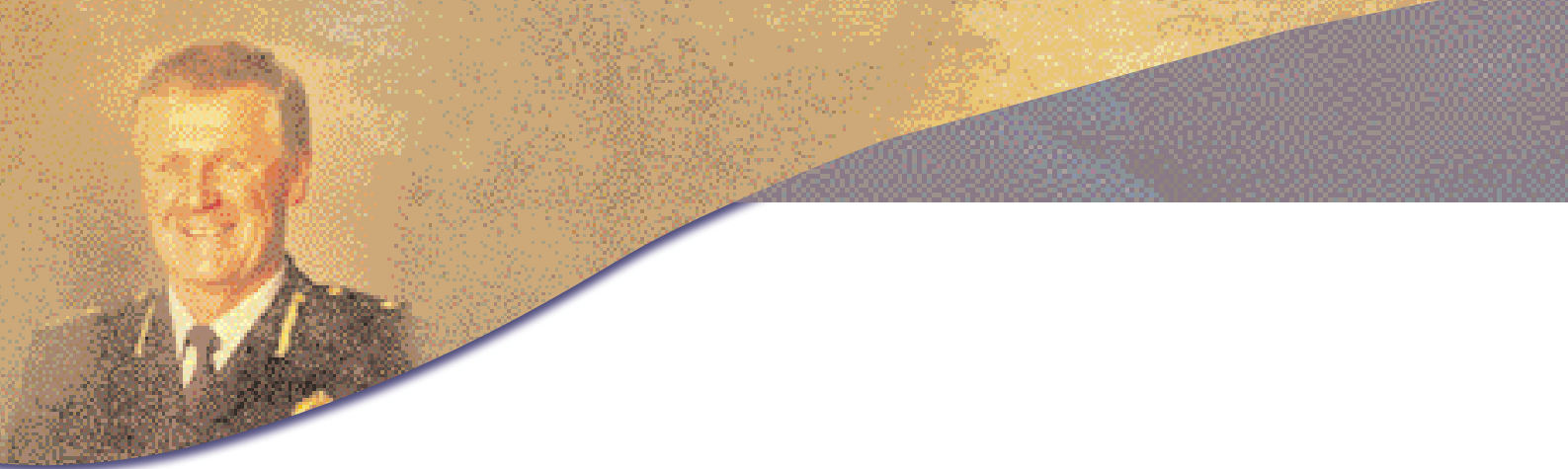




## Annual Business Plan 2002/2003

<b>SECRETARY'S FOREWORD</b>	2
<b>INTRODUCTION</b>	4
<ul style="list-style-type: none"> <li>• The Annual Business Plan</li> <li>• Being Accountable to the Community</li> <li>• Personal Values</li> <li>• Business Principles</li> <li>• Management Principles</li> </ul>	
<b>VISION and MISSION</b>	6
<b>PARTNERSHIPS and NETWORKS</b>	7
<b>THE PLANNING PROCESS</b>	8
<b>CORPORATE PRIORITIES</b>	9
<b>PLANNING and BUDGET CYCLE</b>	10
<b>POLICING SUPPORT TO THE COMMUNITY</b>	12
<b>CRIME INVESTIGATION</b>	14
<b>TRAFFIC MANAGEMENT and ROAD SAFETY</b>	16
<b>PROTECTION OF PRIMARY INDUSTRY and MARINE RESOURCES</b>	17
<b>EMERGENCY MANAGEMENT</b>	18
<b>SUPPORT TO JUDICIAL SERVICES</b>	20
<b>MINISTERIAL SUPPORT and INFORMATION SERVICES</b>	21
<b>KEY MANAGEMENT SUPPORT AREAS</b>	22
<b>GLOSSARY OF TERMS</b>	24



*This Business Plan is the final one in our three-year corporate planning cycle. During the past financial year we have substantially improved our performance and service delivery. One of the contributing factors to our improved performance is a better understanding across the agency of our business planning process. I am again committed to providing every member in the organisation with a personal copy of our Business Plan.*

**A**s a consequence of our very comprehensive benchmarking process and corporate reporting, command action plans now have a sharper focus. Strong linkages have been established between corporate directions and priorities for local service delivery.

**A**s a Department, our commitment and determination to place greater emphasis on personal, divisional and command accountability has also contributed to an improved performance across all outputs. For the first time in a number of years we are below the national average in eight out of nine major categories of offences against the person and property. There has been a significant and very pleasing reduction in property offences, particularly burglary and stolen motor vehicle offences. Serious crash injury accidents are also lower.

**I**t is gratifying to know that the community continues to perceive our police as being extremely professional, honest and fair. In recent community surveys, 86% of Tasmanian respondents indicated that they had a high level of confidence in their police, the best result of any police agency across the country. The community also informed us that they continue to feel safe in their homes and in public places.

**A**gain, Departmental commitment to provide the best possible support to operational police is evidenced in our centralised enquiry system, statewide on-line charging capability, an improved domestic violence reporting system and our new drug offence and traffic information reporting systems.

**S**ignificant success has also been achieved in the collection and analysis of DNA samples. The team at our forensic science facility has already identified some 600 data matches. I believe that we are much better positioned than any other jurisdiction in relation to our DNA capacity.

**S**ES staff continue to provide enhanced support to volunteers. As a consequence, our volunteers maintain excellent levels of service to the community. The two-year statewide risk assessment project is close to finalisation. Tasmania is the first Australian State or Territory to embark on a statewide identification of emergency risks and the development of treatment options in conjunction with all key stakeholders.

**T**he Department has also embraced a leading role in reporting to government on a number of key Tasmania *Together* indicators. The Tasmania *Together* goal of *having a community where people feel safe and are safe in all aspects of their lives* underpins all of our strategies. The Department has also committed appropriate resources to the development and implementation of Local Government Partnership Agreements. The requirements of Local Government Partnerships are fully reflected in this plan.

**S**even corporate priorities have been identified. A number of these were carried forward from last year's plan. Whilst pleasing results were achieved in the previous period we cannot become complacent. We want the excellent work in crime reduction and road safety to be further enhanced this year. Public place assaults are still unacceptably high and during the year we will be continually monitoring this as an area requiring special attention and significant improvement.

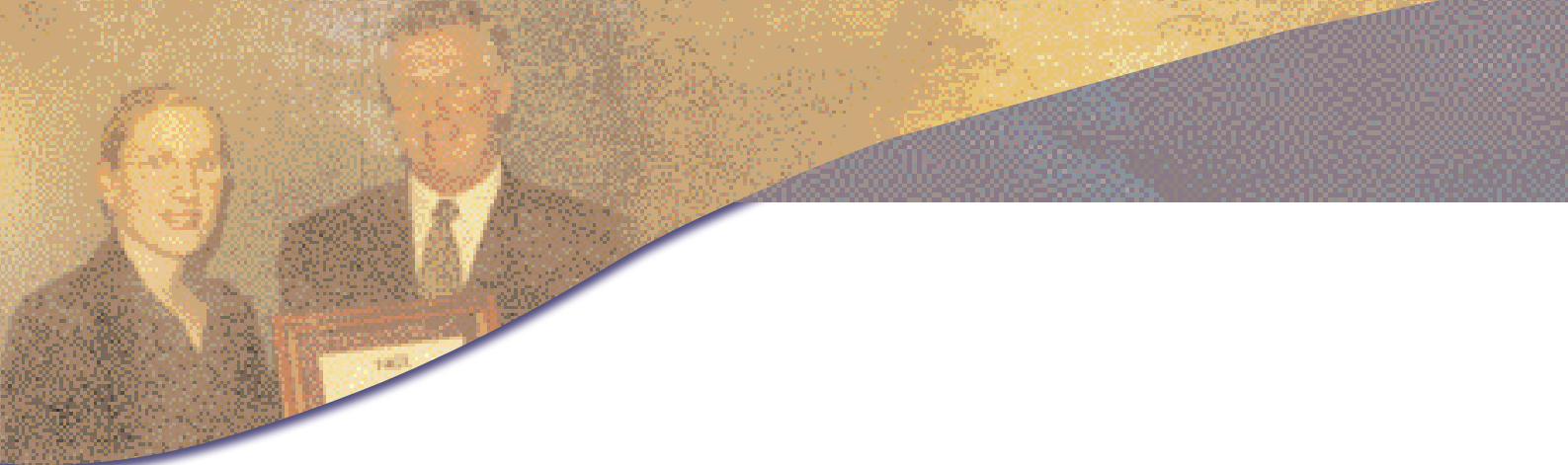
**W**e will continue to work with young people in order to reduce the risk of their becoming entrenched in the criminal justice system as recidivist offenders. We are extending Project Samaritan to the business sector. In doing so, we will be increasing the number of people receiving a high level of quality crime prevention advice. These strategies are fundamental to reducing crime and increasing the perception of safety within our community.

**S**trategies at the regional level to give effect to these corporate priorities must be developed and implemented. The Administration accepts that strategies may well differ from district to district given the diversity of community issues and expectations. We encourage staff across the agency to share experiences and to take the opportunity to work within the partnership frameworks established at all levels of the community. If, at an individual level, and as a member of a dynamic team, we commit fully to the corporate priorities, activities and targets, I am confident that we will be well placed again to report in a very positive manner to the Government and ultimately to the people of Tasmania.



RICHARD MCCREADIE

Commissioner of Police  
Secretary, Department of  
Police and Public Safety



## **THE ANNUAL BUSINESS PLAN.**

The Tasmania *Together* process has clearly articulated the nature of the future that Tasmanians desire. The Annual Business Plan for 2002 - 2003 identifies the values, principles, priorities and targets that we must focus on to further enhance our status as the safest State in the nation.

## **BEING ACCOUNTABLE TO THE COMMUNITY.**

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 evaluated.

## **PERSONAL VALUES.**

*Personal values are fundamental to the way in which all members perform their duties to achieve our Vision and Mission. They must be underpinned by:*

- honesty and integrity.
- a commitment to uphold the law.
- a commitment to the preservation of rights and freedoms of all individuals.
- the delivery of services equitably to all members of the community.
- the responsible exercise of authority.
- the active promotion and practice of ethical behaviour.

*Personal Values  
must be embraced  
by all members.*



## **BUSINESS PRINCIPLES.**

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

- enhanced standards of service delivery and professionalism.
- an intelligence-led, problem-solving approach.
- ensuring victims of crime and those experiencing personal emergencies are treated with compassion.
- co-operation with communities through the development and implementation of local partnerships in solving local problems.
- promotion of access and equity.
- proper utilisation of resources.

## **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.
- incorporate change-management strategies.
- promote a safe and healthy working environment.
- develop appropriate career path opportunities complementing Departmental needs.
- review, continually update and evaluate Departmental practices and procedures.



*The Department will continue to strive to achieve national best practice in our service delivery.*

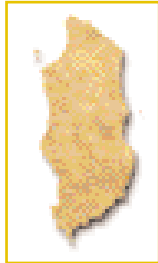


*Through its Vision, Mission, and the delivery of an effective community service, the Department will strive to achieve Tasmania Together outcomes.*





*These partnerships and networks enhance the Department's role in supporting Government measures to advance Tasmania Together outcomes.*



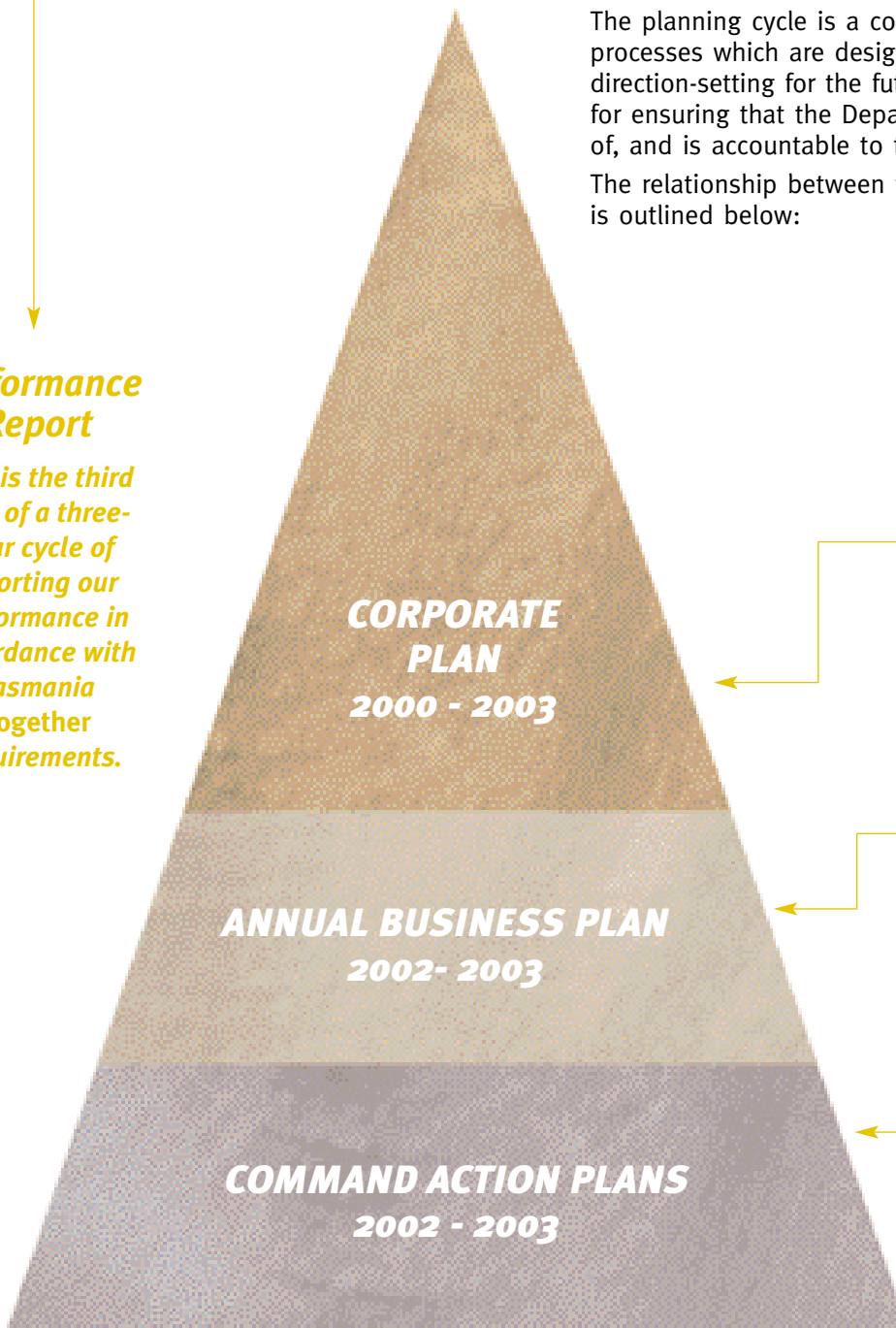
*Where does the Annual Business Plan fit within other Departmental plans?*

The planning cycle is a combination of 'top-down, bottom-up' processes which are designed to facilitate planning and direction-setting for the future. It is also a crucial mechanism for ensuring that the Department is responsive to the needs of, and is accountable to the community.

The relationship between the various Departmental plans is outlined below:

## Performance Report

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



- Defines core business in meeting Government outcomes and community needs.
- Defines future strategic directions through the Vision and Mission statements.

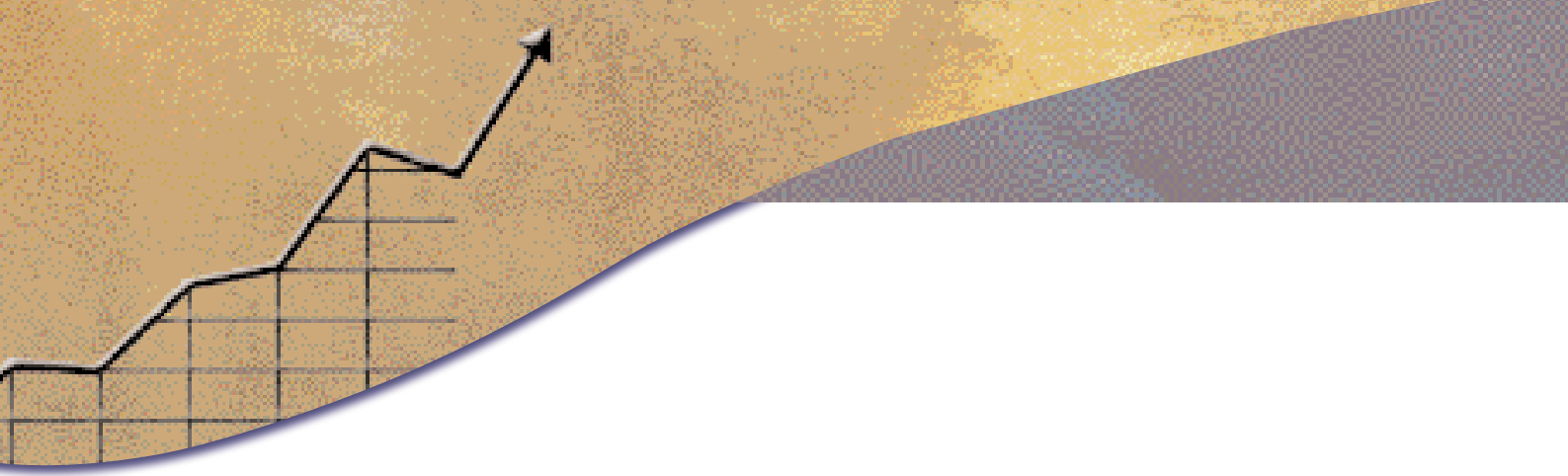
- Identifies personal values, business and management principles.
- Identifies corporate priorities.
- Determines outputs, activities, performance indicators and targets.

- Identifies intelligence-led policing operations and strategies to address local needs and corporate priorities.
- Identifies benchmarks that provide the basis for performance accountability and evaluation.



*In order to meet Government outcomes and community needs and expectations, the Department has identified the following Corporate Priorities.*

- Identify and implement early intervention strategies to support 'at risk' young people and families.
- Increase community safety, with a particular focus on reducing assaults in public places and making travel on public transport safer.
- Extend Project Samaritan to business premises as well as residences in order to further reduce the incidence and effect of burglary in the community.
- Maintain the reduction in the incidence of motor vehicle theft and burglary, and increase prevention efforts in order to reduce victimisation.
- Maintain targeted traffic policing activities in order to reduce the number of serious injury motor vehicle crashes.
- Continue to enhance community safety through innovative emergency management strategies.
- Develop an on-line interactive capability to improve service delivery, organisational knowledge and awareness of corporate directions and priorities.



	July	August	September	October	November	December
<b>Treasury, Cabinet &amp; Minister</b>	Report on Tasmania <i>Together</i> Performance Plan			Department Annual Report tabled including Performance Plan and Financial Statements	Community Consultation and Interest Groups provide Budget submissions	
<b>Department Planning and Reporting</b>				Quarterly review by CMG of Business Plan and benchmarks	Prepare draft Annual Business Plan integrating Tasmania <i>Together</i> and Budget initiatives	
<b>Department Budget</b>		Department provides Financial Statements to Auditor General	CMG quarterly review of Budget		Community Consultation and Interest Groups provide submissions  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



**2002/2003 and 2003/2004**

January	February	March	April	May	June
	Budget Committee considers CIP bids	Minister and 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	Negotiate District Benchmarks and prepare Command Action Plans	Finalise Command Action Plans and CMG endorsement
	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

**2002/2003**

2002/2003

**2003/2004**

2003/2004



## Activities

## Performance Indicators

## Targets

### (a) ATTENDING TO REQUESTS FROM THE PUBLIC AND RESPONDING TO INCIDENTS.

- Satisfaction with police service by community.
- Appropriate response to all requests for assistance.
- Customer service related and more serious complaints against Departmental employees.

- Level of community satisfaction with police service delivery to be above the national benchmark.
- High level of customer satisfaction with action taken.
- Reduced number of customer service and internal investigation complaints.
- All complaint enquiries to be completed within 30 days.

### (b) COMMUNITY PATROLS.

- Foot patrols.
- Targeted patrols.
- Assaults in public places.
- Public order offences.
- Incidents on public transport.
- Percentage of people who feel safe on public transport.

- Maintain high visibility policing using foot and targeted patrols.
- Reduced number of assaults in public places.
- Reduced number of public order offences.
- Reduced number of incidents on public transport.
- Increased percentage of people who feel safe on public transport.

In 2003 the Corporate Priorities will be to:

- identify and implement early intervention strategies to support 'at risk' young people and families; and
- increase community safety, with a particular focus on reducing assaults in public places and making travel on public transport safer.

## Policing for Improved Community Safety

The COAG Report on Government Services 2002 identified that in Tasmania:

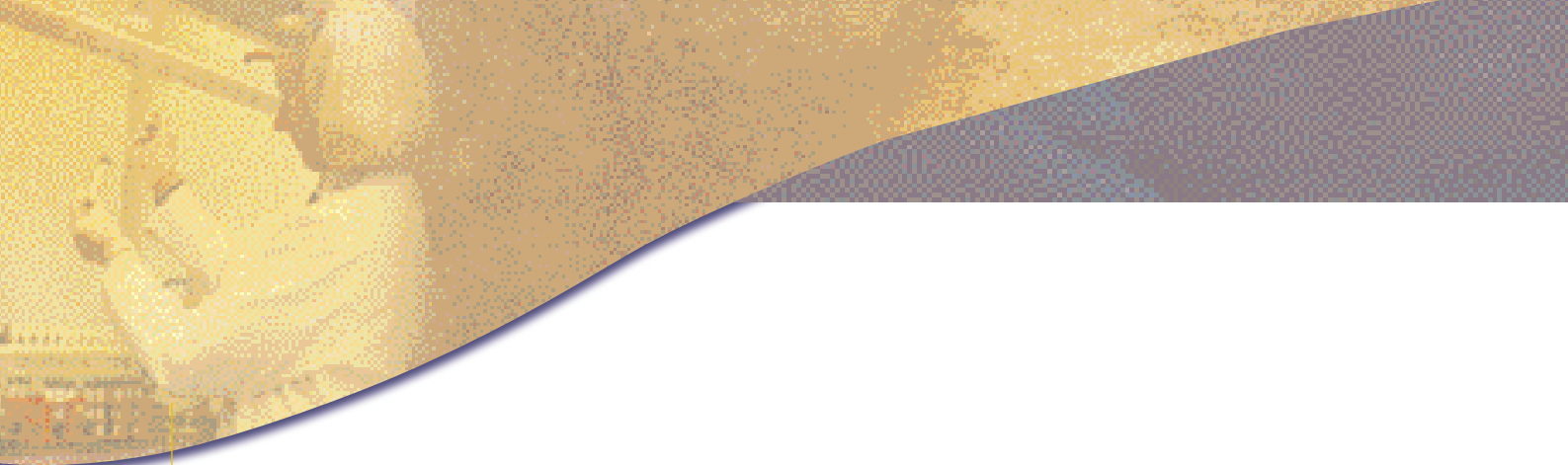
- 83% of Tasmanians were 'satisfied' or 'very satisfied' with police in their most recent contact.
- 86% had confidence in their police.
- 84% agreed that police perform their job professionally.

These results are above the national average for each category.

## 1. Policing Support to the Community

*The Department will contribute to making people feel safe in their homes and in public spaces by the delivery of national best practice policing.*

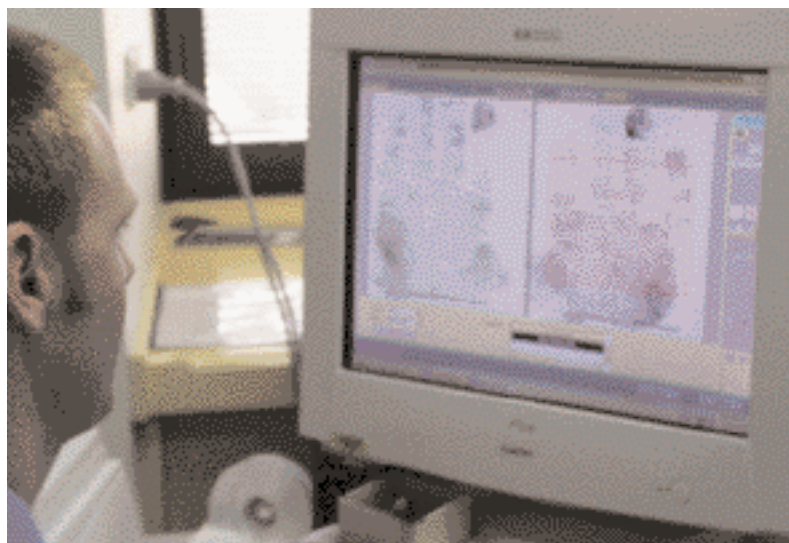
<i>Activities</i>	<i>Performance Indicators</i>	<i>Targets</i>
<b>(c) CRIME PREVENTION AND COMMUNITY SAFETY.</b>	<ul style="list-style-type: none"> <li>• People feeling safe at home.</li> <li>• People feeling safe in public places.</li> <li>• Effective partnership participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of people who feel safe at home to be above the national average.</li> <li>• Percentage of people who feel safe in public places to be above the national average.</li> <li>• Increased number of district initiatives and partnerships.</li> </ul>
<b>(d) SUPPORTING YOUNG PEOPLE AND FAMILIES AT RISK.</b>	<ul style="list-style-type: none"> <li>• Domestic Violence Incident Reports validated within 12 hours.</li> <li>• Early intervention programs implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• All Domestic Violence Incident Reports validated within 12 hours.</li> <li>• Reduced number of domestic violence repeat victims and offenders.</li> <li>• Identify young people/families deemed to be at risk.</li> <li>• Increase the number of 'at risk' young people referred by police into youth programs.</li> </ul>
<b>(e) POLICING PUBLIC EVENTS.</b>	<ul style="list-style-type: none"> <li>• Effective management of all public events requiring police attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of customer satisfaction with service delivery.</li> </ul>
<b>(f) CUSTODIAL CARE AND SECURITY.</b>	<ul style="list-style-type: none"> <li>• Safety and security of persons in custody.</li> </ul>	<ul style="list-style-type: none"> <li>• No deaths or injuries to persons in police custody.</li> <li>• No escapes from police custody.</li> </ul>
<b>(g) CRITICAL INCIDENT MANAGEMENT.</b>	<ul style="list-style-type: none"> <li>• Effective management of all critical incidents.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of community satisfaction with response to and resolution of all critical incidents.</li> </ul>
<b>(h) CRITICAL INCIDENT MANAGEMENT.</b>	<ul style="list-style-type: none"> <li>• Appropriate response to all requests for assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of customer satisfaction with action taken.</li> </ul>
<b>(i) PROTECTIVE SECURITY.</b>	<ul style="list-style-type: none"> <li>• Safety of dignitaries and 'at risk' individuals or groups.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of customer satisfaction with service delivery.</li> <li>• No deaths or injuries to persons under protection.</li> </ul>



<b>Activities</b>	<b>Performance Indicators</b>	<b>Targets</b>
<b><i>(a) INVESTIGATION OF OFFENCES AGAINST THE PERSON.</i></b>	<i>Offences Against the Person</i> <ul style="list-style-type: none"> <li>• Number recorded.</li> <li>• Percentage cleared.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease by 10%.</li> <li>• Increase to 80%.</li> </ul>
<b><i>(b) INVESTIGATION OF OFFENCES AGAINST PROPERTY.</i></b>	<i>Offences Against Property</i> <ul style="list-style-type: none"> <li>• Number recorded.</li> <li>• Percentage cleared.</li> </ul> <i>Burglary Offences - (residences, businesses and educational facilities)</i> <ul style="list-style-type: none"> <li>• Number recorded.</li> <li>• Percentage cleared.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve on last year's performance.</li> <li>• Increase to 20%.</li> </ul> <ul style="list-style-type: none"> <li>• Decrease by 5%.</li> <li>• Increase to 19%.</li> </ul>
<b><i>(c) INVESTIGATION OF MOTOR VEHICLE OFFENCES.</i></b>	<i>Motor Vehicle Stealing</i> <ul style="list-style-type: none"> <li>• Number stolen.</li> <li>• Number recovered.</li> </ul> <i>Burglary - motor vehicles</i> <ul style="list-style-type: none"> <li>• Number recorded.</li> <li>• Percentage cleared.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve on last year's performance.</li> <li>• 90% recovery rate.</li> </ul> <ul style="list-style-type: none"> <li>• Decrease by 5%.</li> <li>• Achieve 15%.</li> </ul>

***In 2003 the Corporate Priorities will be to:***

- ***extend Project Samaritan to business premises as well as residences in order to reduce the incidence and effect of burglary in the community; and***
- ***maintain the reduction in the incidence of motor vehicle theft and burglary, and increase prevention efforts in order to reduce victimisation.***





## 2. Crime Investigation

*The Department contributes to Tasmania remaining the safest State in the nation with low rates of crime against people and property.*

<b>Activities</b>	<b>Performance Indicators</b>	<b>Targets</b>
<b>(d) CRIME-SCENE EXAMINATION.</b>	<ul style="list-style-type: none"> <li>• Crime scene attendance procedures in accordance with Integrated Crime Management Strategy.</li> <li>• Quality of examination, sampling and preservation of exhibits.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% compliance with Integrated Crime Management Strategy.</li> <li>• Increase number of offender identifications from crime-scene examinations.</li> </ul>
<b>(e) FORENSIC EXAMINATION (Forensic Science Service Tasmania).</b>	<ul style="list-style-type: none"> <li>• Provision of an independent, impartial, timely, efficient and effective forensic science service.</li> <li>• Casework turnaround times.</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of agreed client and Departmental requirements.</li> <li>• Achievement of national benchmark turnaround times.</li> </ul>
<b>(f) INVESTIGATION OF ILLEGAL DRUG ACTIVITY.</b>	<ul style="list-style-type: none"> <li>• Illegal drug activity.</li> <li>• Drug diversions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in persons charged with 'provider' drug offences.</li> <li>• Increase in eligible offenders diverted.</li> </ul>
<b>(g) CRIMINAL INTELLIGENCE.</b>	<ul style="list-style-type: none"> <li>• Provision of high quality and timely operational and tactical intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase operational and tactical assessments.</li> </ul>

***Tasmania is the safest State in the nation.***

This is supported by national reported crime figures which reveal that Tasmania's rate in 2001 was below the national rate in eight out of nine broad offence categories.

Source: *Recorded Crime Australia 2002*, Australian Bureau of Statistics.

### 3. Traffic Management and Road Safety

*By delivering appropriate Traffic Services, the Department will contribute to a reduction in the number of fatalities and serious injuries.*

<i>Activities</i>	<i>Performance Indicators</i>	<i>Targets</i>
<i>(a) ROAD TRAUMA REDUCTION.</i>	<ul style="list-style-type: none"> <li>• Number of serious injury crashes.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in total number of motor vehicle crashes.</li> </ul>
<i>(b) TRAFFIC MANAGEMENT.</i>	<ul style="list-style-type: none"> <li>• Effective traffic management.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of free flow of traffic on public streets.</li> </ul>
<i>(c) TRAFFIC LAW ENFORCEMENT.</i>	<ul style="list-style-type: none"> <li>• Road user safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase focus on                             <ul style="list-style-type: none"> <li>- speeding motorists.</li> <li>- driving under the influence of alcohol/drugs.</li> <li>- seatbelt compliance.</li> <li>- appropriate driver behaviour.</li> </ul> </li> </ul>

*In 2003 a Corporate Priority will be to:*

- *maintain targeted traffic policing activities in order to reduce the number of serious injury motor vehicle crashes.*

#### *Road User Attitudes*

Of the Tasmanians recently interviewed as part of a National Survey:

- the percentage who claimed that they wore a seat belt 'always' or 'most of the time' remained at 98%. The percentage who said that they 'always' wore a seat belt increased to 93%.
- the percentage of Tasmanians who indicated they may have driven when 'possibly' over the 0.05% blood alcohol limit remained at 11%.
- 61% of drivers admitted that they may have driven over the speed limit by 10 km/hour or more, (an improvement from the previous year's figure of 63%), with 52% exceeding the speed limit sometimes, and 9% half the time or more.

Source: COAG Report on Government Services 2002.



## 4. Protection of Primary Industry and Marine Resources

*The Department contributes to protecting and managing our globally significant natural and physical resources.*

### MARINE ENFORCEMENT

Activities	Performance Indicators	Targets
(a) MARINE ENFORCEMENT.	<ul style="list-style-type: none"> <li>• Compliance with marine fisheries laws.</li> <li>• Compliance with industry Memorandum of Understanding (MOU).</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of offenders detected breaching marine fisheries laws.</li> <li>• 100% compliance with industry MOU.</li> <li>• Increase effectiveness of sea patrol hours.</li> <li>• Increase facility and land-based inspections.</li> <li>• Increase inspections of commercial and recreational vessels.</li> </ul>
(b) INDUSTRY LIAISON.	<ul style="list-style-type: none"> <li>• Interaction between Department and industry.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of industry confidence in policing services.</li> </ul>

### POPPY CROP SECURITY

Activities	Performance Indicators	Targets
(a) POPPY INDUSTRY ENFORCEMENT.	<ul style="list-style-type: none"> <li>• Compliance with legislation.</li> <li>• Protection of poppy industry crops.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase detection and identification of offenders for poppy-related offences.</li> <li>• Reduce number of interferences to poppy crops.</li> </ul>
(b) INDUSTRY LIAISON.	<ul style="list-style-type: none"> <li>• Interaction between Department and industry.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of industry confidence in policing services.</li> </ul>

*In 2003 a Corporate Priority will be to:*

- *continue to enhance community safety through innovative emergency management strategies.*

<i>Activities</i>	<i>Performance Indicators</i>	<i>Targets</i>
<b>(a) EMERGENCY RISK MANAGEMENT.</b>	<ul style="list-style-type: none"> <li>• Identification and assessment of risk treatment strategies in consultation with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of risk treatment strategy identification for Tasmania.</li> </ul>
<b>(b) MANAGEMENT PLANNING AND EXERCISING.</b>	<ul style="list-style-type: none"> <li>• Effective integrated planning at municipal, regional and State levels in accordance with the outcomes of the Emergency Risk Management Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain agreed currency of all municipal, regional and State emergency management plans</li> <li>• High level of stakeholder satisfaction with emergency management plans and exercises.</li> </ul>
<b>(c) TRAINING AND SUPPORT FOR SES PERSONNEL.</b>	<ul style="list-style-type: none"> <li>• Delivery of a professional training program.</li> <li>• Support to SES personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of a training needs analysis for volunteer units.</li> <li>• Comply with elements of the Australian National Training Framework.</li> <li>• Provide equipment support to SES units.</li> <li>• High level of satisfaction with training and support.</li> </ul>
<b>(d) EMERGENCY MANAGEMENT EDUCATION AND IMPACT ON PUBLIC AWARENESS.</b>	<ul style="list-style-type: none"> <li>• Education initiatives.</li> <li>• Community awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners in emergency management better prepared and educated.</li> <li>• Increased community awareness of emergency management issues.</li> </ul>
<b>(e) ROAD ACCIDENT RESCUE AND OTHER EMERGENCY SUPPORT SERVICES, SUCH AS:</b> <ul style="list-style-type: none"> <li>• <b>LAND SEARCH &amp; RESCUE.</b></li> <li>• <b>EVACUATION.</b></li> <li>• <b>VERTICAL RESCUE.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Response times.</li> <li>• Effectiveness of response.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and effective response to all calls for assistance.</li> <li>• High level of community satisfaction with every response.</li> </ul>

## 5. Emergency Management

Department activities contribute to minimising the risk and impact of emergencies.

Activities	Performance Indicators	Targets
(f) <b>RESPONSIBLE MANAGEMENT AUTHORITY FOR FLOOD, STORM AND TEMPEST EMERGENCIES.</b>	<ul style="list-style-type: none"> <li>• Response times.</li> <li>• Effectiveness of response.</li> <li>• Adequacy of emergency management plans to deal with floods, storms and tempests.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and effective response to all calls for assistance.</li> <li>• High level of community satisfaction with every response.</li> <li>• Maintain currency of related planning.</li> </ul>
(g) <b>LEGISLATIVE AND ORGANISATIONAL REVIEW.</b>	<ul style="list-style-type: none"> <li>• Emergency service legislation and other instruments to support emergency management.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of a review of the Emergency Services Act 1976.</li> </ul>
(h) <b>GOVERNMENT PARTNERSHIPS.</b>	<ul style="list-style-type: none"> <li>• Partnerships between State and Local Government with respect to emergency management.</li> <li>• Commonwealth and State relationships with respect to emergency management.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved emergency management capability at the Local Government level.</li> <li>• Continued Commonwealth support of emergency management arrangements at State level.</li> </ul>



*The Department contributes to the community  
having confidence in its criminal justice system  
by providing appropriate support.*

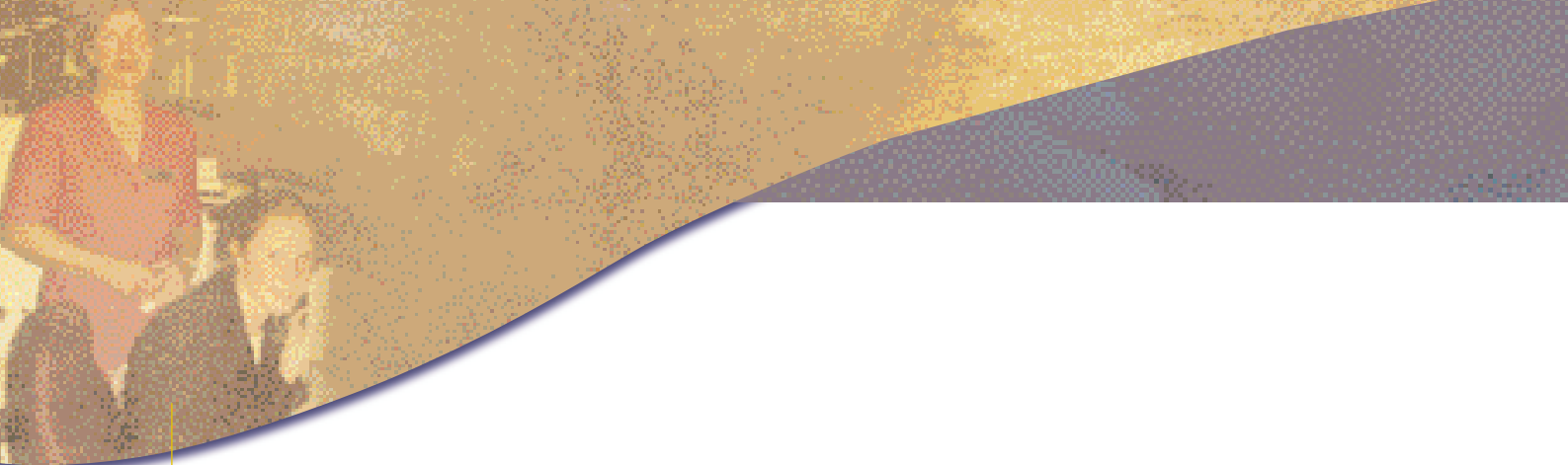
<i>Activities</i>	<i>Performance Indicators</i>	<i>Targets</i>
<b>(a) PROSECUTION SERVICES.</b>	<ul style="list-style-type: none"> <li>• Quality of prosecutorial services.</li> <li>• Stakeholder consultation regarding key decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce number of complaints.</li> <li>• Costs awarded against Department to be less than 1% of cases.</li> </ul>
<b>(b) ASSISTANCE TO CORONER.</b>	<ul style="list-style-type: none"> <li>• Quality of coronial support.</li> </ul>	<ul style="list-style-type: none"> <li>• Coronial files to be of a high standard and submitted within Departmental compliance time.</li> </ul>
<b>(c) ASSISTANCE TO JUSTICE SERVICES.</b>	<ul style="list-style-type: none"> <li>• Quality and timeliness of Speed Camera Infringement Notices and Traffic Infringement Notices processing.</li> <li>• Timely and appropriate support to Correctional Services.</li> </ul>	<ul style="list-style-type: none"> <li>• All processing of Speed Camera Infringement Notices and Traffic Infringement Notices to be completed within compliance time.</li> <li>• Satisfaction of Department of Justice and Industrial Relations with police response.</li> </ul>
<b>(d) YOUTH JUSTICE.</b>	<ul style="list-style-type: none"> <li>• Young people diverted from the criminal justice system.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the percentage of young people diverted from the criminal justice system.</li> <li>• Compliance with the national Illicit Drug Diversion initiative.</li> </ul>
<b>(e) ABORIGINAL RECONCILIATION.</b>	<ul style="list-style-type: none"> <li>• Compliance with our Aboriginal Strategic Plan and national commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of indigenous people diverted from the criminal justice system.</li> </ul>

## 7. Ministerial Support and Information Services

*By providing appropriate support to the Minister, the Department contributes to a system of government that is accountable to the people.*

<b>Activities</b>	<b>Performance Indicators</b>	<b>Targets</b>
<b>(a) STRATEGIC POLICY ADVICE TO THE MINISTER.</b>	<ul style="list-style-type: none"> <li>• Provision of timely, accurate and appropriate advice to Minister.</li> <li>• Compliance with all Cabinet requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of ministerial correspondence within required timeframe.</li> <li>• 100% compliance with Cabinet requirements.</li> </ul>
<b>(b) FREEDOM OF INFORMATION (FOI).</b>	<ul style="list-style-type: none"> <li>• Compliance with FOI legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• FOI requests to be completed within legislative requirement of 30 days.</li> </ul>
<b>(c) LEGISLATIVE REFORM PROGRAM.</b>	<ul style="list-style-type: none"> <li>• Development and maintenance of an appropriate legislative reform program.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft legislation to reach Parliamentary Counsel within required timeframe.</li> <li>• All proposed legislation to be of a standard acceptable to Government.</li> </ul>
<b>(d) PROVISION OF INFORMATION ACROSS AGENCIES, GOVERNMENT AND COMMUNITY FORUMS.</b>	<ul style="list-style-type: none"> <li>• Provision of quality information.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of high-quality, timely advice on all occasions.</li> </ul>
<b>(e) PROVISION OF SUPPORT TO CORPORATE MANAGEMENT GROUP (CMG).</b>	<ul style="list-style-type: none"> <li>• Provision of timely and accurate advice and information to Corporate Management Group.</li> </ul>	<ul style="list-style-type: none"> <li>• All advice and information to be provided within agreed timeframes.</li> </ul>





**In 2003 a Corporate Priority will be to:**

- **develop an on-line interactive capability to improve service delivery, organisational knowledge and awareness of corporate directions and priorities.**

<b>Key Management Support Areas</b>	<b>Priorities</b>
<b>HUMAN RESOURCES.</b>	<ul style="list-style-type: none"> <li>• Review the promotion system.</li> <li>• Further develop family-friendly policies and flexible employment options.</li> <li>• Enhance contemporary selection processes.</li> <li>• Review the rank structure.</li> <li>• Coordinate District and Academy training.</li> </ul>
<b>EXECUTIVE SUPPORT.</b>	<ul style="list-style-type: none"> <li>• Enhance Secretariat and project support to the whole-of-government Crime Prevention and Community Safety Council.</li> <li>• Identify and provide advice in relation to emerging strategic issues.</li> <li>• Improve performance review, benchmarking and reporting processes.</li> <li>• Coordinate the agency's Tasmania <i>Together</i> and Local Government Partnership activities.</li> <li>• Integrate Departmental priorities and activities with Tasmania <i>Together</i> goals in next Annual Report and Business Plan.</li> <li>• Provide a research and consultancy service on traffic and crime information and develop an offender-based statistical collection.</li> <li>• Provide strategic direction to underpin Tasmania Police drug law enforcement initiatives.</li> <li>• Develop and maintain appropriate legislative reforms.</li> </ul>
<b>OPERATIONS SUPPORT.</b>	<ul style="list-style-type: none"> <li>• Support the Crime Secretariat through strategic intelligence reports.</li> <li>• Enhance marine investigation ability.</li> <li>• Refine threat assessment practices in relation to State and national security issues.</li> <li>• Rationalise the management and supervision of data processing areas.</li> <li>• Enhance partnerships between Forensic Services and operational police areas.</li> <li>• Strengthen community partnerships.</li> </ul>
<b>INTERNAL INVESTIGATIONS.</b>	<ul style="list-style-type: none"> <li>• Research and develop an improved database to assist with the identification of police officers subject to multiple complaints.</li> <li>• Analysis of police conduct and behaviours that lead to complaints, and recommendation of remedial strategies.</li> <li>• Provide Commands with appropriate information for development of strategies to reduce complaints.</li> </ul>



*Management Support Areas underpin the delivery of all policing services.*

<i><b>Key Management Support Areas</b></i>	<i><b>Priorities</b></i>
<i><b>CORPORATE AND LEGAL SERVICES.</b></i>	<ul style="list-style-type: none"> <li>• Enhance the budgetary process in line with the Department's planning cycle and enhance budget reporting at all levels.</li> <li>• Continue to improve the capability to respond to operational requests for integrated information.</li> <li>• Implement Strategic Asset Management Plan and enhance Procurement and Contract Management practices.</li> <li>• Negotiate and implement revised Industrial Agreements.</li> <li>• Enhance vehicle and vessel fleet management practices.</li> <li>• Plan, develop and implement electronic records management system.</li> <li>• Promote and apply best practice in project and change management throughout the Department.</li> <li>• Enhance purchasing capabilities through the implementation of electronic purchasing operations, refinement of purchasing delegations and strengthening of customer relations.</li> <li>• Review Radio Network Coverage and identify enhancements for implementation.</li> </ul>
<i><b>FORENSIC SCIENCE SERVICE TASMANIA.</b></i>	<ul style="list-style-type: none"> <li>• Progress accommodation options as appropriate.</li> <li>• Implement forensic biology restructure.</li> <li>• Finalise and implement FSST Task Force strategy.</li> <li>• Continue implementation of FSST responsibilities within the CrimTrac Business Plan.</li> <li>• Develop and implement appropriate scientific training programs for Tasmania Police and other clients.</li> <li>• Maintain Business Management (Quality) System.</li> </ul>

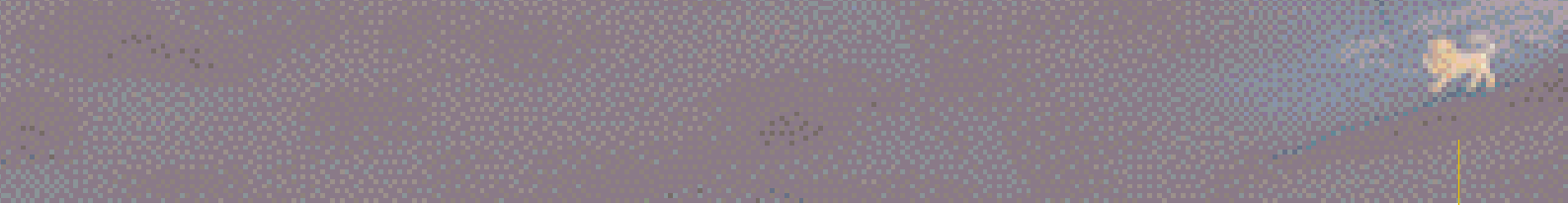
## ***Continued Confidence in Police Professionalism.***

Tasmanians continue to register confidence in their police service. In surveys conducted during 2000 84% of Tasmanians agreed that police perform their job professionally. This figure has continued to improve for the past three years. 86% of respondents registered a high level of confidence in police, the highest recorded nationally. A high percentage of Tasmanians were satisfied with police in their most recent contact. Most respondents gave as their reason that the officers were courteous, friendly, professional and fair.

Source: COAG Report on Government Services 2002.



<b>Action Plan</b>	Focuses on specific strategies and activities to identify and resolve local issues.
<b>Activities</b>	Specified work to achieve the strategies contained within outputs.
<b>Best Practice</b>	The way in which leading-edge Departments are able to manage and organise activities to deliver world-class standards of performance.
<b>COAG</b>	Council of Australian Governments.
<b>Corporate Management Group</b>	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.
<b>Effectiveness</b>	A reflection of how well a service achieves its stated strategies.
<b>Efficiency</b>	A reflection of the cost effectiveness in using resources to produce outputs.
<b>National Average</b>	In the context of this document, all references to national averages are drawn from the <i>Report on Government Services 2002</i> .
<b>Outcome</b>	The impact or effect on the community as a result of producing outputs.
<b>Output</b>	The services provided by the Department to external customers.
<b>Performance Indicators</b>	Measures of quality, quantity, timeliness, and cost used to describe the delivery of outputs.
<b>Planning</b>	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.
<b>Targets</b>	Related to performance indicators, expresses the intended level of service to be delivered within each activity.
<b>Values</b>	The professional standards by which the Department will serve its customers.

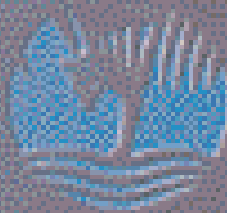


Production

Design  
Printing



Executive Support  
Tasmania Police, Hobart  
Enquiries Telephone 03 6230 2600  
Direction by Design Pty. Ltd.  
Printing Authority of Tasmania



Tasmania

47 Liverpool Street, Hobart, Tasmania 7000 GPO Box 308C, Hobart, Tasmania 7001  
Telephone: 03 6230 2111 Facsimile: 03 6230 2414 email: [media@police.tas.gov.au](mailto:media@police.tas.gov.au)