

Business Priorities 2013-2014



Department of Police and Emergency Management

✓ Business Priorities 2013-2014

The Business Priorities for 2013-2014 is the statement of our goals for the year ahead. The cornerstone of our business is to keep the community safe, with a focus on Public Safety, Crime, Traffic Policing and Emergency Management. Our commitment to these Output Groups will this year be reinforced by the *Support to the Frontline Strategy*.

In challenging financial times, the *Support to the Frontline Strategy* embraces technology, and our most valuable resource, people; to continue to deliver an effective and efficient police service.

The Action Plans of each geographical and support command will detail the delivery of services and business outcomes that collaboratively work towards the achievement of the Departmental priorities for the year ahead.

✓ Our Business

✓ Guiding Principles

Guiding Principles have been developed to help shape our thinking and behaviours to assist in achieving organisational goals. The adoption of these principles will enhance DPEM's reputation as a progressive, inclusive organisation that strives for success.

To meet DPEM's Vision of 'a safe, secure and resilient Tasmania' the Department will focus on the Values of Integrity, Equity and Accountability, as these provide a sound foundation for the types of ethical behaviour expected from our people. This behaviour will be demonstrated in every aspect of our work, including when we deliver services to the community, and when interacting with each other.



✓ *Strategic Direction*

The Department has developed a Strategic Direction document which establishes the longer-term pathway for the organisation during the period 2012 to 2017, and beyond. The document identifies a number of aspirational goals to provide a long-term strategic vision of DPEM's business beyond the pursuit of the Strategic Direction document.



The Department will aim for:

- Goal 1:** A values-based organisation, which embraces the Values of Integrity, Equity and Accountability to influence what we do, what we say and how we do our business, rather than an over-reliance on rules.
- Goal 2:** An organisation that strives for community confidence when delivering its services through its professionalism, responsiveness and commitment to the community.
- Goal 3:** A high-quality policing and emergency management organisation, capable of matching the skills, competence and contemporary technological and procedural advancements that exist within modern policing and emergency services.
- Goal 4:** A fully integrated and interoperable environment that facilitates a seamless acquisition and provision of, information through innovative and/or technological systems and reforms.
- Goal 5:** A scalable and flexible organisation, capable of forecasting opportunities and threats, while meeting the challenges of responding to changing financial, social, and political environments.

✓ *Strategic Output Groups*

DPEM's services will be delivered through the four Output Groups to guide the delivery of our Vision and Mission, and to meet the requirements of the Government Business Cycle. Each of the following Output Groups has a specific Aim, Priorities and Key Performance Measures to indicate progress towards realising our organisational goals:

- > Output Group 1: Public Safety
- > Output Group 2: Crime
- > Output Group 3: Traffic Policing, and
- > Output Group 4: Emergency Management.

The operational delivery of the services that are included within each Output Group are reflected in the Geographical Command Action Plans and the delivery of business outcomes in the areas of People, Innovation and Business are reflected in the Department's Support Command Action Plans.

✓ Output Group 1: Public Safety

Aim	> For the community to feel safe and be safe
Priorities 2013-2014	<ul style="list-style-type: none"> > Visibility > Public order > Support to the frontline
Key Performance Measures	<ul style="list-style-type: none"> > Satisfaction with police services \geq national average[†] > Public order incidents > Satisfaction with police in dealing with public order problems \geq national average[†] > Assaults in public places > Perceptions of safety in public places and at home: during the day \geq national average[†] > Perceptions of safety in public places and at home: after dark \geq national average[†] > Total uniform police patrol hours

[†]National Survey of Community Satisfaction with Policing

✓ Output Group 2: Crime

Aim	> To reduce crime
Priorities 2013-2014	<ul style="list-style-type: none"> > High-risk offenders and groups > Offences involving firearms
Key Performance Measures	<ul style="list-style-type: none"> > Total Offences clearance rate > Serious Crime clearance rate > Offences Against the Person clearance rate > Offences Against Property clearance rate > Serious Drug Offenders charged > Total Marine Offenders detected

✓ Output Group 3: Traffic Policing

Aim	> To improve driver behaviour through traffic law enforcement
Priorities 2013-2014	<ul style="list-style-type: none"> > High-visibility deployments > High-risk driving behaviours
Key Performance Measures	<ul style="list-style-type: none"> > Number of high-risk driver behaviour detections > Speeding Offences: Police Issued Infringements > Drink Driving Offenders > Drug Driving Offenders > Random Breath Tests Conducted > Random Drug Tests Conducted > Speed Camera Operating Hours

✓ Output Group 4: Emergency Management

Aim	> To contribute towards community resilience through effective security and emergency management
Priorities 2013-2014	<ul style="list-style-type: none"> > Interoperability > Disaster resilience > Support to volunteers > Specialist capability readiness > Implementation of recommendations from the Tasmanian Bushfires Inquiry
Key Performance Measures	<ul style="list-style-type: none"> > Number of inter-agency counter-terrorism and emergency management exercises > State Emergency Service (SES) callouts > Number of active registered volunteers > Total volunteer training hours > Number of Search and Rescue operations > Total number of Search and Rescue callouts

✓ People, Innovation and Business

To achieve our **mission** of providing a quality policing and emergency management service, DPEM will deliver strong leadership at all levels of the organisation with an emphasis on **People, Innovation and Business**.

✓ People

This section focuses on our **people** as DPEM strives for:

- > support to the frontline
- > effective communication
- > workforce capacity, and
- > safe and healthy workplaces.

✓ Human Resources

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Support to the frontline by managing the changing allocation of our people > New Enterprise Bargaining Agreement for Police > Revised recruitment process and recruit training program > State Service Establishment Review Project > People Plan 2013-2015
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Enterprise Bargaining Agreement 2013 implemented > Review and implement revised recruitment process > Finalise review of Recruit Training Curriculum > Implementation of Workplace Safety Legislation requirements

✓ Executive Support

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Development of Internal Communications Strategy
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Implementation of Internal Communications Strategy

✓ Innovation

This section focuses on innovation where DPEM aspires to:

- > innovative opportunities and initiatives
- > lateral thinking and problem-solving abilities, and
- > effective and efficient development and use of resources and systems.

✓ Forensic Science Service Tasmania (FSST)

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Implementation of STRmix software for statistical DNA analysis > Development of a faster and more sensitive full drug screening procedure in toxicology
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Enhanced ability to interpret complex DNA profiles > Reduction in forensic test turnaround times

✓ Executive Support

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Mobile data devices > Virtual Crash Reporting System > Electronic Infringement Notices > Bring Your Own Device (BYOD) policy
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Mobile Data Devices, Virtual Crash Reporting, Electronic Infringement Notices and BYOD Policies Implemented

✓ Corporate Services

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > IT support to the delivery of frontline services > IT15 > Mobile data > Corporate information management
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Implementation of IT initiatives identified in Support to the Frontline Strategy > Implementation of IT15 in accordance with project plan > Development of DPEM mobility strategy > Improved access to corporate information for decision making

✓ Business

This section focuses on our **business** where DPEM aims to:

- > continuously improve current business processes to enhance our service
- > develop business opportunities and processes to streamline and assist frontline service delivery, and
- > enhance collaboration, coordination and cooperation in key business ventures.

✓ Executive Support

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Legislation reform > Business mapping to inform and support organisational requirements > National and jurisdictional policy review and development > Inter-Agency Support Team (IAST) remodelling and rationalisation project > Statistical reporting processes
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > <i>Police Offences Act</i> (Phase 1) and <i>Firearms Act</i> amendment packages legislated > Completion of business mapping for components of IT15 schedule, Project Management Board (PMB) and identified projects external to IT15 and PMB > Identification of, and participation in, opportunities to enhance policy that impacts on policing > Trial of three IAST models state-wide, completion of IAST rationalisation model > Audit of statistical reporting processes to identify and implement efficiencies

✓ Corporate Services

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Strategic Asset Management Plan > Whole-of-government information management strategy > Relocation of Glenorchy Police Headquarters
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Implementation of asset management system > Development of asset management plans > Meet whole-of-government ICT strategy requirements

✓ Business continued...

✓ Operations Support

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > CACS training review > Adoption of Forensic Services Procedures Manual (FSPM) > Development of SOP's for helicopter response and training > Implementation of Firearms Database (phase 2) > Relocation of Marine and Rescue Services
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Completion of CACS review and implementation > Accessibility of FSPM and adherence to procedures > Implementation of new helicopter response SOP's > Finalisation and implementation of firearms database

✓ Forensic Science Service Tasmania (FSST)

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Streamline FSST reporting processes > Inter-agency collaboration relating to toxicology analysis
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Further development of information technology systems to provide more timely notification to police officers > Improved data provided for Corporate Performance Reports

✓ Professional Standards

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Pilot IAPro Blue Team in a geographic district, prior to state-wide implementation > Review of Graduated Management Model
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Enhanced efficiency in the management and recording of complaints against police > Completion of Graduated Management Model review

✓ Special Response and Counter-Terrorism Unit

<i>Priorities 2013-2014</i>	<ul style="list-style-type: none"> > Implement revised specialist capability arrangements
<i>Key Performance Measures</i>	<ul style="list-style-type: none"> > Improved logistical and administrative support to police specialist capability groups