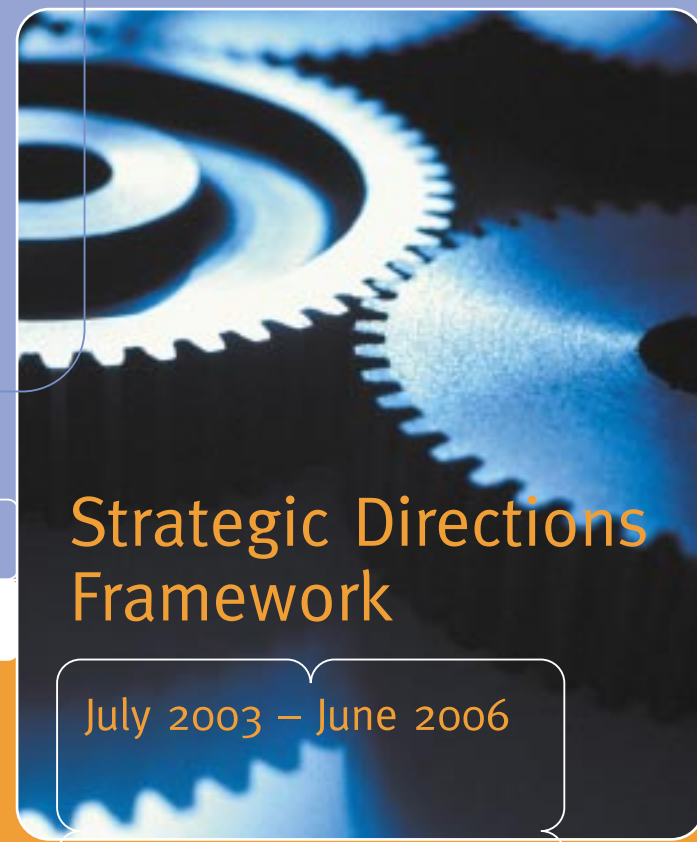


safer communities
responsiveness
accountability
reassurance
the policing profession
readiness



Strategic Directions Framework

July 2003 – June 2006



 DEPARTMENT of
POLICE and PUBLIC SAFETY
Tasmania



Minister's Statement

Government is committed to ensuring that this State remains the safest in Australia. Our Safer Communities policy is aimed directly at achieving a community where people feel safe and are safe.

A cornerstone of this is the support we provide to our policing service. To this extent we have ensured that the police service is appropriately resourced to tackle the issues that Commissioner McCreddie has outlined in his directions for the service over the next three years.

We live in a world of fewer boundaries between nations, societies and communities. Although far removed from many of the worst problems besetting other countries, we are not immune from terrorism, internet fraud, organised criminal activity and natural disasters. Preparations are well in hand to counter any terrorist threats and to deal with any such incidents

should they arise. Our response capability is aligned with that of other jurisdictions and we are an integral part of a national approach to such threats.

In our increasingly technological age, electronic crime is a growing threat. Our police are aware of this and dedicated personnel have been tasked to deal with the problem. Again, we are not alone in this. We are also part of a national effort to combat such crime, which often involves organised groups, and we are playing our part in making our state and our nation even safer.

Both Government and Department have clearly recognised the linkages between community connectedness and crime reduction efforts. Government is supportive of the work the Department is undertaking in the context of Tasmania Together Community Safety initiatives.

We are looking forward to a range of whole-of-community safety projects eventuating from this work that will increasingly involve collaboration between government agencies, local government and community organisations to identify and resolve local problems.

I am proud to be Minister of the Department of Police and Public Safety and will work closely with the Commissioner to ensure that the directions that he has outlined are achieved.

David Llewellyn
Minister for Police and Public Safety

Secretary

The Corporate Plan which guided our activities for 2000/2003 is at an end.

In deciding on a strategic framework for the next three years, it is both useful and important to examine, albeit briefly, some of the successes achieved in the past three years under the previous planning regime. We also need to critically examine some of the perceived failings.

By any measure, we, as an organisation, have achieved many outstanding results. The period saw the successful introduction of a whole raft of DNA activities, and our SES have been actively and effectively engaged in disaster mitigation and many search and rescue and road-rescue activities. In the area of traffic, we have reduced the number of fatalities and serious accidents. The delivery of general duties policing and specialist policing has also been of a very high standard, as has been the work in all areas by our dedicated non-sworn State Service personnel. In terms of crime and crime clear-up,

Reassurance is one of the key planks within our strategic framework, along with readiness, responsiveness and accountability. If we get these aspects right, we will provide for even safer communities around the state.



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extremely strong results are evident. We now enjoy a sustained reduction in almost every category of crime over the past three years and a very significant and corresponding improvement in the clear-up rates is also evident.

In the Report on Government Services, we were judged to have achieved low rates of personal and property crime, a high level of investigations finalised in a timely and satisfactory manner, and low victimisation rates, particularly in relation to crimes against the person, together with low injury rates. On this basis, we can confidently lay claim to having the safest state in the nation.

It is somewhat disappointing, however, to note that some people within our community are not satisfied with the way we have managed public order issues and, sadly, some still do not feel safe in their community, partly because of a perception of high levels of crime. Clearly, the

community are not well informed about our successes and the marked downward trend in crime and serious accident rates. Thus, the greatest challenges that we face in the next three years will be to maintain the momentum around critical trends and to take every opportunity in our day-to-day activities to reassure the public.

Reassurance is one of the key planks within our strategic framework, along with readiness, responsiveness and accountability. If we get these aspects right, we will provide for even safer communities around the state.

Reassurance needs to be viewed as an end in itself. Reassurance, by its very nature, is multi-faceted. It can involve a whole range of activities, including taking time out to share more meaningful information about crime and crime trends, and developing and fostering partnership arrangements. It can also involve increased police visibility and a greater attention to listening carefully and resolving problems. It can be about

informing the community that, while we are focused on major crime and the emerging terrorism and transnational crime threats, we are equally concentrating on responding to the individual needs of victims and complainants, of resolving public order problems and of protecting homes and businesses and having drivers and road users act more responsibly. In summary, it is really about convincing the community that, at all times, we are acting in their best interests to make their community, and indeed our community, safer at every level. In order to maximise the effectiveness of reassurance it must be an implicit part of every member's daily activities.

The community will feel safer and be confident about their well-being as they identify with our readiness and ability to tackle these problems in the most meaningful way. The planning to contend with these issues has been built around the high level of skill, experience and education already in existence and has prepared us to

respond to community concerns, as well as other emergencies and disasters that may arise.

If we commit fully, at both an individual and organisational level, to the strategic framework over the next three years, I have no doubt that the results achieved thus far will continue to improve. In addition, I have no doubt that the level of satisfaction with our service will continue to rise. I also believe that within the planning framework we have a very real, and indeed compelling opportunity, to achieve recognition for policing as a profession in its own right. Such recognition really would be the quantum leap in the way we and our service delivery, both at an individual level and at an organisational level, are perceived.

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; and
- 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; and
- 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; and
- 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; and
- 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; and
- striving to achieve recognition of policing as a profession.



readiness



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

Vision and Mission

reassurance



Corporate Reporting Performance Indicators and Benchmarks

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



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

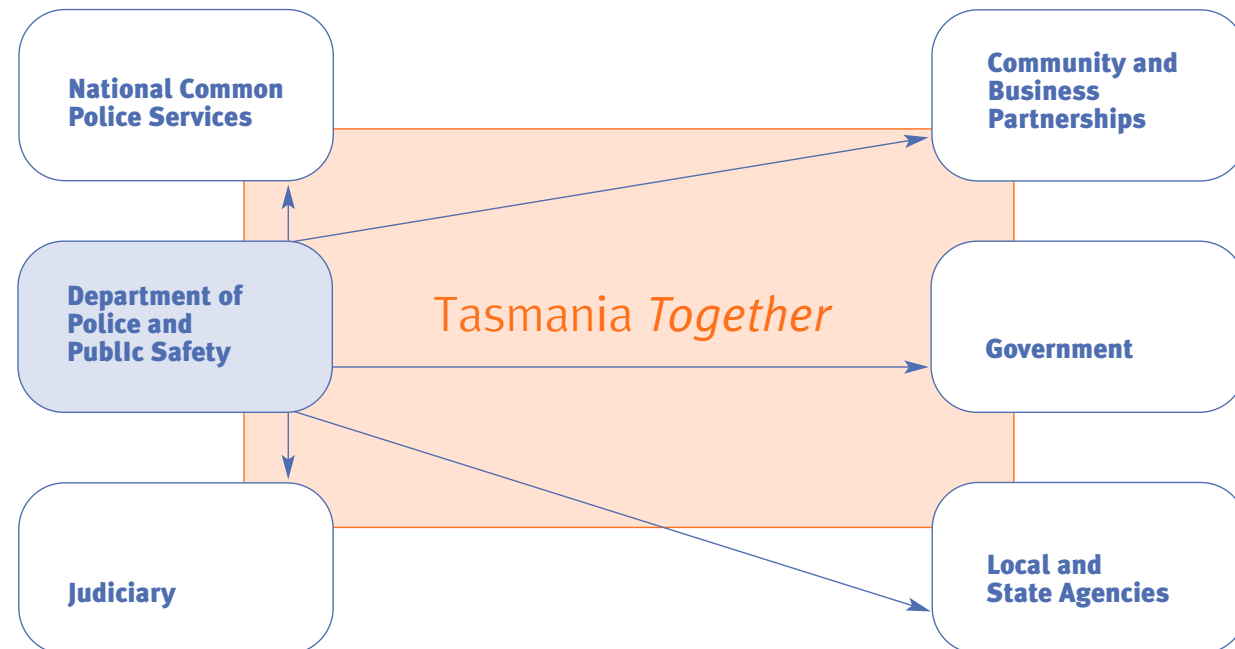
- Feel safe in their homes, on public transport and in community facilities and spaces.
- Be the safest state in Australia with the lowest rates of crime against people and property.
- Feel confident about their criminal justice system.
- Support young people who have challenging behaviour or who are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

safer communities



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

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



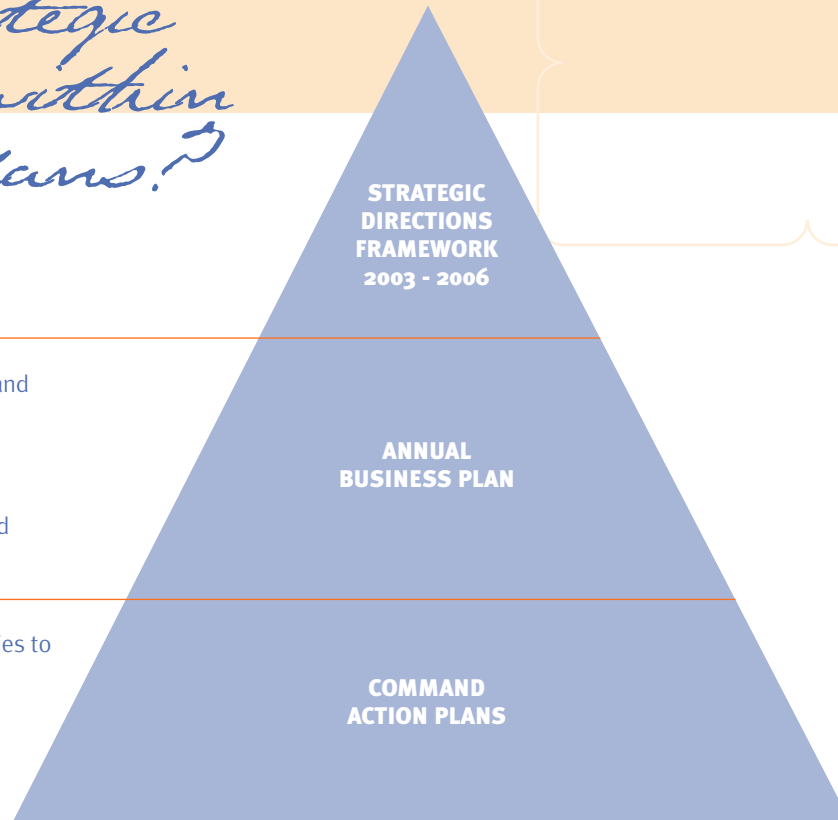
The planning cycle is a combination of 'top-down, bottom-up' processes which are designed to facilitate planning and direction-setting for the future. It is also a crucial mechanism for ensuring that the Department is responsive to the needs of, and is accountable to, the community.

The relationship between the various Departmental plans is outlined on the right in the diagram:

responsiveness

How do the Strategic Directions 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.
- Determines 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.



47 Liverpool Street
Hobart Tasmania

GPO Box 308
Hobart Tasmania 7001

Phone: 03 6230 2111
Fax: 03 6230 2414

www.police.tas.gov.au



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Photo of officer with students on page 7 is courtesy of The Mercury.