

DEPARTMENT of POLICE and PUBLIC SAFETY



Annual
Business
Plan
2001/2002





The 2001-2002 Business Plan reflects our continued commitment to transparency and accountability to Government and the Tasmanian community. The Business Plan is an integral document within the planning cycle that has been introduced into the Department. It provides the link to the Corporate Plan and Government desired outcomes and Action Plans for all Districts.

In 1992, a regime of useful partnerships was introduced as the most effective method of enhancing service delivery to the Tasmanian community. This was reaffirmed during the BATON re-engineering project in 1995, resulting in our participation as partners in a fully integrated community network.

We are committed to building on this foundation through the development of further strategic partnership opportunities with key stakeholders. This is a philosophy that underpins our approach in meeting the Tasmania *Together* goal of 'having a community where people feel safe and are safe in all aspects of their lives'.

Corporate priorities have been established in this Business Plan to identify areas needing specific attention. However, the Tasmanian community expects us to continue to deliver optimal service in all areas of our operations.

The Corporate priorities cannot be considered in isolation from normal day-to-day operations. The Business Plan also outlines performance measures and targets against key activities.

In terms of reported crimes against the person and property, and in the number of road crash injuries, we were below the national average. In regard to community perception of safety and satisfaction with policing services, Tasmania rates above the national average. However, we need to remain vigilant and develop strategies as a priority to manage three key crime areas - home burglaries, motor vehicle theft and assault in public places.

The Department's already very professional crime-scene examination capacity has been complemented and supported by the resources and expertise now made available by Forensic Science Service Tasmania, particularly through DNA profiling, and especially in the areas of property and major crimes. The National Automated Fingerprint Identification System (NAFIS) is a new development which enhances the work of law enforcement agencies. It is a valuable tool for our crime-scene examiners, who are already expert at obtaining fingerprints and palm-prints at crime scenes.

The Tasmanian community has a responsibility to nurture, encourage and support its young people to become valuable members of our society. Some children, young people and their families require extra guidance, and support, to assist them to become active participants in our society.



In the past five years, police have initiated alternative methods of dealing with young people who have offended by trialing the use of diversionary conferences, and by working with families and other organisations in applying restorative justice concepts. These concepts have now been encompassed in law through the Youth Justice Act 1997. The Department, through Police Citizens Youth Clubs, has also had success with innovative programs, such as the RECLINK program, with the aim of reducing recidivism among young people.

The next step for the Department is to work with 'at risk' young people and their families in early-intervention strategies. We will move to work in partnership, and in a more cohesive manner, with other government and non-government organisations to invest in early-intervention programs to prevent the 'at risk' young person from becoming entrenched in the criminal justice system. The challenge and priority for this year, in partnerships with other agencies and community organisations, is to develop innovative and effective programs to begin to break the cycle of inter-generational crime activities.

A recent increase has occurred in road fatalities, but the number of persons injured in road accidents has declined. The implementation of the traffic management information system and establishment of a Traffic Secretariat are initiatives in 2001-2002 that are aimed at an intelligence-led approach to help us to keep Tasmania's roads the safest in the nation.

Another key priority is the enhancement of innovative emergency management strategies. In March 2001, the Premier launched the Tasmanian Emergency Risk Management Project, which encompasses emergency risk assessments of natural and technological hazards within our State. By involving the community and other stakeholders in the process, the Project will identify the opportunities for enhancing community safety - a key aspect of the State Government's Tasmania *Together* project. These stakeholders will gain an awareness of actions which can be taken by individuals, as well as by organisations and governments, to reduce or eliminate the potential impact of disasters before they occur.

This Business Plan will again be distributed to all members of the Department. In the activities and key support areas, all employees should endeavour to determine an area of personal responsibility where they can make a contribution to this Department and, ultimately, the community we serve. This applies equally to police officers, forensic scientists, state servants and State Emergency Service professionals and volunteers.

RICHARD MCCREADIE

Commissioner of Police
Secretary, Department of Police and Public Safety





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THE ANNUAL BUSINESS PLAN.

The Annual Business Plan for 2001 - 2002 provides targets, initiatives, priorities, values and principles that focus on what we do as a department, and how we will achieve success.

BEING ACCOUNTABLE TO THE COMMUNITY.

The Department remains committed to a high level of accountability to the community. This document provides transparent information to the community on how we intend to achieve success and how this will be adequately evaluated.

PERSONAL VALUES.

Personal Values are fundamental to the way in which all members conduct their duties to achieve our Vision and Mission. All members must embrace:

- Honesty and Integrity.
- A commitment to uphold the law.
- Preservation of rights and freedoms of all individuals.
- Delivery of a service which is equitable to all members of the community.
- Responsible exercising of authority.
- Active encouragement and the practice of ethical behaviour.

Personal Values must be embraced by members in the conduct of their duties.





BUSINESS PRINCIPLES.

Supporting the Personal Values are Business Principles, which guide the provision of efficient and effective services to the community through:

- Enhanced standards of service delivery and professionalism.
- Proper utilisation of resources.
- Promotion of an environment that encourages access and equity practices for all stakeholders.
- Working in partnership to understand the changing needs of the community.
- Ensuring all victims of crime and those in personal emergencies are treated with compassion.
- Co-operation with the community through the development and implementation of local partnerships.

MANAGEMENT PRINCIPLES.

The Management Principles which provide the foundation and support include:

- Ensuring staff have the appropriate authority, accountability, tools, training and development to deliver a professional service.
- Implementing contemporary change-management strategies.
- Promoting a safe and healthy working environment.
- Developing appropriate career path opportunities that complement organisational needs.
- Reviewing and evaluating departmental practices and procedures, and embracing best-practice principles.
- Providing educational and training opportunities that complement organisational needs.



The Department will continue to work towards achieving best management and service delivery practices.



Through its Vision, Mission, and the delivery of an effective community service, the Department will strive to achieve the Tasmania Together outcome.





These partnerships and networks enhance the Department's role to support the Government in advancing Tasmania as a proud, confident and safe State.





The Department has identified six Corporate Priorities which reflect particular community concerns. Policing activities will be specifically targeted to address these concerns during 2001/2002.

Performance Report

This is the first year of a three-year cycle of reporting our performance in accordance with Tasmania Together requirements.

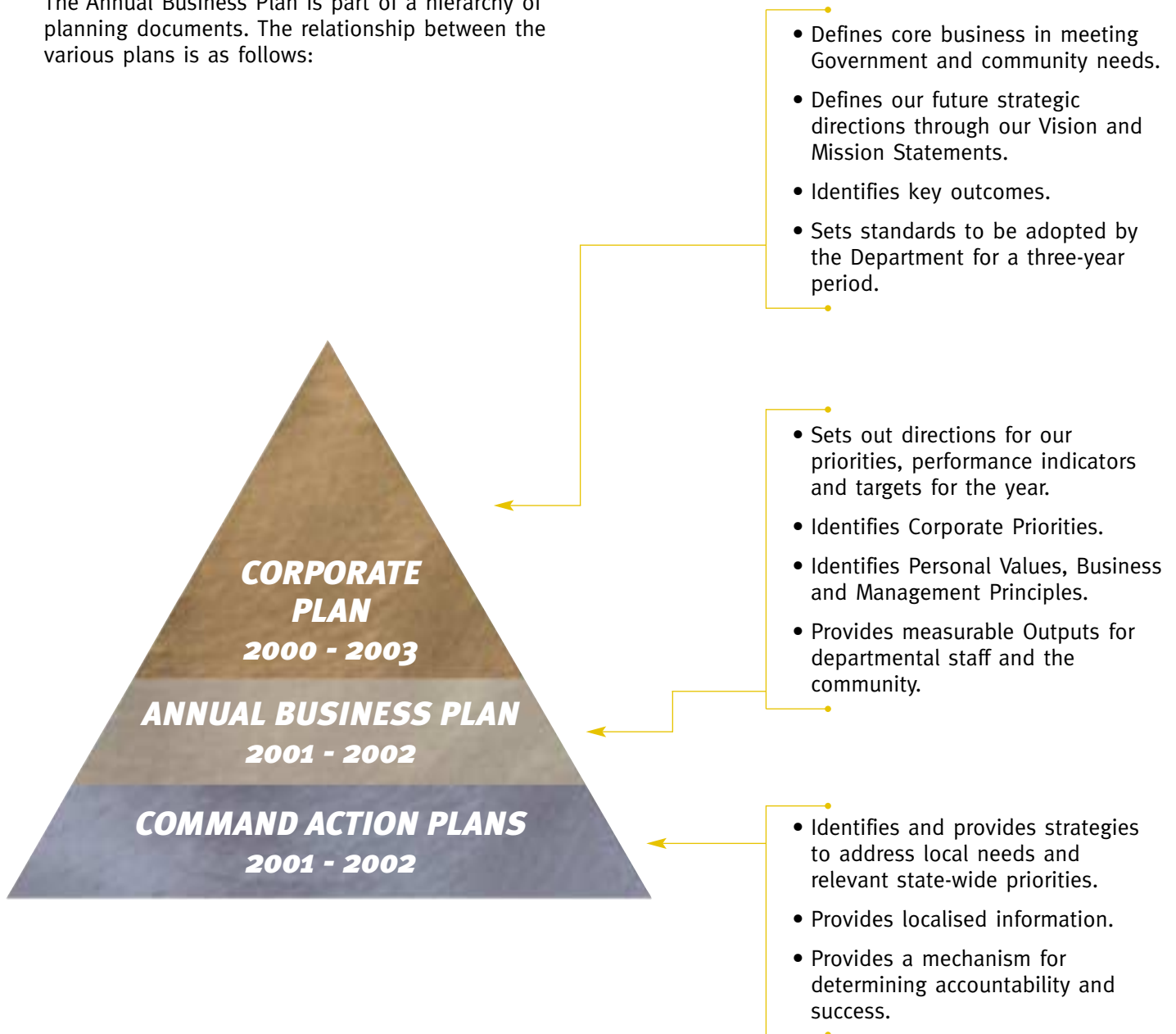
OUR CORPORATE PRIORITIES FOR THIS COMING YEAR ARE TO:

- Further reduce the incidence and effect of home burglary in the community.
- Reduce the incidence of motor vehicle theft and associated crimes.
- Increase community safety, particularly by reducing the incidence of assault in public places.
- Reduce the number of serious and fatal motor vehicle crashes.
- Identify and implement early intervention strategies to manage 'at risk' young people out of a criminal environment.
- Enhance community safety through stakeholder consultation in innovative emergency management strategies.



Where does the Annual Business Plan fit within other departmental plans?

The Annual Business Plan is part of a hierarchy of planning documents. The relationship between the various plans is as follows:





| | July | August | September | October | November | December |
|--|--|---|--------------------------------|---|--|--|
| Treasury, Cabinet & Minister | Report of Performance Plan (Tasmania Together) 2000/2001 | | | Department Annual Report tabled 2000/2001 including Performance Plan and Financial Statements | | |
| Department Planning and Reporting | | | | Quarterly Review by CMG of Business Plans and benchmarks | Prepare draft Annual Business Plan | Consider allocation of priorities for Annual Department Business Plan |
| Department Budget | | Department provides Financial Statements to Auditor General | CMG quarterly Review of Budget | | Consultation with Districts re CIP bids priorities | Department submits CIP bids to Treasury CMG quarterly Review of Budget Department submits Budget Report & Priorities to Treasury |

CIP

Capital Investment Programme

HoA

Head of Agency

CMG

Corporate Management Group



2001/2002 and 2002/2003 ←

| January | February | March | April | May | June |
|---|---|---|--|--|--|
| Community Consultation and Interest Groups provide Budget Submissions | Budget Committee considers CIP bids | Minister & Department present budget and initiatives to Budget Committee. | | Budget presented to Parliament | |
| | | | Cabinet finalises Budget | | Parliamentary scrutiny by Budget Estimates Committee (House of Assembly and Legislative Council) |
| | | Finalise targets and priorities with Minister and HoA | Finalisation of Budget papers by Treasury in consultation with Department | | |
| Advise Districts of priorities for inclusion in District Command Action Plans | | | Finalise Department's Annual Business Plan incorporating performance indicators and targets | Prepare Command Action Plans | Finalise Command Action Plans and CMG endorsement |
| Community Consultation and Interest Groups provide Submissions | Department finalises submission to Budget Committee | CMG quarterly Review of Budget | Consultation with Districts on budget priorities, development, discretionary & non-discretionary | End of the year carry-forwards submitted to Treasury | Presentation to SEO on Budget |
| | | | | Requests for additional funds submitted to Treasury | District Budget Refinements |
| | | | | | Budget allocated and signed off to Districts by CMG |

SEO

Senior Executive Officers



2001/2002



2002/2003



| <i>Activities</i> | <i>Performance Indicators</i> | <i>Targets</i> |
|---|--|--|
| (a) ATTENDING TO REQUESTS FROM THE PUBLIC AND RESPONDING TO INCIDENTS. | <ul style="list-style-type: none"> • Satisfaction in police service by community (State Survey). • Level of response to incidents. • Number of customer service and more serious complaints against departmental employees. | <ul style="list-style-type: none"> • Level of community satisfaction with police service delivery to be above the national benchmark. • All requests from the public and responses to incidents to be managed in an effective and timely manner. • Reduced number of customer service and internal investigation complaints. • All complaint enquiries to be completed within 90 days. • All Domestic Violence Incidents to be effectively managed. |
| (b) COMMUNITY PATROLS. | <ul style="list-style-type: none"> • Directed and targeted patrols. • High-visibility foot patrols. • Level of compliance with all public order legislation. | <ul style="list-style-type: none"> • Increased directed and targeted patrol hours. • Increased foot patrols. • Improved communication with businesses. • Reduced number of offences in and around licensed premises. • Reduced incidence of public order offences. |

Policing for Improved Community Safety

The **COAG Report on Government Services 2001** identified that in Tasmania:-

- 76% of the community surveyed were satisfied with policing support for community programs. This is above the national average;
- 64% were satisfied with their police service. This rates Tasmania as the second most highly regarded police service;
- 82% were satisfied with their most recent contact with police; and
- 79% felt safe in their community. This result is above the national average.



1. Policing Support to the Community

This output is directed at maintaining and improving personal safety in the community.

| Activities | Performance Indicators | Targets |
|---|--|---|
| (c) CRIME PREVENTION AND COMMUNITY SAFETY. | <ul style="list-style-type: none"> • Level of fear of crime. • Early intervention programs. • Effective partnership participation. • Level of offending and reoffending. | <ul style="list-style-type: none"> • Level of fear of crime to be below the national average. • Increased number of young people diverted from drug abuse and criminal activity. • Increased number of community initiatives. • Increased number of effective partnerships. • Reduced rate of offending and reoffending. |
| (d) SEARCH AND RESCUE. | <ul style="list-style-type: none"> • Appropriate and timely response to all requests for assistance. | <ul style="list-style-type: none"> • High level of customer satisfaction with action taken. |
| (e) POLICING PUBLIC EVENTS. | <ul style="list-style-type: none"> • Effective management of all public events requiring police attendance. | <ul style="list-style-type: none"> • High level of customer satisfaction with service delivery. |
| (f) PROTECTIVE SECURITY. | <ul style="list-style-type: none"> • Safety of dignitaries and ‘at-risk’ individuals or groups. | <ul style="list-style-type: none"> • High level of customer satisfaction with service delivery. • No death or injury to persons under protection. |
| (g) CUSTODIAL CARE AND SECURITY. | <ul style="list-style-type: none"> • Safety and security of persons in custody. | <ul style="list-style-type: none"> • No deaths or injuries to persons in police custody. • No escapes from police custody. |
| (h) CRITICAL INCIDENT MANAGEMENT | <ul style="list-style-type: none"> • Effective management of all critical incidents. | <ul style="list-style-type: none"> • High level of community satisfaction with response to and resolution of all critical incidents. |





| <i>Activities</i> | <i>Performance Indicators</i> | <i>Targets</i> |
|---|--|---|
| (a) OFFENCES AGAINST THE PERSON. | <ul style="list-style-type: none"> • Reported offences against the person. • Clearance rate. | <ul style="list-style-type: none"> • 5% reduction. • Achievement of a clearance rate in excess of 72%. |
| (b) OFFENCES AGAINST PROPERTY. | <ul style="list-style-type: none"> • Reported property offences. • Clearance rate. | <ul style="list-style-type: none"> • 5% reduction. • Increased clearance rate to 19%. |
| (c) MOTOR VEHICLE THEFT. | <ul style="list-style-type: none"> • Motor vehicles stolen. • Motor vehicles recovered. • Clearance rate. | <ul style="list-style-type: none"> • 7% reduction. • Increased recovery rate to 92%. • Increased clearance rate by 5%. |





2. Crime Detection and Investigation

This output relates primarily to the detection and investigation of crimes and offences against the person and property. It also addresses illegal drug activity.

| Activities | Performance Indicators | Targets |
|--|---|--|
| (d) CRIME-SCENE EXAMINATION. | <ul style="list-style-type: none"> • Level of attendance at crime scenes. • Quality of examination, sampling and preservation of exhibits. | <ul style="list-style-type: none"> • Increased attendance at crime scenes. • Increased number of offenders apprehended as a result of crime-scene examination. |
| (e) FORENSIC SCIENCE SERVICE TASMANIA. | <ul style="list-style-type: none"> • Provision of an independent, impartial, timely, efficient and effective forensic science service. • Casework turnaround times. | <ul style="list-style-type: none"> • Achievement of agreed client and Department requirements. • Achievement of national benchmark turnaround times. |
| (f) INVESTIGATION OF ILLEGAL DRUG ACTIVITY. | <ul style="list-style-type: none"> • Level of illegal drug activity. • Compliance with specified drug diversion activities. | <ul style="list-style-type: none"> • Increased number of persons charged with indictable drug offences. • Maximised diversion of eligible offenders. |
| (g) CRIMINAL INTELLIGENCE. | <ul style="list-style-type: none"> • Provision of high-quality and timely strategic and tactical intelligence. | <ul style="list-style-type: none"> • Increased number of quality and timely strategic and tactical assessments. |

Tasmania enjoys a reputation as the safest State in the nation.

This is supported by national reported crime figures which reveal that:

- for Offences Against the Person, the rate of victims per 100,000 Tasmanians was 661 compared to the Australian rate of 950.
- for Offences Against Property, the rate per 100,000 Tasmanians was 5,598 compared to the national rate of 6,530.

Source: Recorded Crime Australia 2000, Australian Bureau of Statistics.



This output contributes to safe and responsible road usage.

| <i>Activities</i> | <i>Performance Indicators</i> | <i>Targets</i> |
|---|--|---|
| (a) TRAFFIC MANAGEMENT AND LAW ENFORCEMENT. | <ul style="list-style-type: none"> • Effective operational traffic management strategies. • Level of compliance and improved driver behaviour. | <ul style="list-style-type: none"> • Maximised detection of road users who do not comply with traffic legislation. • Improved driver/pedestrian attitude and behaviour. • Maintenance of free flow of traffic on public streets. |
| (b) ROAD TRAUMA REDUCTION AND INVESTIGATION. | <ul style="list-style-type: none"> • Number of fatal and serious motor vehicle accidents. | <ul style="list-style-type: none"> • 5% reduction in both fatal and serious motor vehicle accidents. |

Road User Attitude

Of the Tasmanians recently interviewed as part of the National Survey

- 98% responded they always wore a seat belt;
- 90% claimed they had never driven when possibly over the 0.05% blood alcohol limit;
- 62% of the drivers agreed that they have driven over the speed limit by 10 km/hour or more, with 53% exceeding this speed limit *sometimes*, and 9% *more than half the time*.



3. Traffic Management and Road Safety

4. Protection of Primary Industry and Marine Resources

This output comprises policing services relating to the protection and security of poppy crops. It also addresses the protection of State and Commonwealth Marine resources.

MARINE ENFORCEMENT

| Activities | Performance Indicators | Targets |
|--------------------------------|---|---|
| (a) MARINE ENFORCEMENT. | <ul style="list-style-type: none"> • Compliance with marine fisheries laws. • Compliance with industry Memorandum of Understanding (MOU). | <ul style="list-style-type: none"> • Highest level of compliance with marine fisheries laws by industry. • Increased number of offenders detected breaching marine fisheries laws. • Improved intelligence capacity. • 100% compliance with industry MOU. • Maximised effectiveness of sea patrol hours. • Increased facility and land-based inspections. • Maximised appropriate inspection of commercial and non-commercial fishing vessels. |
| (b) INDUSTRY LIAISON. | <ul style="list-style-type: none"> • Level of interaction between Department and industry. | <ul style="list-style-type: none"> • High level of industry confidence in policing services. |

POPPY CROP SECURITY

| Activities | Performance Indicators | Targets |
|--|--|---|
| (a) POPPY INDUSTRY ENFORCEMENT. | <ul style="list-style-type: none"> • Compliance with poppy industry legislation. • Level of protection of poppy crop industry. | <ul style="list-style-type: none"> • Highest level of compliance with poppy industry legislation by industry. • Increased detection and identification of offenders for poppy-related offences. • Improved intelligence capacity. • Reduced number of interferences to poppy crops. • Increased patrol hours. • Increased facility inspections. |
| (b) INDUSTRY LIAISON. | <ul style="list-style-type: none"> • Compliance with Industry and Poppy Advisory Control Board (PACB) requirements. | <ul style="list-style-type: none"> • High level of industry confidence in policing services. |



| <i>Activities</i> | <i>Performance Indicators</i> | <i>Targets</i> |
|---|--|---|
| (a) EMERGENCY RISK MANAGEMENT PROJECT. | <ul style="list-style-type: none"> • Identification and assessment of risks arising from key natural and technological hazards. | <ul style="list-style-type: none"> • Completion of regional risk assessments and proposed treatment. Presentation to the State Disaster Committee by June 2002. |
| (b) MANAGEMENT PLANNING AND EXERCISING. | <ul style="list-style-type: none"> • Compliance with emergency management plans relating to prevention, preparedness, response and recovery issues. | <ul style="list-style-type: none"> • Timely completion of all emergency management plans. |
| (c) TRAINING AND SUPPORT FOR SES PERSONNEL. | <ul style="list-style-type: none"> • Delivery of a professional training regime. | <ul style="list-style-type: none"> • Development of a training needs analysis for volunteer units. • Delivery of professional training for staff members. |
| (d) PROVISION OF EMERGENCY MANAGEMENT TRAINING AND PUBLIC EDUCATION. | <ul style="list-style-type: none"> • Effective production and delivery of education initiatives. | <ul style="list-style-type: none"> • Installation of five public education initiatives on the SES website. • Participation in minimum of five public/school displays. |

Following acquisition of Commonwealth funding, the State Emergency Service has commenced the Tasmania Emergency Risk Management Project. Over the next 2 years, three regional emergency risk assessments of natural and technological hazards will be undertaken to identify opportunities to mitigate risk and thereby enhance community safety. It is intended that this will be a model for the rest of Australia.



5. Emergency Management

This output is directed at minimising the risk of emergencies and enhancing community safety.

| Activities | Performance Indicators | Targets |
|---|--|--|
| <p>(e) PROVISION OF ROAD ACCIDENT RESCUE AND OTHER EMERGENCY SUPPORT SERVICES, SUCH AS:</p> <ul style="list-style-type: none"> • LAND SEARCH & RESCUE • EVACUATION • VERTICAL RESCUE. | <ul style="list-style-type: none"> • Provision of timely and appropriate level of response. | <ul style="list-style-type: none"> • Respond to all calls for assistance in a timely and effective manner. • High level of community satisfaction with response. |
| <p>(f) PROVISION OF LEAD-AGENCY MANAGEMENT OF FLOOD, STORM AND TEMPEST EMERGENCIES.</p> | <ul style="list-style-type: none"> • Provision of timely and appropriate level of response. | <ul style="list-style-type: none"> • Respond to all calls for assistance in a timely and effective manner. • High level of community satisfaction with response. |





This output relates to policing services that support the Criminal Justice System. These services include the prosecution of offenders, assistance to the Coroner, and the provision of cautioning and conferencing activities.

| <i>Activities</i> | <i>Performance Indicators</i> | <i>Targets</i> |
|---------------------------------------|--|---|
| (a) PROSECUTION. | <ul style="list-style-type: none"> Quality of prosecutorial services. | <ul style="list-style-type: none"> 95% conviction rate to be maintained. Court costs awarded against police to be less than 1% of cases conducted by the Department. |
| (b) CORONIAL. | <ul style="list-style-type: none"> Quality of support to the Coroner. | <ul style="list-style-type: none"> Completion of all Coronial Investigations, including presentation of material as required by Coroner. All files to be of a high standard and submitted in a timely manner. High level of satisfaction by Coroner. |
| (c) YOUTH JUSTICE. | <ul style="list-style-type: none"> Compliance with Youth Justice legislation and departmental guidelines. | <ul style="list-style-type: none"> All eligible offenders to be diverted. High level of community satisfaction with application of Youth Justice legislation. |
| (d) ABORIGINAL RECONCILIATION. | <ul style="list-style-type: none"> Compliance with our Aboriginal Strategic Plan. Compliance with principles of restorative justice. | <ul style="list-style-type: none"> Increased number of indigenous people diverted from Criminal Justice System. Reduced number of indigenous people held in police custody. Ensured safety of indigenous people held in police custody. |





6. Support to Judicial Services

7. Ministerial Support and Information Services

This output relates to the provision of services to the Minister for Police and Public Safety, government and the community. It also covers administrative support to senior police management.

| Activities | Performance Indicators | Targets |
|---|--|---|
| (a) STRATEGIC POLICY ADVICE TO THE MINISTER. | <ul style="list-style-type: none"> • Provision of timely, accurate and appropriate advice to Minister. • Compliance with all Cabinet requirements. | <ul style="list-style-type: none"> • Satisfactory completion of Ministerial correspondence within required timeframe. |
| (b) FREEDOM OF INFORMATION (FOI). | <ul style="list-style-type: none"> • Compliance with FOI legislation. | <ul style="list-style-type: none"> • All FOI requests to be completed within legislative requirement of 30 days. |
| (c) LEGISLATIVE REFORM PROGRAM. | <ul style="list-style-type: none"> • Development and maintenance of an appropriate legislative reform program. | <ul style="list-style-type: none"> • Presentation of draft legislation to Parliamentary Counsel in order to meet Parliamentary timelines. • Preparation of all proposed legislation to standard acceptable to government. |
| (d) PROVISION OF INFORMATION ACROSS AGENCIES, GOVERNMENT AND COMMUNITY FORUMS. | <ul style="list-style-type: none"> • Provision of quality information. | <ul style="list-style-type: none"> • Provision of high-quality, timely advice on all occasions. |





| <i>Key Support Areas</i> | <i>Priorities</i> |
|---------------------------------------|---|
| <i>HUMAN RESOURCES</i> | <ul style="list-style-type: none"> • Evaluate the Access and Equity program. • Develop a new HR Strategic Plan. • Implement a recruitment program to meet changing and diverse business requirements. • Implement changes associated with the State Service Act 2000 and the Police Service Act. |
| <i>OPERATIONS SUPPORT</i> | <ul style="list-style-type: none"> • Rationalisation of Radio Dispatch service delivery. • Commencement of Marine Vessel Replacement Program. • Enhanced Marine Service delivery. • Development of an electronic interface between courts and police. |
| <i>EXECUTIVE SUPPORT</i> | <ul style="list-style-type: none"> • Develop and maintain the Department's Intranet site. • Support the Corporate Management Group reporting process. • Enhance Secretariat and project support to the whole-of-Government Crime Prevention and Community Safety Council. • Assist with the development of the Annual Report and Annual Business Plan in line with the Department's planning process. |
| <i>INTERNAL INVESTIGATIONS</i> | <ul style="list-style-type: none"> • Identification of police officers subject to multiple complaints. • Identification of areas of the Service where complaints are prevalent. • Provision to Districts/Commands of information needed to focus on complaint prevention. |

Confidence in Police Professionalism

Last year 82% of persons over 18 living in Tasmania believed that police perform their job professionally, with 84% having confidence in police. In registering this satisfaction, Tasmanians identified that police were approachable, friendly and courteous, as well as professional and fair, in their dealings with people.



Key Support Areas impact upon every output in terms of service delivery. They are fundamental to our success as a department in achieving best practice across all management areas.

| Key Support Areas | Priorities |
|--|--|
| CORPORATE AND LEGAL SERVICES | <ul style="list-style-type: none"> • Implement the budgetary process in line with the Department's planning cycle and enhance budget reporting at all levels. • Improve the capability to respond to operational requests for integrated information. • Implement Strategic Asset Management Plan and enhance Procurement and Contract Management practices. • Plan, develop, negotiate and implement revised Industrial Agreements. • Provide timely and accurate advice to Commissioners on complex legal matters affecting the Department. • Enhance vehicle and vessel fleet management practices. • Plan, develop and implement electronic records management system. • Promote and apply best practice in project and change management throughout the Department. |
| FORENSIC SCIENCE SERVICE TASMANIA | <ul style="list-style-type: none"> • Finalise implementation of site security strategies. • Continued implementation of FSST responsibilities in the CrimTrac Business Plan and secure transfer of adequate on-going budget. • Evaluate and implement increased accommodation strategy. • Provide training support for Tasmania Police. • Maintain Business Management (Quality) System. |







| | |
|-----------------------------------|--|
| Action Plan | Focuses on specific actions to coordinate work, whereas formal planning (Corporate and Business Plan) specifies desired outputs ahead of their realisation. |
| Activities | Specified work to achieve the strategies contained within Outputs. |
| Best Practice | The way in which leading-edge departments are able to manage and organise activities to deliver world-class standards of performance. |
| COAG | Council of Australian Governments. |
| Corporate Management Group | Comprises the Commissioner of Police, Deputy Commissioner of Police, Assistant Commissioner Crime and Operations, Assistant Commissioner Planning and Development and the Director, Corporate Services, of the Department. |
| Effectiveness | A reflection of how well a service achieves stated strategies. |
| Efficiency | A reflection of how well services use resources to produce outputs. |
| National Average | In the context of this document, all references to national averages are drawn from the Report on Government Services 2000, AusInfo, Canberra, published in 2000. |
| Outcome | The impact or effect on the community as a result of producing Outputs. |
| Output | The services provided by the Department to external customers. |
| Performance Indicators | Measures of quality, quantity, timeliness, and cost used to describe the delivery of outputs. |
| Planning | A process of determining actions in the future based on assumptions about future conditions which can be imagined but are not predictable with any certainty. |
| Targets | Related to performance indicators, expresses the intended quantity, quality, timeliness or cost to be provided by an output. |
| Values | The professional standards by which the Department will serve its customers. |



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