Positioning Policing for the Future
Message from the CEO

“Cross-jurisdictional analysis, advice and benchmarking remains an important and enduring focus for our agency.”
As we enter 2020-21, our society is in the midst of extraordinary uncertainty, change and social upheaval. How we behave, respond and prepare our workforces for this time and the changes ahead, are critical to ensuring public safety.

The impact the COVID-19 pandemic has had on our countries is unlike anything our modern police workforces have ever experienced.

These previously inconceivable circumstances are creating significant opportunities and risks for policing. It will impact current and future crime, reshape our societies and economies, and has the potential to make even more fragile social cohesion and the essential balance of trust we have with our communities. These issues will exacerbate mental health and social justice issues across our society, requiring even more support for and from our workforces.

The range of complex issues police face requires strong partnerships with external agencies and sharing expertise and efficiencies across jurisdictions has become essential in meeting capability and budget constraints.

As the first annual Business Plan under the ANZPAA Strategy 2020-25, this document positions ANZPAA to assist Australia and New Zealand police in flexibly addressing key challenges and priorities as they arise in a timely manner. By doing so, we aim to continue to provide a quality, value-driven service that positions policing for the future.

Cross-jurisdictional analysis, advice and benchmarking remains an important and enduring focus for our agency in helping Australian and New Zealand police jurisdictions mitigate risk. ANZPAA owns and manages a significant number of cross-jurisdictional products that support policing operations and we continue to review and revise these documents as the landscape changes.

We will also continue the important work we undertake with the Vocational Education and Training Sector, developing and delivering education and training products for policing.

I wish to thank all our stakeholders for your support of ANZPAA as we anticipate and respond to our changing world. We look forward to working with you toward an even brighter future.

Katherine Van Gurp
Chief Executive Officer, ANZPAA
# Strategic Plan
## 2020-25

**ANZPAA**  
Australia New Zealand Policing Advisory Agency

## Our Purpose
**We position policing for the future**

## Strategic Priorities

<table>
<thead>
<tr>
<th><strong>Addressing Risk</strong></th>
<th><strong>Enhancing Practice</strong></th>
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<tbody>
<tr>
<td>We provide balanced and impartial advice on current and emerging priorities, identify and respond to risks and opportunities, and support policing to solve complex problems and create preferred futures</td>
<td>We promote consistent good practice and explore ways to optimise resources in a cost effective and sustainable way</td>
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### Shaping Stronger Connections
We enable and proactively partner with policing and key stakeholders to generate and share innovative ideas, enhancing outcomes for policing and communities

## Our Vision
**The leading advisor on current and emerging policing priorities**

## We Deliver

<table>
<thead>
<tr>
<th><strong>1.</strong> Cross-jurisdictional strategy and capability development</th>
<th><strong>6.</strong> Environment scanning and foresight</th>
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<td><strong>2.</strong> Cross-jurisdictional policy instruments, education and training products and workshops</td>
<td><strong>7.</strong> Promotion of quality and consistency of practice</td>
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<td><strong>3.</strong> Annual police conferences</td>
<td><strong>8.</strong> Research and information co-ordination for policing and forensic services</td>
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<td><strong>4.</strong> Collaborative procurement</td>
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<td><strong>5.</strong> Engagement across policing, industry and forensic services</td>
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**ANZPAA Values**

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<td>We never settle</td>
<td>We own what we do</td>
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Trust

- We’ve got you

Innovation

- We think without limits

Flexibility

- We keep moving

Quality

- We never settle

Accountability

- We own what we do

Teamwork

- We’re all in the huddle
Focus: Preparedness

In 2020-21, our focus at ANZPAA in meeting our strategic priorities will be on preparedness of our organisations, workforces and communities for the challenges and changes occurring today and tomorrow.

Strategic Priorities

Addressing Risk

How

- Identify and advise on issues and trends affecting the policing environment now and into the future
- Just in time advice on key issues, priorities and challenges identified by the ANZPAA Board and CEO
- Explore revenue streams for ANZPAA

What

- Strategic Foresight and Innovation
- Environment Scans
- Research and Advice
- Workforce Analysis
## Strategic Priorities

### Enhancing Practice

**How**

- Influence and benchmark good practice
- Enhance police workforce capability
- Support access to, and implementation of, ANZPAA products

**What**

- ANZPAA Cross-Jurisdictional Products
- ANZPAA Education and Training Guidelines
- ANZPAA Capability Guidelines
- Police Training Package

### Shaping Stronger Connections

**How**

- Promote connections and knowledge exchange across police and partners
- Promote collaborative procurement and strong supply chain networks
- Develop and advise on options for future conference delivery, feasibility and revenue

**What**

- Industry Engagement
- ANZPAA Police Conference 2021
- ANZPAA Networks
- Collaborative Procurement
- ANZPAA Office Relocation
Our Groups

ANZPAA is governed by our Board, the Police Commissioners of Australia and New Zealand and the ACT Chief Police Officer.

Our consultation networks are comprised of subject-matter experts from our jurisdictions and help carry out our strategic priorities.

The Board approves the establishment and disestablishment of all our consultation networks.
Strategic Governance

ANZPAA Board
ANZCoPP
Risk and Audit Committee
ANZPAA CEO

Consultation Networks

ANZPAA Board Advisors
DC Network
ANZFEC
Strategy Network
Workforce Capability and Diversity Network
Collaborative Procurement Network
Police Profession Network
Family Violence Network
Road Policing Network
Cross Border Group

Practitioner Advisory Groups

Groups established as relevant for specific topics (incl ADVIC, RPAS)
Training and Education Advisory Group

Working and Focus Groups

Groups established as relevant for annual review topics
Instrument and Product Reviews