

**Department of Police *and* Public Safety**

# **CORPORATE PLAN**

**July 1997 - June 2000**

*"The Safest State in The Nation"*

## Statement from The Minister

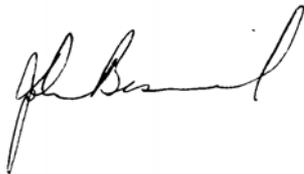
*The outcomes produced by the Department of Police and Public Safety are pivotal to the Future Directions vision for Tasmania. Ensuring Tasmania is the safest State in the Nation impacts significantly on all aspects of the way we live and attract business and people to this State.*

*The Tasmanian policing environment, like those throughout Australasia, continues to change and be affected by a wide range of issues. These include the dynamics and scope of economic, social and ecological changes impacting on Tasmanian communities and the limited resources available to our State which will demand a well coordinated, cooperative and cohesive approach to law enforcement, justice and emergency management. To keep pace with the changing environment, a proactive approach has been undertaken to assess Australasian and international trends and best policing and management practices.*

*Within the broader context of community policing, it is particularly important that all areas of the Department display a willingness to develop strategies which best maximise the community's sense of safety and security. For this to work effectively we must enjoy the confidence, trust, cooperation and active support of our community. It is therefore essential that, both as individuals and at an organisational level, the highest levels of professional integrity and accountability are embraced.*

*Within Tasmania there is a clear commitment to police resourcing, in particular, ensuring operational police are available to meet peak workloads through the focus on more policing. Civilianisation, Project BATON productivities and the dedication of employees throughout the Department will enable continuation of increasing police visibility in the community. In addition, the enhancement of networks with other agencies, business and the community, continues to promote a partnership approach to policing.*

*I am pleased to endorse the future direction established in this Corporate Plan as an important platform to meet Government outcomes and community expectations. I also support the alignment of this Corporate Plan with the key thrusts in "The Directions in Australasian Policing".*



**John BESWICK**

Minister for Police and Public Safety

## **Statement from The Secretary**

*The Department has been at the forefront of introducing and implementing strategies and plans to ensure that we are well positioned to deliver the highest level of service to meet community expectations. The Corporate Plan establishes the future direction for the next three years.*

*As such it embraces "The Directions in Australasian Policing" and builds upon the previous Corporate Plan and Future Directions established through Project BATON.*

*A critical part of Project BATON is to develop and implement integrated plans related to Strategic Human Resource Management, Information Resource Management and Asset Management. Together with the introduction of a Customer Service Charter, these underpinning strategies clearly enable a positive foundation for the delivery of "more policing".*

*Priorities for the Department continue to be directed towards the core activities of law and order, community safety, protection of life and property, crime prevention, detection and investigation of crime and emergency management. Fundamental to this approach in a disciplined organisation is to ensure professional integrity and accountability continue to be given high priority.*

*Change will continue to be a feature of the policing and public safety environment and will be enhanced by the development of the agreed processes for management of change. This Plan establishes the direction, principles, standards and results but the detail of the way results are to be achieved is substantially a matter for Districts and Support Units to develop and implement. This Corporate Plan provides the over-arching framework from which the annual business planning cycle will be undertaken throughout the Department.*

*I am confident that strategies outlined in this document, together with appropriate legislative changes and local management initiatives, will result in a safer, more satisfying work environment for operational police as well as a safer and more secure environment for all Tasmanians.*

**R McCREADIE**

Commissioner of Police

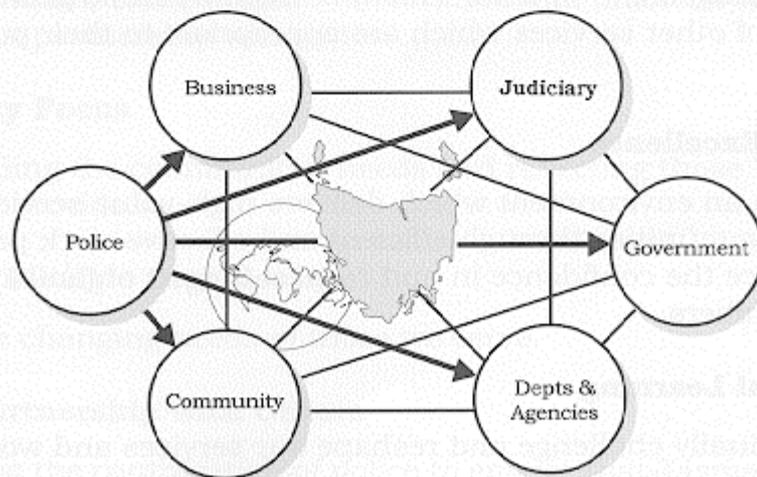
Secretary, Department of Police and Public Safety

# Vision

To be widely recognised as a premier  
police organisation

# Mission

To ensure that Tasmania  
is the safest State in the Nation



We see our future as a professional service provider within a network centred around and working in partnership with the Tasmanian community.

**Tasmania - The Safest State in The Nation**

# Outcomes

By focusing on our vision and mission, *we will* strive to achieve the following outcomes:

- **A safe, secure and well-ordered community;**
- **A reduced incidence of crime in the community;**
- **Safer road usage; and**
- **A police service that is accessible and responsive to the community.**

## Strategic Directions

Our strategic directions are closely aligned to those established as part of *The Directions in Australasian Policing* which will assist us with the adoption of best practice.

### **Fully Integrated Community Network**

*We will* become a full partner in an integrated community network. *We will* provide leadership on critical issues affecting socio-economic well being including community safety, and adopt a partnership approach to problem solving.

### **Core Policing**

*We will* focus sworn and unsworn members and those responsible for emergency management on enforcement of the law, crime prevention and the provision of other services which are appropriate to their powers and competencies.

### **Operational Excellence**

*We will* create an environment which delivers high-value services to Tasmanian communities through efficient and effective work processes. *We will* enhance the confidence in and respect for our organisation and individual members.

### **Organisational Learning**

*We will* continually challenge and reshape our services and work practices to ensure they continue to meet community expectations and requirements.

# Values

The values which are fundamental to the way in which all our members will conduct their duties are:

- Honesty and a commitment to the highest levels of professional integrity;
- Upholding the rule of law;
- Preserving the rights and freedoms of individuals and a service which is equitable to all members of the community;
- Responsible exercise of authority;
- Compassionate treatment of victims of crime and those in personal emergencies; and
- Co-operating with the community in a sincere and courteous manner.

## Guiding Principles

Supporting our values are a number of principles which will guide the design and implementation of work processes:

### **Empowerment**

Ensuring that front-line officers have the appropriate authority, accountability, tools and training to deliver professional services.

### **Efficient and Effective Use of Resources**

Physical, human, technological, information and financial resources developed in partnership with others.

### **Community Focus**

Understanding the community's needs and reflecting those needs in the services we provide.

### **Building a Flexible Organisation**

To meet the changing needs of those we serve.

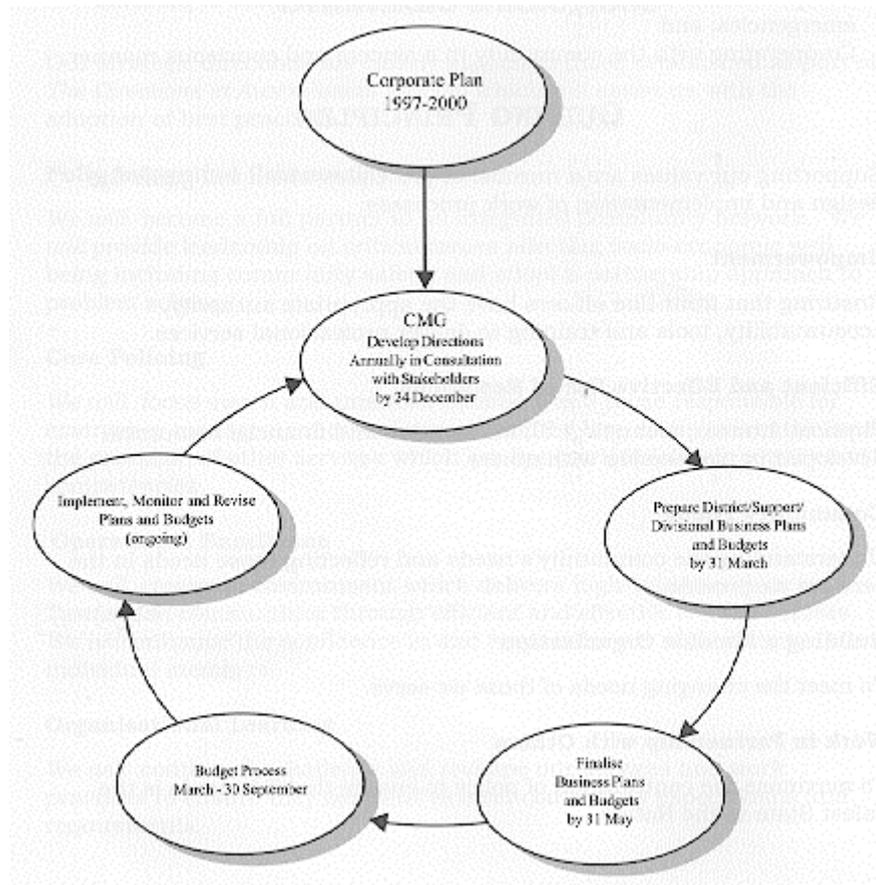
### **Work in Partnership with Others**

To maximise the contribution of police to ensure that Tasmania is the safest State in the Nation.

# Planning Cycle

To ensure the detailed business plans are matched to our Corporate Plan and take into account the budgetary process, the following planning cycle has been developed.

As part of the participative process all members of the organisation are expected to contribute to departmental strategies and outputs.



*(Please see printed original for higher quality of this picture)*

## Output Groups

Within each of the broad service delivery areas we have developed a number of key actions that will determine our strategies and our accountability to government and the community:

### **Policing Support to the Community**

*We will:*

- ensure personal safety and protection of property;
- reduce the incidence of street offences and anti-social behaviour;
- encourage community participation in managing public order and safety initiatives;
- respond to family violence incidents;
- improve customer service; and
- ensure the safety of people in police custody.

## **Crime Detection and Investigation**

*We will:*

- develop crime prevention initiatives;
- target offenders;
- improve investigation and crime scene examination techniques;
- target the use, production, cultivation, distribution and trafficking of illegal drugs;
- refine operational intelligence processes; and
- identify and seize illegal assets.

## **Traffic Law Enforcement and Road Safety**

*We will:*

- improve traffic enforcement and road safety strategies; and
- increase our utilisation of technology.

## **Protection of Primary Industry and Fisheries Resources**

*We will:*

- improve protection of marine resources and poppy crops;
- target offenders;
- enhance investigative techniques;
- minimise poppy diversions;
- encourage industry participation;
- maximise the seizure of confiscated assets; and
- enhance intelligence services.

## **Management**

*We will:*

- develop policy in emergency management for the State;
- assist with and establish a wide variety of government, community and industry emergency preparedness programs;
- increase community awareness of emergency management issues;
- improve volunteer training and support; and
- respond to significant emergencies.

## **Support to Judicial Services**

*We will:*

- document and present evidence in court;
- provide investigative support to the coroner;
- enhance diversionary conferencing; and
- provide a process service.

## **Ministerial Support and Information Services**

*We will:*

- provide appropriate, accurate and timely advice to Minister;
- provide support to Commissioner and Minister for Australasian Police Ministers' Conferences; and
- ensure that information services to the community are accessible.

## **Performance Improvement Program**

*We will:*

- actively encourage all employees to practise ethical behaviour;
- enhance standards of professionalism;
- implement change management strategies through the Customer Service Charter;
- develop appropriate career path opportunities, commensurate with organisational needs;
- promote and provide a safer and healthier working environment;
- promote equal opportunity practices ensuring fairness and equity for all employees;
- implement appropriate management information, information technology and asset management strategies;
- review departmental practices and procedures, and implement standards of best practice;
- identify and implement appropriate communication systems; and
- provide educational/training opportunities, commensurate with organisational needs

## **Tasmania - The Safest State in The Nation**

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### ***Corporate Plan July 1997 - June 2000***

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