Our Vision

Achieving excellence in Australian and New Zealand Policing.

Our 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.

Our Mission

ANZPAA will work in partnership to develop, promote and share strategic policing initiatives that enhance community safety in Australia and New Zealand.
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At ANZPAA Board Meeting 23 in April 2013, Board members were provided with a report on the review of ANZPAA’s governance arrangements. The report, approved by ANZPAA’s Board and Standing Council of Police and Emergency Management¹, identified an alternative governance model for ANZPAA in which changes were made to the composition of ANZPAA’s Board.

¹ Now the Law, Crime and Community Safety Council (LCC3C).
Former Board members under the previous Memorandum of Understanding (MOU). The New MOU was in place from 1 January 2014.

- Mr Greg Wilson, Victoria Department of Justice.
- Ms Kathy Leigh, Australian Capital Territory Department of Justice and Community Safety.
- Mr Rick Persse, South Australia Attorney-General’s Department.
- Mr Tony Sheehan, Commonwealth Attorney-General’s Department and Department of Justice.
- Ms Mary-Louise Battilana, New South Wales Ministry for Police and Emergency Services.
- Ms Vicki D’Adam, New South Wales Ministry for Police and Emergency Services.
On behalf of the ANZPAA Board, I am pleased to introduce the ANZPAA Annual Report 2013–2014.

Police in Australia and New Zealand continue to face many challenges in making their communities safer. Supporting policing to meet these challenges and achieve excellence is the central focus of ANZPAA and is reflected in the diverse range of activities they undertake every year.

ANZPAA’s cross-jurisdictional role in policing maintains networks and connects information and ideas across police jurisdictions to better meet those challenges.

There were some substantial work items completed and approved by the Board this year which jurisdictions are using to strengthen their performance.

With the change in our Board structure, I especially want to acknowledge and thank the Board members who concluded their service this year:

- Ms Kathy Leigh, Chief Executive Officer, Australian Capital Territory Department of Justice and Community Safety.
- Mr Tony Sheehan, Deputy Secretary (National Security and Criminal Justice Group), Commonwealth Attorney General’s Department.
- Ms Vicki D’Adam, Chief Executive Officer and State Emergency Recovery Controller, New South Wales Ministry for Police and Emergency Services.
- Ms Mary-Louise Battilana, Acting Chief Executive Officer and State Emergency Recovery Controller, New South Wales Ministry for Police and Emergency Services.
- Mr Rick Persse, Chief Executive, South Australia Attorney-General’s Department and Department of Justice.
- Mr Greg Wilson, Secretary, Victoria Department of Justice.

I also acknowledge the conclusion of Commissioner Peter Marshall’s service in New Zealand Police and the announcement of his successor, Commissioner Mike Bush.

On behalf of all Board members I wish to thank ANZPAA staff for the work they completed in the past year.

Ken Lay APM
Chief Commissioner Victoria Police
We all know policing organisations play a vital role in keeping communities safe. ANZPAA worked closely with jurisdictions and partners on a number of cross-jurisdictional operations focussing on issues such as road safety, firearms-related crime and the misuse of alcohol.

The special focus by police over the Christmas/New Year period through Operation Crossroads contributed to the lowest road toll (36 across Australia and New Zealand) there has been since 2005, when 90 people lost their lives over the Christmas/New Year holiday.

This year also saw the independent review of the ANZPAA National Institute of Forensic Science (ANZPAA NIFS) by the Hon Frank Vincent, AO QC. His report is due to be presented at the first Board meeting in 2014—2015.

Working effectively with our stakeholders is fundamental to our Agency’s success and we do this predominately through the ANZPAA Forums, Working and Reference Groups.

As part of last year’s review of the ANZPAA groups, our Groups Handbook also underwent a significant review to ensure that all groups are best placed to achieve their terms of reference and action plans.

For the first time all ANZPAA executive-level Forum action plans were considered and approved by the Board at the same time and this will be followed by reporting against those plans in a year’s time.

Our people continue to make the difference, along with the goodwill and contributions of our Board and group members and I thank them all.

Jon White
Chief Executive Officer
Governance

The ANZPAA Board is responsible to the Law, Crime and Community Safety Council (LCCSC), formerly the Standing Council on Police and Emergency Management (SCPEM), which is constituted under the auspices of the Council of Australian Governments (COAG).

A prime role of this body is to set the strategic direction for policing and it does so through the document Directions in Australia New Zealand Policing 2012–2015.

In January 2014, ANZPAA began operating under a new governance model. The new governance model streamlined the size of ANZPAA’s Board which is now comprised of Police Commissioners and the ACT Chief Police Officer.

ANZPAA is also responsible for progressing work on behalf of the Australia New Zealand Council of Police Professionalisation (ANZCoPP, formerly APPSC) an incorporated body.

Members of ANZCoPP are Police Commissioners from all jurisdictions in Australia and New Zealand as well the presidents of the Police Federation of Australia and the New Zealand Police Association.

ANZPAA’s Chief Executive Officer (CEO) is the Business Administrator for ANZCoPP. Much of ANZCoPP’s work programme comes within the Australia New Zealand Police Professionalisation Strategy 2013–2018.

The work of ANZPAA is supported by a number of Forums, Working and Reference Groups.

ANZPAA plays a key role in advancing cross-jurisdictional work and enhancing co-operation between jurisdictions through policy support and facilitation of Forum, Working and Reference Group meetings.

Governance Arrangements

[Diagram showing the structure of ANZPAA's governance and its relationships with other bodies and groups]
Management and Accountability

ANZPAA is led by our CEO, Jon White. The agency has three directorates: Corporate and Secretariat, the National Institute of Forensic Science (ANZPAA NIFS) and Strategic Services.

Chief Executive Officer
The CEO, Jon White reports four times a year to the ANZPAA Board (the Board). Jon is responsible for the overall efficient and effective management of ANZPAA. Jon also reports to ANZCoPP at least twice a year.

Executive Management Team
The Executive Management Team (EMT) comprises the CEO and the directors from the three ANZPAA directorates.

The EMT:
- sets the organisation’s strategic direction
- positions the agency to continually meet and exceed our stakeholders’ expectations
- plans and reports on work program initiatives and monitors outcomes to ensure we meet our objectives
- ensures our people are trained, skilled and supported to deliver ANZPAA’s work program.

The Committee Chair is Commissioner Darren Hine (Tasmania Police). The Committee is an important component of ANZPAA’s corporate governance framework and is fundamental in assisting the Board to:
- ensure all key controls are operating effectively and are appropriate for achieving corporate goals and objectives
- meet statutory and fiduciary duties as well as the identification and dissemination of good practice.

In 2013–2014, the Committee had oversight of the development of ANZPAA’s Budget and Strategic Planning Framework, Policy Review Framework, the 2012–2013 Financial Audit and reviewed the outcomes of the Agency’s internal audit process.

Budgeting
Over 2013–2014, ANZPAA was funded by the police jurisdictions of Australia and New Zealand and the Commonwealth Attorney-General’s Department.

An independent review of ANZPAA’s funding model was completed and the ANZPAA Board approved the implementation of a consolidated funding model in 2014–2015.

Risk and Audit Management
The ANZPAA Risk and Audit Committee (the Committee) was established to assist the Board in the effective discharge of its responsibilities for financial reporting, internal control, risk management and internal and external audits.
Progress toward our 2013–2014 Strategic Goals

Goal One
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.

Our Progress
The ANZPAA Work Program was explicitly aligned to the four Directions. The Directions remained the primary reference document for all ANZPAA work.

The ANZPAA CEO’s annual objectives include this as a specific reference for all individual performance and development documents.

Goal Two
Maintain high trust relationships with, and be a respected partner of, all the agency’s stakeholders.

Our Progress
Relationship management continued to be a high priority for all ANZPAA staff, with any issues arising addressed promptly.

An increasing amount of time was allocated to supporting jurisdictions apply ANZPAA products in their activities.

Goal Three
Be known for providing high quality strategic and policy advice, support, products and services to the ANZPAA Board, ANZCoPP, Australia New Zealand Police Commissioners’ Forum (ANZPCF), and as required, to the National Justice and Police Senior Officials’ Group (NJPSONG) and the LCCSC.

Our Progress
Positive feedback was received on the quality of ANZPAA products both formally (e.g. recorded in Board or Council Minutes) and informally.

The ANZPAA CEO’s annual objectives provide for each ANZPAA directorate to identify what ‘high quality’ specifically means for their work.

Goal Four
Facilitate effective cross-jurisdictional collaboration, information-sharing, co-ordination, and review in supporting jurisdictions to achieve excellence in policing.

Our Progress
ANZPAA facilitated 120 meetings of Forums, Working and Reference Groups over the year, with each providing products for the Board or ANZCoPP.

Goal Five
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 Progress
ANZPAA’s staffing was maintained at an average level of 28.2 FTE staff over the course of the year, with staff selection decisions focused on maintaining the mix of skills, knowledge and attributes necessary to achieve the Work Program and other requirements.
Management and Accountability  

Communications
Keeping our stakeholders informed and up-to-date on the latest developments and news within ANZPAA is an integral part of our communications strategy. While Media and Communications is responsible for raising the public profile of ANZPAA, it also plays a major role in co-ordinating the development and delivery of all of our publications, including brochures, posters, flyers, reports, and a rapidly expanding range of education and training guidelines.

Publications
The ANZPAA Advisor and ANZPAA NIFS News are our primary publications for communicating with stakeholders. These publications present a comprehensive overview of ANZPAA-led projects, industry reports and news. Over the previous financial year ANZPAA distributed 7 newsletters with a readership of over 970 stakeholders.

Website
Media and Communications, in collaboration with the Information Technology (IT) team, are also responsible for the development, presentation and delivery of ANZPAA’s website and a wide range of electronic communications. Our website recorded over 150,000 visits (an increase of 20% from the previous financial year), with an average of 412 visits per day. On average, each visit was around 6 minutes’ duration.

Information Technology
Our IT team provides technical support for all employees. They assist with the installation and maintenance of in-house computer systems and are responsible for user profiles, internet connectivity, security monitoring, backup services and system upgrades.

IT Refresh
In 2013–2014, ANZPAA investigated Phase Two of our server infrastructure upgrade and provided a business case to the Board. The Board approved Phase Two of the project and work will be commencing in financial year 2014–2015, which will:
- upgrade the ANZPAA network infrastructure not addressed during Phase One of the IT Refresh
- maintain the security and functionality of our IT systems
- improve business efficiencies.
This will include:
- purchasing hardware and software to support the virtualisation of three servers and supporting services
- decommissioning of two redundant servers
- a new uninterrupted power supply (UPS) device.

ANZPIRe
ANZPIRe’s membership and research repository has improved over the past 12 months and continues to assist law enforcement agencies to share their research and project work. This resource captures research from:
- police officers as part of development programs or university study
- consultants commissioned by the jurisdictions
- associated law enforcement bodies and evidence based best practice.

The Cross-jurisdictional Policing Research Model (CPRM) Feasibility Study identified that ANZPIRe, which already possesses the structure and membership, could directly support the aims of the CPRM. At the point of this annual reporting period coming to an end, a paper had been prepared for the ANZPAA Board meeting of 4 July 2014 which recommended implementation of Phase One of the CPRM.

With ANZPAA’s Board approving Phase Two of the IT upgrade, there is the potential to expand the operations of ANZPIRe to a more user-friendly platform. An expanded version of ANZPIRe, which could then be promoted in the jurisdictions, would meet the objectives of the CPRM.

Work Program Database
ANZPAA continued to develop its work program database which records and reports on all work items assigned by the ANZPAA Board, ANZCoPP, LCCSC and the NJPSOG. The reporting features of this database ensure that we are better able to demonstrate accountability for our deliverables.
ANZPAA places a high priority on developing a working environment that emphasises safety and wellbeing, maximises employee performance and recognises achievements. This section reports on activities in safety and wellbeing, employee services, workplace relations and employee performance.

Workplace relations and employee performance

In a survey held in late 2013 for a Staff Planning Day, those employees that answered the following questions agreed or strongly agreed that:

- their work is well suited to their personal and professional interests (72%)
- their work provided an opportunity to use their skills and abilities (76%)
- they felt valued at work (72%)
- their personal development has been supported and encouraged in the job (60%)
- they enjoyed their work (79%)
- they would like to be working at ANZPAA in three years (36%)
- teamwork at the agency is good (76%)
- they get a feeling of accomplishment from doing their job (64%)
- they are proud to tell people where they work (62%).

To progress the resolution of issues that arose out of the Staff Planning Day, ANZPAA has created a cross-agency Process Improvement Team.

Among other activities, the Process Improvement Team has recommended the introduction of cross-agency working groups and a voluntary internal skills register which identifies professional and personal skills within the agency.

Safety and wellbeing

A key priority continued to be improving the health, safety and wellbeing of our people. Some of the initiatives undertaken in the past year include:

- **Strut and stroll:** Each Friday, we encourage employees to take part in ‘strut and stroll’. This half hour initiative encourages employees to leave the office and go for a walk outside.
- **Flu shots:** In an effort to both promote wellbeing and minimise illness in the workplace, all employees have the opportunity to take advantage of a free influenza vaccination every year.
- **Gym access:** Through our host organisation Victoria Police, our employees have 24/7 access to an employee gym.
- **Information sessions:** Through our host organisation Victoria Police, we held a number of health and wellbeing information sessions and health assessments.
- **Health and safety training:** Staff who are appointed to the ANZPAA Health and Safety Committee commenced training in workplace health and safety in the current year.

Employee Services

ANZPAA has a number of strategies focused on creating an inclusive work environment for all our staff including a social network, access to excellent facilities and encouraging staff in their professional development.

- **Employee Assistance Program:** Our employees have access to a range of psychological and support services through Victoria Police’s Health, Safety and Wellbeing Employee Services.
- **Social committee:** Over the past year, our Social Committee ANZPAA-Rational organised a range of activities such as morning teas, casual Fridays and various fundraisers. ANZPAA-Rational is dedicated to promoting social events while also fundraising for various charities.
ANZPAA’s Strategic and Business Plan 2013–2014 (the Plan) is informed by the Directions in Australia New Zealand Policing 2012–2015 (the Directions). The Plan sets the strategic priorities for the effective and efficient delivery of agency programs and services for the 2013–2014 financial year. At its core, the Plan outlined a focused and achievable work program for the agency.

The four strategic priorities reflect those of the Directions.

1. Communities, including strengthening communities, engaging with communities, working with community diversity and reducing victimisation.
2. Crime, including preventing crime, solving crime, complex and adaptive crime and developing new approaches.
3. Safety, including public safety, alcohol and other drugs, emergencies and disasters, and road safety.
4. Resources, including workforce management, workplace safety and wellbeing, professionalisation, and systems and processes.

The following pages contain information about some of the highlights of 2013–2014.
1 Communities

Cohesive and resilient communities are places where people feel safe. Police play an important role in maintaining these communities by proactively managing the environment in which policing occurs and working together to ensure expectations of policing are understood and addressed.

In 2013–2014, we:

- managed 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
- explored ways to improve community engagement, particularly with those communities with vulnerable people in conjunction with the ANZPAA Communities Forum and other bodies
- assessed current education and training options in policing to support the inclusion of skills and attributes for police working in remote Indigenous communities
- explored the feasibility of developing specialised recruitment or a career pathway for police working in remote Indigenous communities
- conducted work in relation to the implementation of the community policing model in Indigenous communities, in partnership with jurisdictions.

Top: Community Policing in New Zealand. New Zealand Police.
Bottom: Community Policing in South Australia. South Australia Police.
The increasingly complex and challenging crime environment demands policing efforts that apply available resources to best effect, and which are forward looking and innovative.

The need for collaborative policing nationally and internationally will continue to grow as local crime prevention and investigation demands continue.

In 2013–2014, we:

- commenced a review, in conjunction with the ANZPAA Crime Forum, of the Protocol on Information Sharing for Serious and Organised Crime and the Protocol on Multi-jurisdictional Investigations for Serious and Organised Crime
- supported a cross-jurisdictional initiative targeting illicit firearms – Operation Unification
- continued the development of the Australia and New Zealand Research and Development Strategy for Forensic Science
- reviewed the outcomes of the end-to-end forensic processes workshop and developed a framework for efficient crime scene analysis
- developed draft national policies for the use of new DNA methods, in particular familial and predictive DNA testing
- continued to implement approved recommendations from the Cybercrime Capability Assessment, in particular we:
  - developed a nationally consistent e-crime training and education curriculum for all police recruits
  - undertook a review of the Protocol for Law Enforcement Agencies on Cybercrime Investigations
  - reviewed the Education and Training Guidelines for Technology Crime Investigators and Digital Evidence Practitioners
  - produced national guidelines for forensic tools and integrated operations to support national interoperability in Australia
- provided recommendations for a legislative framework for drug analogues.
Policing organisations play a vital role in keeping communities safe. It is important for policing agencies to provide reassurance and develop strategies that respond to community perceptions of safety. In 2013–2014, we:

- reviewed and amended the *Australia New Zealand Guidelines for Deployment of Police to High Risk Situations 2013*
- facilitated and supported the co-ordination of the cross-jurisdictional Operation Unite – a Blitz on Drunken Violence (in December 2013 and April 2014)
- continued to provide advice and input into the development of the Heavy Vehicle National Law
- maintained a relationship with the National Heavy Vehicle Regulator and the National Transport Commission and provided submissions with policing perspectives on relevant issues
- facilitated cross-jurisdictional road policing operations and activities (e.g., Operation Crossroads, AUSTRANS, Holiday Road Toll)
- worked with the Austroads Safety Task Force on relevant activities in the *National Road Safety Strategy*. 

Top: Road Policing. Courtesy Western Australia Police Corporate Communications Branch.

Bottom: The Melton Family Violence Unit Police Officers with a victim in their office. Victoria Police.
Policing organisations should develop the best mix of people and other resources for maximum effect.

The policing environment requires a flexible and professional workforce with the skills, knowledge and resources to meet the growing and changing demand for services, supported by the best possible systems and processes.

In 2013–2014, we:

• developed and published the Australia New Zealand Police Workforce Planning Principles 2013
• carried out development of the Australia New Zealand Police Integrity Principles
• co-ordinated and disseminated the Human Resource Benchmarking Report
• provided a report and recommendations on the outstanding issues, trends and developments for women in policing and subsequently reviewed the Human Resource Benchmarking Report
• initiated the review on the future purpose, structure and functions of ANZPAA NIFS
• developed and published the ANZPAA Guide for Managing Work Health and Safety In Australian Policing (Operational)
• provided advice in relation to consistent medical, physical and psychological standards for Australia and New Zealand policing

• supported Police Professionalisation, by:
  • assisting the revitalised Australasian Police Professional Standards Council and its transition to the Australia New Zealand Council of Police Professionalisation (ANZCoPP)
  • implementing the approved elements of the Australia New Zealand Police Professionalisation Strategy 2013–2018
  • strengthening partnerships with Public Safety Industry stakeholders, including the Australasian Fire and Emergency Services Authorities Council (AFAC) and the Australian Institute of Police Management (AIPM)
  • completing Phase One and Phase Two of the Police Practice Standards Model (PPSM)
  • producing further police education and training guidelines on policing areas approved by ANZCoPP
  • examining the feasibility of police certification and continuing professional development
  • maintaining, managing and reviewing as appropriate the Public Safety Training Package qualifications

• conducting a feasibility study into the delivery of a Cross-jurisdictional Policing Research Model (CPRM) and developing an implementation plan for Phase One.
• continued to develop the ISO/IEC Standard for the manufacture of consumables used in human forensic DNA analysis
• developed a set of tertiary level forensic science education and training guidelines for educational institutions, laboratories and students
• assisted with the implementation of the four core Australian Standards (collection, analysis, interpretation and reporting) into the Australian forensic science accreditation environment
• developed a range of discipline-specific primers for police and the justice system, in conjunction with the National Forensic Science Technology Center (USA)
• facilitated the delivery of four expert evidence training programs, in collaboration with Forensic Foundations
• developed a framework for the establishment and maintenance of Centres for Specialisation in forensic science
• facilitated a Commanders Course for disaster victim identification
• supported the review and update of the Interpol Disaster Victim Identification Guide.
What We Also Achieved

In addition to the items previously outlined, ANZPAA completed numerous projects as they arose throughout the year. These projects aligned to ANZPAA’s strategic priorities and contributed to the agendas of the ANZPAA Board, LCCSC, NJPSOG and ANZCoPP.

Education and Training Products

ANZPAA Education and Training Guidelines

The following ANZPAA Education and Training Guidelines were developed and approved by ANZCoPP:

- Community Engagement
- Crime Scene Investigation
- Forensic Fingerprint Investigation
- Forensic Firearms Examination
- Incident and Emergency Management
- Investigative Interviewing of Vulnerable Persons
- Police Intelligence
- Police Investigation
- Practice Level of Police Executive
- Practice Level of Police Manager
- Practice Level of Police Supervisor.

Public Safety Training Package Qualifications

The following police Public Safety Training Package qualifications were reviewed and endorsed by ANZCoPP:

- Advanced Diploma of Public Safety (Police Intelligence Operations)
- Advanced Diploma of Public Safety (Police Investigation)
- Advanced Diploma of Public Safety (Police Supervision)
- Diploma of Public Safety (Police Intelligence Practice)
- Graduate Certificate in Public Safety (Crime Scene Investigation)
- Graduate Certificate in Public Safety (Fingerprint Investigation)
- Graduate Certificate in Public Safety (Forensic Firearms Examination)
- Graduate Certificate in Public Safety (Police Management)
- Skill Set for Police Investigation.

Submissions

- Submission to the Department of Communications on Enhancing Online Safety for Children.
- Submission to the National Transport Commission on Counting Time and Residual Fatigue Risk Internal Consultation Draft.
- Submission to the National Transport Commission on Harmonisation of Pilot and Escort Vehicle Driver Requirements – National Accreditation Scheme.

Participation in external Boards, Committees and Groups

- Australia New Zealand Senior Officers Group on Crime Prevention.
- Australian Criminal Intelligence Forum.
- Australian Institute of Police Management Board of Studies.
What We Also Achieved continued

- Austroads Safety Task Force.
- Canberra Institute of Technology: Program Reference and Education Industry Advisory Forum for Forensic Investigation.
- CrimTrac Board (observer).
- CrimTrac DNA Advisory Group.
- CrimTrac Strategic Issues Group (SIG) (observer).
- Government Skills Australia Public Safety Industry Advisory Committee.
- Intergovernmental Committee on Drugs.
- National Association of Testing Authorities (NATA) Board.
- NATA Forensic Science Accreditation Advisory Committee.
- Public Safety Industry Advisory Committee.
- Senior Managers of Australia and New Zealand Forensic Laboratories.
- Australia New Zealand Senior Officers Group on Organised Crime.
- Steering Committee Australasian Drug and Alcohol Strategy Conference.
- Steering Committee for the National Pharmaceutical Drug Misuse Strategy.

Publications

ANZPAA produces a number of documents for education and training, law enforcement and general use.

- ANZPAA Guide For Managing Work Health And Safety In Australian Policing (operational).
- Australia New Zealand Police Professionalisation Strategy: Briefing Note 1 Feb/Mar 2014.
- Australia New Zealand Police Workforce Planning Principles.
- Women in policing: a business priority.
- Police Recommendations for CCTV Systems.
- ANZPAA Education and Training Guidelines for Police Intelligence.
- ANZPAA Education and Training Guidelines for Police Investigation.
- ANZPAA Education and Training Guidelines for Police Supervisor.
- ANZPAA Education and Training Guidelines for Practice Level of Police Manager.
- ANZPAA Education and Training Guidelines for Forensic Firearms Examination.
- ANZPAA Education and Training Guidelines for Incident and Emergency Management.
- ANZPAA Education and Training Guidelines for Community Engagement.
- ANZPAA Education and Training Guidelines for Crime Scene Investigation.
- ANZPAA Education and Training Guidelines for Forensic Fingerprint Investigation.
- ANZPAA Education and Training Guidelines for the Practice Level of Police Executive.
- ANZPAA Education and Training Guidelines for Investigative Interviewing of Vulnerable Persons.

Campaigns and Operations

- Operation AUSTRANS
- Operation Crossroads (incl. Easter and Christmas Road Toll)
## Appendix 1: Acronyms used in this Report

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AFAC</td>
<td>Australasian Fire and Emergency Services Authorities Council</td>
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<td>AIPM</td>
<td>Australian Institute of Police Management</td>
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<tr>
<td>ANZCoPP</td>
<td>Australia New Zealand Council of Police Professionalisation (formerly APPSC)</td>
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<tr>
<td>ANZPAA</td>
<td>Australia New Zealand Policing Advisory Agency</td>
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<td>ANZPAA NIFS</td>
<td>ANZPAA National Institute of Forensic Science</td>
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<tr>
<td>ANZPAA-Rational</td>
<td>ANZPAA’s social committee</td>
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<td>ANZPCF</td>
<td>Australia New Zealand Police Commissioners’ Forum (formerly the PCC)</td>
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<td>ANZPIRe</td>
<td>Australia New Zealand Policing Information Resource exchange</td>
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<td>AO</td>
<td>Order of Australia (Officer)</td>
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<td>APM</td>
<td>Australian Police Medal</td>
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<tr>
<td>APPSC</td>
<td>Australian Police Professional Standards Council (now ANZCoPP)</td>
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<td>AUSTRANS</td>
<td>A collaborative multi-agency, multi-jurisdictional enforcement operation to target road safety issues among the heavy vehicle road transport sector.</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CPRM</td>
<td>Cross-jurisdictional Policing Research Model</td>
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<td>DNA</td>
<td>Deoxyribonucleic acid</td>
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<td>EMT</td>
<td>Executive Management Team</td>
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<td>FTE</td>
<td>Full-Time Equivalent</td>
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<tr>
<td>IEC</td>
<td>International Electrotechnical Commission</td>
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<td>ISO</td>
<td>International Organization for Standardization</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>LCCSC</td>
<td>Law, Crime and Community Safety Council (formerly the SCPEM)</td>
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<tr>
<td>MNZM</td>
<td>New Zealand Order of Merit (Member)</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NATA</td>
<td>National Association of Testing Authorities</td>
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<td>NJPSOG</td>
<td>National Justice and Police Senior Officials’ Group</td>
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<td>NPSOG</td>
<td>National Policing Senior Officers’ Group (now NJPSOG)</td>
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<td>PPSM</td>
<td>Police Practice Standards Model</td>
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<td>PSTP</td>
<td>Public Safety Training Package</td>
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<td>SCPEM</td>
<td>Standing Council on Police and Emergency Management (now the LCCSC)</td>
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<td>QC</td>
<td>Queens Counsel</td>
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<td>UPS</td>
<td>Uninterrupted Power Supply</td>
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Appendices

Appendix 2: Attendance at ANZPAA Board Meetings, 2013—2014

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<th>Appendix 2: Attendance at ANZPAA Board Meetings, 2013—2014</th>
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<td><strong>Australian Federal Police</strong></td>
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<tr>
<td>Commissioner Tony Negus</td>
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<td>Deputy Commissioner Andrew Colvin (proxy)</td>
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<td><strong>ACT Police</strong></td>
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<td>Chief Police Officer Rudi Lammers</td>
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<td>Commissioner Andrew Scipione</td>
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<td>Commissioner Peter Marshall</td>
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<td>Commissioner Mike Bush (from April 2014)</td>
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<td><strong>Northern Territory Police</strong></td>
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<td>Commissioner John McRoberts</td>
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<td>Queensland Police Service</td>
</tr>
<tr>
<td>Commissioner Ian Stewart</td>
</tr>
<tr>
<td><strong>South Australia Police</strong></td>
</tr>
<tr>
<td>Commissioner Gary Burns</td>
</tr>
<tr>
<td>Tasmania Police</td>
</tr>
<tr>
<td>Commissioner Darren Hine</td>
</tr>
<tr>
<td><strong>Victoria Police</strong></td>
</tr>
<tr>
<td>Chief Commissioner Ken Lay</td>
</tr>
<tr>
<td>Deputy Commissioner Tim Cartwright (Proxy)</td>
</tr>
<tr>
<td>Acting Chief Commissioner Graham Ashton (Proxy)</td>
</tr>
<tr>
<td>Deputy Commissioner Graham Ashton (Proxy)</td>
</tr>
<tr>
<td><strong>Western Australia Police</strong></td>
</tr>
<tr>
<td>Commissioner Karl O’Callaghan</td>
</tr>
<tr>
<td><strong>Former Board members under previous MOU (Prior to 1 January 2014)</strong></td>
</tr>
<tr>
<td><strong>Australian Capital Territory Department of Justice and Community Safety</strong></td>
</tr>
<tr>
<td>Ms Kathy Leigh, CEO</td>
</tr>
<tr>
<td>Ms Moira Crowhurst (Proxy) Acting Deputy Director-General</td>
</tr>
<tr>
<td>Ms Alison Playford (Proxy) Deputy Director General</td>
</tr>
<tr>
<td><strong>Commonwealth Attorney-General’s Department</strong></td>
</tr>
<tr>
<td>Mr Tony Sheehan, Deputy Secretary, Strategic Policy and Co-ordination Group</td>
</tr>
<tr>
<td>Mr Iain Anderson (Proxy) First Assistant Secretary</td>
</tr>
<tr>
<td><strong>New South Wales Ministry for Police and Emergency Services</strong></td>
</tr>
<tr>
<td>Ms Vicki D’Adam, CEO</td>
</tr>
<tr>
<td><strong>Victoria Department of Justice</strong></td>
</tr>
<tr>
<td>Mr Greg Wilson, Secretary</td>
</tr>
<tr>
<td>Ms Margaret Burn (Proxy) Assistant Director for Police, Policy and Legislation</td>
</tr>
<tr>
<td>Mr Neil Robertson (proxy) Executive Director, Police and Emergency Management</td>
</tr>
<tr>
<td><strong>South Australia Attorney-General’s Department</strong></td>
</tr>
<tr>
<td>Mr Rick Perse, Chief Executive</td>
</tr>
</tbody>
</table>
Appendix 3: Frequency of ANZPAA Forums, Committees, Groups, Networks and Workshops

A significant part of ANZPAA’s role is ensuring the effective and productive conduct of the various groups that have been approved to exist under ANZPAA. In order to provide appropriate governance and support to each meeting, responsibilities are allocated to a secretariat officer (meeting facilitation) and a policy advisor (e.g. papers, alignment to strategic priorities).

In the financial year 2013–2014, ANZPAA provided secretariat, policy or other services to 120 meetings (an increase of 2.5% from the previous year).

<table>
<thead>
<tr>
<th>Type of Meeting</th>
<th>ANZPAA</th>
<th>ANZPAA NIFS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forums</td>
<td>21</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>Committees</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Working Groups</td>
<td>22</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>Reference Groups</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Workshop</td>
<td>25</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>Other</td>
<td>18</td>
<td>13</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>87</strong></td>
<td><strong>30</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Other: Includes the ANZPAA Board, APPSC/ANZCoPP and the Deputy Commissioners’ Operational Management Meeting.

Some meetings were of more than one day’s duration. In total, 142.5 (a 15% decrease from last year) days of meetings were conducted. The table below indicates where the meetings were held.

<table>
<thead>
<tr>
<th>Location</th>
<th>ANZPAA</th>
<th>ANZPAA NIFS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victoria</td>
<td>77</td>
<td>11</td>
<td>88</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>18</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>91</strong></td>
<td><strong>29</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Other: Includes all other Australian States and Territories, and New Zealand.
Appendix 4: ANZPAA Headcount by Tenure and Gender as at 30 June 2014

The following data was extracted from Victoria Police Workforce Statistics. As host organisation, Victoria Police is the primary ‘employer’ of ANZPAA personnel.

<table>
<thead>
<tr>
<th>Position</th>
<th>Ongoing Female</th>
<th>Ongoing Male</th>
<th>Fixed Term Female</th>
<th>Fixed Term Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Officer EO-2</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Executive Officer EO-3</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Forensic Officer FO-7</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Forensic Officer FO-4</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Victorian Public Service Officer VPSG-6</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Victorian Public Service Officer VPSG-5</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Victorian Public Service Officer VPSG-4</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Victorian Public Service Officer VPSG-3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Victorian Public Service Officer VPSG-2</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>5</strong></td>
<td><strong>3</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

Appendices continued
Credits

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- New South Wales Police Force
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- Tasmania Police
- Victoria Police
- Courtesy Western Australia Police Corporate Communications Branch.