

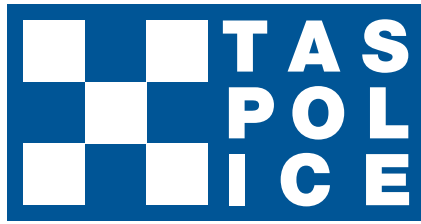
Department of Police and Emergency Management



BUSINESS PLAN

July 2006 – June 2007





**AUSTRALIA'S
FINEST**



Department of Police and Emergency Management

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Secretary's Foreword



The Department's 2006-2007 Business Plan is an important document. It is linked to the previously released *Strategic Directions Framework July 2006-June 2009* document, which charts the Department's course for the next three years.

The Business Plan outlines how we will deliver services to the Tasmanian community over the next year, bearing in mind our commitment to reassure the community by effectively communicating and demonstrating the highest levels of readiness, responsiveness and accountability. Providing reassurance to the community is directly linked to our success in reducing crime, improving public safety, reducing the impact of antisocial behaviour and enhancing traffic law enforcement.

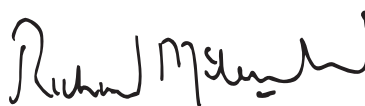
The Government has recognised our successes over the past five years, and believes strongly in our plans for the future, which are outlined in the Business Plan. The proof of this is the Government's increased funding for policing. This funding will be utilised to tackle the causes of crime and provide support for early-intervention strategies and the diversion of young people into restorative justice programs. New District Response Divisions have been established to coordinate early intervention and to deal with the issues of family violence, public order and youth services more effectively. In the next twelve months, the Department will continue to build on the excellent work that has been done in diverting young people from the criminal justice system.

An important part of the success of any organisation is the need to recognise the values and skills of people who work for it. I am proud to say that the leadership, professionalism and commitment of our members and volunteers have been recognised and welcomed throughout the community. Satisfaction with our services is at a commendable high, and we are all working to maintain and improve this level of public confidence. To achieve this, we will develop innovative approaches to leadership and supervisory training, enhance levels of professionalism and continue the emphasis on analysis, problem-solving and intelligence-led policing and emergency management. We will continue to pay proper attention to access and equity and workplace diversity in order to balance the needs of our people and the organisation in a constantly changing environment.

We will continue to be accountable for every aspect of our service delivery through internal and external performance review and comparisons. Individual accountability from commissioner to constable will be measured internally using the Corporate Performance Reporting process through the benchmarking of performance and effectiveness indicators. On a personal level, the highest standards of integrity and professionalism are required by this organisation and, indeed, those standards are demonstrated on a daily basis. There will be external reviews by relevant agencies, legislative requirements and national surveys that will also comment on the level and quality of the service we deliver.

The organisation will actively pursue the development of partnerships, working collaboratively with government agencies, local government and community organisations to identify and resolve local problems.

I am sure all who work within this organisation look forward to implementing innovative strategies that will further develop our effectiveness and increase our already high standing within the Tasmanian community.



Richard McCreadie
Commissioner of Police
Secretary, Department of Police and Emergency
Management



Vision

To be widely recognised as Australia's finest policing and emergency management service

Mission

To make Tasmania safe

Values

Personal values are fundamental to the way in which all members perform their duties to achieve our Vision and Mission.

As an organisation we value our people and are confident they will at all times:

- act honestly and with integrity
- have a high work ethic
- exercise authority responsibly
- behave ethically
- deliver service equitably across the whole of our community.



Business Principles

Supporting the personal values are business principles which guide the delivery of efficient and effective service to the community through:

- high standards of service delivery and professionalism
- ensuring victims of crime and those experiencing personal emergencies are treated with compassion
- cooperation with communities through the development and implementation of local partnerships in solving local problems
- efficient and effective utilisation of resources
- environmental scanning
- an intelligence-led, problem-solving approach.



Management Principles

The Department will continue to work towards achieving best practice and embrace management principles that:

- ensure staff have the appropriate authority, accountability, tools, education, training and development to deliver a professional service
- promote a safe and healthy working environment
- engender the principles of equity and diversity
- develop progressive career path opportunities that balance the needs of individuals and the organisation
- provide effective leadership and supervision
- review, update and evaluate Departmental practices and procedures utilising change-management strategies.



Introduction



The Tasmania *Together* process has provided a long-term vision for Tasmania. Community safety was identified as an important goal. It is fundamental to the Department's business planning to achieve this goal.

The Department's *Strategic Directions Framework July 2006 - June 2009* provides an overall direction for the Department and includes the Vision, Mission, Values and Key Strategies for 'a safe community'. The four key strategies of readiness, responsiveness, accountability and reassurance remain unchanged and are inherently linked.

The Business Plan for 2006-2007 provides guidance on how each of these key strategies is translated into action. The focus for this twelve-month period will be on the key service delivery areas of Community Safety, Crime, Traffic, and Community Perceptions and Satisfaction with our Service Delivery. The document incorporates business and management principles which underpin the delivery of our service.

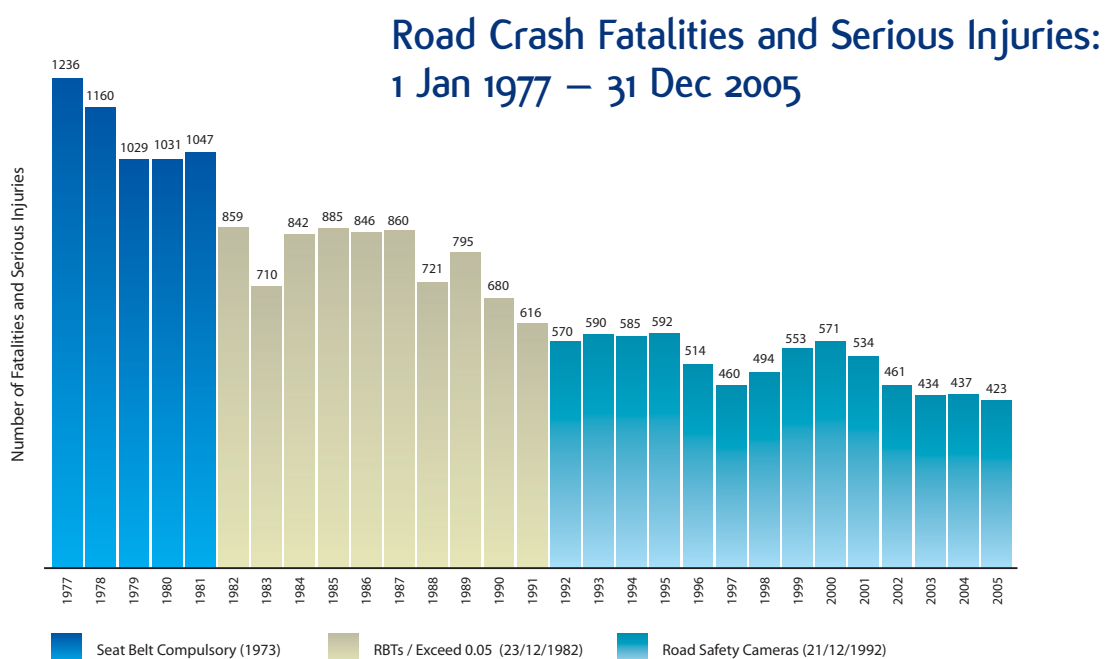
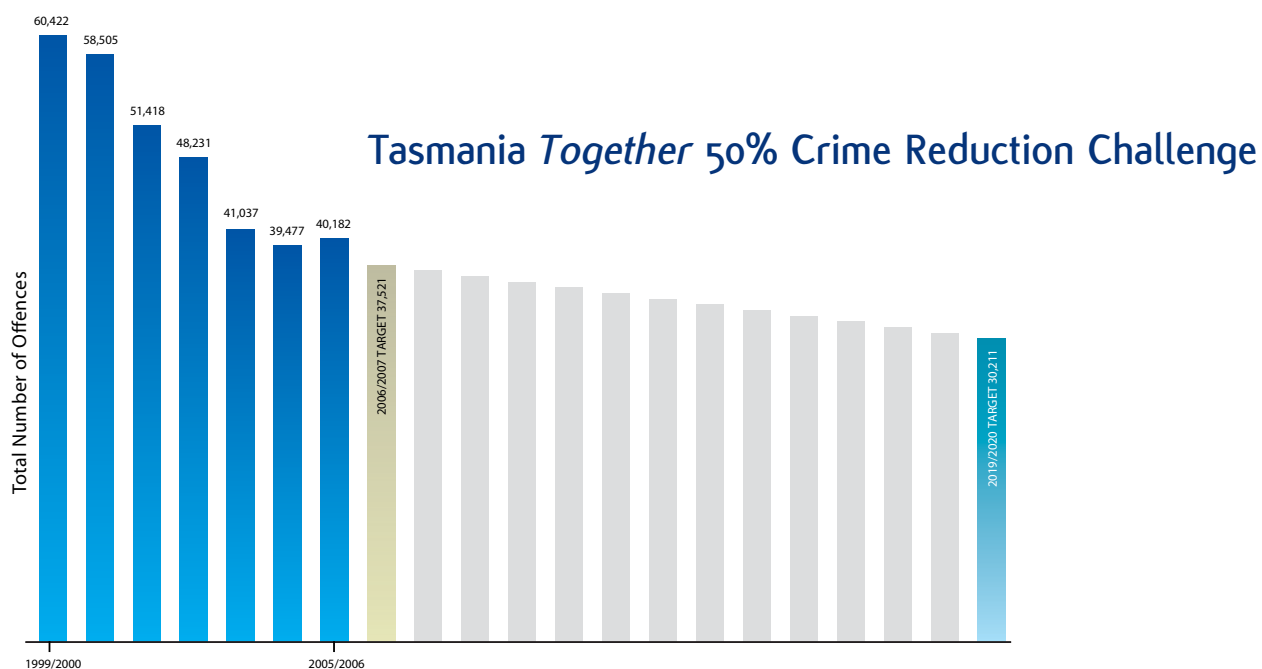
Each of the Department's District and Business Units will develop an Action Plan specifying how they will achieve the requirements of the Business Plan in order to address local needs and expectations.

The Department remains committed to the highest level of accountability to the community in terms of our service delivery. This document provides transparent information on how our services are delivered and are accountable.



"We will continue to be accountable for every aspect of our service delivery through internal and external performance review and comparisons."

Our Performance



Created by Tasmania Police from the Department of Infrastructure, Energy and Resources, Traffic Crash Database, June 2006

Community Safety



Outcome for 2006-2007

A community where people are safe.

Aims

- Increase visibility in the community
- Decrease antisocial behaviour.

Reassurance	<p>We will:</p> <ul style="list-style-type: none">• Develop and deliver new and innovative strategies and measures to address public order issues• Deliver effective communication strategies in relation to every aspect of our service delivery.
Readiness	<p>We will:</p> <ul style="list-style-type: none">• Develop innovative approaches to leadership and supervisory training• Review and adjust partnership arrangements in order to establish and maintain best practice• Develop appropriate new partnerships• Strengthen our environmental scanning and planning to enhance our ability to respond effectively to emerging challenges• Continue to review and refine our planning for emergencies, planned and unplanned events.
Responsiveness	<p>We will:</p> <ul style="list-style-type: none">• Deliver highly visible and effective policing and emergency management services• Respond to all calls for assistance in a timely and professional manner• Enhance problem solving by continually refining our intelligence-led approach• Continue to review and enhance management practices to improve service delivery• Increase the policing of licensed premises and, in particular, those establishments associated with antisocial behaviour and complaints from the public.
Accountability	<p>We will:</p> <ul style="list-style-type: none">• Implement a new individual personal achievement program• Measure our performance across a range of indicators and compare with previous year's performance• Achieve the best performance of any jurisdiction in comparable performance measures.

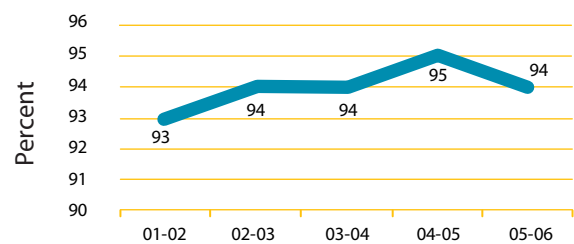


94%

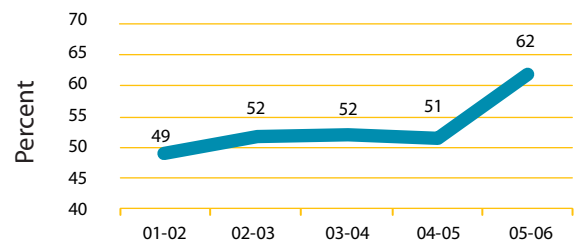
Over 94% of Tasmanians feel safe at home during the day, with increasing numbers feeling safer at home after dark.

- Tasmania is a safe place to live.
- More Tasmanians feel safe walking or jogging in their neighbourhood than five years ago.
- Over the last five years satisfaction with the way police deal with public order issues has increased substantially. Tasmania now exceeds the national average.
- Police are addressing public order issues through the new District Response Divisions Public Order Response Teams.

Percentage of Tasmanians who feel safe at home during the day



Satisfaction with policing of public order issues



Data for graphs sourced from the ACNielsen National Survey of Community Satisfaction with Policing.

Crime



Outcome for 2006-2007

A reduction in crime.

Aims

- Reduce total recorded offences statewide including:
 - person offences
 - property offences
 - motor vehicle stealing
 - public place assaults
 - family violence.
- Improve clearance rates.

Reassurance

We will:

- Respond to all matters of complaint in a timely and appropriate manner
- Provide timely follow-up and appropriate information to victims and complainants
- Provide timely information in relation to crime and clearance rates to better inform the community.

Readiness

We will:

- Establish new District capabilities for crime prevention and early intervention
- Strengthen leadership and supervision in criminal investigation
- Continually review and improve service delivery around matters requiring prosecution.

Responsiveness

We will:

- Establish a network of Inter-Agency Support Panels across the State
- Enhance our intelligence-led approach to crime prevention and detection in order to respond effectively to emerging trends
- Treat all victims of crime in a professional manner
- Improve crime response and crime scene examination across the State.

Accountability

We will:

- Be accountable for every aspect of our service delivery through:
 - internal and external performance review and comparisons
 - legislated requirements
 - community satisfaction.

“Extra funding will be utilised to tackle the causes of crime...”



95%

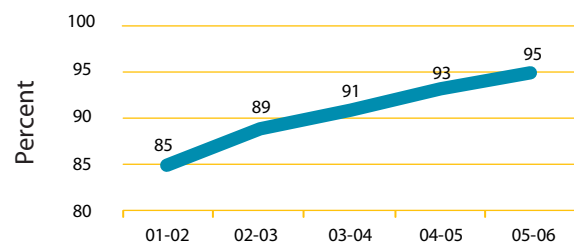
- 95% of offences against the person are cleared
- 32% of property offences are cleared
- 9 out of 10 people who commit assault are charged.

- We are on target to meet the Tasmania *Together* challenge of halving crime by 2020.
- There has been a downward trend in total offences over the last five years.

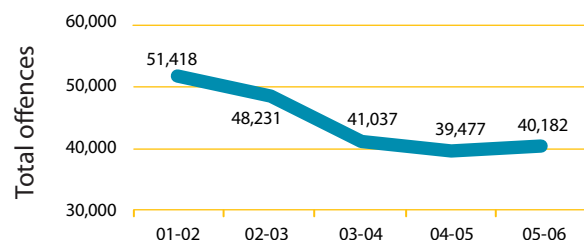
Compared to five years ago, every week there are:

- 361 fewer offences
- 43 fewer home burglaries
- 24 fewer business burglaries
- 41 fewer car burglaries
- 32 fewer stolen cars.

Clearance rate for person offences



Total number of offences



Traffic



Outcome for 2006-2007

Improve driver behaviour through traffic law enforcement.

Aims

- Reduce fatal and serious injury crashes.

Reassurance	<p>We will:</p> <ul style="list-style-type: none">• Deliver high-visibility traffic policing• Develop and implement innovative strategies that positively affect attitudes and behaviours of road users.
Readiness	<p>We will:</p> <ul style="list-style-type: none">• Focus on the intelligence-led traffic policing approach• Effectively position all road safety equipment across the State.
Responsiveness	<p>We will:</p> <ul style="list-style-type: none">• Deliver high-quality traffic services across the State predicated on timely and accurate analysis of all available intelligence• Engage every member in delivery of high visibility and targeted policing activities across the State• Deliver high-level enforcement activities to increase the community perception that if road users offend, they will be detected• Participate in relevant partnerships that focus on youth education and driver behaviour modification.
Accountability	<p>We will:</p> <ul style="list-style-type: none">• Be accountable for every aspect of our service delivery through:<ul style="list-style-type: none">- internal and external performance review and comparisons- legislated requirements- community satisfaction.

“We will continue the emphasis on analysis, problem solving and intelligence-led policing.”



35%

35% reduction in the number of fatal and serious injury road crashes since 2000-01.

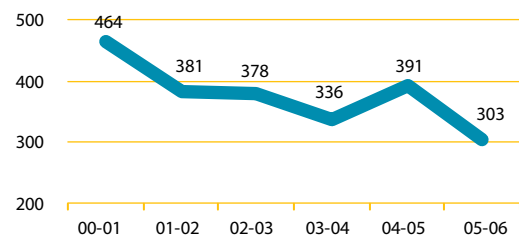
Each week there are 3 fewer people killed or seriously injured on our roads (compared to 5 years ago).

Police continue to enforce traffic laws in order to reduce the road toll.

Last year:

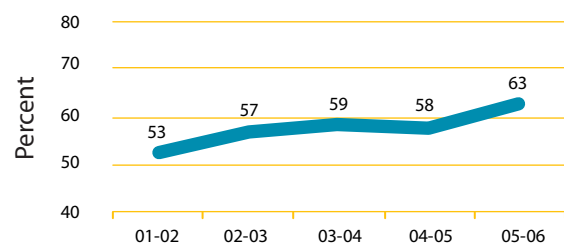
- 600,000 random breath tests were conducted
- over 4,000 drivers were charged with drink driving
- 3,500 people were detected driving while using a hand-held mobile phone
- approximately 7,500 infringement notices were issued for not wearing a seat belt
- 89,200 speeding infringement notices were issued.

Fatal and Serious Injury Crashes



Too many Tasmanian drivers continue to break the law.

Drivers who admit having driven over the speed limit



Data for graph sourced from the ACNielsen National Survey of Community Satisfaction with Policing.

Community Perceptions and Satisfaction with our Service Delivery

Outcome for 2006-2007

A community where people feel safe and are satisfied with our service delivery.

Aims

- Increase the number of people who feel safe
- Increase community satisfaction with policing services.

Reassurance	<p>We will:</p> <ul style="list-style-type: none">• Ensure that our members understand that reassurance involves effectively communicating our performance in crime prevention, detection and serious injury crash reduction• Demonstrate to the community our commitment to a reduction in crime, serious injury crashes and public order issues which is predicated on the highest levels of readiness, responsiveness and accountability.
Readiness	<p>We will:</p> <ul style="list-style-type: none">• Develop strategies to reinforce the importance of establishing and maintaining appropriate contact and liaison with individuals and the community• Ensure our members are provided with relevant information to better inform the community about our services and performance.
Responsiveness	<p>We will:</p> <ul style="list-style-type: none">• Provide appropriate and timely feedback to complainants and other people who report matters or provide information• Enhance our contact and liaison with victims, witnesses and other relevant parties• Ensure the highest standards of appearance and a professional service• Ensure that we meet community and government needs and expectations.
Accountability	<p>We will:</p> <ul style="list-style-type: none">• Deliver services ethically• Continue to improve our standing in the <i>National Survey of Community Satisfaction with Policing</i>.

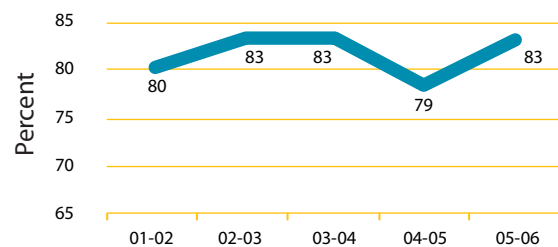


83%

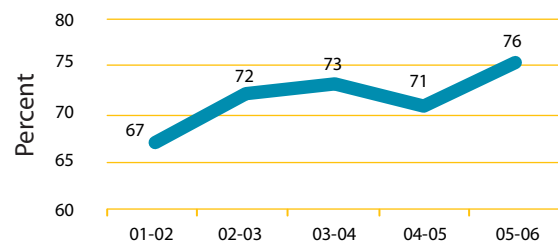
83% of Tasmanians think highly of their police service.

- A national survey showed that most Tasmanians believe their police are honest.
- More than 82% of Tasmanians felt that police perform their job professionally.
- More Tasmanians were satisfied with the services provided by their police than in any other State.
- Satisfaction with policing services has continued to improve over the last five years.

Percentage of population who have confidence in police



Satisfaction with policing services over the last five years



Data for graphs sourced from the ACNielsen National Survey of Community Satisfaction with Policing.

Hierarchy of Planning Documents

Department of Police and Emergency Management



Tasmania **Together** 2020

The Tasmania *Together* document provides a long-term vision for Tasmania, with community safety identified by the people of Tasmania as an important goal. The Department plans its activities to achieve this goal.

The **Strategic Directions Framework** defines the Vision, Mission, Values and Key Strategies for the Department over the next three-year cycle (July 2006 - June 2009).

The annual **Business Plan** provides guidance on how each of the four key strategies of reassurance, readiness, responsiveness and accountability is translated into action over the twelve-month period.

The **Action Plan** sets out in detail how we will deliver the requirements of the Business Plan at District, Divisional, Station, Business Unit and individual levels to address identified needs and expectations.

The **Annual Report** showcases the year's activities and reports on the Department's performance.



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