

safer communities
responsiveness
accountability
reassurance
the policing profession
readiness



Business Plan

July 2004 – June 2005



DEPARTMENT of
POLICE and PUBLIC SAFETY
Tasmania



the policing profession

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Secretary's Foreword



I would like to reflect on the quality service provided by departmental personnel in the last twelve months. Last year produced outstanding results and improved performances right across the Department, particularly in areas such as Marine and Rescue Services, Forensic Science Service Tasmania, State Emergency Services, State Security Unit, Traffic Services and Crime Management.

Tasmanians can feel safe and secure in the knowledge that crime has been reduced by 15 per cent. Reported crimes have fallen from 48,211 in 2002-2003 to 40,814 by the end of June 2004.

My fellow commissioners and I are impressed with this continued effort and the success in reducing crime. However, while the crime rate has continued to

fall, we must not become complacent about our response to the community's request for an even safer and more secure Tasmania. We have also seen a reduction in the number of serious road accidents, but it is disappointing that the number of fatalities is already more than for the comparative period last year.

Another area in which we have been successful is in diverting children and young people from the courts. The figures show that, by involving them in cautioning and conferencing and getting them to face up to their actions, we can prevent many young people from re-offending. In the coming year we will continue to focus on early intervention strategies, diversionary programs and supporting young people and families 'at risk'.

To continue our good work and provide a consistent direction for our efforts, the Business Plan 2004-2005 provides the blueprint for our service delivery to the Tasmanian community for the next twelve months. This year's Business Plan is the second in the series for the three-year Strategic Directions Framework 2003-2006, with the four key concepts of reassurance, responsiveness, readiness and accountability assisting towards building a safer community. I expect that all members of the Department will continue to apply these concepts fully to their work, from responding to calls for assistance to enforcing the law, and providing an exemplary and professional policing service to the Tasmanian community.

It is important that this Business Plan provides guidance for the development of the Command Action Plans. It is from these detailed Action Plans that our service delivery is monitored and measured through weekly, quarterly and annual performance reports. It is by measuring our service delivery and auditing our performance that we can confidently report our tangible results and outcomes.

You will no doubt notice that this year's Business Plan has many similarities to the previous one. Many of the initiatives and priorities are ongoing as we consolidate and build on our successes from last year.

There are expectations from the community through the Tasmania *Together* vision to reduce the incidence

of family violence in order to achieve the goal to 'Have a community where people feel safe and are safe in all aspects of their lives.' A cornerstone of the new *Safe at Home* whole-of-government strategy is for police to play a more proactive role in reducing family violence. During the next twelve months, the Department will reinforce the Government's message that violence within the family home is unacceptable.

It is important that all Tasmanians are aware that we are striving to be the best policing service in Australia by being responsive to the community, and by demanding the highest level of professionalism and accountability from all our officers.

We are strengthening our partnership with the University of Tasmania by

actively encouraging our members to participate in tertiary studies. It is by improving the standards and challenging the personal development of all our members that policing will be acknowledged as a true profession.

I am confident that if we effectively implement the Business Plan and the related Action Plans, we will achieve our goals and mission 'To ensure that Tasmania is the safest state in the nation'.

Richard McCreddie
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 2004 - 2005 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:

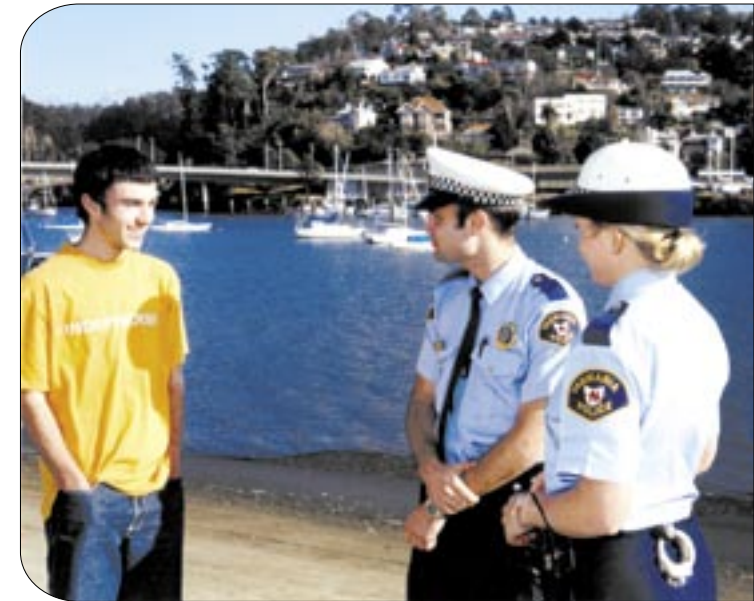
- ensure staff have the appropriate authority, accountability, tools, education, training and development to deliver a professional service
- incorporate change-management strategies
- promote a safe and healthy working environment
- develop appropriate career path opportunities complementing departmental needs
- review, continually update and evaluate departmental practices and procedures



Priorities 2004 - 2005

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

- Make our community safer by reducing the level of Crimes against the Person, particularly public place assaults
- Make our community safer by reducing the number of crashes, particularly serious injury crashes, through effective traffic law enforcement activities
- Make our community safer through implementation of the *Safe at Home* project
- Make our community safer by:
 - Identifying and responding effectively to all public order issues
 - Focusing on early intervention strategies, including diversionary programs, to support young people and families 'at risk'
 - Making travel on public transport safer
 - Providing reassurance to the community as an implicit part of our service delivery
 - 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 at least 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.

Safe At Home Strategy

Safe at Home is a whole-of-government strategy for responding to family violence in Tasmania.

The strategy provides for an integrated response and intervention system designed to bring about a reduction in the incidence of family violence in the medium to long term.

Safe at Home is founded on the principle of 'primacy of safety of the victim', and is based on a pro-arrest, pro-charge, pro-prosecution policy by police. Police will play a proactive role in managing safety outcomes for victims of family violence.



During 2004-2005 the Department of Police and Public Safety will:

- Provide a family violence crisis response line 24 hours a day, 7 days a week
- Recruit and train additional family violence prosecutors to administer family violence orders
- Establish a Victim Safety Response Team in each police District
- Develop new protocols for responses to family violence incidents
- Develop baseline data to enable realistic benchmarks to be set for the future.



POLICING FOR IMPROVED COMMUNITY SAFETY

Of the Tasmanians interviewed during a recent ACNielsen survey:

- 94.2% of Tasmanians felt safe at home during the day, with 83.9% feeling safe at home after dark. These results were above the national average.
- 89.5% of respondents felt safe in public places during the day, and 45% felt safe at night. Both these results were above the national average.
- The proportion of Tasmanians who felt safe travelling on public transport during the day improved from 59% to 64.4%. The national average was 66.1%.
- The proportion who felt safe travelling on public transport at night was 31.5%, well above the national average of 24.3%.

Source: ACNielsen National Survey of Community Satisfaction with Policing, June 2004.

Activities

(a) SAFER COMMUNITIES POLICING

Performance Indicators

- 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

Benchmarks

- Reduction in the level of violence
- 14% reduction in the number of public place assaults
- The percentage of people who feel safe on public transport during the day to achieve the national average (ACNielsen survey)
- The percentage of people who feel safe on public transport at night to remain above the national average
- Full compliance with business and home Samaritan kits and advice
- Demonstrated success of District partnership initiatives
- Signing of partnerships in accordance with departmental requirements
- Achievement of agreed partnership benchmarks

(b) SUPPORTING YOUNG PEOPLE AND FAMILIES AT RISK

- Number of 'at risk' young people referred to youth programs
- Proportion of departmental diversionary program participants who experience improved life outcomes

- Increased numbers of 'at risk' young people referred by police into youth programs
- Complete the development of reliable performance indicators based on evaluations of Projects U-Turn and Currawong

(c) POLICING PUBLIC EVENTS

- Effective management of all public events

- Safe and effective conduct of all public events attended

(d) CUSTODIAL CARE AND SECURITY

- Safety and security of people in custody

- No deaths or injuries to people in police custody
- No escapes from police custody

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.

THE TASMANIA *TOGETHER* CHALLENGE: To halve the rate of crime by 2020

Our benchmark for 2004-05 is to achieve a further reduction of 4% in Total Offences.

Activities

(a) INVESTIGATION OF OFFENCES AGAINST THE PERSON

Performance Indicators

Number of Offences Against the Person

- Number recorded
- Percentage cleared

Benchmarks

- Reduction of 10% in the number of Offences Against the Person to 3,165 offences
- Increase to 90% 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

- Reduction by a further 3% in the number of Offences Against Property to 33,350 offences
- Achieve a percentage clear-up rate of 29%
- The percentage of people who feel safe at home to be above the national average
(ACNielsen Survey)

(c) INVESTIGATION OF MOTOR VEHICLE STEALING

Level of Motor Vehicle Stealing

- Number stolen
- Number recovered
- Number stolen and subsequently destroyed by fire

- Reduction by a further 9% in the number of stolen motor vehicles to 1,600
- 90% recovery rate
- Reduction in the number of stolen motor vehicles destroyed by fire



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 	<ul style="list-style-type: none"> • 100% compliance with Integrated Crime Management Strategy • 75% of Crime Response Unit activity devoted to burglary investigation
(e) INVESTIGATION OF ILLEGAL DRUG ACTIVITY	<ul style="list-style-type: none"> • Number of 'sell/supply' offenders detected • Number of illegal drug seizures • Number of drug diversions 	<ul style="list-style-type: none"> • Increase by 16% the number of sell/supply offenders detected • Increase the quantity of illegal drugs seized • Diversion of all eligible offenders
(f) CRIMINAL INTELLIGENCE	<ul style="list-style-type: none"> • Quality of intelligence processed and developed 	<ul style="list-style-type: none"> • Improved processing and analysis of intelligence reports • Improved collation and analysis by Crime Management Units to support operational police

TASMANIA RETAINS ITS REPUTATION AS THE SAFEST STATE IN THE NATION

This is supported by national crime figures which reveal that:

- Tasmania's rate of crime in 2003 was below the national rate in all of the nine major offence categories.
- During this period Tasmania also recorded a higher percentage of investigations finalised at 30 days than the national rate in eight of the nine major offence categories.

Source: Recorded Crime - Victims, Australia 2003. Australian Bureau of Statistics.

FORENSIC SCIENCE SERVICE TASMANIA Priorities for 2004-2005

- Further improve the effectiveness of the forensic science service
- Maintain the Business Management (Quality) System
- Reduce backlog of DNA exhibits
- Develop chemical warfare agent identification capabilities
- Implement strategies to curtail testing backlogs
- Maintenance of NATA forensic science accreditation
- Achievement of national benchmark turnaround times
- Progress accommodation options as appropriate
- Improve exhibit storage capacity



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	Performance Indicators	Benchmarks
(a) ROAD TRAUMA REDUCTION	<ul style="list-style-type: none"> Number of vehicle crashes Number of serious injury crashes 	<ul style="list-style-type: none"> 7% reduction in the number of motor vehicle crashes A further reduction of 10% in the number of serious injury crashes
(b) TRAFFIC MANAGEMENT	<ul style="list-style-type: none"> Effective traffic management 	<ul style="list-style-type: none"> Maintenance of free flow of traffic on public streets
(c) TRAFFIC LAW ENFORCEMENT	<ul style="list-style-type: none"> Causative factors of accidents, including number of road users who engage in: <ul style="list-style-type: none"> driving under the influence of alcohol/drugs speeding seat belt non-compliance inattentive driving 	<ul style="list-style-type: none"> A reduction in the number of drivers who admit to: <ul style="list-style-type: none"> driving under the influence of alcohol/drugs speeding seat belt non-compliance inattentive driving (ACNielsen survey) Increase detection of offenders relating to: <ul style="list-style-type: none"> driving under the influence of alcohol/drugs speeding seat belt non-compliance inattentive driving

ROAD USERS' ATTITUDES

Of the Tasmanians interviewed during the financial year ending June 2004:

- The percentage who stated that they had driven without using a seatbelt was 14.6%. This was above the national average of 11.2%.
- The percentage who indicated they may have driven when 'possibly' over the 0.05% blood alcohol limit was 11.8% . The national average was 10.6%.
- The percentage who admitted that they may have driven over the speed limit by 10 km/hour or more was 59.1%. The national average was 62.2%.

Source: ACNielsen National Survey of Community Satisfaction with Policing, June 2004.

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

- Detection of offenders
- Level of sea and land enforcement activity
- Collection of quality intelligence

Benchmarks

- Increase the detection of offenders by a further 11%
- Increase the level of sea and land enforcement activity
- Increase the number of targeted investigations

(b) INDUSTRY LIAISON

- Communication and cooperation between Department and industry

- High level of industry confidence in policing services

Poppy Industry Security

Activities

(a) POPPY INDUSTRY SECURITY

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

PROTECTION OF NATURAL ASSETS

Performance Indicators

- Level of protection of state forests and natural assets

Benchmarks

- Active investigation of all reports
- Number of offences detected as a percentage of all reports

High level of industry confidence in policing services.



5. Emergency Management

Department activities focus on ensuring a heightened capability through planning for the prevention of, response to, or recovery from any critical incident, emergency or disaster.



Activities

(a) EMERGENCY RISK MANAGEMENT

Performance Indicators

Benchmarks

(b) EMERGENCY PREPAREDNESS

- Audits/testing of risk assessments relating to critical infrastructure protection
- Number of risk treatment strategies agreed by stakeholders
- Number of risk treatment strategies commenced and completed

- Establish base line data for:
 - Number of risk treatment strategies commenced
 - Number of risk treatment strategies completed
- Review of local and national counter-terrorist and emergency management legislation

- Currency of local, regional and state emergency management plans
 - Number of plans reviewed
 - Frequency of plans exercised
- Training programs to meet appropriate standards
- Level of preparedness:
 - Number of exercises
 - Number of organisations participating in exercises
 - Number of emergency management community education and awareness programs
 - Community awareness of emergency warning systems

- All emergency management plans updated biennially
- Establish baseline data for:
 - Number of emergency management plans reviewed
 - Number and frequency of plans exercised
- Full compliance with number of prescribed training days
- Improved level of preparedness
 - Increased number of emergency management community education and awareness programs
 - Increased community awareness of emergency warning systems



Activities

(c) MANAGEMENT OF EMERGENCY RESPONSE

Performance Indicators

- Management of all relevant critical incidents:
 - Adequacy of response
 - Response times
- Protection of state infrastructure, persons and property

Benchmarks

- Timely attendance at, and safe resolution of, all critical incidents
- Appropriate level of national participation
- Appropriate level of inter-jurisdictional interoperability
- 100% safe protection of dignitaries

(d) PARTNERSHIPS AND EMERGENCY RECOVERY SUPPORT

- Number of partnerships (including local government and other agencies) that incorporate emergency management and recovery
- Number of community recovery exercises/forums

- Increased number of partnerships (government and other relevant agencies) that incorporate emergency management and recovery arrangements
 - Increased number of partnerships between state and local governments that incorporate emergency management and recovery
- Adequate community recovery arrangements

*Timely attendance at,
and safe resolution of,
all critical incidents.*



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	Performance Indicators	Benchmarks
(a) PROSECUTION SERVICES	<ul style="list-style-type: none"> • Management and effective delivery of summary prosecutions • Number of adverse decisions • Percentage of pleas of 'not guilty' convicted 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Level of satisfaction by Coroner • Quality of coronial investigations completed 	<ul style="list-style-type: none"> • High level of satisfaction achieved • Coronial files to be of a high standard • Files to be completed and submitted within 28 days of the deceased being found
(c) YOUTH JUSTICE DIVERSION	<ul style="list-style-type: none"> • Effective management of options for youth offenders 	<ul style="list-style-type: none"> • Ensure eligible people are: <ul style="list-style-type: none"> - Cautioned - Conferenced - Prosecuted
(d) ABORIGINAL RECONCILIATION	<ul style="list-style-type: none"> • Compliance with Aboriginal Strategic Plan and national commitments 	<ul style="list-style-type: none"> • Ensure all eligible indigenous people are diverted from the criminal justice system • Reporting in accordance with the Aboriginal 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"> 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	<ul style="list-style-type: none"> Compliance with Freedom of Information 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"> Draft legislation to Parliamentary Counsel within required timeframe All proposed legislation to be of a standard acceptable to Government
(d) PROVISION OF INFORMATION ACROSS AGENCIES, GOVERNMENT AND COMMUNITY FORUMS	<ul style="list-style-type: none"> Timely and high-quality information 	<ul style="list-style-type: none"> All information to be of a high quality and provided within set timeframes
(e) PROVISION OF SUPPORT TO CORPORATE MANAGEMENT GROUP (CMG)	<ul style="list-style-type: none"> Timely and accurate advice and information to Corporate Management Group 	<ul style="list-style-type: none"> All advice, information and recommendations to CMG to be provided within set timeframes

All information to be of high-quality and provided within set timeframes.



Key Management Support Areas -

Management Support Areas underpin the delivery of all policing services.

Key Management Support Areas

HUMAN RESOURCES

Priorities

- Increase the emphasis on recruiting activities to meet workforce requirements
- Evaluate the new police promotion system
- Develop and implement a new domestic violence training program in line with the *Safe at Home* initiative
- Develop a workforce planning framework in consultation with the Tasmanian Institute of Law Enforcement Studies at the University of Tasmania, within which human resource activities will be undertaken

EXECUTIVE SUPPORT

- Support the CMG in progressing the Tasmania *Together* and whole-of-government social policy priorities
- Manage the Department's legislative reform agenda in accordance with nominated schedules
- Manage Projects U-Turn and Currawong according to agreed timelines
- Initiate the development of a whole-of-department communications strategy
- Instigate a modernising and referencing system for the Tasmania Police Manual
- Develop a plan to enhance the agency's intranet and internet facilities
- Develop a new departmental drug action plan

OPERATIONS SUPPORT

- Conduct a review of the Firearms Act 1996
- Review and enhance the collection and analysis of security intelligence
- Conduct a capability review of key specialist areas
- Review listening device and surveillance legislation
- Continue with the restructure of Traffic Liaison Services, Operational Information Services, Call Centre and Crime Stoppers
- Review gender distribution in key areas
- Coordinate Crime Prevention Week
- Review the handling and storage of exhibits at Forensic Services

INTERNAL INVESTIGATIONS

- The timely and thorough investigation of complaints
- Complaint prevention/reduction through training and education
- Develop an 'at risk' register (police officers attracting multiple complaints)
- Review of Internal Investigation procedures



Key Management Support Areas

CORPORATE AND LEGAL SERVICES

STATE SECURITY UNIT

Priorities

- Develop and implement strategic Asset Management Plan
- Enhance change management approach
- Implement Police Enterprise Agreement and State Service Wages Agreement
- Enhance risk management processes
- Implement business case for records management system
- Implement major projects involving integration, CrimTrac and desktop standardisation
- Enhance baseline budgeting approach
- Evaluate, review and establish future direction for police mobile communications
- Undertake major refurbishment projects – Launceston Headquarters (Stage 2)
- Implement Capital Investment Program for protective equipment and ballistic vests

- Coordinate whole-of-government policy development for counter-terrorism response
- Manage and coordinate training and exercise programs consistent with identified counter-terrorism needs
- Advise Government in relation to transport security arrangements for air, sea and land
- Progress legislative reforms to improve counter-terrorism prevention, response, recovery and investigation
- Enhance Tasmania's counter-terrorism capability by skill enhancement, improved operating practices and equipment acquisition
- Address Critical Infrastructure Protection through Industry Assurance Advisory Working Groups, testing of plans and providing advice and guidance
- Provide a high-quality service for dignitary protection

CONTINUED CONFIDENCE IN POLICE PROFESSIONALISM

Of the Tasmanians interviewed during the financial year ending June 2004:

- 81% of Tasmanians were 'satisfied' or 'very satisfied' with police in their most recent contact.
- 83% of Tasmanians had confidence in their police.
- 81% of Tasmanians agreed that police perform their job professionally.
- 76% of Tasmanians agreed that police were honest.

All of these results were above the national average.

Source: ACNielsen National Survey of Community Satisfaction with Policing, June 2004



Vision

To be widely recognised as a premier policing service.

Mission

To ensure that Tasmania is the safest state in the nation.

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

readiness



The Planning Process

Outcome

To have a community where people feel safe and are safe in all aspects of their lives.

Tasmania *Together*

Corporate Reporting
Performance Indicators
and Benchmarks

**Strategic
Directions
Framework
2003-2006**

**Annual Business Plan
2004-2005**

**Command Action Plans
2004-2005**

HOW DOES THE ANNUAL BUSINESS PLAN FIT WITHIN DEPARTMENTAL PLANS?

- Defines the Vision, Mission and Key Strategic Directions
- Defines core business in meeting Government outcomes and community needs
- Identifies personal values, business and management principles
- Indicates outputs, activities, performance indicators and benchmarks
- Identifies intelligence-led policing operations and strategies to address local needs and corporate priorities
- Identifies performance indicators and benchmarks that provide the basis for performance accountability and evaluation

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 illustrated here:

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

safes communities

feel safe in their homes, on public transport and in community facilities and spaces



During the Tasmania *Together* consultation phase Tasmanians said that they want to:

- Feel safe in their homes, on public transport and in community facilities and spaces
- Be the safest state in Australia with the lowest rates of crime against people and property
- Feel confident about their criminal justice system
- Support young people who have challenging behaviour or who are at risk

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 world-class standards of performance.

Benchmarks: Levels of command performance 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.

ACNielsen: - *National Survey of Community Satisfaction with Policing* - the Productivity Commission's *Report on Government Services* publishes the results of this survey each year.

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.

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Tasmania

DEPARTMENT of
POLICE and PUBLIC SAFETY