OUR VISION

DRIVING EXCELLENCE IN AUSTRALIA AND NEW ZEALAND POLICING.

OUR MISSION

ANZPAA will proactively partner with agencies and identify opportunities for improved performance that result in better community safety outcomes for Australia and New Zealand.

Acknowledgements

ANZPAA acknowledges Aboriginal and Torres Strait Islanders are Australia’s first peoples and the traditional owners and custodians of the land on which we work. ANZPAA is committed to fulfilling the principles of New Zealand’s founding document The Treaty of Waitangi. Central to the principles is a common understanding that all parties will relate and participate with each other in good faith with mutual respect, co-operation and trust.

ANZPAA acknowledges the ANZPAA Review Implementation Sub-committee (ARISC) members for their roles in the development of this document: Commissioner Darren Hine APM (Chair), Commissioner Andrew Colvin OAM APM, Chief Commissioner Graham Ashton AM APM and Andrew Minack (ANZPAA Review Board Advisor).
WELCOME

From its inception in 2007, ANZPAA has played important roles for the ANZPAA Board in a wide variety of areas.

The ANZPAA Functional Review over 2014-2015 revisited ANZPAA’s roles and functions in the cross-jurisdictional environment, with a view to identifying how best to apply ANZPAA’s resources as it works with its policing partners to achieve its mission of driving excellence in Australian and New Zealand policing.

The thoughts and ideas contributed as part of the Review, including by Board members, Agency and jurisdictional staff are acknowledged with appreciation.

The Review confirmed the Agency plays valuable roles in support of the Board, and made recommendations to strengthen the Board’s governance, including an annual process where the Board could prioritise the Agency’s efforts.

As a consequence, four strategic priority areas were identified by the Board at the inaugural Planning Forum in February 2016 and these form the centerpiece of this Plan.

This Business Plan for 2016-2017 denotes changes including with respect to capabilities, systems and processes in the Agency, and the transition to achieve these changes is a particular focus for the first part of the year. Taken together, these changes see ANZPAA on the next stage of its evolution.

Implementation of this Business Plan and all that it entails will best position the Agency to achieve the Board’s requirements and continue ANZPAA’s value-adding contributions to improved community safety outcomes through policing for Australia and New Zealand.
ANZPAA will proactively partner with agencies and identify opportunities for improved performance that result in better community safety outcomes for Australia and New Zealand.

DRIVING EXCELLENCE IN AUSTRALIAN AND NEW ZEALAND POLICING

1. FORECASTER
   Identify trends and developments that will shape and influence the future of policing

2. ADVISOR
   Provide high quality advice to inform decision-making

3. FACILITATOR
   Facilitate information sharing and collaboration for enhanced cross-jurisdictional outcomes

ANNUAL BUSINESS PLAN

Networks/partners supporting the delivery of the annual Business Plan
OUR PRIORITIES

1. OPERATIONAL POLICING PRIORITIES
   Identification of future directions and trends in criminal activity in the areas of alcohol and drugs, family violence and road safety.

2. OPERATIONAL POLICING MODELS AND APPROACHES
   Identification of current or new approaches across jurisdictions in the areas of alcohol and drugs, family violence, road safety, vulnerable groups and communities.

3. WORKFORCE CAPABILITY
   Workforce capability and capacity now and into the future for policing organisations, specifically for workplace allocation and optimisation, health and wellbeing (including mental health, safety and security).

4. ORGANISATIONAL DEVELOPMENT AND CAPABILITY
   Identification of emerging trends that will shape and influence the future of policing.
ORGANISATIONAL DEVELOPMENT AND CAPABILITY

Identification of emerging trends that will shape and influence the future of policing.

### CONTEXT

A scanning framework will be used to continuously monitor political, demographic, social, technological and other trends. Results will be interpreted and analysed to produce information that will assist jurisdictions in planning for future impacts.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>OUTPUT</th>
<th>TIMELINES</th>
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<tbody>
<tr>
<td>Identify impacts on operational models and responses relating to police organisational development that considers: evolving political/government strategic priorities, economic pressures, demographic changes, innovations in technology, changing community expectations and emerging social trends.</td>
<td>Environmental Scan</td>
<td>Each quarter (first report in 2nd quarter)</td>
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<tr>
<td>Examine environmental scans to identify potential emerging issues that may impact the police organisational environment into the future.</td>
<td>Trends Analysis</td>
<td>4th quarter(^1)</td>
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<td>Progress collaborative procurement priorities.</td>
<td>Projects</td>
<td>Ongoing</td>
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<tr>
<td>Develop the Cross-jurisdictional Policing Research Model (CPRM).</td>
<td>Model Revision</td>
<td>Ongoing</td>
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1. Report on Trends produced in the first quarter of each financial year.

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06 | ANZPAA BUSINESS PLAN 2016–2017
## Operational Policing Priorities

Identification of future directions and trends in criminal activity in the areas of alcohol and drugs, family violence, and road safety.

### Context

Analyse the demand drivers for policing services, risk factors, early warning signs and opportunities for prevention and early intervention. Identify new intervention approaches that have the potential to reduce these demand drivers on policing services and assess these for implications on the wider justice system.

### Activity | Output | Timelines
--- | --- | ---
Identify potential primary risk factors and early warning signs associated with crime trends in the identified focus areas. | Risk Identification Summary | 2nd quarter
Identify the opportunities for prevention and early intervention or new intervention approaches that have the potential to reduce the impact of demand drivers on policing services. | Scoping Report | 3rd quarter
Examine the wider implications of prevention, early intervention or new approaches within the identified focus areas on the wider justice system. | Impact Assessment Report | 3rd quarter
Identify the changes in demand drivers for police services in the short to medium term (2–3 years) in the identified focus areas. | Forecasting Report | 4th quarter
## Operational Policing Models and Approaches

Identification of current or new approaches across jurisdictions in the areas of alcohol and drugs, family violence, road safety, and vulnerable groups and communities.

### Context

Conduct a stocktake of current approaches in relation to the identified key areas of demand. Identify potential models and approaches of policing to address these issues. Facilitate forums on the above key areas, identifying opportunities for collective responses and potential partnerships with non-policing agencies, with a specific focus on prevention and early intervention.

### Activity | Output | Timelines
--- | --- | ---
Stocktake current approaches across jurisdictions in the identified focus areas. | Stocktake Summary | 1st quarter
Facilitate cross-jurisdictional interactions to highlight opportunities for collective responses/strategies in the identified focus areas. | Network Meetings | Ongoing
Identify opportunities for partnerships and alliances with non-policing organisations to develop effective approaches with a specific focus on prevention and early intervention in the identified focus areas. | Scoping Report | 4th quarter
Facilitate cross-jurisdictional policing responses to national road safety initiatives and practices, including policy and legislative development. | Submissions | Ongoing
## OPERATIONAL WORKFORCE CAPABILITY

Workforce capability and capacity now and into the future for policing organisations, specifically for workplace allocation and optimisation, and health and wellbeing (including mental health, safety and security).

### CONTEXT

Critically examine the effectiveness of work allocation and workforce optimisation models to determine what will best support police now and into the future. Review contemporary police practice to best support the health (specifically mental health) and wellbeing of police workforces.

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<tr>
<td>Assess best practice within workforce safety and wellbeing and determine the utility of such practices within the context of police organisations.</td>
<td>Scoping Report</td>
<td>2nd quarter</td>
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<tr>
<td>Identify and assess work allocation and workforce optimisation models to support a more agile and responsive workforce able to meet changing demands and emerging trends in policing.</td>
<td>Position Paper</td>
<td>2nd quarter (update) 4th quarter (final)</td>
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<tr>
<td>Facilitate the collection of information from jurisdictions for the Workforce Demographics Report.</td>
<td>Workforce Demographics Report</td>
<td>Ongoing</td>
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The Board tasked ANZPAA with these additional projects.

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<tr>
<td>Produce a position paper on Social Cohesion and Disunity.</td>
<td>Position paper</td>
<td>1st quarter</td>
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<td>Co-ordinate Jurisdictional Information Requests.</td>
<td>Information Requests Report</td>
<td>Ongoing</td>
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<td>Facilitate the maintenance and review of cross-jurisdictional instruments of co-operation.</td>
<td>As required</td>
<td>Ongoing</td>
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<td>Scope and develop options for the management of intellectual property of products.</td>
<td>Scoping options paper</td>
<td>2nd quarter</td>
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<tr>
<td>Manage the National Survey of Community Satisfaction with Policing contract.</td>
<td>Ongoing contract management</td>
<td>Ongoing</td>
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<tr>
<td>Produce a position paper on the Incident Command and Control System Plus and the Australasian Inter-service Incident Management System.</td>
<td>Position Paper</td>
<td>2nd quarter</td>
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