabinet documents in support of new legislation; and
- provision of secretariat services to the Crime Prevention and Community Safety Council and research capability to Council projects including fear of crime project, repeat victimisation project and regional crime and social factor analysis.

## **Asset Management and Properties**

- to provide a quality working environment for personnel through efficient and effective management of physical resources, with a focus on client/operational needs.

Major achievements include:

- implementation of the strategies contained in the department's Asset Management Plan;
- program of works to address OH&S concerns in the area of fire safety, security and internal working environment. Internal cleaning of airconditioning was carried out at Launceston and Burnie. Fire safety improvements were undertaken at many sites;
- ongoing management of the department's comprehensive maintenance program;
- Implementation of energy saving initiatives at many locations, with an across the board saving of about 8%;
- new purpose designed accommodation for Marine & Rescue Division at North Hobart and release of former premises at Hunter Street for redevelopment;
- disposal of a number of surplus properties and re-allocation of proceeds towards improving the portfolio. New ballistic vests and Glock pistols were also purchased with some of the asset sales proceeds;
- upgrades to the Hobart Radio Room and installation of new ergonomic workstations in preparation for the new mobile radio system;
- establishment and fit out of a new Call Centre in Hobart; and
- replacement and/or upgrades to the stations and/or residences at Currie, Avoca, Sheffield and Alonnah.

## **Workers' Compensation Claims Management**

### **Objective**

- to manage the workers' compensation claims, including the provision of appropriate advice and assistance to all relevant parties such as employees, managers and representatives of outside organisations.

Major achievements include:

- a significant decrease in the number and cost of workers' compensation claims during 1997-1998 which in future should result in reduced contributions to the Tasmanian State Service Workers' Compensation Scheme;
- the successful closure of a number of long-term claims;
- a thorough investigation of claims involving the acquisition of expert medical advice, legal opinion and other pertinent information; and
- an increased awareness amongst employees as to the role of the Unit by the dissemination of information and participation of staff in education programs.

# Information Management

## Objective

- to provide advice on the department's corporate information needs and to develop and manage infrastructural projects.

Major achievements include:

- the development of a Call Centre Information System which centralised the reporting of field incidents. Benefits include less paperwork, improved dissemination and retrievability of operational information, and officers spending less time on administrative work leaving them free for operational policing;
- the introduction of a digital trunked radio network;
- the implementation of an Outputs Management Information System which improved the capacity of existing departmental systems to produce automated reports on business outputs;
- the continuation of an ongoing program to upgrade the standard of desk-top personal computers throughout the department;
- the partial integration of the department's computer network into Networking Tasmania;
- the continuation of a project to ensure that Police computer based systems remain operational on 1 January 2000;
- involvement in negotiations for the Service Tasmania Project;
- the integration of departmental systems with a number of external databases including the new transport system, the HEC, liquor and fisheries licensing systems, AUSTRAC and ABCI ACID;
- preparation to integrate the department's computer systems with the Department of Justice COPS System; and
- the integration of the firearm system into a national network co-ordinated by the National Exchange of Police Information.

# Complaints Against Police

## Objective

- Internal Investigations has statewide responsibility for the investigation of complaints against police officers.

Complaints are investigated when:

- the alleged complaints are of a serious or complex nature;
- the Deputy Commissioner of Police orders an investigation;
- a death occurs in police custody; and
- a death or serious injury occurs in the course of a police operation or action.

Complaints outside the above categories are assessed by Internal Investigations and can then be forwarded to District Superintendents for allocation to senior officers for investigation. At the completion of the investigation the file is returned to Internal

Investigations and assessed as to the completeness of the investigation and the appropriateness of any recommendations.

Internal Investigations is under the control of the Commissioner of Police and operates from the Commissioner's Office, Hobart. Responsibility for internal investigations has been delegated to the Deputy Commissioner.

In relation to serious complaints, the completed internal investigation file is referred to the Director of Public Prosecutions for his assessment.

During the year 162 complaints were received concerning the conduct of police officers, a substantial and pleasing reduction when compared to the previous year when 259 complaints were received.

The department has implemented a Customer Service Charter and this led to minor complaints being conciliated at regional level rather than becoming an official complaint against police to be investigated by Internal Investigations Officers. The overwhelming majority of customer service complaints have been successfully conciliated.

The major types of complaints related to three broad areas:

- assault;
- excessive force; and
- misconduct.

Whilst a number of the 162 complaints are still being investigated or assessed, only nine or six percent of the complaints were substantiated with ninety being unsubstantiated, one conciliated and nine withdrawn.

Major projects completed or nearing completion included:

- guidelines for deaths in custody;
- Ombudsman/Internal Investigation Protocols;
- guidelines for the resolution of complaints against police;
- witness support policy; and
- Internal Investigation Manual.

The most significant operation conducted during the year involved the investigation of alleged corruption within the Launceston Drug Bureau. This investigation is ongoing, but has resulted in one police officer being charged.

## **Public Affairs**

### **Objective**

- to enhance and promote the public image of police in the community.
- to provide accurate and timely response to the media on issues which could impact on the Service.

Major achievements include:

- the production of internal documents - *Siren* and *All Staff Bulletin* - providing advice to members;
- the production of public relations brochures for distribution to the community;
- continued close liaison with the media; and
- media training for operational police.

## **Appendix Crime Statistics**

The statistics contained in this Appendix have been derived from offences reported to or becoming known to police during the financial year ending 30 June 1998.

The two statistical collections included in this Appendix are outlined as follows:

### **Part I Offences Recorded and Cleared**

#### ***Classification***

Offences are broadly classified into:

- Offences Against the Person (including Assault and Like Offences; Homicide and Related Offences; and Crimes of Indecency and Like Offences);
- Offences Against Property;
- Fraud and Similar Offences; and
- Other Offences.

#### ***Offences Recorded***

Offences 'recorded' refers to both offences which have been reported by the public and accepted by police as being genuine, and offences which have been detected by police in the course of their duties and/or criminal investigations.

#### **Data Sources**

Statistics have been extracted from the Crime Analysis System (16 November 1998) and are compiled from data contained in Criminal Offence and Modus Operandi Reports including Supplementary Reports and Reports of Stolen Motor Vehicles.

For the three month period, April to June 1998 information was transferred from the new Offence Reporting System to the Crime Analysis System. This involved the Northern District only.

#### **Reference Period**

Statistics are compiled according to the date an offence becomes known to police, not necessarily the date an offence occurred, or the date a crime report is processed.

#### **Counting Methodology**

Rules and procedures utilised in compiling State statistics predominantly adhere to those developed and being developed by the National Crime Statistics Unit, Australian Bureau of Statistics.

The basic counting unit is the victim. One unique offence is counted for each victim per incident; the number of offenders is irrelevant. The victim based rule is applied regardless of the number of criminal acts in cases where a series of related criminal



acts are committed against the same victim. An exception to this rule applies to fraudulent offences where one offence is counted for each transaction.

A victim is defined according to the type of offence and can be a person, organisation, premise or motor vehicle.

- For Offences Against the Person, one offence is counted for each victim per incident where a victim can be an individual person or an organisation.
- For Offences Against Property, one offence is counted for each place/premise per incident and varies according to occupancy arrangements. For motor vehicle theft the victim is the motor vehicle.
- For Fraud and Similar Offences (including stealing associated with fraud), one offence is counted for each fraudulent transaction.

Each offence, except for murder, represents an actual offence or an attempted offence. Attempted murder is recorded as a separate offence.

## **Definition of an Incident**

Multiple offences are grouped into the same incident if:

- they are part of actions committed simultaneously or in sequence over a short period of time at the same place; or
- they are part of interrelated actions; or
- they involve the same action(s) repeated over a long period of time against the same victim(s) and only come to the attention of police at one point in time.

## ***Offences Cleared (Outcome of Investigations)***

The term 'cleared' used by police, refers to the solution of a crime, and not to the trial by court and final disposition.

Offences 'cleared' refers to all offences recorded on the Crime Analysis System which have resulted in one of the following outcomes:

## **Court proceedings**

- One or more alleged offenders are intended to be proceeded against by being brought to court by arrest, warrant, summons etc.

## **Diversiónary conference**

- One or more alleged offenders are intended to be proceeded against by the convening of a conciliation conference process.

## **Caution**

- One or more alleged offenders are intended to be proceeded against by the administration of a formal caution.

## **Unable to proceed**

- One or more alleged offenders are identified but no action is able to be taken because of a statute bar applying, diplomatic immunity, incompetence of the alleged offender(s), death of the alleged offender, imprisonment or age of the offender.

## **Lapsed**

- Time limitations have meant that an offender could not be proceeded against.

## **Withdrawn**

- Refers to instances where a crime report/complaint is withdrawn by a complainant/victim before court proceedings or other means of processing offenders commences.

## **Unfounded**

- Refers to instances where a crime report is considered to have no foundation after investigation by police.

## **Data Sources**

Statistics have been extracted from the Crime Analysis System on 16 November 1998 and compiled from data contained in Criminal Offence and Modus Operandi Reports, Supplementary Reports, Diversionary Request Forms and completed court files.

## **Reference Period**

The number of offences cleared during a reference period is included regardless of whether the offence was recorded in the current or a previous year, therefore giving rise to the possibility that the number of offences cleared for a particular offence may be greater than the number recorded for that period.

## **Counting Rules**

One outcome is recorded for each offence/victim (refer to Offences Recorded: Counting Methodology).

## **Summary**

A total of 64,070 offences was recorded in 1997-98 compared with 58,724 recorded the previous year, an increase of 9.1%.

*Table 1: Offences Recorded*

	<b>1996-97*</b>	<b>1997-98</b>	<b>% Change</b>	
Offences Against the Person	2,538	2,788	9.9	
Offences Against Property	54,382	59,190	8.8	
Fraud and Similar Offences	1,647	1,931	17.2	
Other Offences	157	161	2.5	
<b>Total</b>	<b>58,724</b>	<b>64,070</b>	<b>9.1</b>	

\* Revised Figures: 12 November 1998

*Table 2: Offences Recorded and Cleared*

	<b>1996-97*</b>			<b>1997-98</b>		
	Recorded	Cleared	% Cleared	Recorded	Cleared	% Cleared
Offences Against the Person	2,538	1,501	59.1	2,788	1,725	61.9
Offences Against Property	54,382	5,103	9.4	59,190	7,680	13.0

\* Revised Figures: 12 November 1998

### ***Offences Against the Person***

The number of offences recorded for Offences Against the Person in 1997-98 was 2,788 compared with 2,538 recorded the previous year, an increase of 9.9%.

The distribution of offences within the category, Offences Against the Person, is as follows:

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Assault	73.7%
Sexual assault	9.3%
Robbery (armed/unarmed)	6.5%
Assault/resist/obstruct/threaten police	6.0%
Murder/attempted murder	0.2%
Other offences	4.3%

The clearance rate has improved by 2.8% in 1997-98 with a rate of 61.9 % compared with 59.1% the previous year.

## **Selected Offences**

### **Assault (excluding sexual assault & assault/resist/obstruct/threaten police)**

- 2,055 offences were recorded in 1997-98 compared with 1,888 the previous year, an increase of 8.8%. Of the more serious assaults, 15 offences were recorded for assault-grievous bodily harm, 47 for wounding and 96 for aggravated assault.

### **Sexual Assault**

- 258 offences were recorded in 1997-98 compared with 211 the previous year, an increase of 22.3%.

### **Assault/Resist/Obstruct/Threaten Police**

- 167 offences were recorded in 1997-98 compared with 170 the previous year, a decrease of three offences (1.8%).

### **Robbery (armed and unarmed)**

- 180 offences were recorded in 1997-98 compared with 151 the previous year, an increase of 29 offences (19.2%).

### **Armed robbery**

- 59 were recorded in 1997-98 compared with 35 the previous year, an increase of 24 offences (68.6%).

### **Unarmed robbery**

- 121 offences were recorded in 1997-98 compared with 116 the previous year, an increase of 4.3%.

### **Murder**

- Four murders were recorded in 1997-98 compared with six the previous year.

### **Attempted Murder**

- Two attempted murders were recorded both in 1997-98 and the previous year.

### ***Offences Against Property***

The number of offences recorded for Offences Against Property in 1997-98 was 59,190 compared with 54,382 recorded the previous year, an increase of 8.8%. The percentage increase for property offences is lower in 1997-98 than the 13.8% increase recorded the previous year.

The distribution of offences within this category is as follows:

Stealing (with burglary) 27.7%

Burglary-buildings 24.7%

Stealing (not connected with burglary) 14.5%

Injure/damage property 12.2%

Burglary-motor vehicles/other conveyances 10.4%

Stealing-motor vehicles 4.8%

Trespass 3.7%

Shoplifting 0.7%

Unlawfully setting fire to property 0.3%

Arson 0.3%

Other offences 0.7%

The clearance rate has improved by 3.6% in 1997-98 with a rate of 13.0% compared with 9.4% the previous year.

## **Selected Offences**

### **Burglary-Buildings**

- 14,594 offences were recorded in 1997-98 compared with 13,618 the previous year, an increase of 7.2%.

The location distribution of burglary-buildings is as follows:

#### **Residential 56.3%**

- A location containing any permanent or semi-permanent dwelling used for private or commercial residential purposes. This definition may encompass any surrounding land/yard connected to the dwelling, together with any other structures existing at the location.

#### **Community 9.4%**

- A location where the main activity is the provision of services/facilities for public use. This definition may encompass any surrounding land/yard/car parking area together with any other structures existing at the location.

#### **Other 34.3%**

- A location where the main activity does not fit into either the 'Residential' or 'Community'.

The majority (69%) of burglaries in the 'Other' category were located at retail premises, that is, where the main activity is the selling of goods or services for personal use.

### **Burglary-Motor Vehicles/Other Conveyances**

- 6,166 offences were recorded in 1997-98 compared with 5,134 the previous year, an increase of 20.1%.

### **Stealing (not connected with burglary, excluding shoplifting and motor vehicle stealing)**

- 8,611 offences were recorded in 1997-98 compared with 8,658 the previous year, a decrease of 0.5%.

### **Stealing-Motor Vehicles**

- 2,860 offences (including 129 attempts) were recorded in 1997-98 compared with 2,758 (including 82 attempts) the previous year, an increase of 3.7%.

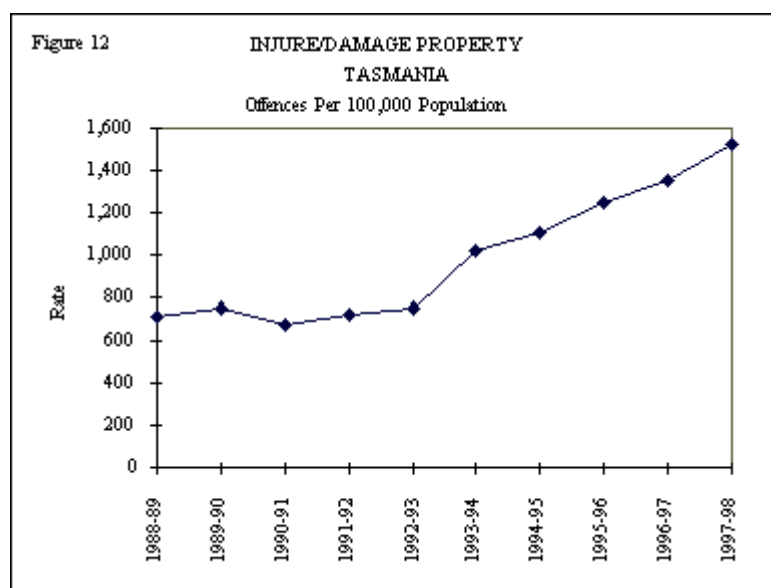
During 1997-98, 2,564 (94.1%) of motor vehicles stolen were recovered.

### **Injure/Damage Property**

- 7,209 offences were recorded in 1997-98 compared with 6,405 the previous year, an increase of 12.6%.

### **Ten Year Trends**

Presented in figures 1 to 12 are ten year trends of crime rates for major crime categories and selected offences. Rates are presented as the number of offences recorded per 100,000 of the Estimated Resident Population.



## Part II Charges - Police Prosecution System

Included in this statistical collection are offences for which a charge is recorded. Statistics have been extracted from the Police Prosecution System on 23 September 1998 and include matters dealt with by the police.

### *Rules*

- Each charge on a complaint is counted once.
- Charges on a complaint are based on the date a complaint is signed.
- Each person is counted once for each unique charge on a complaint, that is, if multiple occurrences of the same charge exist on a complaint the person is counted once.
- The age of a person is calculated as at the date the complaint is signed.
- Offences detailed on Traffic Infringement Notices are excluded.
- Charges associated with incidents which have been classified as 'written off' or 'cancelled' are subsequently excluded from the count.

### *Classification*

Offences are based on the Acts/Regulations under which they are covered and are grouped as follows:

- Criminal Code Act 1924;
- Police Offences Act 1935;
- Liquor and Accommodation Act 1990;
- Poisons Act 1971, Poisons Regulations 1975;
- Road Safety (Alcohol and Drugs) Act 1970 and Regulations;
- Traffic Act 1925 and Regulations; and
- Miscellaneous Acts and Regulations.

### *Summary*

**Table 3: Charges**

	<b>1996-97*</b>	<b>1997-98</b>	<b>% Change</b>
Criminal Code Act 1924	8,399	10,851	29.2
Police Offences Act 1935	7,775	8,485	9.1
Liquor and Accommodation Act 1990	114	147	28.9
Poisons Act 1971/Poisons Regulations 1975	4,007	4,230	5.6
Road Safety (Alcohol and Drugs) Act 1970 and Regulations	5,449	4,889	-10.3
Traffic Act 1925 and Regulations	6,796	8,065	18.7
Miscellaneous Acts and Regulations	5,066	9,598	89.5
Total	37,606	46,265	23.0

\* Revised figures

# Appendix Financial Statements

## MAJOR CONSULTANCY FEES

1997-1998 Financial Year

<i>Creditor</i>	<i>Text</i>	<i>\$</i>
IPR Shandwick	Prof Services Firearms Project Fee <i>July 1997 to September 1997</i>	9,804
Tas Audit Office	Audit Fees 300697-300997	67,200
Dept Prem & Cabinet	Provision of advice services - disputes	3,800
Premier & Cabinet	Radio Project Quality Review <i>September 1997 to November 1997</i>	2,300
Computervision	Consulting Services	13,000
KPMG	Audit of Consortium Services	10,250
KPMG	Change Management Project	23,668
HRM Consulting	Professional Fees - Consortium	7,753
Price Waterhouse Sydney	Professional Fees - Project Baton	45,700
		<i>\$</i>



# Appendix Human Resource Management

## Classification of Employees

	<b>1996-97</b>	<b>1997-98</b>	<b>1996-97</b>	<b>1997-98</b>
	<b>Police</b>		<b>State Service</b>	
<b>Full-Time Equivalent Employees</b>	1,062.50	1,092.58	368.44	361.35
<b>Number of Persons Employed</b>	1,069.00	1,096.00	398.00	396.00

### CLASSIFICATION OF EMPLOYEES

	<b>Police</b>	
<b>Deputy Commissioner</b>	1	1
<b>Assistant Commissioner</b>	2	2
<b>Superintendent</b>	8	8
<b>Inspector</b>	43	47
<b>Sergeant</b>	185	186
<b>Constable</b>	792	792
<b>Trainee Constable</b>	38	60
<b>TOTAL</b>	1069	1096

	<b>State Service</b>		<b>SES</b>	
<b>Head of Agency</b>	1	1	0	0
<b>Senior Executive Service</b>	2	2	0	0
<b>Administrative and Clerical</b>	273	278	17	15
<b>General Officers</b>	13	12	0	0
<b>Technical/Scientific</b>	13	12	0	0
<b>Cleaner</b>	23	20	0	0
<b>Librarian</b>	1	1	0	0
<b>Cook/Chef</b>	3	2	0	0
<b>Housemaid</b>	4	2	0	0
<b>Mechanic</b>	10	10	0	0
<b>Radio Technician</b>	2	2	0	0
<b>Solicitor</b>	1	1	0	0
<b>Psychologist</b>	1	1	0	0
<b>Utility Officer</b>	13	12	2	1
<b>Jobs Skills Trainee</b>	3	2	0	0
<b>Engineer</b>	1	1	0	0
<b>Communications Operators</b>	15	21	0	0
<b>TOTAL</b>	379	380	2	1

<b>AGE PROFILE</b>	<b>Police</b>		<b>State Service</b>	
<b>15-19</b>	2	7	5	3
<b>20-24</b>	121	128	30	22
<b>25-29</b>	261	259	50	50
<b>30-34</b>	205	220	36	43
<b>35-39</b>	143	152	47	48
<b>40-44</b>	124	123	68	71
<b>45-49</b>	110	98	83	78

<b>AGE PROFILE (Continued)</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1996-97</b>	<b>1997-98</b>
<b>50-54</b>	67	80	42	51
<b>55-59</b>	31	23	24	21
<b>60-64</b>	5	6	13	9
<b>TOTAL</b>	<b>1069</b>	109	<b>398</b>	81

<b>EMPLOYMENT AUTHORITY</b>	<b>Police</b>		<b>State Service</b>	
<b>Permanent</b>	1067	1093	272	283
<b>Temporary</b>	0	0	122	106
<b>Contract</b>	2	3	4	7
<b>TOTAL</b>	1069	1096	398	396

<b>GENDER</b>	<b>Police</b>		<b>State Service</b>	
<b>Male</b>	903	913	164	155
<b>Female</b>	166	183	234	241
<b>TOTAL</b>	1069	1096	398	396

<b>RECRUITMENTS AND SEPARATIONS</b>	<b>Police</b>		<b>State Service</b>	
<b>Recruited</b>	70	82	179	68
<b>Separated</b>	52	55	130	69
<b>TOTAL</b>	122	137	309	137

<b>EMPLOYMENT SEPARATIONS</b>	<b>Police</b>		<b>State Service</b>	
<b>Resigned</b>	24	29	33	21
<b>Retired - age</b>	0	0	4	0
<b>Retired - ill health</b>	15	10	2	2
<b>Retired - elected</b>	11	15	1	0
<b>Completion of S29 Contract</b>	0	0	0	2

<b>Completion of Temp. Contract</b>	0	0	68	40
<b>Dismissed</b>	2	1	1	0
<b>Deceased</b>	0	0	0	1
<b>Redundancy</b>	0	0	15	2
<b>Transfer/Promotion</b>	0	0	2	0
<b>Completion of Secondment</b>	0	0	3	1
<b>Terminate Probation</b>	0	0	1	0
<b>TOTAL</b>	52	55	130	69
<b>SECONDMENTS</b>	<b>Police</b>		<b>State Service</b>	
<b>To Other Agencies</b>	2	0	3	0
<b>From Other Agencies</b>	0	0	1	0
<b>TOTAL</b>	2	0	4	0
<b>LEAVE WITHOUT PAY</b>	<b>Police</b>		<b>State Service</b>	
	7	7	1	1

	<b>1996-97</b>	<b>1997-98</b>	<b>1996-97</b>	<b>1997-98</b>
<b>SICK LEAVE TAKEN</b>	<b>Police</b>		<b>State Service</b>	
<b>Full Pay</b>	4120	3961	1504	2007
<b>Average Sick Days for Full-Time Employees</b>	4.07	3.62	2.46	5.07
<b>TOTAL</b>	4124.07	3964.62	1506.46	2012.07

**EXCESS ANNUAL AND LONG SERVICE LEAVE (30/06/98) - EXCESS OF 100 DAYS**

	<b>Police</b>		<b>State Service</b>	
<b>Annual Leave</b>	77	95	10	15
<b>Long Service Leave</b>	93	112	17	8
<b>TOTAL</b>	170	207	27	23

**WORKERS'**

<b>COMPENSATION Nature of Illness</b>	<b>No of Claims</b>		<b>Cost (\$)</b>	
<b>Fractures/Dislocations</b>	13	7	76,848	\$58,251
<b>Sprains/Strains</b>	141	106	523,223	\$324,896
<b>Lacerations</b>	14	15	9,733	\$22,021
<b>Contusions/Crushings</b>	117	85	152,490	\$46,257
<b>Stress</b>	23	11	652,419	\$257,619
<b>Other Injuries</b>	66	73	82,645	\$85,007
<b>TOTAL</b>	374	297	1,497,358	\$794,051.00

## **Appendix Equal Employment Opportunity Policy**

The Department of Police and Public Safety, as an employer, is committed to the principles of Equal Employment Opportunity (EEO) and, consistent with the directions for the Corporate Plan, an EEO Management Plan has been developed.

The department seeks to promote a working environment which supports organisational goals, personal goals and the self-esteem of all employees and prospective employees.

Discrimination and sexual harassment in the workplace contravene the provisions of EEO and sex discrimination legislation and are likely to undermine working relationships and efficiency.

It is the responsibility of the department to maintain proper standards of conduct, essential in the provision of a suitable physical and psychological work environment whereby employees can effectively and efficiently provide service to the Tasmanian community.

The department will adopt a conciliatory approach towards complaints involving allegations of discrimination or sexual harassment. Seventeen EEO contact officers are situated throughout the State to deal with issues.

Employees have access to an informal and confidential body of trained and experienced personnel, to offer advice and support, regarding EEO issues or breaches.

Accordingly, an Equal Employment, Opportunity, Harassment and Discrimination Policy and Management Plan has been developed to provide the framework through which managers, supervisors, employees and the relevant trade unions have a unified approach in providing a discrimination-free workplace.

### **Objectives**

- to promote the Department of Police and Public Safety as an equal employment opportunity employer and educate employees in the principles of merit, equity and fairness;
- to establish employment practices to achieve EEO for all employees, incorporating the enhancement of career opportunities of EEO Target Group members;
- to provide a working environment free from acts of discrimination, harassment and victimisation with the necessary avenues for the resolution of any complaints; and
- to establish and maintain systems and procedures that collect, record and evaluate EEO information.

Major achievements included:

- the training of 120 officers on EEO issues;
- 50% reduction in the number of EEO related incidents;
- the department approach was adopted by whole of government in the advertising of proper work place practices as they relate to EEO;
- adoption by other agencies of the department's initiative in the establishment of an EEO Helpline;
- recruitment of two employees under the Aboriginal Career Development Strategy; and

- the establishment of a Women in Policing Consultative Committee to address a wide range of issues involving employees who have a primary care role.

## **Appendix Location of Departmental Offices and Contact Numbers**

### **Tasmania Police**

**Head Office:** 47 Liverpool Street, Hobart  
**Postal Address:** GPO Box 308C, Hobart, Tasmania 7001  
**Telephone :** (03) 62 30 2111  
**Fax:** (03) 62 30 2452

### **Senior Officers:**

### **Corporate Management Group**

Commissioner of Police      Mr R McCreadie APM BA JP      (03) 6230 2535

Deputy Commissioner of Police      Mr J Johnston APM      (03) 6230 2420

Assistant Commissioner of Police      Mr L R Prins APM BA      (03) 6230 2430  
 (Crime and Operations)      Assoc. Dip Social Science

Assistant Commissioner of Police      Mr B J Bennett APM      (03) 6230 2421  
 (Planning and Development)

Director Administration      Mr F W Ogle      (03) 6230 2390  
    Dip. Human Resources

### **State Service Managers**

Chief Information Officer      Mr H Willink BA MBA  
    Grad. Dip. (Computing)  
    Grad. Dip (Business)      (03) 6230 2467  
    MACS

Acting Senior Solicitor	Mr M Miller LLB (Melb)	(03) 6230 2382
Manager, Commissioner's Office	Mr W Pless BA Diploma of Education TTC	(03) 6230 2460
Manager, Finance Branch	Mr I S Latham	(03) 62302360
Manager, Information Technology	Mr S Levis B Sc (Hons) B Bus MACS	(03) 6230 2455
Manager, Planning and Research	Mr M B Robinson BA(Hons) Diploma of Education TTC M. Ed (Admin)	(03) 6230 2461
Manager, Property and Asset Branch	Mr M T Ballard Grad. Dip. Land Economy	(03) 6230 2250
Manager, Marketing and Media	Mr G O Easton BA Diploma of Teaching	(03) 6230 2424
Manager, Communications Services	Mr G J Harper	(03) 6230 2310
Manager, Workers' Compensation Claims Management Unit	Mr R R Fisher	(03) 6230 2387

**District / Support Commands**

<b>Hobart</b>	Southern District 29 Liverpool Street, Hobart Superintendent	Mr S C McClymont APM {03} 62 30 2263 Fax {03} 62 30 2414
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<b>Glenorchy</b>	Eastern District 381 Main Road, Glenorchy Superintendent	Mr R E Belbin APM {03} 62 30 2686 Fax {03} 62 30 2760
<b>Launceston</b>	Northern District 137-149 Cimitiere Street, Launceston Superintendent	Mr J V Young APM (03) 63 32 3101 Fax {03} 63 30 3821
<b>Burnie</b>	Western District 88 Wilson Street, Burnie Superintendent	Mr R M Krushka APM {03} 64 34 5220 Fax {03} 64 30 5250
<b>Hobart</b>	Operations Support 30-32 Bathurst Street, Hobart Superintendent	Mr R G Fielding APM {03} 62 30 2238 Fax {03} 62 30 2141
	Executive Support  47 Liverpool Street, Hobart Superintendent	Mr T Mulder  BA Dip.EM APM {03} 62 30 2600 Fax {03} 62 30 2495
	Internal Investigations Unit 47 Liverpool Street, Hobart Superintendent	Mr P Wild APM {03} 62 30 2142 Fax {02} 62 30 2452
	Human Resources 47 Liverpool Street, Hobart Superintendent	Mr M G Brazendale APM {03} 62 30 2487 Fax {03} 62 30 2501

## State Emergency Service

**Head Office:** 47 Liverpool Street, Hobart  
**Postal Address:** GPO Box 1290N, Hobart, Tasmania 7001  
**Telephone :** {03} 62 30 2702  
**Fax:** {03} 62 34 9767

## Senior Officers

Director	Mr J M Paul	(03) 62 30 2702
Manager Operations	Mr R Sandy	(03) 62 30 2705
Manager Planning	Mr P Koob	(03) 62 30 2712
State Rescue and Volunteer Training Officer	Mr B Hevey	(03) 62 30 2708

## Regional Offices

<b>Hobart</b>	Southern Region Office	{03} 62 30 2700
	1st Floor 47 Liverpool Street, Hobart	Fax {03} 62 34 9767
<b>Launceston</b>	Northern Region Office	{03} 63 36 3790
	339 Hobart Road, Youngtown	Fax {03} 63 31 6119
<b>Burnie</b>	North Western Region Office	{03} 64 34 5333
	88 Wilson Street, Burnie	Fax {03} 64 31 6538



## **Appendix Royal Commission into Aboriginal Deaths in Custody**

Total Detained      1,964  
Aboriginal              136

The number of detainees held in police custody will decrease as the Division of Corrective Services progressively accepts responsibility for their care.

### **Deaths in Police Custody**

No deaths occurred in police custody or custody related police operations during 1997-1998.

	<b>1996-97</b>	<b>1997-98</b>
Category 1	0	0
Category 2	1 aboriginal	0
Total	0	0

### **Category 1 (Institutional or Close Contact Custody):**

- deaths in institutional settings (e.g. police stations, lockups, police vehicles etc. or during transfer to and from such institutions); and
- other deaths in police operations where officers were in close contact with the deceased.

### **Category 2 (Other Custody-related Police Operations):**

- other deaths during custody-related police operations. This covers situations where officers did not have such close contact with the person as to be able to significantly influence or control the person's behaviour. It includes most sieges and most cases where officers were attempting to detain a person e.g. pursuits.

## **Appendix Documents and Publications Produced, Administrative Decisions Legislative Program, Statutory Boards**

- Department of Police and Public Safety Corporate Plan
- Department of Police and Public Safety Annual Business Plan
- Department of Police and Public Safety Annual Report
- Tasmanian Lifelines Project
- Promotion Materials (Schools and Public Events)
- Siren
- Project Baton

- Recruitment and Training Brochures
- All Staff Bulletins
- Corporate Brochure
- Tourist Tips
- Safety for Seniors

#### **Appeal/Review Process - Administrative Decisions**

Refusal of Firearms Licence under Firearms Act/Gun Act

Appeal to a Magistrate

Refusal of Tanners Licence under Police Offences Act

Appeal to Attorney-General

#### **Legislative Program**

The Department administers the following legislation:

- Emergency Services Act 1976
- Firearms Act 1996
- Marine Search and Rescue Act 1971
- National Crime Authority (State Provision) Act 1985
- Police Offences Act 1935
- Police Regulation Act 1898

#### **Statutory Boards**

Police Promotions Appeal Board

(Part IVA Police Regulation Act 1898)

**Chairperson:** Mr E Free

**Member:** Mr J D Stewart

**Member:** Sergeant K Daniels

**Substitute Member:** Sergeant K Fitzgerald

Police Disciplinary Board

(Part IVB Police Regulation Act 1898)

**Chairperson:** Mr M R Hill Magistrate

**Member:** Mr M T E Shotter

**Member:** Sergeant L Kemp

**Substitute Member:** Inspector D Paton

## **Appendix Freedom of Information**

In fulfilling its mission Tasmania Police gathers information across all Output Groups.

### **Contact Office**

Applications for information pursuant to the Freedom of Information Act 1991 should be addressed to the Officer-in-Charge, Freedom of Information Unit, GPO Box 308C, Hobart, 7001 or telephone {03} 62 302 111 or FOI@Police.Tas.Gov.au

## **INFORMATION AVAILABLE OUTSIDE OF FREEDOM OF INFORMATION**

### **Personal Conviction Record**

Available from Police Headquarters - Hobart, Launceston and Burnie. No cost.

*Description: Police record of an individual's court convictions.*

### **Accident Records**

Officer-in-Charge, Accident Records - Hobart, Launceston, Burnie and Glenorchy. \$35 cost.

*Description: Statements given to police following a traffic accident.*

### **Crime Reports**

Officer-in-Charge, Crime Collating Unit, Information Bureau, PO Box 308C, Hobart, 7001. \$25 cost.

*Description: Verification that an offence or crime has been reported to police and a description of any property reported stolen or damage to property.*

### **Police Clearance Reports**

Commissioner of Police, PO Box 308C, Hobart, 7001

*Description: Report prepared verifying that a person is not known to police.*

*National standard fee. \$120*

### **Photographs/Videos Tapes**

Officer-in-Charge, Forensic Bureau, PO Box 308C, Hobart, 7001.

<b>Cost for photographs:</b>	<b>10x8</b>	<b>\$15</b>
	<b>6x4</b>	<b>\$5</b>
<b>Cost for video:</b>		<b>\$35</b>

## **Pre Trial Disclosure**

Officer-in-Charge, Prosecution Section - Hobart, Launceston and Ulverstone. Cost \$35.

*Description: Prosecution file.*

*Note: That following arrangements with the Office of the Director of Public Prosecutions (DPP), any application for statements in relation to, or for use in a claim for criminal compensation, should be forwarded to the office of the DPP.*

## **Crime Mapping Information**

Officer-in-Charge, Community Relations, Police Headquarters - Hobart, Launceston, Burnie and Glenorchy. No cost.

*Description: Statistical information regarding any crime in a particular geographic area.*

## **Community Relations Brochures**

Officer-in-Charge, Community Relations, Police Headquarters - Hobart, Launceston, Burnie and Glenorchy. No cost.

*Description: Business Watch, Neighbourhood Watch, Crime Stoppers, Safety Houses, Bomb Threats and How Safe are You?*

## **Appendix Acronyms**

ABCI	Australian Bureau of Criminal Intelligence
AIPM	Australian Institute of Police Management
ANCD	Australian National Council on Drugs
APM	Australian Police Medal
APMC	Australasian Police Ministers' Council
ASWPRCC	Australasian and South West Pacific Region Commissioners' Conference
BCI	Bureau of Criminal Intelligence
CACS	Command and Control System
CIB	Criminal Investigation Branch
CISD	Critical Incident Stress Debriefing
CISM	Critical Incident Stress Management
CMG	Corporate Management Group
COAG	Council of Australian Governments
FAMIS	Financial Asset Management Information System
IGCD	Inter Governmental Committee on Drugs
MAIB	Motor Accident Insurance Board
MCDS	Ministerial Council on Drug Strategy
MV	Motor Vehicle
NAFIS	National Automated Fingerprint Identification System

NCA	National Crime Authority
NCSU	National Crime Statistics Unit
NDS	National Drug Strategy
NEPI	National Exchange of Police Information
NIFS	National Institute of Forensic Science
NPEAB	National Police Ethnic Advisory Bureau
NPRU	National Police Research Unit
OMIS	Outputs Management Information System
PACB	Poppy Advisory Control Board
PCPAG	Police Commissioners' Police Advisory Group
SACPAV	Standing Advisory Committee on Commonwealth/State Coordination for Protection Against Violence
SPIP	Structural and Performance Initiative Program
TSSWCS	Tasmanian State Service Workers' Compensation Scheme

*The page has been produced by the Department of Police. Questions concerning its content may be directed to the Agency by mail to P. O Box 308C Hobart Tasmania 7001, or by e-mail at [info@police.tas.gov.au](mailto:info@police.tas.gov.au).*

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