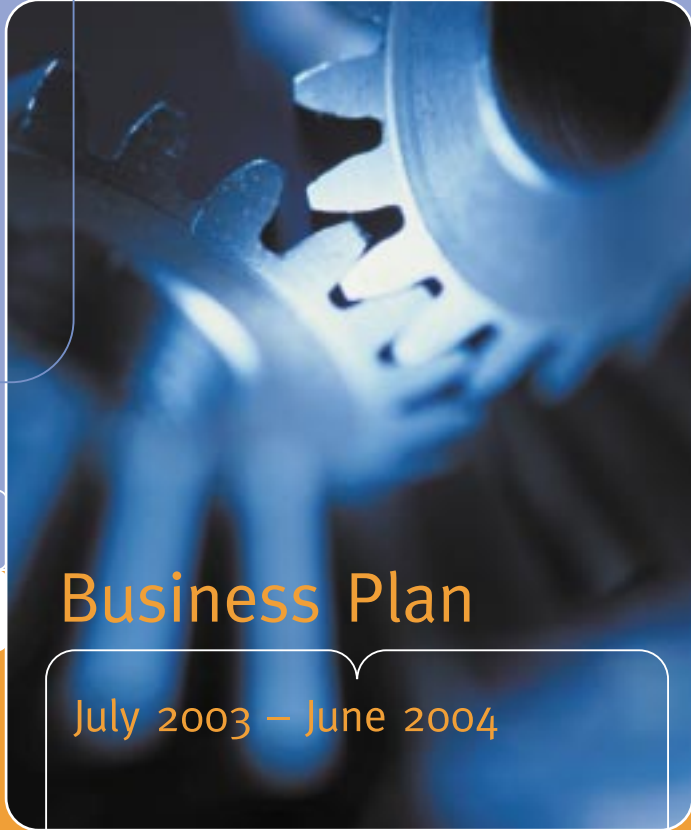


safer communities
responsiveness
accountability
reassurance
the policing profession *readiness*



Business Plan

July 2003 – June 2004



DEPARTMENT of
POLICE and PUBLIC SAFETY

Tasmania



the policing profession

Contents

Secretary's Foreword	2
Introduction	6
Priorities	8
1. Policing Support to the Community	9
2. Crime Investigation	10
3. Traffic Management and Road Safety	12
4. Protection of Primary Industry and Marine Resources	13
5. Emergency Management	14
6. Support to Judicial Services	16
7. Ministerial Support and Information Services	17
Key Management Support Areas	18
Glossary of Terms	20

readiness



Secretary's Foreword



As I stated in the Department's new three-year Strategic Directions Framework, my fellow commissioners and I have been very pleased with the positive results being achieved by our organisation. The past three years' activities were driven, of course, by the Corporate Plan 2000-2003, which has been replaced by the Strategic Directions Framework.

Our continual commitment to engendering a culture of accountability and performance is producing results. Crime has been driven down and clean-ups have improved immeasurably. We have been involved in a massive range of hazard-reduction strategies which have reduced the number of serious road accidents and improved our search and rescue processes, amongst other things.

Stronger links have also been established between our organisation, local government bodies and the Tasmanian community.

The new Strategic Directions Framework outlines the activities that will guide our service delivery over the next three years. It is not prescriptive. The prescription comes from this Business Plan.

There are, however, four central planks of the Strategic Directions Framework which we must never lose sight of. These are reassurance, responsiveness, readiness and accountability. Everyone must apply these principles at all times, be it when attending a burglary or just dealing with a query or complaint from a member of the public. If we do this each time, and if we do it really well, we will achieve two

important long-term objectives. We will meet the requirements of Tasmania *Together*, and we will provide the safest possible environment in Tasmania for visitors and residents alike, be it for work or enjoyment.

Over the previous three years, we have worked hard to develop and strengthen our partnership with the University of Tasmania. We now have an extensive accreditation programme which gives recognition to a whole range of things. It is my real belief that, if we give absolute effect to the Strategic Directions Framework, the profession of policing should emerge naturally. I have always been concerned that we are really viewed as an occupation rather than as a profession. It is my fervent desire to have

policing recognised as a profession, and I think that in the next three years there is a real opportunity for that outcome to be achieved. The Strategic Directions Framework provides the high-level guidance for this.

The detail of what we are going to do in any given year is established in the Business Plan. The Business Plan maps out activities for the next twelve-month period and from this, of course, the Command Action Plans are developed. It is around those Command Action Plans that you deliver your service on a daily basis and this is what contributes to the weekly, quarterly and annual performance reports. That is the process.

Within that, of course, it is critical to continue to build on the effective

partnerships and to take every opportunity to maintain the momentum that has been achieved over the past three to four years.

The coming year will provide many challenges. I am delighted to say that we are better placed than we have ever been to fine-tune our procedures and activities in all areas and thus to continue to provide the most professional service delivery possible to the Tasmanian community.

Richard McCreadie
Commissioner of Police
Secretary, Department of Police
and Public Safety



Key Strategic Directions



Reassurance

We will REASSURE the community by:

- providing timely follow-up and accurate information to victims of crime and complainants
- providing relevant and timely information on crime, road safety issues and departmental strategies
- ensuring a high-profile and visible police presence
- building strong community partnerships based on identifying and resolving local issues
- fostering a positive attitude by personnel within the Department

Readiness

We will ensure a heightened level of READINESS by:

- managing terrorism and transnational crime issues
- ensuring a continued high level of planning, training and education to effectively manage any emergency or disaster
- utilising evolving scientific and technological advances
- positioning our resources to best respond to calls for assistance from the community
- utilising the resources across government to develop innovative community safety programs

ing profession

provide timely follow up and accurate information to victims of crime and complainants

Safer Communities

We will have SAFER COMMUNITIES by:

- improving our intelligence-led approach targeting both crimes and criminals
- further reducing all crime, particularly assaults
- dealing effectively with public order issues
- intervening more effectively in domestic violence issues
- promoting the implementation of risk treatment strategies in emergency management
- making our roads safer

Responsiveness

We will be RESPONSIVE to the needs of the community by:

- consulting widely, listening to their current concerns and developing strategies to resolve local issues
- reducing the incidence of threatening and anti-social behaviour in public places and on public transport
- enhancing our early intervention approaches, particularly with 'at risk' families and young people
- promoting education and awareness initiatives to strengthen community disaster preparedness

Accountability

We will be ACCOUNTABLE for our actions by:

- acting honestly and ethically at all times
- developing an organisational culture that embraces personal accountability for performance
- strengthening supervisory responsibility at all levels
- improving access to tertiary education as an encouragement for staff to achieve higher education
- striving to achieve recognition of policing as a profession



Introduction



The Annual Business Plan

The Tasmania *Together* process has clearly articulated the nature of the future that Tasmanians desire. The Annual Business Plan for 2003 - 2004 identifies the values, principles, priorities and benchmarks 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

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



Priorities 2003 - 2004

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

- Provide reassurance to the community as an implicit part of our service delivery
- Focus our early intervention strategies, including diversionary programs to support young people and families 'at risk'
- Identify and respond effectively to all public order issues
- Continue to implement a range of traffic policing activities in order to make our roads safer
- Make our communities safer by:
 - reducing assaults
 - intervening more effectively in domestic violence issues
 - making travel on public transport safer
 - being ready to respond to any emergency or disaster



OUR CHALLENGE

Between 2000 and 2020 we will:

- Reduce by one-third the incidence of family violence
- Ensure that 98% of people feel safe in their homes
- Increase by one-third the percentage of people who feel safe in public places and increase to 85% the percentage of people who feel safe on public transport

Source Tasmania *Together*

1. Policing Support To The Community

The Department will contribute to making people feel safe in their homes and in public places by the delivery of best practice policing and by reassuring them that they are safe.

Activities	Performance Indicators	Benchmarks	Activities	Performance Indicators	Benchmarks
(a) PUBLIC RESPONSE	<ul style="list-style-type: none"> Level of community reassurance 	<ul style="list-style-type: none"> Level of community satisfaction with police service delivery to be above the national average 	(c) DOMESTIC VIOLENCE MANAGEMENT	<ul style="list-style-type: none"> Compliance with District Domestic Violence Management Plan 	<ul style="list-style-type: none"> Number of domestic violence incidents attended
(b) SAFER COMMUNITIES POLICING	<ul style="list-style-type: none"> Level of violence in the community People feeling safe on public transport Compliance with Project Samaritan requirements Participation in and development of local government partnership agreements 	<ul style="list-style-type: none"> Reduction in the level of violence in the community Reduction of 8% in the number of public place assaults Percentage who feel safe on public transport to be above the national average Full compliance with business and home Samaritan Kits and advice Increased number of district partnership initiatives Signing of partnerships in accordance with Department's requirements Achievement of agreed partnership benchmarks 	(d) SUPPORTING YOUNG PEOPLE AND FAMILIES AT RISK	<ul style="list-style-type: none"> Effectiveness of early intervention programs implemented 	<ul style="list-style-type: none"> Number of domestic violence incident reports submitted following attendance Percentage of domestic violence incidents where arrest is exercised All domestic violence incident reports validated within 12 hours Reduce the number of domestic violence repeat victims and offenders Identify young people/families deemed to be at risk Increase the number of 'at risk' young people referred by police into youth programs
(e) POLICING PUBLIC EVENTS			(f) CUSTODIAL CARE AND SECURITY	<ul style="list-style-type: none"> Participation in effective management of all public events 	<ul style="list-style-type: none"> Safe and effective conduct of all public events attended No deaths or injuries to people in police custody No escapes from police custody
(g) PROTECTIVE SECURITY				<ul style="list-style-type: none"> Safety of 'at risk' dignitaries 	<ul style="list-style-type: none"> No deaths, injuries or embarrassment to persons under protection

POLICING FOR IMPROVED COMMUNITY SAFETY

The *Report on Government Services 2003* identified that in Tasmania:

- 92.5% of Tasmanians felt safe at home during the day with 84% feeling safe after dark. This was above the national average
- 87% of Tasmanians respondents felt safe in public places during the day with 41% feeling safe at night. This is in line with the national average
- The proportion of Tasmanians who felt safe travelling on public transport ranged from 50% during the day to 22% during the night. Although below the national average, this is the first time since surveys commenced 6 years ago that the downward trend has stabilised

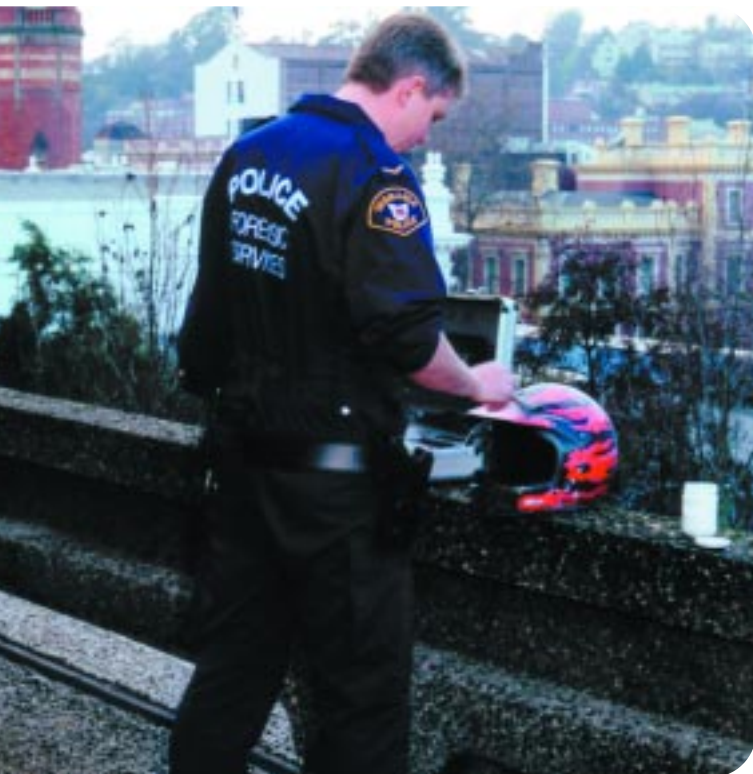
2. Crime Investigation

The Department contributes to Tasmania remaining the safest State in the nation by positioning our resources to respond to all types of crime and community concerns.

OUR CHALLENGE

- Between 2000 and 2020 we will reduce the crime rate by 50%

Source TasmaniaTogether



Activities

(a) INVESTIGATION OF OFFENCES AGAINST THE PERSON

Performance Indicators Benchmarks

Number of Offences Against the Person

- Number recorded
- Percentage cleared

- A reduction of 18% in total offences recorded
- Increase to 86% the percentage cleared

(b) INVESTIGATION OF OFFENCES AGAINST PROPERTY

Number of Offences Against Property (includes home, business and motor vehicle burglary)

- Number recorded
- Percentage cleared

- A reduction of 6% in property offences
- Increase to 26% the percentage cleared
- The percentage of people who feel safe at home to be above the national average

(c) INVESTIGATION OF STOLEN MOTOR VEHICLES

Level of Motor Vehicle Stealing

- Number stolen
- Number recovered

- A reduction of 3% in the number of motor vehicles stolen
- Increase to 90% the recovery rate



The Department contributes to Tasmania remaining the safest State...



Activities	Performance Indicators	Benchmarks
(d) CRIME-SCENE EXAMINATION	<ul style="list-style-type: none"> • Crime-scene attendance procedures in accordance with Integrated Crime Management Strategy • Quality of examination, sampling and preservation of exhibits 	<ul style="list-style-type: none"> • 100% compliance with Integrated Crime Management Strategy • 75% of CRU activity devoted to burglary attendance • Increase number of offender identifications from crime-scene
(e) FORENSIC EXAMINATION (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"> • Maintenance of NATA forensic science accreditation • Achievement of national benchmark turnaround times
(f) INVESTIGATION OF ILLEGAL DRUG ACTIVITY	<ul style="list-style-type: none"> • Number of district targeted operations • Number of 'sell/supply' offenders detected • Level of illegal drugs seized • Level of drug diversions 	<ul style="list-style-type: none"> • Completion of one district targeted operation each quarter • Increase in persons charged with sell/supply offences • Increase level of illegal drugs seizures • Diversion of all eligible offenders
(g) CRIMINAL INTELLIGENCE	<ul style="list-style-type: none"> • Quality of intelligence processed 	<ul style="list-style-type: none"> • Increase the number and quality of intelligence reports • Improved collation and analysis by CMU to support operational police

TASMANIA REMAINS THE SAFEST STATE IN THE NATION

- This is supported by national reported crime figures which reveal that Tasmania's rate in 2003 was below the national rate in all of the nine broad offence categories
- During this period Tasmania also recorded a higher percentage of investigations finalized at 30 days than the national rate in all offence categories

Source ABS *Recorded Crime - Victims, 2002*.



3. Traffic Management and Road Safety

By delivering appropriate Traffic Services, the Department will contribute to a reduction in the number of serious injury crashes and make our roads safer.

Activities

(a) ROAD TRAUMA REDUCTION

(b) TRAFFIC MANAGEMENT

(c) TRAFFIC LAW ENFORCEMENT

Performance Indicators

- Total number of vehicle crashes
- Total number of serious injury crashes

- Effective traffic management

- Percentage of people detected:
 - speeding
 - inattentive driving
 - seat-belt compliance
 - driving under the influence of alcohol/drugs
 - unlicensed/disqualified driving

Benchmarks

- Reduction in total number of motor vehicle crashes
- Reduction of 9% in the number of serious injury crashes

- Maintenance of free flow of traffic on public streets

- Increase the percentage of detections:
 - speeding by 11%
 - inattentive driving by 7%
 - seat-belt compliance by 16%
 - driving under the influence of alcohol/drugs
 - unlicensed/disqualified driving



ROAD USERS ATTITUDES

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

- The percentage who claimed that they had driven without using a seatbelt was 14%. This was above the national average of 11.5%
- The percentage of Tasmanians who indicated they may have driven when 'possibly' over the 0.05% blood alcohol limit decreased from 11.0% to 10.0%, slightly above the national average
- 53% 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 61%), and is below the national average of 59%

Source: *Report on Government Services 2003*.

4. Protection of Primary Industry and Marine Resources

The Department contributes to the protection and security of our globally significant natural and physical resources.

Marine Enforcement

Activities

(a) MARINE ENFORCEMENT

Performance Indicators

- Level of sea and land enforcement activity
- Number of offenders detected

Benchmarks

- Increase the level of sea and land enforcement activity
- Increase in the number of offenders detected
- Increase number of targeted investigations

(b) INDUSTRY LIAISON

- Interaction between Department and industry

- High level of industry confidence in policing services

Poppy Crop Security

Activities

(a) POPPY INDUSTRY ENFORCEMENT

Performance Indicators

- Level of security of poppy industry crops

Benchmarks

- Increase detection of offenders for poppy-related offences
- Reduce number of interferences to poppy crops

(b) INDUSTRY LIAISON

- Interaction between Department and industry

- High level of industry confidence in policing services

Environment Protection

Activities

(a) PROTECTION OF NATURAL ASSETS

Performance Indicators

- Level of protection of state forests and natural assets

Benchmarks

- Number of offences detected
- Number of intelligence reports submitted

High level of industry confidence in policing services.



5. Emergency Management

Department activities focus on ensuring a heightened readiness through planning, training and education to effectively manage any critical incident, emergency or disaster.



Activities

(a) EMERGENCY RISK MANAGEMENT

(b) MANAGEMENT PLANNING AND EXERCISING

(c) MANAGEMENT OF CRITICAL INCIDENTS AND STATE SECURITY

Performance Indicators

- Effective risk treatment strategy implementation planning
- Level of national crisis and consequence capability

- Coordinated and effective integrated planning at local government, regional and State levels

- Management of all critical incidents
- Safety of State infrastructure and property

Benchmarks

- Completion of negotiation on risk treatment strategy implementation planning
- Complete development of a risk treatment database
- Risk treatment strategies incorporated into local government planning
- Increased readiness based on valid risk data
- Achieve national standard of crisis and consequence capability

- Promote maintenance of current local government emergency plans
- Maintain currency of all regional and State emergency management plans
- High level of stakeholder satisfaction with emergency management plans
- Adequacy of plans demonstrated
- Increased emergency management and response capability

- Safe resolution of all critical incidents
- Undertake audits/testing of risk assessments relating to critical infrastructure protection
- Appropriate level of national participation
- Review of local and national counter-terrorist legislation
- Training programs to be aligned to National training standards

Activities

(d) EMERGENCY MANAGEMENT EDUCATION AND COMMUNITY AWARENESS

(e) MANAGEMENT OF EMERGENCY RESPONSE SERVICES, SUCH AS:

- RURAL ROAD ACCIDENT RESCUE
- SEARCH AND RESCUE
- SPECIAL GROUP OPERATIONS
- FLOOD AND STORM OPERATIONS
- EMERGENCY LIGHTING
- EVACUATION SUPPORT

Performance Indicators

- Enhanced community awareness in relation to disaster and emergency management issues

- Response times
- Effectiveness of response
- Effective warning arrangements and protocols

Benchmarks

- Partners in emergency management better educated and prepared
- Enhanced community perception of feeling safe
- A community reassured in respect to emergency management issues
- Development of community education and awareness initiatives

- Timely and effective response to all calls for assistance
- High level of community satisfaction with response
- Maintain currency of planning

Timely and effective response to all calls for assistance.



6. Support to Judicial Services

The Department contributes to the community having confidence in its criminal justice system by providing support to young people and families 'at risk', as well as to the courts and the coroner's office.



Activities

(a) PROSECUTION SERVICES

Performance Indicators

- Management of, and effective delivery of, summary prosecutions
- Number of adverse decisions
- Percentage of pleas of not guilty convicted

Benchmarks

- Increase the level of successful prosecutions
- All adverse decisions reviewed
- Reduce number of cases withdrawn/dismissed
- Increase the percentage of convictions of people who plead not guilty

(b) ASSISTANCE TO CORONER

- Level of satisfaction by Coroner
- Quality of Coronial investigations completed

- High level of satisfaction achieved
- Coronial files to be of a high standard and submitted within Departmental compliance time

(c) YOUTH JUSTICE DIVERSION

- Effective management of options for youth offenders

- Ensure eligible people are:
 - Cautioned
 - Conferenced
 - Prosecuted

(d) ABORIGINAL RECONCILIATION

- Compliance with Aboriginal Strategic Plan and National commitments

- Ensure all eligible indigenous people are diverted from the criminal justice system
- Publication of, and reporting in accordance with, the strategic plan

7. Ministerial Support and Information Services

By providing appropriate support to the Minister, as well as an accessible information service, the Department contributes to a system of government that is accountable to the people.

Activities	Performance Indicators	Benchmarks
(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"> • Completion of ministerial correspondence within required timeframe • 100% compliance with Cabinet Minute response timelines
(b) FREEDOM OF INFORMATION (FOI)	<ul style="list-style-type: none"> • Compliance with FOI legislation 	<ul style="list-style-type: none"> • 98% of 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"> • Draft legislation to Parliamentary Counsel within required timeframe • All proposed legislation to be of a standard acceptable to Government • Introduction of the Police Service Bill • Complete review of Emergency Services Act
(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
(e) PROVISION OF SUPPORT TO CORPORATE MANAGEMENT GROUP (CMG)	<ul style="list-style-type: none"> • Provision of timely and accurate advice and information to Corporate Management Group 	<ul style="list-style-type: none"> • All advice, information and recommendations to be provided within set timeframes

Provision of high-quality, timely advice on all occasions.



Key Management Support Areas -

Management Support Areas underpin the delivery of all policing services.

Key Management Support Areas

HUMAN RESOURCES

Priorities

- Develop a revised recruiting strategy
- Implement revised cadet training curriculum
- Consolidate new police promotion system
- Develop links between on-line learning and recruit entrance program
- Implement workforce planning framework within which human resource activities will be undertaken

EXECUTIVE SUPPORT

- Provide project management support to whole-of-government community safety projects including:
 - Community safety officers
 - ABS Outposted Officer
- Provide strategic policy advice on domestic violence intervention and legislation
- Prepare for publication of offender-based statistical information in keeping with NCSU collection
- Complete Tasmanian legislative reform process required from the Leaders' Summit Resolution on cross-border investigations
- Develop legislation for Australian Crime Commission
- Complete Annual Report by 30 September 2003
- Complete Business Plan by 30 June 2004
- Examine and review the provision of crime and traffic data

OPERATIONS SUPPORT

- Enhance and test relocation capability of Major Incident Room, and Communications (Operations) functions
- Enhance marine investigative capability
- Enhance training to districts in respect to crime-scene examination
- Implement the Hand Gun Buy-Back Project in accordance with COAG resolutions
- Restructure Traffic Liaison Services, Operational Information Services, Call Centre and Crime Stoppers

INTERNAL INVESTIGATIONS

- Research and further develop complaint-reduction strategies
- Identification of members at risk (police officers subject to multiple complaints) and appropriate notification to Commanders
- Review the Internal Investigation Guidelines
- Develop an alternative complaint resolution/determination process



Key Management Support Areas

STATE SECURITY UNIT

CORPORATE AND LEGAL SERVICES

FORENSIC SCIENCE SERVICE TASMANIA

Priorities

- Test risk assessments of critical infrastructure protection plans in accordance with compliance standards
- Develop training programs consistent with identified counter-terrorist needs
- Develop Counter Terrorist/Disaster High-Risk Security Planning
- Develop and implement strategic Asset Management Plan
- Enhance change management approaches
- Develop, negotiate and implement Police Enterprise Agreement
- Enhance risk management processes
- Develop business case for records management system
- Implement major projects involving integration, Crimtrac and desktop standardisation
- Enhance baseline budgeting approach
- Finalise implementation of Finance 1 Purchasing Module
- Evaluate, review and establish future direction for police mobile communications
- Complete major refurbishment projects – Academy and Launceston Headquarters (Stage 2)
- Further improve the effectiveness of forensic science service
- Implement appropriate counter-terrorism security audit recommendations and any recommendations following the NATA Forensic Science reaccreditation audit in July
- Maintain the Business Management (Quality) System
- Progress accommodation options as appropriate
- Further refinement of scientific training for Tasmania Police

CONTINUED CONFIDENCE IN POLICE PROFESSIONALISM

The *Report on Government Services 2003* identified that in Tasmania:

- 80% of Tasmanians were 'satisfied' with police in their most recent contact
- 81% of Tasmanians had confidence in their police
- 78% of Tasmanians agreed that police perform their job professionally
- 75% of Tasmanians agreed that police were honest



Glossary of Terms –

Action Plan

Focuses on specific strategies and activities to identify and resolve local issues.

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 the highest standards of performance.

Benchmarks

Level of command performance for activities agreed with CMG.

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 its stated strategies.

Efficiency

A reflection of the cost effectiveness in using 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 2003*.

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.

Values

The professional standards by which the Department will serve its customers.



**47 Liverpool Street
Hobart Tasmania**

**GPO Box 308
Hobart Tasmania 7001**

**Phone: 03 6230 2111
Fax: 03 6230 2414**

www.police.tas.gov.au

SC



Tasmania

DEPARTMENT *of*
POLICE *and* PUBLIC SAFETY