



BUSINESS PLAN

July 2007 – June 2008

Equipping for the Future





**AUSTRALIA'S
FINEST**



Department of Police and Emergency Management

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Secretary's Foreword



This year's Business Plan is the second in the series for the three-year *Strategic Directions Framework 2006-2009*. This Plan provides guidance on how each of the four key strategies of reassurance, readiness, responsiveness and accountability are translated into action over this next twelve-month period. Like any Business Plan, we have a range of actions that will be undertaken throughout Tasmania to provide a safe community.

For the organisation to move forward we have to assess how well we are performing. I am pleased to report that we have achieved tremendous success over the past five years, with results driven primarily by our Strategic Directions Framework and Business Plans. Our key strategies, our innovative programs and partnerships with other agencies and the community to reduce crime, our reduction in serious injury crashes, our improved management of public disorder and our increased public safety across a whole range of indicators have produced an outstanding outcome.

Sworn and unsworn members should all continue to take pride in such excellent results and exemplary service to the Tasmanian community.

The Government continues to recognise our successes and supports our plans for the upcoming year, which are outlined in the Business Plan. A highlight of this year is the additional funding that Government has provided to modernise and update our equipment. This document focuses on the new types of equipment that police and our forensic scientists will use when undertaking our business.

You will notice that the front cover of this document depicts a blueprint for the replacement of the PV *Freycinet* by a new, state-of-the-art front-line vessel costing around \$1 million. With the amount of coastline around the State, along with the large recreational and commercial fishing fleets, it is essential that we have the highest standard of equipment. Further funding will be spent upgrading the engines and outboard motors of the other vessels in our 38-strong fleet. These vessels are required for search and rescue, diving, fisheries surveillance, counter-terrorism activities, public events, inspection of fishing and recreational boats and general marine policing.

The approach to marine law enforcement has changed markedly in recent years as technology has advanced, and poachers are equipped with more sophisticated gear. With the improved acquisitions, Tasmania Police Marine Services will continue to meet that challenge.

Other purchases are new science equipment for Forensic Services including a specialist Digital Mini Lab which replaces two antiquated film-only Mini Lab printers. This will help overcome our limited capacity to print high-quality images from digital media suitable for use in court.

Specialist analytical equipment is also being purchased for the Forensic Science Service Tasmania (FSST) laboratory to enable us to utilise new technologies to enhance crime response and crime-scene examination across the State.

With any organisation it is important that personnel are trained in not only the use of the new equipment, but continue to receive enhanced training associated with our service delivery in law enforcement, crime reduction and emergency management. Our vision of being recognised as *Australia's Finest* encompasses these activities.

I am pleased to report that the public has a highly visible, ethical, and very efficient and committed police and emergency services. Surveys indicate that the public does hold us in high regard. However, we must not rest on our laurels and need to be constantly vigilant to see what event, task or emergency could change the focus of our service delivery. We must strive for continuous improvement in our services. This is fundamental to our service delivery throughout the State.

Richard McCreddie AO APM OStJ BA JP
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 their commitment to:

- 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 order to solve 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
- promote equity and diversity
- offer progressive career path opportunities and balance the needs of individuals with those of the organisation
- provide effective leadership and supervision
- review, update and evaluate Departmental practices and procedures utilising change-management strategies



Introduction

“This organisation continues to perform at a very high level, bringing an enormous reduction in crime and improvement in service delivery.”

The *Business Plan July 2007 - June 2008* outlines how, during this period, we will put into practice the four key strategies underpinning the Department's *Strategic Directions Framework July 2006 - June 2009*.

Those four key strategies are:

- Readiness
- Responsiveness
- Accountability
- Reassurance

The key service delivery areas covered by this *Business Plan* are 'Community Safety', 'Crime', 'Traffic', and 'Community Perceptions and Satisfaction with our Service Delivery'. Each one is linked to the four key strategies of the *Strategic Directions Framework* and has clearly stated aims and outcomes. The ways in which we will achieve the stated outcomes for each key service delivery area are clearly documented. In addition, great emphasis has been placed on the business and management principles which will underpin our service delivery.

This *Business Plan* will also serve as a guide for Districts and Business Units as they develop their own Action Plans to meet the requirements of this document.

These documents have a cascading effect, therefore, with the *Strategic Directions Framework* at the top 'spilling over' into the *Business Plan* in the middle, and that, in turn, 'spilling over' into District and Business Unit Action Plans at the base and which meet local needs and expectations.

The ultimate results meet the requirements of Tasmania *Together*, which is a grand plan that outlines goals, and measures progress towards those goals, of the entire Tasmanian community.

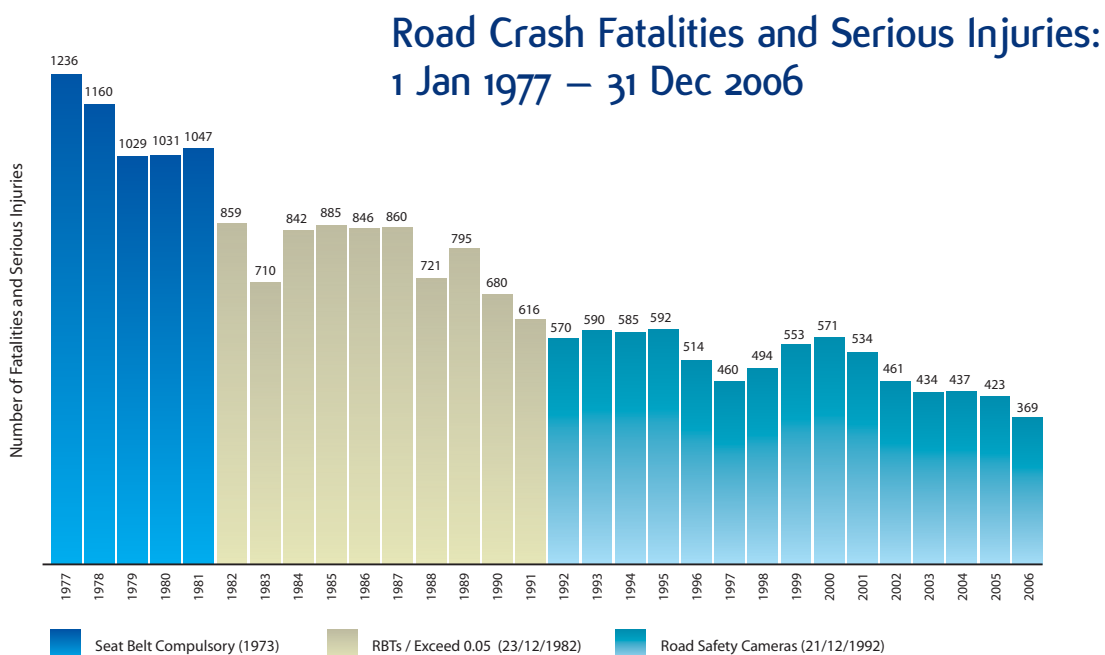
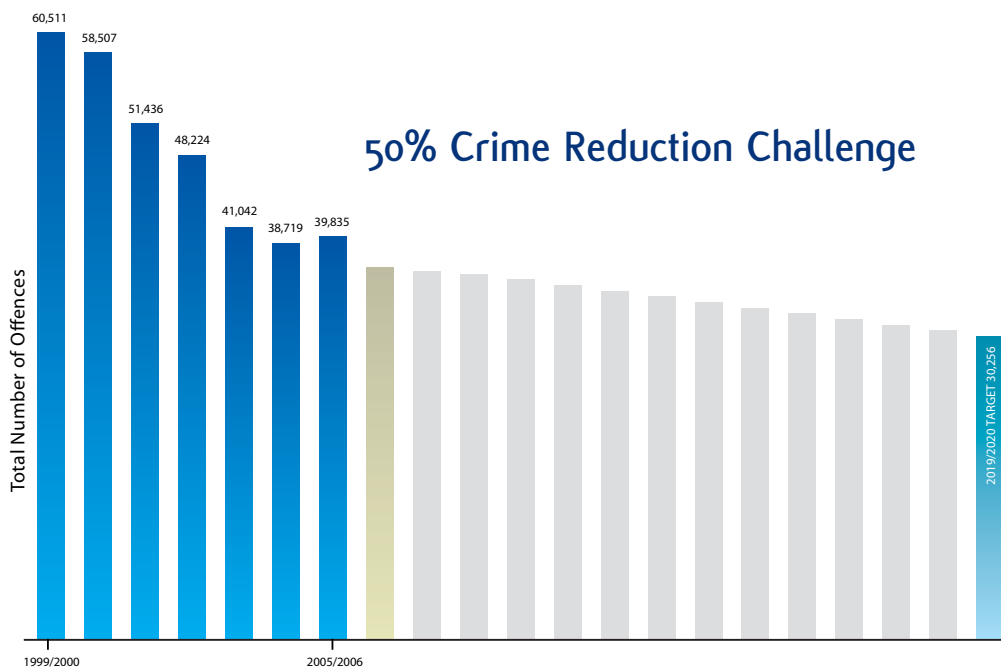
The Department's *Business Plan July 2007 - June 2008* is an important staging post in achieving the Tasmania *Together* vision of having 'Confident, friendly and safe communities'.

It should be embraced by all members of the organisation.



Tasmania *Together* 2020

Our Performance



Created by Tasmania Police from the Department of Infrastructure, Energy and Resources, Traffic Crash Database, March 2007

Community Safety

Outcome for 2007-2008

A community where people are safe

Aims

- Increase visibility in the community
- Decrease antisocial behaviour

Reassurance

We will:

- Continue to implement and evaluate the delivery of innovative strategies and measures to address public order issues
- Deliver effective communication strategies in relation to every aspect of our service delivery

Readiness

We will:

- Complete the review of partnership arrangements to focus on maintaining best practice
- Strengthen our environmental scanning and planning to enhance our ability to respond effectively to emergencies and emerging challenges
- Upgrade Departmental equipment to enhance our law enforcement capability and ability to respond to emergencies and unplanned events
- Address issues affecting the radio network for police officers
- Continue to deliver quality training to enhance capacity of emergency services

Responsiveness

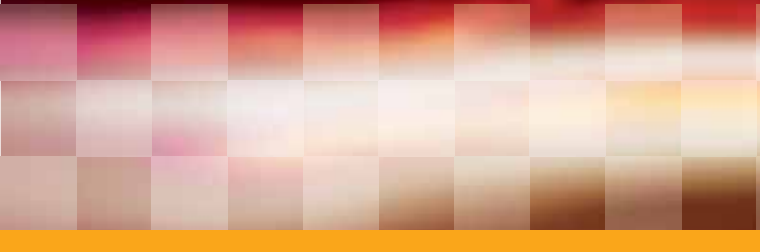
We will:

- 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 refining our intelligence-led approach to address public order issues
- Implement targeted strategies directed at reducing antisocial behaviour and public order issues, in particular, those caused by drugs and alcohol

Accountability

We will:

- Measure our performance across a range of indicators and compare with previous performances
- Achieve the best performance of any jurisdiction in comparable performance measures

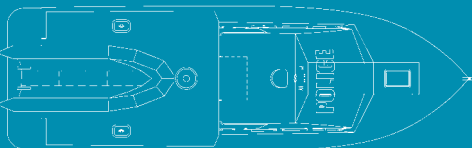
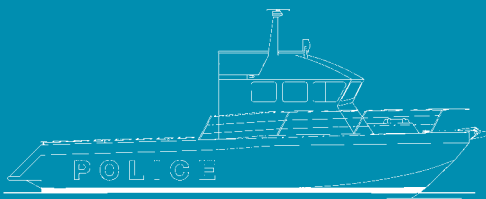


Police Vessels

The Department has two ocean-going vessels in its fleet of 38 for marine law enforcement and search and rescue activities. One of these, the PV *Freycinet*, has been in service for 27 years and is in urgent need of replacement.

The Government has provided us with the funds to build a state-of-the-art vessel which will embrace all modern and safe working conditions.

From the total amount of about \$2,000,000 we will also be able to replace all of the outboard motors on our vessels which range from small inflatables for inland lakes and rivers, to larger coastal patrol vessels.



Equipping for the Future



Crime

Outcome for 2007-2008

A reduction in crime

Aims

- Reduce total recorded offences including a reduction in assaults, particularly those committed in public places or those associated with family violence
- Solve more crime

Reassurance

We will:

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

Readiness

We will:

- Strengthen leadership and supervision in criminal investigation
- Continually review and improve service delivery around matters requiring prosecution
- Enhance training associated with crime prevention, early intervention and investigation

Responsiveness

We will:

- Require Commands to work collaboratively to address crime issues
- Evaluate the performance of Inter-Agency Support Teams across the State
- Enhance our intelligence-led approach to crime prevention and detection in order to respond effectively to emerging trends
- Utilise new technologies to enhance 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



Advancements in photography

The Department has received significant funding to enable it to move to a modern environment of digital photography, and processing using a specialist Digital Mini Lab and the digital capture, storage and retrieval of offender photographs.

A program to implement the introduction of this new equipment and technology will be delivered in this year.

Forensic Science Service Tasmania has also received upgraded expensive equipment to enhance their examination of samples and exhibits.



Equipping for the Future

Traffic

Outcome for 2007-2008

Improved driver behaviour through traffic law enforcement

Aims

- Reduce fatal and serious injury crashes

Reassurance

We will:

- Deliver high-visibility traffic policing
- Continue to implement innovative strategies that positively affect attitudes and behaviours of road users

Readiness

We will:

- Develop a new intelligence-led traffic policing model
- Strengthen leadership and supervision in traffic law enforcement

Responsiveness

We will:

- Increase frequency of 'joined-up' traffic operations
- Reinforce the delivery of high-visibility and targeted policing activities to increase community perception that if road users offend, they will be detected
- Continue to target our enforcement activities on causal factors of fatal and serious injury crashes
- Participate effectively in relevant partnerships that focus on youth education and driver behaviour modification
- Deliver quality road accident rescue services

Accountability

We will:

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



Road Safety Cameras

To assist in the delivery of an effective road safety strategy, twelve new road safety cameras (8 laser-based, 4 radar-based) have been acquired. These units replace previous equipment which is obsolete.

The new cameras use digital technology. This has

provided efficiencies in the operation of the cameras and also in relation to Infringement Notice processing.



To enhance the safety of our police officers, a large quantity of new reflective vests will be acquired and distributed together with new multi-purpose torches with traffic management "wands".



Equipping for the Future

Community Perceptions and Satisfaction with our Service Delivery

Outcome for 2007-2008

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

We will:

- Continue to effectively communicate our performance in crime, traffic and community policing
- Take every opportunity to demonstrate 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
- Continue to build enduring partnerships with our stakeholders

Readiness

We will:

- Meet community needs by measuring their levels of satisfaction with our service delivery
- Work closely with key stakeholders to better inform our planning
- Ensure our members are provided with relevant information to better inform the community about our services and performance

Responsiveness

We will:

- Ensure the highest standards of appearance and professional service delivery
- Address community and government requirements and expectations

Accountability

We will:

- Deliver services ethically
- Continue the implementation of our individual personal assessment program
- Continue to improve our standing in the *National Survey of Community Satisfaction with Policing*



Police Target Public Order and Antisocial Behaviour

New strategies and equipment target antisocial behaviour, public order issues and prevent crime and offences in and around public places.

A new multi-purpose Mobile Command Centre forms an important part of front-line policing and assists the Public Order Response Teams.

Two smaller mobile command centres in a similar style will be deployed in the north and north-west.

All of these will enable better management at major incidents, and increase public awareness of police activities.



Equipping for the Future

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 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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