

safer communities
responsiveness
accountability
reassurance
the policing profession
readiness



Business Plan

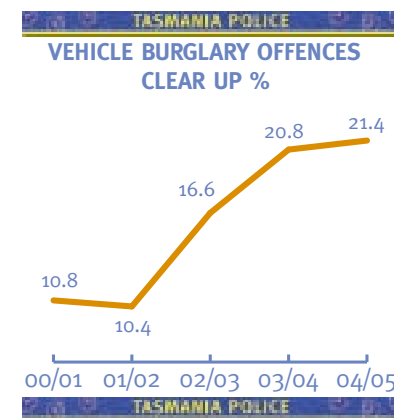
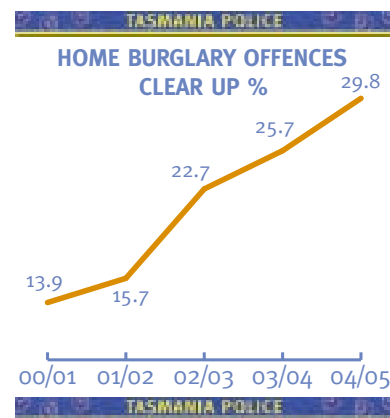
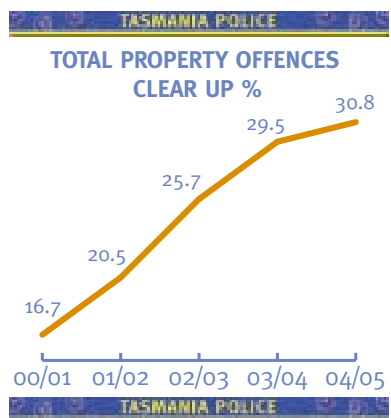
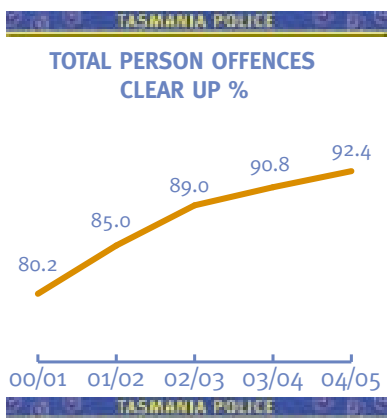
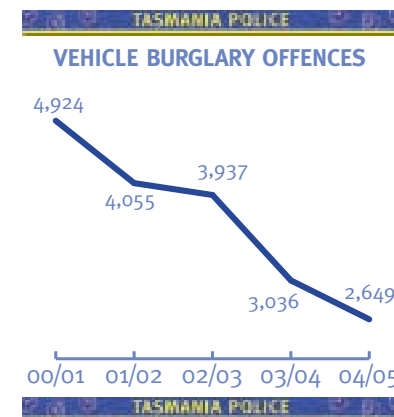
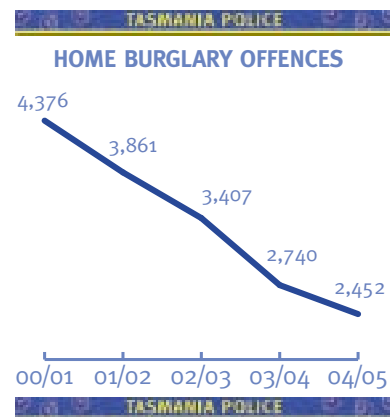
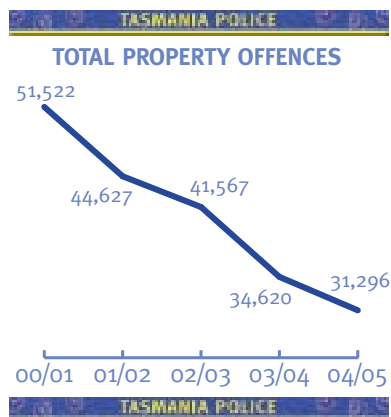
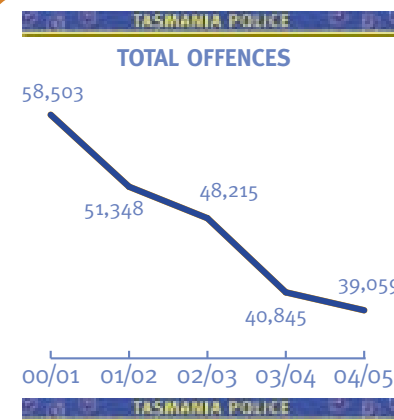
July 2005 - June 2006

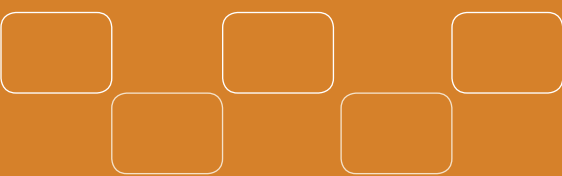


Tasmania

DEPARTMENT of
POLICE and PUBLIC SAFETY

Our Performance - A snapshot





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reassurance



Secretary's Foreword



The excellent results achieved in 2004 have again been realised in 2005, with further significant reductions in total crime, particularly property offences. Clear-up rates have also maintained their high levels. I still have concerns that – notwithstanding the distorted assault figures due to the impact of our *Safe at Home* initiative – assaults in public places are still too numerous. The focus on reducing public-place assaults will continue this year, as will our efforts to support and reassure victims of crime and, indeed, the entire community.

In recent years, this Department has achieved a record of delivering a quality policing service to the Tasmanian community. This has been recognised by the Government, who have enabled us to create an additional 48 police positions. These will be front-line police and their task will be to target crime, criminals and anti-social behaviour. This increase in numbers comes on top of additional officers and resources provided by Government to address family violence, which is an issue of concern to the community. Because of these additional police positions, recruiting will be a major project in the coming year. It is vital that every serving officer identifies and mentors potential recruits wherever possible.

Serious injury crashes, especially on rural roads, remain a concern. We will raise the level of our enforcement activities in a targeted and intelligence-led manner to ensure a reduction in crashes overall, particularly those involving serious injury. The recent so-called 'anti-hooning' legislation, giving us the authority to confiscate vehicles, has already made its mark and, together with the new random drug-testing powers, is an additional tool to strengthen our capacity to make State roads safer.

As part of the overall communication strategy to raise the Department's profile in the community, as well as enhancing

accountability and transparency, the Department will modernise its website. This will ensure that not only staff but also members of the community will have access to a contemporary information service.

As well as continuing with our successful diversionary programs for young people at risk, the Department is also delivering several widely-recognised Youth Intervention Programs. These programs include *Project U-Turn*, *Project Currawong*, and Inter-Agency Support Panels. Each of these programs is presently being externally evaluated, and early indications are that they are all proving highly successful in contributing to reduced offending by young people.

Additional funds in the past two years have allowed us to enhance our counter-terrorist, transnational and emergency and disaster management strategies. Our Special Operations Group and State Emergency Service volunteers will now be better equipped to undertake their important tasks in the community.

Good supervision is an integral part of a good management regime and is a fundamental aspect of accountability. We will strengthen supervisory capacity and responsibility. I am confident that, with your commitment and cooperation, we will again achieve significant progress towards achieving our benchmarks.

Richard McCreadie

Commissioner of Police

Secretary, Department of Police
and Public Safety

Our Priorities

We will make our community safer by focusing on the following priorities:

- reducing the level of Crimes against the Person, particularly public place assaults
- reducing the number of serious injury crashes
- providing reassurance to the community as an implicit part of our service delivery
- identifying and responding effectively to all public order issues
- enhancing early intervention strategies, including diversionary programs, to support young people and families 'at risk'
- being ready to respond to any emergency or disaster



"We will strengthen supervisory capacity and responsibility."

Commissioner Richard McCreadie

"To have a community where people feel safe"

Reassurance

We will REASSURE the community by:

- consulting widely, listening to their current concerns and developing strategies to resolve local issues
- 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:

- positioning our resources to best respond to calls for assistance from the community
- utilising the resources across government to develop innovative community programs
- improving our intelligence-led approach, targeting both crimes and criminals
- managing terrorism and transnational crime issues
- ensuring a continued high level of planning, training and education to effectively manage emergencies
- utilising evolving scientific and technological advances



Communities

and are safe in all aspects of their lives"

Responsiveness

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

- intervening more effectively in family violence issues
- making our roads safer
- reducing crime, particularly assaults and public order offences
- enhancing our early intervention approaches, particularly with 'at risk' families and young people
- promoting education and awareness initiatives to strengthen community disaster preparedness
- promoting the implementation of emergency management strategies particularly in risk mitigation

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 future that Tasmanians desire. The Annual Business Plan for 2005–2006 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
- cooperation 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, 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



Our Performance



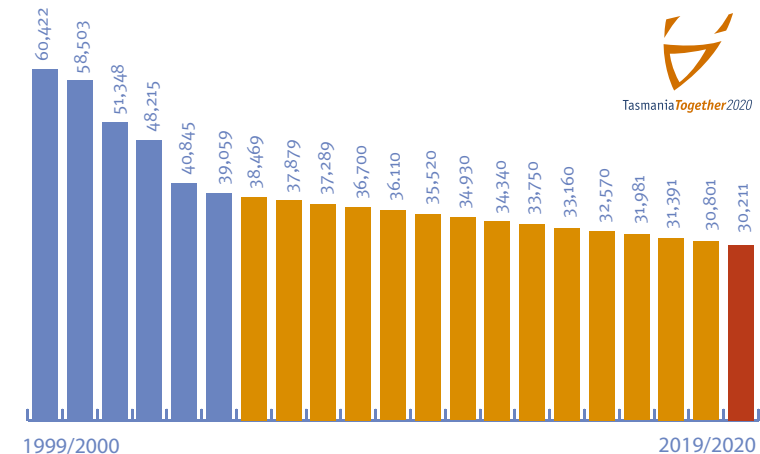
OUR CHALLENGE

Between 2000 and 2020 we will:

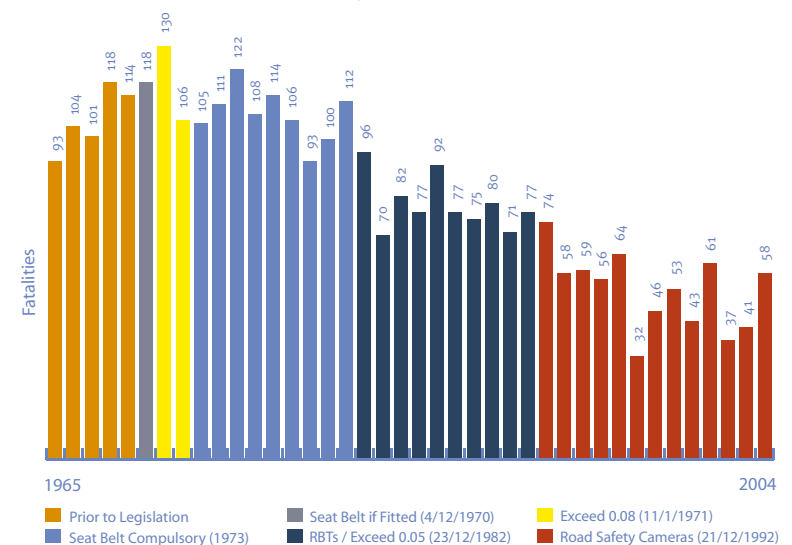
- Halve the rate of crime
- Reduce by one-third the incidence of family violence
- Ensure at least 98% of people feel safe in their homes
- Increase by one-third the percentage of people who feel safe in public places, and increase to 85% the percentage of people who feel safe on public transport

Source Tasmania Together

50% CRIME REDUCTION CHALLENGE



ROAD CRASH FATALITIES FOR 1 JANUARY 1965 - 31 DECEMBER 2004



1. Policing Support To The Community

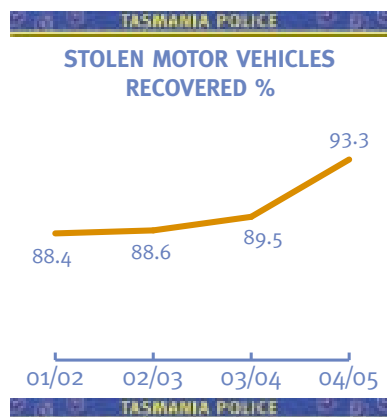
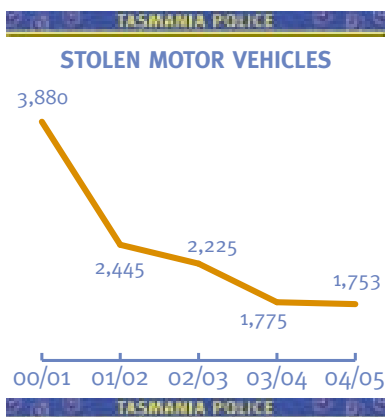
The Department will contribute to making people feel safe in their homes and in public places by the delivery of best-practice policing and by reassuring them that they are safe.

| Activities | Performance Indicators | Benchmarks |
|--|--|--|
| (a) 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 10% 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 (<i>ACNielsen survey</i>) Full compliance with business and home Samaritan kits and advice Monitoring and reporting of partnerships in accordance with departmental requirements Achievement of agreed partnership benchmarks |
| (b) SUPPORTING YOUNG PEOPLE AND FAMILIES AT RISK | <ul style="list-style-type: none"> Number of 'at risk' young people referred to youth programs Proportion of departmental diversionary program participants who experience improved life outcomes | <ul style="list-style-type: none"> Compliance with juvenile intervention outcomes |
| (c) POLICING PUBLIC EVENTS | <ul style="list-style-type: none"> Effective management of all public events | <ul style="list-style-type: none"> Safe and effective conduct of all public events attended |
| (d) CUSTODIAL CARE AND SECURITY | <ul style="list-style-type: none"> Safety and security of people in custody | <ul style="list-style-type: none"> 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.



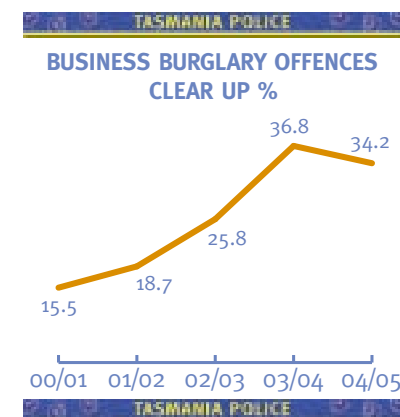
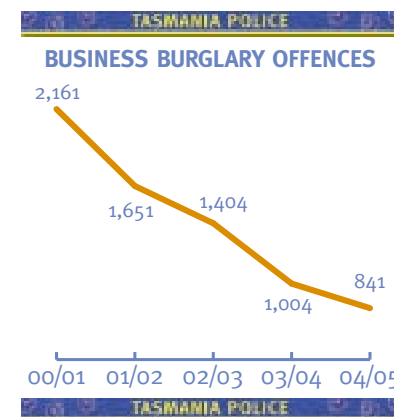
| Activities | Performance Indicators | Benchmarks |
|--|--|--|
| (a) INVESTIGATION OF OFFENCES AGAINST THE PERSON | Number of Offences Against the Person | <ul style="list-style-type: none"> • Number recorded • Percentage cleared |
| (b) INVESTIGATION OF OFFENCES AGAINST PROPERTY | Number of Offences Against Property (includes home, business and motor vehicle burglary) | <ul style="list-style-type: none"> • Reduction of 10% in the number of Offences Against the Person • Increase to 93% the percentage cleared |
| (c) INVESTIGATION OF MOTOR VEHICLE STEALING | Level of Motor Vehicle Stealing | <ul style="list-style-type: none"> • Number recorded • Percentage cleared • Reduction by a further 5% in the number of Offences Against Property • Achieve a clear-up rate of 32% • The percentage of people who feel safe at home to be above the national average (ACNielsen survey) |
| | Level of Motor Vehicle Stealing | <ul style="list-style-type: none"> • Number stolen • Number recovered • Number stolen and subsequently destroyed by fire • Reduction by a further 8% in the number of stolen motor vehicles • 93% recovery rate • Reduction in the number of stolen motor vehicles destroyed by fire |

| 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 |
| (e) INVESTIGATION OF ILLEGAL DRUG ACTIVITY | <ul style="list-style-type: none"> Number of serious offenders detected Number of seizures of illegal drugs Number of drug diversions | <ul style="list-style-type: none"> Increase by 10% 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 |

FORENSIC SCIENCE SERVICE TASMANIA

Priorities for 2005-2006

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



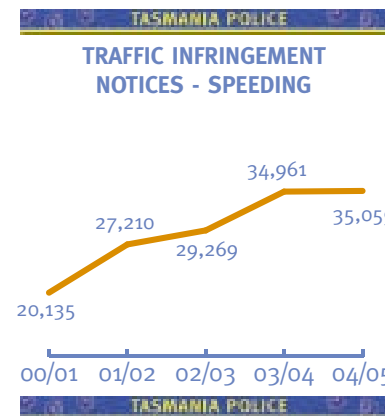
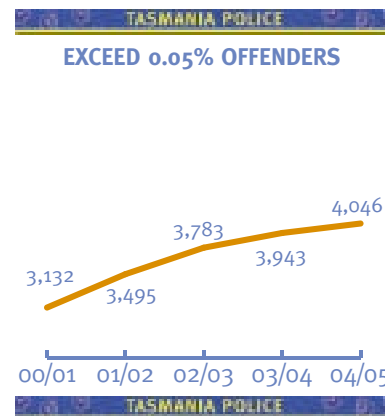
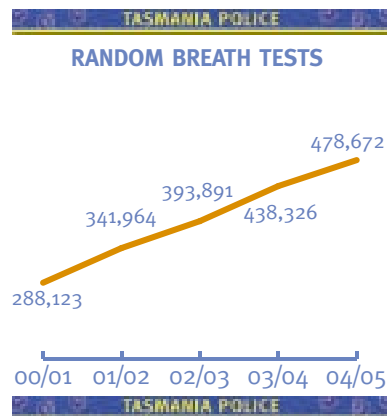
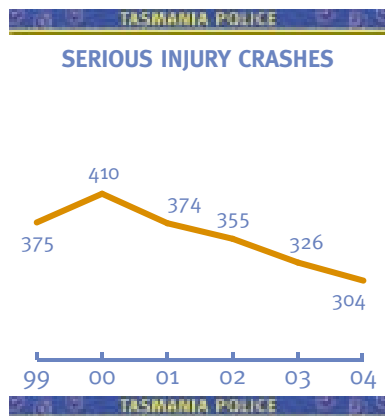
3. Traffic Management and Road Safety

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"> 9% reduction in the number of motor vehicle crashes A further reduction of 9% 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"> seat belt non-compliance speeding inattentive driving driving under the influence of alcohol/drugs High visibility traffic operations in both metropolitan and rural areas | <ul style="list-style-type: none"> An increase in the detection of offences relating to: <ul style="list-style-type: none"> seat belt non-compliance speeding inattentive driving driving under the influence of alcohol/drugs 324 operations state-wide 152,500 vehicles intercepted |

KEY RESULTS



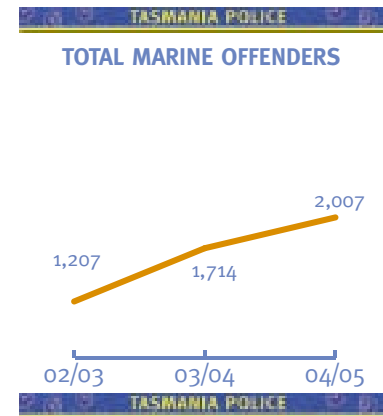
4. Protection of Primary Industry and Marine Resources

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

Marine Enforcement

| Activities | Performance Indicators | Benchmarks |
|------------------------|--|--|
| (a) MARINE ENFORCEMENT | <ul style="list-style-type: none"> Detection of offenders Level of sea and land enforcement activity Collection of quality intelligence | <ul style="list-style-type: none"> Increase the detection of offenders by a further 4% Increase the level of sea and land enforcement activity Increase the number of targeted investigations |
| (b) INDUSTRY LIAISON | <ul style="list-style-type: none"> Communication and cooperation between Department and industry | <ul style="list-style-type: none"> High level of industry confidence in policing services |

KEY RESULTS



Poppy Industry Security

| Activities | Performance Indicators | Benchmarks |
|-----------------------------|---|---|
| (a) POPPY INDUSTRY SECURITY | <ul style="list-style-type: none"> Level of security of poppy industry crops | <ul style="list-style-type: none"> Increase detection of offenders for poppy-related offences Reduce number of interferences to poppy crops |
| (b) INDUSTRY LIAISON | <ul style="list-style-type: none"> Interaction between Department and industry | <ul style="list-style-type: none"> High level of industry confidence in policing services |

Environment Protection

| Activities | Performance Indicators | Benchmarks |
|----------------------------------|---|---|
| (a) PROTECTION OF NATURAL ASSETS | <ul style="list-style-type: none"> Level of protection of State forests and natural assets | <ul style="list-style-type: none"> Active investigation of all reports Number of offences detected as a percentage of all reports |



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 | Performance Indicators | Benchmarks |
|-------------------------------|---|---|
| (a) EMERGENCY RISK MANAGEMENT | <ul style="list-style-type: none"> Audits/testing of risk assessments relating to critical infrastructure protection Number of risk mitigation strategies agreed by stakeholders Number of risk mitigation strategies commenced and completed | <ul style="list-style-type: none"> Establish baseline data for: <ul style="list-style-type: none"> Number of risk mitigation strategies commenced Number of risk mitigation strategies completed |
| (b) EMERGENCY PREPAREDNESS | <ul style="list-style-type: none"> Currency of local, regional and state emergency management plans <ul style="list-style-type: none"> Number of plans reviewed and exercised Training programs to meet appropriate standards Level of preparedness: <ul style="list-style-type: none"> Number of exercises Number of organisations participating in exercises Number of emergency management community education and awareness programs Community awareness of emergency warning systems | <ul style="list-style-type: none"> All emergency management plans updated biennially Establish baseline data for: <ul style="list-style-type: none"> Number of emergency management plans reviewed Number and frequency of plans exercised Full compliance with number of prescribed training days Improved level of preparedness Review of local and national counter-terrorist and emergency management legislation |

| Activities | Performance Indicators | Benchmarks |
|--|---|---|
| (c) MANAGEMENT OF EMERGENCY RESPONSE | <ul style="list-style-type: none"> • Management of all relevant emergency and critical incidents - Adequacy of response | <ul style="list-style-type: none"> • Timely attendance at, and safe resolution of, all relevant emergency incidents • Appropriate level of national participation • Appropriate level of interjurisdictional interoperability • 100% safe protection of dignitaries |
| (d) PARTNERSHIP AND EMERGENCY RECOVERY SUPPORT | <ul style="list-style-type: none"> • Number of partnerships (including local government and other agencies) that incorporate emergency management and recovery • Number of community recovery exercises/forums supported • Number and types of emergency management committees supported | <ul style="list-style-type: none"> • 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 or recovery • Adequate community recovery arrangements |



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 • Monitor and report against the 'Standard Question'. |

7. Ministerial Support and Information Services

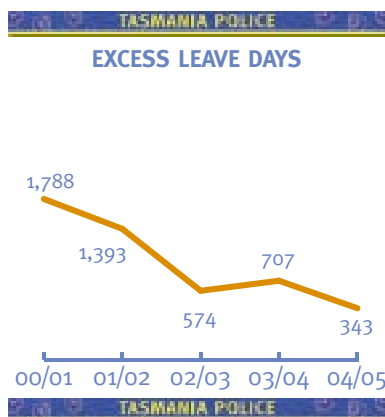
By providing appropriate support to the Minister, as well as an accessible information service, the Department contributes to a system of government that is accountable to the people.

| 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 (FOI) | <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 CMG | <ul style="list-style-type: none"> All advice, information and recommendations to CMG to be 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

- Develop and implement new marketing strategies to attract police recruits
- Increase the number of recruit training courses to achieve the newly increased police strength figures
- Evaluate the training provided for the police response to domestic violence
- Develop crime training initiatives to enhance operational capacity at a District level

EXECUTIVE SUPPORT

- Develop the new three-year Strategic Directions Framework for 2006-2009
- Support the CMG in progressing Tasmania *Together* and whole-of-government initiatives
- Manage the Department's youth policies and initiatives
- Implement the Department's communication strategy
- Coordinate the Department's *Safe at Home* strategy
- Progress the Department's legislative reform agenda
- Refine processes to enhance the Tasmania Police Manual

OPERATIONS SUPPORT

- Review and implement the recommendations of the Auditor-General's Report on Firearms
- Establish the infrastructure, staffing, protocols and training regime consistent with the requirements of the *Telecommunications (Interception) Act 1979*
- Implement Phase 1 of the Monetary Penalties Enforcement System
- Extend intelligence collection plans to provide more comprehensive strategic reports on identified subjects
- Review, research and trial new ways of managing sick leave
- Through various media provide public information concerning identity fraud and "E-crime"
- Conduct and facilitate "Crime Prevention Through Environmental Design" training and assessments

INTERNAL INVESTIGATIONS

- Timely and thorough investigation of complaints
- Complaint prevention/reduction through training and education
- Acquisition of a new database to record and collate complaints for analysis
- Review of Internal Investigation procedures

Key Management Support Areas

CORPORATE AND LEGAL SERVICES

Priorities

- Establish Employee Relations Branch and finalise this structure
- Participate in reviews identified in State Service Wages Agreement
- Enhance and extend baseline budgeting model
- Implement Records Management System
- Undertake and complete major refurbishment including
 - Launceston Police Headquarters
 - Burnie Police Headquarters Air Conditioning
 - Devonport Air Conditioning (first floor)
 - FSST accommodation
- Finalise asbestos register for police residences and undertake required work
- Undertake tendering, evaluation and selection process for replacement Mobile Radio Network
- Implement next stages of major business projects – Integration and CrimTrac
- Finalise replacement of Commander Telephone Systems in country police stations
- Implement Strategic Asset Management Plan as priorities identified and funding is available

STATE SECURITY UNIT

- Enhance Tasmania's counter-terrorism capability by skill enhancement, training and exercise programs, improved operating practices and equipment acquisition
- Address Critical Infrastructure Protection and risks through Industry Assurance Advisory Working Groups, testing of plans, and providing advice and guidance
- Develop and test arrangements and capabilities relating to potential attacks on places of mass public gatherings from the perspective of protection, response and recovery
- Enhance regional aviation security by undertaking programs to assess security risks at regional airports, and train first responders, police and airport management

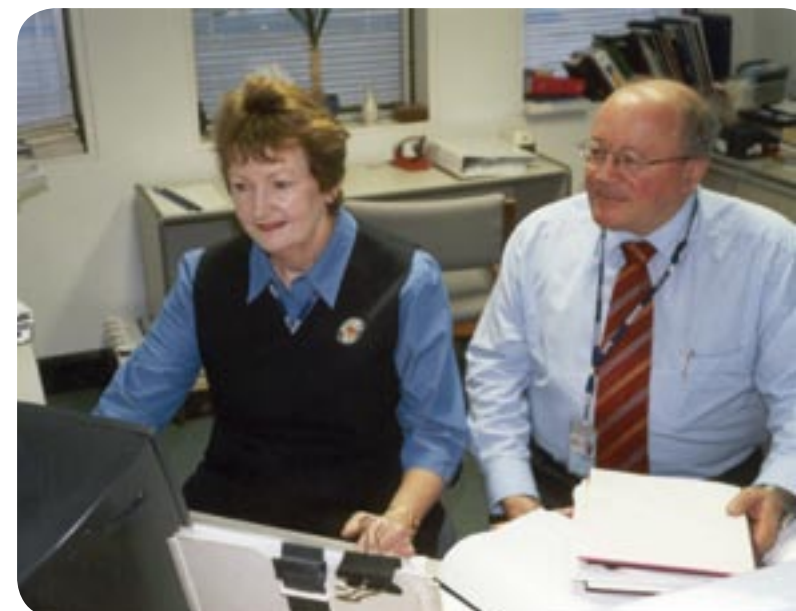
CONTINUED CONFIDENCE IN POLICE PROFESSIONALISM

Of the Tasmanians interviewed during the financial year April 2004 - March 2005:

- 72.8% of Tasmanians were 'satisfied' or 'very satisfied' with police in their most recent contact.
- 80.2% of Tasmanians had confidence in their police.
- 78.6% of Tasmanians agreed that police perform their job professionally.
- 72.8% 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, March 2005



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.

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

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:



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 and emergency operations and strategies to address local needs and corporate priorities
- Identifies performance indicators and benchmarks that provide the basis for performance accountability and evaluation

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

*safer
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