



ANZPAA STRATEGIC AND BUSINESS PLAN 2013–2014

EXECUTIVE SUMMARY

Since our establishment five years ago, the Australia New Zealand Policing Advisory Agency (ANZPAA) has been dedicated to providing strategy and policy advice and secretariat services to the ANZPAA Board on cross-jurisdictional policing initiatives that help enhance community safety and security. This ANZPAA Strategic and Business Plan 2013–2014 (the Plan) is informed by the Directions in Australia New Zealand Policing 2012–2015 (the Directions) and sets the direction for the effective and efficient delivery of agency programs and services for the next financial year. At its core, this Plan outlines a focused, robust and achievable work program for the agency. It conveys our mission, vision and values, and reflects contemporary issues facing policing organisations.

It covers the activities the agency will undertake to help police organisations achieve excellence in policing in Australia and New Zealand. The plan importantly helps to direct and prioritise the allocation of human and financial resources. Understanding the complex environment and context in which police operate is essential to ANZPAA's role and to the delivery of effective and efficient police services. Our areas of focus reflect those of the Directions – community, crime, safety and resources and the activities we will undertake to address the issues identified within them.

This Plan will:

- advise and support collective policy formulation and research
- facilitate the development of common standards and agreed protocols
- inform, develop and promote strategies for professional education and development
- assist information-sharing and the pooling of knowledge across jurisdictions
- ensure co-ordinated responses to common policing issues
- provide an environment that motivates and supports our people towards achieving our shared goals.

A whole-of-agency approach, using all our resources, time and attention with direction and support from the ANZPAA Board, Forums, Working and Reference Groups (Groups), to individual employees – are focused on achieving the strategic activities, programs, products and services covered in this Plan.

REPORTING

This Plan provides the basis for measuring, monitoring and reporting against our work program. Progress towards our work program will be evaluated and reported on in our Annual Report, as part of regular reporting to the Board and the ANZPAA Risk and Audit Committee. Financial reporting is provided to the ANZPAA Board through the ANZPAA Risk and Audit Committee which maintains active oversight of ANZPAA's expenditure on business activities. It is anticipated that the Single Funding Model Review outcomes will influence future financial reporting with respect to this Plan.

GOVERNANCE AND RELATIONSHIPS

ANZPAA's Board approves the creation of all our Forums and sets the strategic direction, goals and targets for the Agency. Our Forums are comprised of senior police and forensic representatives and their Working and Reference Groups across the jurisdictions and forensic laboratories. We work closely with these Forums to prioritise issues, identify gaps and develop strategic initiatives in Forum Action Plans. These Action Plans are approved by our Board and form an important element in ANZPAA's work program.

All our Groups play a role in ensuring that our strategic goals and work program targets are met. The quality of our relationships with our stakeholders is critical to our success. Successful implementation of this Plan is dependent on the continued support of all our contributing stakeholders.

VISION

Achieving excellence in Australian and New Zealand Policing.

MISSION

ANZPAA will work in partnership to develop, promote and share strategic policing initiatives that enhance community safety in Australia and New Zealand.

VALUES

Innovation

We value:

- strategic thinking and creating innovative solutions to complex issues
- an organisational culture that is inspirational and creative.

Professionalism

We value:

- our people and our partners with whom we work to produce high quality and timely products
- professional and flexible service delivery.

Respect

We value:

- the diverse needs, perspectives and contributions of our people, partners and communities.

Integrity

We value:

- ethical behaviour, and will ensure everything we do reflects this
- the trust of our people and partners, and their commitment to confidentiality. We will work to sustain and nurture this trust.

DIRECTIONS IN AUSTRALIA NEW ZEALAND POLICING 2012–2015

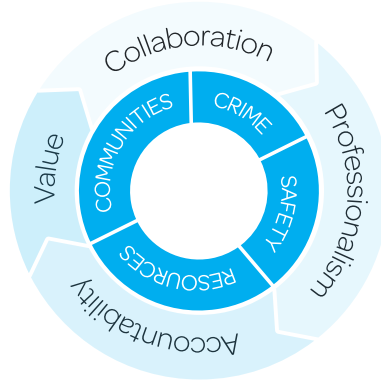
Our strategic goals and work program for 2013–2014 are closely linked to the Directions in Australia New Zealand Policing 2012–2015.

1. COMMUNITIES

- >1.1 Strengthening communities
- >1.2 Engaging with communities
- >1.3 Working with community diversity
- >1.4 Reducing Victimisation

4. RESOURCES

- >4.1 Workforce management
- >4.2 Workforce safety and wellbeing
- >4.3 Professionalisation
- >4.4 Systems and processes



2. CRIME

- >2.1 Preventing Crime
- >2.2 Solving Crime
- >2.3 Complex and adaptive crime
- >2.4 Developing new approaches

3. SAFETY

- >3.1 Public safety
- >3.2 Alcohol and other drugs
- >3.3 Complex and adaptive crime
- >3.4 Road safety

We will continue to operate in a way that is consistent with and in support of policing jurisdictions with respect to the four principles identified in the Directions in Australia New Zealand Policing 2012–2015.

COLLABORATION >

Policing organisations should work together with each other and partner agencies in:

- supporting collective policy formulation, and research and development
- developing common standards and agreed protocols
- sharing information to effectively deliver integrated and co-ordinated responses to common policing issues
- building and making available a central body of knowledge.

PROFESSIONALISM >

Policing organisations should ensure professionalism is evident in the leadership and conduct of all employees by:

- promoting individual integrity and ethical behaviour
- building respectful cultures
- implementing strategies which enhance professionalism.

ACCOUNTABILITY >

Policing organisations should continue to build community trust and confidence, and enhance public perceptions of police legitimacy by:

- being responsive to the communities they serve
- exercising proper authority and discretion
- responsibly managing their corporate environment
- being sensitive and responsive to safety, privacy and security concerns.

VALUE >

Policing organisations should achieve maximum value in their use of resources by:

- identifying ways to reduce duplication of effort and promote consistency
- optimising business processes and systems
- pursuing opportunities to reduce costs.

OUR STRATEGIC GOALS

ANZPAA's strategic goals, as a non-operational policing agency operating in a cross-jurisdictional policing context, are to:

- always act consistently with the Directions in Australia New Zealand Policing 2012–2015 which includes the vision of safe and secure communities in Australia and New Zealand
- maintain high trust relationships with, and be a respected partner of, all the agency's stakeholders
- be known for providing high quality strategic and policy advice, support, products and services to the ANZPAA Board, Australasian Police Professional Standards Council, Australia New Zealand Police Commissioners' Forum, and, as required, to the National Policing Senior Officers' Group and the Standing Council of Police and Emergency Management
- facilitate effective cross-jurisdictional collaboration, information-sharing, co-ordination, and review in supporting jurisdictions to achieve excellence in policing
- maintain the agency's skill and knowledge base and optimally manage the agency's other resources to achieve these goals and deliver our work program.

OUR WORK PROGRAM

The achievement of the strategic goals will be accomplished through the alignment of resources and through the work and dedication of the ANZPAA Board, our Groups and our employees. Our Strategic and Business Plan drives the strategic activities, programs and services of the agency at all levels. Our CEO and Executive Management Team are accountable to the ANZPAA Board for achieving this Strategic and Business Plan.

1. COMMUNITIES

1.1 STRENGTHENING COMMUNITIES

- As part of the ANZPAA Groups Review, consolidate the recently established Communities Forum and produce a series of strategic briefing papers which will identify and inform areas for future work as well as share information and initiatives.

1.2 ENGAGING WITH COMMUNITIES

- Manage the contract of the National Survey of Community Satisfaction with Policing which informs the police chapter of the Report on Government Services and jurisdictional reporting.
- Explore ways to improve community engagement, particularly with those communities with vulnerable people in conjunction with the Communities Forum and other bodies, such as Neighbourhood Watch Australasia.

1.3 WORKING WITH COMMUNITY DIVERSITY

- Assess whether current education and training options in policing support the inclusion of skills and attributes for police working in remote Indigenous communities and the feasibility of developing specialised recruitment or a career pathway for police working in remote communities.
- In partnership with jurisdictions, review the implementation of the community policing model in Indigenous communities.
- Produce strategic briefing papers on mental health issues for the Communities Forum Action Plan.

1.4 REDUCING VICTIMISATION

- Produce strategic briefing papers on family and domestic violence, victimisation and vulnerable (including Indigenous and Māori) communities for the Communities Forum Action Plan.

2. CRIME

2.1 PREVENTING CRIME

- Provide advice on future and emerging issues likely to impact on policing.
- Produce strategic briefing papers on crime prevention and community engagement for the Communities Forum Action Plan.

2.2 SOLVING CRIME

- Assist the Victoria Department of Justice with a research proposal with respect to the effectiveness of the Australian National Child Offender Register.
- Under the oversight of the ANZPAA Crime Forum and in consultation with the Australian Federal Police and the Australian Crime Commission, undertake a full review of the Protocol on Information Sharing for Serious and Organised Crime and the Protocol on Multi-jurisdictional Investigations for Serious and Organised Crime.
- Report on the outcomes of the cross-jurisdictional initiative targeting illicit firearms – Operation Unification.
- Under the oversight of the ANZPAA Crime Forum and in consultation with the Australian Federal Police, maintain oversight of the Australian Identity Crime Policing Strategy 2011–2014.
- Monitor the progress, provide input, assess implications and provide advice where appropriate on the National Organised Crime Response Plan.
- Subject to the outcomes of the ANZPAA NIFS review, develop the Australia and New Zealand Research and Development Strategy for Forensic Science.
- Review the outcomes of the end-to-end forensic processes workshop and develop a framework for efficient crime scene analysis.
- Subject to ANZPAA Board decision-making, develop national policies for the use of new DNA methods, in particular familial and predictive DNA testing.

2.3 COMPLEX AND ADAPTIVE CRIME

- Continue to implement approved recommendations from the Cybercrime Capability Assessment, in particular:
 - develop a nationally consistent e-crime training and education curriculum for all police recruits
 - support the development of business rules for the implementation of the Australian Cybercrime Online Reporting Network (ACORN)
 - undertake a review of the Protocol for Law Enforcement Agencies on Cybercrime Investigations
 - review the Education and Training Guidelines for Technology Crime Investigators and Digital Evidence Practitioners
 - produce national guidelines for forensic tools and integrated operations to support national interoperability in Australia
 - support the implementation of the National Plan to Combat Cybercrime.

2.4 DEVELOPING NEW APPROACHES

- Produce nationally agreed core IT functionality for forensic science information-sharing and exchange.
- Produce a national model for the development and dissemination of forensic intelligence.
- Develop a national awareness campaign on cognitive bias; its risks and potential mitigation strategies.
- Provide recommendations for a legislative framework for drug analogues.
- In conjunction with Forensic Science South Australia and the New Zealand Institute of Environmental Science and Research, support the approved next steps for the DNA interpretation software STRmix.

3. SAFETY

3.1 PUBLIC SAFETY

- Review the 2005 National Guidelines for Deployment of Police to High Risk Situations, Deployment of Police Negotiators and the Use of Lethal Force and recommend changes to the ANPZAA Board.

3.2 ALCOHOL AND OTHER DRUGS

- Undertake activities as part of the ANZPAA drug and alcohol strategy, including:
 - facilitating and supporting the co-ordination of the seventh cross-jurisdictional Operation Unite – a Blitz on Drunken Violence
 - reporting on current and emerging alcohol and drug-related issues and trends
 - undertaking media and marketing campaigns on the impacts of alcohol and illicit drug misuse
 - assessing findings from the Intergovernmental Committee on Drugs review of current measures to manage alcohol and public safety
 - hosting a workshop with jurisdictional drug and alcohol representatives to determine future priority areas
 - participating in the consultation process for the National Health Medical Research Council's Best Practice Guide for Data Access.
- Produce strategic briefing papers on alcohol and other drugs for the Communities Forum Action Plan.

3.3 EMERGENCIES AND DISASTERS

- Strengthen national and international arrangements in the response to emergencies and other disasters, through membership on:
 - DC-OMM Working Group on Multi-jurisdictional International Police Deployments
 - Public Safety Mobile Broadband Steering Committee
 - Australia-New Zealand Counter-Terrorism Committee (ANZCTC) Communications Interoperability Advisory Working Group.

3.4 ROAD SAFETY

- Continue to provide strategic advice and input into the development of the National Heavy Vehicle Law and maintain a relationship with the National Heavy Vehicle Regulator, particularly with respect to regulatory and training materials.
- Support road safety actions arising out of the National Road Safety Strategy.
- Support cross-jurisdictional road policing operations and activities (e.g. Operation Crossroads, AUSTRANS, Holiday Road Toll etc.).

4. RESOURCES

4.1 WORKFORCE MANAGEMENT

- As part of the implementation of the outcomes of the ANZPAA Groups Review, consolidate the recently established Resources Forum and identify gaps and areas for future work.
- Develop Australia New Zealand Workforce Planning Principles.
- Co-ordinate and disseminate the Police Human Resource Benchmarking report.
- Provide a report and recommendations on the outstanding issues, trends and developments for women in policing.
- Conduct a review and provide a report and recommendations on the future purpose, structure and functions of ANZPAA National Institute of Forensic Science (ANZPAA NIFS).

4.2 WORKPLACE SAFETY AND WELLBEING

- In consultation with Safe Work Australia, the Police Federation of Australia and other relevant stakeholders, develop a Code of Practice or Guidance Material for Managing Work Health and Safety Risks in Operational Policing.
- Develop advice in relation to consistent medical, physical and psychological standards for Australia and New Zealand policing.
- Identify and provide advice with respect to the top five safety and psycho-social risks for officers deployed in general policing duties in Australian and New Zealand Policing.

4.3 PROFESSIONALISATION

- In support of police professionalisation work:
 - support the revitalised Australasian Police Professional Standards Council and its transition to the Australia New Zealand Council of Police Professionalisation
 - implement the Australia and New Zealand Police Professionalisation Strategy 2013–2018
 - complete Phase One of the Police Practice Standards Model (PPSM) and begin implementation of Phase Two
 - produce further police education and training guidelines on policing areas approved by the Australasian Police Professional Standards Council
 - examine the feasibility of police Certification and Continuing Professional Development
 - maintain, manage and review as appropriate the Public Safety Training Package qualifications.
- Conduct a feasibility study into the delivery of a Cross-jurisdictional Policing Research Model.

- Subject to the outcomes of the ANZPAA NIFS review and in consultation with the Senior Managers of Australian and New Zealand Forensic Laboratories (SMANZFL), conduct a scoping study related to the development of discipline-specific Australia and New Zealand forensic science guidelines.
- Develop a set of tertiary level forensic science education and training guidelines for educational institutions, laboratories and students.
- Embed the four core Australian Standards (collection, analysis, interpretation and reporting) into the Australian forensic science accreditation environment.
- Produce validated, national, common methodologies and reporting protocols for document examination and shoe impressions.
- Develop and publish an ISO/IEC standard on consumables for DNA sample collection.
- In conjunction with the National Forensic Science Technology Center (USA), produce 'After the Fact' based training for clandestine laboratory chemists.
- In conjunction with the National Forensic Science Technology Center (USA), develop a range of discipline-specific primers for police and the justice system.
- In collaboration with Forensic Foundations, facilitate the delivery of four expert evidence training programs.
- Undertake a comprehensive review of training programs for disaster victim identification and clandestine laboratory investigation.

4.4 SYSTEMS AND PROCESSES

- Identify opportunities and provide recommendations for cross-jurisdictional procurement.
- Maintain the secure forensic science internet resource for the exchange of case or protected information.
- Develop a framework for the establishment and maintenance of Centres for Specialisation in forensic science.
- Investigate the adoption of a single funding model for ANZPAA.
- Monitor developments internationally for ways to reduce the costs of policing and improve effectiveness and efficiency.

“AT ITS CORE, THIS PLAN OUTLINES A FOCUSED, ROBUST AND ACHIEVABLE WORK PROGRAM FOR THE AGENCY. IT CONVEYS OUR MISSION, VISION AND VALUES, AND REFLECTS CONTEMPORARY ISSUES FACING POLICING ORGANISATIONS.”



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