

Department of Police and
Emergency Management



BUSINESS PLAN

July 2008 – June 2009



working together for a better community



working together for a better community



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Secretary's Foreword

As the new Commissioner of Police it is with great pride that I present the Department's Business Plan 2008-09. This is the third and final document from the *Strategic Directions Framework 2006-09*.

The Business Plan is essential for our business – it's our blueprint for the future. It establishes our direction for the next twelve months and enables us to determine what commitments we need to make to achieve a safe Tasmania.

I look forward to the year ahead and its many challenges. The Department has a new Minister for Police and Emergency Management, Mr Jim Cox MP, and a new senior management team. I know that we will work well together to continue the outstanding results achieved under the former leadership of Richard McCreadie and David Llewellyn, MP.

The people within this organisation are its most valuable resource and, I believe, are working at an exceptionally high level to maintain a safe community. This Business Plan details the ways in which our people will continue to work together in conjunction with the community – building a better Tasmania.

In order for our people to continue to deliver high standards of service and professionalism, we will have an emphasis on training in the coming year, while monitoring compliance with our service standards. Other important human resource issues will be examined and addressed.

It is essential for Tasmania Police, Forensic Science Service Tasmania, the State Emergency Service and our State Servants to be provided with the best possible opportunities to take advantage of modern efficiencies and emerging technologies.

I am pleased to announce that we have commenced a review to identify opportunities to enhance our service delivery while researching new and emerging technologies. This will not only assist operational police and support staff but will ultimately benefit the community.

Commissioner



A vital aspect of police work is providing reassurance to the community. Throughout 2008-09 we will implement reassurance strategies at the local level to focus on high visibility policing and communicating our performance in community policing, crime reduction, and traffic law enforcement.

Alcohol and drug-related issues present an increasing problem for policing and the community. We will be tackling alcohol-related crime and antisocial behaviour by developing an evidence-based approach to the policing of 'hot spots' and certain other premises.

My overall objective for this year is to continue the excellent results in crime reduction and perceptions of safety while delivering on community expectations. I am sure that we can work effectively with the community to achieve this outcome.

J Johnston APM

Commissioner of Police
Secretary, Department of Police and
Emergency Management

working together for a better community



vision

Vision

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



mission

Mission

To make Tasmania safe



values

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 and those of the organisation
- provide effective leadership and supervision
- review, update and evaluate Departmental practices and procedures utilising change-management strategies



Introduction

This Business Plan outlines how we will put into practice the four key strategies of Reassurance, Readiness, Responsiveness and Accountability which underpin the Department's *Strategic Directions Framework July 2006-June 2009*.

The Key Service Delivery Areas covered by this Plan are 'Community Safety', 'Crime', 'Traffic', and 'Community Perceptions and Satisfaction with our Service Delivery'. Each one is linked to the four key strategies from the *Strategic Directions Framework* and has a clearly stated outcome for the twelve-month period. In addition, emphasis has been placed on the business and management principles which underpin our service delivery.

Each District and Business Unit will utilise the Business Plan to develop their own Action Plan to meet the requirements of the Department (for further information about how these documents assist in the planning process, see *Hierarchy of Planning Documents*).

Each year, the Government allocates funds to the Department to deliver policing and emergency management services throughout Tasmania. Budget Paper No 2 *Government Services* provides information about those services, in the form of Outputs, that the Department intends to deliver during 2008-09. The Business Plan also incorporates major initiatives that will be implemented to achieve the Government's broad objectives, including Tasmania *Together*.

The following table outlines how the output methodology from Budget Paper No 2 aligns with the Business Plan Key Service Delivery Areas.



Budget Paper No 2 - Outputs	Business Plan 2008-09 Key Service Delivery Areas
Output 1 – Policing Support to the Community Output 5 – Emergency Management	1. Community Safety
Output 2 – Crime Detection and Investigation Output 4 – Protection of Primary Industry and Fisheries Resources Output 6 – Support to Judicial Services	2. Crime
Output 3 – Traffic Law Enforcement and Road Safety	3. Traffic
Output 1 – Policing Support to the Community Output 7 – Ministerial support and information services	4. Community Perceptions and Satisfaction with our Service Delivery

Our People Our Performance

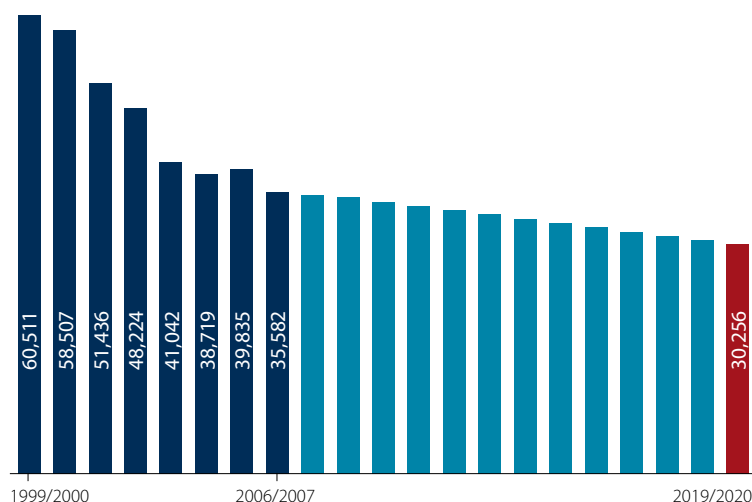
The Department continues to enhance the quality and capability of its people by incorporating the following Government objectives into its human resources planning:

- attracting and retaining the right people
- developing and recognising their capability and training
- shaping our workforce and performance
- leading and managing for the future.

During 2008-09, in consultation with members, a range of strategic Human Resource (HR) issues will be identified for further discussion and decision-making. Members will be kept informed on the progress of those HR-related issues under consideration that relate to them.

High-level priorities and strategies for people management will also be identified for inclusion in the Department's new Strategic Directions Framework.

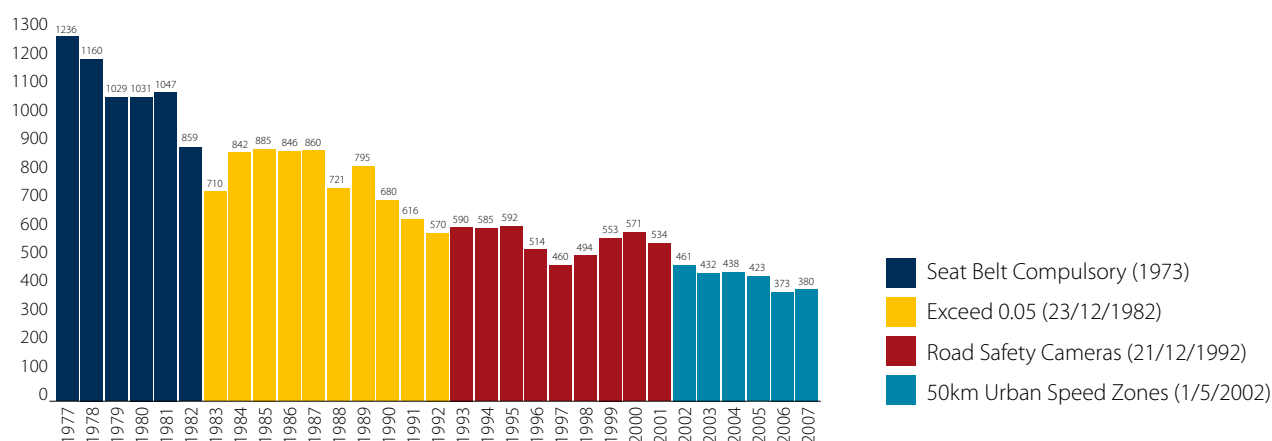
50% Crime Reduction Challenge



"The people within this organisation are its most valuable resource"

Commissioner of Police

Distribution of Fatalities and Serious Injuries for 1 January 1977 - 31 December 2007



Community Safety

Outcome for 2008-2009

A community where people are safe.



Reassurance

We will:

- direct reassurance strategies at the suburb and street level
- deliver high visibility policing at public order 'hot spots' and large public gatherings
- implement communication strategies targeted at public order and other identified areas of community concerns.

Readiness

We will:

- continue to improve radio communications and enable the return to digital transmissions
- enhance our command and control framework, including incident response training at the District level
- use environmental scanning and planning to enhance our ability to respond effectively to emergencies and emerging challenges.

Responsiveness

We will:

- respond to all calls for assistance in a timely and professional manner
- develop and implement an information collection plan in relation to alcohol-related public order issues that:
 - engages key stakeholders
 - focuses on 'hot spots' and licensed premises
 - informs the deployment of resources at key times.

Accountability

We will:

- measure our performance across a range of indicators and compare with our performance in previous years
- achieve the best performance of any state in comparable performance measures.



*“Throughout 2008-09
we will implement
reassurance strategies at
the local level to focus on
high visibility policing”*

Commissioner of Police



High Visibility Policing and Emergency Management Services

Police and State Emergency Service personnel and volunteers continue to work in partnership with local government and the community. Local community safety issues are identified. Highly visible policing strategies such as the use of marked police vehicles and vessels, bike and beat patrols, and Public Order Response Teams are implemented to deter and respond to antisocial and criminal behaviour. They also provide reassurance to the local community.

Crime

Outcome for 2008-2009

A reduction in crime.



Reassurance

We will:

- provide timely follow-up and appropriate information to victims, complainants and the community
- review media engagement processes to enhance our reassurance messages.

Readiness

We will:

- enhance training associated with crime prevention, early intervention and investigation
- develop strategies to reduce drug-related crime
- continue to lead legislative reform relating to bail issues and recidivist offenders
- provide crime prevention information and seminars, to address key issues such as:
 - shoplifting
 - robberies
 - stolen motor vehicles
- work with partners such as Neighbourhood Watch to develop a pilot property identification program.

Responsiveness

We will:

- reduce robberies
- reduce public place assaults
- reduce the incidence of burnt-out stolen motor vehicles
- review unsolved major crimes and missing persons cases.

Accountability

We will:

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



“My overall objective for this year is to continue the excellent results in crime reduction”

Commissioner of Police



Working Together On Crime Reduction Strategies

We continue to focus on innovative strategies to prevent and investigate crimes such as robberies and stolen motor vehicles.

One such strategy is to assist businesses in preventing robbery. We conduct staff awareness sessions, visit licensed premises to provide security advice, and continue overt and covert police patrols. An information package is also being developed on the use of Closed Circuit Television (CCTV) systems. This will assist businesses in providing valuable evidence to police when investigating crimes such as robbery and shoplifting.



We have also introduced an integrated crime management strategy. This involves a Crime Management Unit undertaking intelligence analysis and providing advice regarding emerging crime trends. Police attendance at the scene of a crime, such as a burnt-out stolen motor vehicle, is predominantly undertaken by a Crime Response Unit. The Unit consists of a trained detective and uniform member trained in crime scene examination. At the scenes of more serious crimes, a Forensic Services officer and/or FSST officer may attend.

Traffic

Outcome for 2008-2009

Improve driver behaviour through traffic law enforcement.



Reassurance

We will:

- deliver highly visible, effective traffic policing
- develop, implement and evaluate communication strategies to support traffic enforcement operations
- reinforce the message that:

'While enforcement is targeted at crash causes, breaches of the traffic laws are unacceptable.'

Readiness

We will:

- refine our intelligence-led approach to traffic policing
- explore policy, legislative and technological opportunities to enhance our traffic law enforcement
- work with relevant partners to more closely align enforcement with other road safety activities and initiatives.

Responsiveness

We will:

- develop, implement and evaluate strategies for state-wide integrated traffic operations
- deliver high-visibility and targeted policing activities to increase the deterrence and detection of driver offending behaviour
- target enforcement activities on causal factors of fatal and serious injury crashes
- increase the frequency of random drug testing
- deliver quality road crash rescue services in rural areas.

Accountability

We will:

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



“Trace particle detection tests will dramatically increase the number of tests police will be able to conduct for people driving under the influence of illicit drugs.”

Mr Jim Cox, Minister for Police and
Emergency Management, 3 April 2008



Random Testing of Drivers

Tasmania Police continues to conduct high visibility random testing of drivers on Tasmania's roads for the presence of both illicit drugs and alcohol.

A recent legislative amendment enables the police to use trace particle detection devices to screen for people driving with prescribed drugs in their bodies. Should the analysis indicate the presence of those drugs, they may be asked to undergo an oral fluid and/or blood test.

In December 2007, legislation was also enacted which provides police with the authority to serve an Excessive Drink Driving Notice (EDDN) on drivers who commit certain drink driving offences. If a driver is issued with an EDDN they will be immediately disqualified.



Community Perceptions and Satisfaction with our Service Delivery

Outcome for 2008-2009

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



Reassurance

We will:

- develop public communication strategies to reassure the community in relation to our service delivery and, in particular, matters of local community concern
- continue to communicate our performance in crime, traffic and community policing
- enhance media communication skills of our people.

Readiness

We will:

- improve our processes concerning feedback to complainants on court outcomes, Offence Report investigations and other reports requiring police assistance
- communicate the Service Charter to our people and the community, and monitor compliance with our service standards
- undertake business planning to develop a new strategic framework and business plan
- continue to develop and promote the Tasmania Police Charity Trust.

Responsiveness

We will:

- ensure the highest standards of appearance, professionalism and ethical service delivery
- continue to engage with State Government, local government and the community to address their requirements and expectations.

Accountability

We will:

- monitor and assess customer service complaints to improve service delivery
- incorporate efficiency indicators into our performance reporting
- continue to improve our standing in the *National Survey of Community Satisfaction with Policing*.



"We currently enjoy an enviable position with community satisfaction surveys displaying the respect with which Tasmanians regard us. We must endeavour to not only hold that level of respect, but to improve it."

Commissioner of Police, 22 May 2008



Serving the Community

Departmental personnel take pride in their service to the Tasmanian community. They come into contact with a diverse range of people and organisations, and have developed a new *Service Charter* that outlines standards, commitment and expectations. It is based on mutual respect and cooperation, and provides clear directions on the level of response required.

The Department also contributes to the community through fundraising activities. The Tasmania Police Charity Trust provides the opportunity to work together by volunteering support to nominated charities. A number of children and young people in need have already been assisted.



Photographs courtesy of:

The Examiner - Page 2 & 13

Hierarchy of Planning Documents

Department of Police and Emergency Management

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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