



2012-2013

Business Priorities



Department of Police and Emergency Management

Business Priorities 2012-2013

This document outlines the Department of Police and Emergency Management (DPEM) strategic priorities for 2012-2013 which are linked to each of the Output Groups, and the other areas of focus. These priorities do not cover all the work that is undertaken over the twelve-month period because each Command and Business Unit has its own detailed Action Plan. Some priorities will occur over a longer period than the twelve months.

Performance measures are included to indicate progress towards realising the aim of each Output Group and other areas. These measures form part of a suite of performance measures used throughout the Department to measure performance.

Our Business

GUIDING PRINCIPLES

Guiding Principles have been developed to help shape our thinking and behaviours to assist in achieving organisational goals. The adoption of these principles will enhance DPEM's reputation as a progressive, inclusive organisation that strives for success.

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



FINANCIAL ENVIRONMENT

Given the significant financial constraints being experienced across the Tasmanian public sector in the next twelve months the Department will focus on **People**, **Innovation** and **Business** to enhance our service.

STRATEGIC DIRECTION

The Department has developed a Strategic Direction document which establishes the longer-term pathway for the organisation during the period 2012 to 2017 and beyond. The document identifies a number of aspirational goals to provide a long-term strategic vision of DPEM's business beyond the pursuit of the Strategic Direction document.

ASPIRATIONAL GOALS

The Department will aim for:

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

STRATEGIC OUTPUT GROUPS

DPEM's services will be delivered through the four Output Groups to guide the delivery of our Vision and Mission, and to meet the requirements of the Government Business Cycle. Each of the following Output Groups has a specific aim, priorities and performance measures to indicate progress towards realising our organisational goals:

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

The operational delivery of the services that are included within each Output Group are reflected in the Command Action Plans and the delivery of business outcomes in the areas of People, Innovation and Business are reflected in the Department's Business Unit's Action Plans.

Output Group 1: Public Safety

Aim

- For the community to feel safe and be safe

Priorities

- Visibility
- Public order
- Support front-line

Key Performance Measures

- General satisfaction with policing services \geq national average**
- Number of public order incidents
- Satisfaction with police in dealing with public order problems \geq national average**
- Number of public place assaults
- Percentage of people who feel safe**
- Community concerns about problems in the local area such as:
 - drunken or disorderly behaviour
 - threatening people or groupsto be \leq national average**.

** National Survey of Community Satisfaction with Policing

Output Group 2: Crime

Aim

- To reduce crime

Priorities

- High-risk offenders and groups
- Offending on bail

Key Performance Measures

- Reduction in total crime
- Reduction in serious crime
- Improvement in serious crime clearance rate
- Number of offenders breaching bail
- Offences committed while on bail.

Output Group 3: Traffic Policing

Aim

- To enforce compliance with traffic laws

Priorities

- High-visibility deployments
- High-risk driving behaviours

Key Performance Measures

- Number of operations
- Number of Random Breath Tests (RBTs)
- Percentage of people who felt that speeding cars, dangerous or noisy driving was a 'major problem' or 'somewhat of a problem' in Tasmania**
- High-risk driver behaviour detections.

** National Survey of Community Satisfaction with Policing

Output Group 4: Emergency Management

Aim

- To contribute towards community resilience through effective security and emergency management

Priorities

- Interoperability
- Disaster resilience
- Support to volunteers
- Specialist capability management

Key Performance Measures

- Number of inter-agency counter-terrorism and other exercises
 - State Emergency Service (SES) Call Outs
 - Number of volunteers
 - Review and implement specialist capability arrangements.
-

To achieve our **Mission** of providing a quality policing and emergency management service, DPEM will deliver strong leadership at all levels of the organisation with an emphasis on **People, Innovation and Business**.

This section therefore focuses on our people as DPEM strives for:

- effective communication
- workforce capacity, and
- safe and healthy workplaces.

Human Resources

Priorities:

- Support front line by managing the changing allocation of our people
- Implement People Plan 2012-2015
- Prepare for and implement the National Model Workplace Safety Legislation

Key Performance Measures:

- Meet staffing targets
- All implementation requirements are met (National Model Workplace Safety Legislation).

Senior Executive Officers

Priorities:

- Promotion of organisational Values and Service Charter

Key Performance Measures:

- Understanding of organisational Values and Service Charter in each workplace.

^ Innovation

To achieve our **Mission** of providing a quality policing and emergency management service, DPEM will deliver strong leadership at all levels of the organisation with an emphasis on **People, Innovation** and **Business**.

This section focuses on innovation where DPEM aspires to:

- innovative opportunities and initiatives
- lateral thinking and problem-solving abilities, and
- effective and efficient development and use of resources and systems.

Forensic Science Service Tasmania

Priorities:

- Continue scientific equipment replacement program

Key Performance Measures:

- Use of scientific equipment to improve efficiency.

Executive Support

Priorities:

- Redesign of Organisational Performance and Reporting model
- Introduction of Social Media Policy

Key Performance Measures:

- Finalisation and implementation of organisational performance model
- Graduated implementation of Social Media Policy developed in 2011-2012.

Corporate Services

Priorities:

- Whole-of-government information management strategy
- IT15
- Mobile data

Key Performance Measures:

- Meet whole-of-government ICT strategy requirements
- Implementation of IT15 in accordance with project plan
- Greater access to mobile data for operational police and emergency management.

To achieve our **Mission** of providing a quality policing and emergency management service, DPEM will deliver strong leadership at all levels of the organisation with an emphasis on **People, Innovation and Business**.

This section focuses on our business where DPEM aims to:

- continuously improve current business processes to enhance our service
- develop business opportunities and processes to streamline and assist front-line service delivery, and
- enhance collaboration, coordination and cooperation in key business ventures.

All Districts

Priorities:

- Monitor the new family violence service delivery model
- Speed Camera Operating Criteria

Key Performance Measures:

- Compliance with the new service delivery model
- Compliance with Speed Camera Operating Criteria.

Executive Support

Priorities:

- Legislative review
- Business process to inform and support operational requirements
- Review statistical data requirements
- Organisational policy review including the Graduated Management Model for complaints

Key Performance Measures:

- Identification of opportunities to enhance legislation that impacts on policing
- Completion of business mapping for IT15 schedule, Project Management Board (PMB) projects and identified projects external to IT15 and PMB
- Audit of available and unavailable statistical data, including identification of deficiencies in required statistical data
- Identification of opportunities to enhance policy that impacts on policing
- Review of Graduated Management Model in conjunction with the Integrity Commission.

Corporate Services

Priorities:

- Review of agency-wide delivery of Corporate Services
- Implementation of risk-based internal audit approach
- Strategic budget planning

Key Performance Measures:

- Establishment of base-line performance measure for Corporate Services
- Number of risk-based audits conducted
- Budget targets achieved.

Corporate Management Group

Priorities:

- Implementation of Emergency Services Review Committee Work Plan

Key Performance Measures:

- Implement revised fleet management arrangements.

Operations Support

Priorities:

- Marine and Rescue Services Review
- Forensic Services Procedures Manual
- New Firearms Database
- Integrated Management Model to improve intelligence gathering and operational deployment of specialist resources

Key Performance Measures:

- Marine and Rescue Services Review completed
- Completion of Forensic Services Procedures Manual
- Firearms Database developed and implemented
- Integrated Management Model implemented.

Forensic Science Service Tasmania

Priorities:

- Continue to enhance forensic evidence processes throughout the Department

Key Performance Measures:

- Improved forensic testing procedures implemented
- Forensic test turnaround time reduced.

Professional Standards

Priorities:

- Develop policies in relation to use of social media by members, and declarable associations
- Raise awareness of issues associated with conflict of interest

Key Performance Measures:

- Relevant policies implemented
- Reduction in complaints involving conflict of interest.

Special Response and Counter-Terrorism Unit

Priorities:

- Continue to develop police access to CCTV Networks

Key Performance Measures:

- Number of CCTV network access points in police stations.