

Department of Police and Emergency Management

Business Priorities 2011-2012



Secretary's Foreword

As in previous years, the *Business Priorities 2011-12* links to each of our output areas and operational priorities. It will guide the delivery of high-quality, visible, responsive and effective policing and emergency management services to all Tasmanians.

The *Business Priorities 2011-12* include performance measures to indicate progress towards realising the goals set out in the three-year Department of Police and Emergency Management *Strategic Framework 2009-2012*.

Given the significant budget pressures we face, the challenge will be to ensure we have the right systems and processes in place to deliver the very best service to our communities within the financial constraints being experienced across the Tasmanian public sector.

The Department of Police and Emergency Management is already confronting these challenges through various measures and I am confident that our skills, commitment and professionalism will underpin our ability to deliver high-quality services consistent with our vision of a safe and secure Tasmania.

D L HINE
Secretary
Commissioner of Police

Our Vision

- > A safe and secure Tasmania

Our Mission

- > To deliver quality policing and emergency management services to the people of Tasmania

Our Values *Supporting Behaviours*

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|------------------|--|
| > Integrity | We act honestly and ethically and exercise authority responsibly. We persevere because we are committed and professional. We are visible advocates of the quality of our service. |
| > Equity | We are fair and objective. We have empathy for victims and vulnerable groups and look for opportunities to empower. We are open-minded but consistent in our engagement with each other and the community. |
| > Accountability | We accept responsibility for ourselves and are answerable for our actions. We seek to continuously improve whilst responsibly managing risk. |

Our Business Principles

- > Engagement
- > Empowerment
- > Quality service
- > Continuous improvement

Public Safety

High visibility front-line service delivery

Aim: For the community to feel safe and be safe in public places

Priorities:

- > Visibility
- > Violence in public places
- > Alcohol-related public order issues

Key Performance Measures

1. General satisfaction with policing services \geq national average*
2. a) Number of public order incidents
b) Satisfaction with police in dealing with public order problems \geq national average*
c) Number of public place assaults
3. Percentage of people who feel safe in public places during the day and after dark†

* National Survey of Community Satisfaction with Policing 2011-12
† Tasmania Together Goal 2

Crime

Aim: To reduce crime

Priorities:

- > Serious crime
- > Home burglaries
- > Offending on bail
- > Stolen Motor Vehicles

Key Performance Measures

1. a) Total crime, Serious crime
b) Serious crime clearance rate
2. a) Number of home burglaries
b) Home burglaries clearance rate
c) Percentage of people who feel safe in the home during the day and after dark†
3. a) Number of offenders breaching bail
4. a) Number of stolen motor vehicles
b) Stolen motor vehicle clearance rates

* National Survey of Community Satisfaction with Policing 2011-12
† Tasmania Together Goal 2

Traffic Policing

High visibility front-line service delivery

Aim: To improve safety on the roads using law enforcement

Priorities:

- > Intelligence-led high visibility deployments
- > High-risk driver behaviours

Key Performance Measures

1. a) Number of intelligence-led operations
b) Number of fatal and serious injury crashes
2. a) Number of high-risk driver behaviour detections
b) Percentage of people who felt that speeding cars or dangerous, noisy driving was a 'major problem' or 'somewhat of a problem' in Tasmania*
c) Satisfaction with most recent contact with the police \geq national average*

* National Survey of Community Satisfaction with Policing 2011-12

Emergency Management

Aim: To enhance security and emergency management

State Emergency Service

Priorities:

- > Volunteer Capability Support
- > Disaster Resilience
- > State Emergency Service (SES) People

Key Performance Measures

1. SES volunteer and staff retention improved
2. Tasmanian Emergency Management Plan reviewed
3. SES Business Continuity and Succession Plan reviewed
4. SES Retention Strategy/Plan developed

Counter-Terrorism Unit

Priorities:

- > Conduct major counter-terrorism exercise – *Southern Intellection*
- > Progress development of State Crisis Centre
- > Improve Closed Circuit Television (CCTV) network functionality
- > Develop exercise program

Key Performance Measures

1. Number of exercises conducted
2. Conduct and evaluate *Southern Intellection*

Support Commands

Aim: To provide support for the delivery of policing and emergency management services

Forensic Science Service Tasmania

Priorities:

- > Continue scientific equipment replacement program
- > Continue to enhance forensic evidence processes throughout the Department

Key Performance Measures

1. Improved forensic testing procedures implemented
2. Forensic test turnaround time reduced

Operations Support

Priorities:

- > Redevelop Firearms Services administrative practices
- > Continue to improve Radio Dispatch service delivery
- > Implementation of the Trailerable Vessels Project
- > Enhance helicopter operations
- > Build capacity in Forensic Services
- > Develop Ocean-Going Vessel Replacement Program

Key Performance Measures

1. Redevelop the Firearms Database to provide enhanced operational and administrative functionality
2. Develop and implement administrative processes to facilitate the requirements of amendments to the *Firearms Act 1996*
3. Develop Strategic Plan for Radio Dispatch Services
4. Develop enhanced training strategies and capability development for Radio Dispatch Services
5. Continue roster reform within Radio Dispatch Services
6. Trailerable vessels and associated equipment upgraded or replaced in accordance with the Project Plan
7. Implement strategies to enhance the management of helicopter operations and training
8. Complete and implement Training Curriculum for Forensic Services personnel
9. Complete assessment of requirements for ocean-going vessels, including the development of a strategic acquisition and disposal schedule

Executive Support

Priorities:

- > Children and Young People policies and programs
- > New Departmental Strategic Framework
- > Contemporary policy and guidelines
- > Social media

Key Performance Measures

1. Progress Children and Young People initiatives and reforms
2. Develop and publish Strategic Framework
3. Ensure policing policy and guidelines are current
4. Develop social media strategy

Human Resources

Priorities:

- > Human Resource Distribution Modelling
- > Review less-lethal weapons and equipment
- > Implement changes to Staff Support
- > *People Plan 2012-15*

Key Performance Measures

1. Manage workforce within DPEM budget
2. Complete review of less-lethal weapons and equipment
3. Implement recommendations from Staff Support Review
4. Complete development of *People Plan 2012-15*

Corporate Services

Priorities:

- > Information Technology Infrastructure Reform Program (IT15)
- > Refurbish Divisional Headquarters
- > Information Security Framework

Key Performance Measures

1. Continue upgrade of information technology infrastructure and operational policing applications
2. Continue refurbishment program for Bellerive, Devonport and Glenorchy Divisional Headquarters
3. Implement identified information security priorities

Professional Standards

Aim: To promote professional standards

Priorities:

- > Identify ethical health risks, develop and implement strategies to reduce those risks
- > Integrate proactive management practices concerning misconduct resolution

Key Performance Measures

1. Percentage of the Tasmanian population who have confidence in police \geq national average*
2. Percentage of the Tasmanian population who believe police perform their job professionally \geq national average *
3. Complete review of the Graduated Management Model
4. Complete Ethical Health Risk Assessment and develop and implement strategies to reduce organisational risk of misconduct

*National Survey of Community Satisfaction with Policing 2011-12