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.

EXECUTIVE SUMMARY
The Australia New Zealand Policing Advisory Agency (ANZPAA) is 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 2014–2015 (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. The Plan conveys our vision, mission, values and reflects contemporary issues facing policing organisations in an achievable work program.

The Plan provides a foundation to maintain and strengthen our 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. The Plan acknowledges the importance of jurisdictional contributions in achieving cross-jurisdictional consensus on important policing issues. Our areas of focus reflect those of the four Directions: Communities, Crime, Safety and Resources, and the activities we will undertake to address the issues identified within them.

This Plan:
• supports cross-jurisdictional strategy development, facilitates policy development and advice, and research and development
• communicates the work we do for our stakeholders and provides a basis for reporting
• facilitates the development of collaborative approaches and protocols for improved co-ordination and interoperability
• informs, develops and implements policing professionalisation
• assists in cross-jurisdictional sharing of knowledge and information
• supports co-ordinated responses to common policing issues
• provides 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 to best effect with direction and support from the ANZPAA Board, and, where appropriate the Australia New Zealand Council of Police Professionalisation (ANZCoPP), supported by ANZPAA Forums, Working and Reference Groups (groups) will help us achieve 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, ANZCoPP and the ANZPAA Risk and Audit Committee (ARAC). Financial reporting is provided to the ANZPAA Board through the ARAC which maintains active oversight of ANZPAA’s expenditure on business activities.

GOVERNANCE AND RELATIONSHIPS
ANZPAA’s Board approves the creation of all our Forums and sets the strategic direction and goals for the Agency. Our Forums are established at executive level, with Working and Reference Groups attended by key subject matter experts. We work closely with our Forums to prioritise issues, identify opportunities and develop strategic initiatives in Forum Action Plans. Forum 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 as approved by the Board 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.
DIRECTIONS IN AUSTRALIA NEW ZEALAND POLICING 2014–2015

DIRECTIONS

1. COMMUNITIES
   >1.1 Strengthening communities
   >1.2 Engaging with communities
   >1.3 Working with community diversity
   >1.4 Reducing victimisation

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 Emergencies and disasters
   >3.4 Road safety

4. RESOURCES
   >4.1 Workforce management
   >4.2 Workforce safety and wellbeing
   >4.3 Professionalisation
   >4.4 Systems and processes

PRINCIPLES

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, ANZCoPP, and the Law, Crime and Community Safety Council (LCCSC)1 through its senior officials’ group
- 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.

CROSS-CUTTING THEMES, INITIATIVES AND ACTIVITIES FOR 2014—2015

- Review and produce the next Directions in Australia New Zealand Policing 2015–2018 for the LCCSC, which takes into account future and emerging issues likely to impact on policing.
- Facilitate the independent review and report on the future, purpose, structure and functions of the ANZPAA National Institute of Forensic Science.
- Report to the Board on the Intellectual Property Project.
- Issues in policing environmental scan.

1. Formerly the Standing Council on Police and Emergency Management (SCPEM).
1.1 STRENGTHENING COMMUNITIES

ANZPAA
- Mental Health in the community – report on the role of police.
- Report on the leadership role of police in assisting to reduce the incidence of family violence in the community.

FORUM/WORKING GROUP
- ANZPAA Communities Forum (ACoF) – Review of police engagement with stakeholders using over-representation of Indigenous Australians in the criminal justice system as a case study.
- ACoF – Provide an overview of policing response to the National Plan to Reduce Violence against Women and Children.

1.2 ENGAGING WITH COMMUNITIES

ANZPAA
- Review the Public Safety Training Package (PSTP) Police Liaison qualifications in partnership with Queensland Police Service.

1.3 WORKING WITH COMMUNITY DIVERSITY

ANZPAA
- Review the PSTP Aboriginal or Torres Strait Islander Community Policing qualifications in partnership with Northern Territory Police, Fire and Emergency Services.

1.4 REDUCING VICTIMISATION

FORUM/WORKING GROUP
- ACPWG – Report on the potential need for guidelines to identify and mitigate the risk factors which can result in alleged sex offenders committing suicide.
2 CRIME

2.1 PREVENTING CRIME

ANZPAA

- Develop and review ANZPAA Education and Training Products for Undercover Operations and Human Source Management, Police Protection and Surveillance.

FORUM/WORKING GROUP

- ANZPAA Crime Forum (ACF)/ACoF – Strategic crime prevention and reduction including engagement with industry.
- ACPWG – Analysis of risk factors and trends in child homicide by parents.

2.2 SOLVING CRIME

ANZPAA

- Develop and review ANZPAA Education and Training Products for Police Negotiation and Police Dog Handlers.

FORUM/WORKING GROUP


2.3 COMPLEX AND ADAPTIVE CRIME

ANZPAA

- Protocols on Serious and Organised Crime – review their use and implementation.

2.4 DEVELOPING NEW APPROACHES

ANZPAA

- Investigate the potential for nationally agreed core IT functionality.
- Develop a national model for the use and dissemination of forensic intelligence.
- Develop a national awareness approach on cognitive bias; its risks and potential mitigation strategies.
- Participate in a multi-jurisdictional review of Rapid DNA technology.
- Report on the implications of next generation sequencing on forensic laboratories.
- Report on developments on predictive DNA testing.
- Report on the research project on the effects of ethylene oxide contamination on forensic consumables.

FORUM/WORKING GROUP

- ACPWG – Sexting by young people and implication for child sex offender registers – review of legislation.
- ACF – Casino exclusion orders – review of current legislative provisions and identify options for national cross-jurisdictional protocols.
3.1 PUBLIC SAFETY

ANZPAA

- Participate in the Government Skills Australia (GSA) PSTP Industry Wide Review.

3.2 ALCOHOL AND OTHER DRUGS

ANZPAA

- Operation Unite 2014 – facilitate and support.

FORUM/WORKING GROUP

- ACoF – Current initiatives to curb alcohol-fuelled violence – review.

3.3 EMERGENCIES AND DISASTERS

ANZPAA


3.4 ROAD SAFETY

ANZPAA

- Road policing stakeholder engagement (National Heavy Vehicle Regulator, National Transport Commission, AUSTROADS Safety Taskforce).
- Facilitate and support cross-jurisdictional road policing operations and activities (e.g. Operation Crossroads, AUSTRANS 2015, Holiday Road Toll).
- Support the ARPF on matters relating to heavy vehicles and road safety, including the introduction of the Heavy Vehicle National Law.

FORUM/WORKING GROUP

- ANZPAA Road Policing Forum (ARPF) – report on current and emerging technologies for enforcement and road safety.
- ARPF – Driving under the influence of both alcohol and drugs – identify risks and effects.
4 RESOURCES

4.1 WORKFORCE MANAGEMENT

ANZPAA
- Scope the position of police occupation on the Skilled Occupation List.
- Review the PSTP General and Protective Services qualification in partnership with the Australian Federal Police.

FORUM/WORKING GROUP
- ANZPAA Integrity Forum (AIF) – Environmental scan on current drug and alcohol testing regimes within Australia and New Zealand.
- ANZPAA Resources Forum (ARF) – Develop a Workforce Demographics Report, including the gathering of enhanced women in policing metrics.

4.2 WORKPLACE SAFETY AND WELLBEING

FORUM/WORKING GROUP
- ANZPAA Safety and Wellbeing Working Group (ASWWG) – Managing mental health in the workplace, including bullying – development of a cross-jurisdictional framework.

4.3 PROFESSIONALISATION

ANZPAA
- Develop a scoping paper on police Certification, Registration and Continuing Professional Development (CPD), including a Quality Management System (QMS).
- Develop a Case for Endorsement for the policing components of the PSTP.
- Develop a Policing Education Framework (including Vocational Education and Training and Higher Education).
- Develop an ISO/IEC Standard for the manufacture of consumables used in human forensic DNA analysis.
- Maintain and manage the policing components of the PSTP.

FORUM/WORKING GROUP
- ANZPAA Professionalisation Forum (APF) – Continue the implementation of the Australia New Zealand Police Professionalisation Strategy 2013–2018.
- AIF – Develop a key statement on police ethics that can be included in all jurisdictional curricula.
- ANZPAA Integrity Intelligence Working Group (AIWG) – Early intervention programs and their effectiveness in preventing corruption.
- AIWG – Use of personal digital recording devices by police members – review current practice.
- ARF – Develop an Australia New Zealand statement on the inherent requirements of a police officer.

4.4 SYSTEMS AND PROCESSES

ANZPAA
- Develop an implementation plan for the transition of ANZPAA Education and Training Guidelines to Practice Standards in policing areas.
- Finalise the development of a CCTV communications toolkit.
- Develop a proposal for a repeat of the end-to-end forensic investigative process project.
- Implement Phase 1 of the Cross-jurisdictional Policing Research Model.
- Develop a feasibility paper on a national forensic firearms training program.
- Manage the contract of the National Survey of Community Satisfaction with Policing and contract re-tendering.

Top: Education and Training, New Zealand Police.
Credits

Photos courtesy of:

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