ANZPAA

Annual Plan

2026-27

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> Our Annual Plan sets a clear direction for the year ahead: to optimise policing practices, proactively address emerging risks, and strengthen the policing ecosystem. By working together across jurisdictions and partners, we can drive meaningful outcomes that enhance policing and forensics capability and support safer communities.

Carl McLennan
Chief Executive Officer

ANZPAA

Our Pillars

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PILLAR ONE

Proactive Risk Mitigation

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PILLAR ONE

Proactive Risk Mitigation

Community Satisfaction with Policing Survey

Identify and implement a survey through ABS to replace the National Survey of Community Satisfaction with Policing.

Demand

Use futures thinking to assess how resource growth corridors (particularly the critical minerals sector) may redistribute policing demand in rural and remote Australia.

Innovation

Continue implementing the ANZPAA digital transformation project to establish a new enterprise document and records management system, along with collaborative spaces to allow sharing of innovative practice (using the M365 suite of products).

[Also: Strengthening the Policing Ecosystem]

Technology in Policing

Review the ethical implications, risks and benefits in the growing use of tech wearables across policing, including the impacts on the physical and mental wellbeing of police officers.

Technology in Policing

Collate the current thinking of perceived public response, police use, benefits and limitations to using AI for facial recognition.

Investigations

Review the Protocol for Managing Online Blue-on-Blue Events.

National Security

Review the Guide for Police to Counter Espionage and Foreign Interference.

National Security

Review the Australia New Zealand Policing Capability Guidelines for Bomb Response.

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PILLAR TWO

Optimising Policing Practices

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PILLAR TWO

Optimising Policing Practices

After the Fact

Working with Australian based supplier to develop immersive crime scene proficiency testing platform.

AFSAB Assessment Development

Engage with University of Queensland to develop ground truth assessment for fingerprint discipline within AFSAB.

Data Requirements

Develop nationally consistent data requirements for a forensic management system.

Demand

Review jurisdictional demand management models (including operating models) for delivery of policing frontline calls for service, with a view to identifying best practice and opportunities for improvement.

Digital Forensic Qualifications

Working with Public Skills Australia, provide strategic advice on the development of qualifications for digital forensic examiners.

Digital Imaging Guidelines

Review of Digital Imaging Guidelines, providing consistency in the use of digital imaging technologies in forensic workflows.

Evaluation

Develop a consistent framework for evaluating and reporting on the success or otherwise of pilots of various programs and technologies, reducing duplication of effort for both police and research organisations.

Family, Domestic & Sexual Violence

Continue to work with jurisdictions, the Attorney General's Department, and other stakeholders to conclude the delivery of the national training solution that enhances the policing response to family, domestic and sexual violence (FDSV).

[Also: Strengthening the Policing Ecosystem]

Firearm Capability Roadmap Implementation Project

Multi-year project to streamline delivery and assessment of the national forensic firearm training to strengthen and ensure long term sustainability of the capability.

People in Policing

Review and consult with jurisdictions to assess any recruiting limitations to detecting and accurately identifying officers who may have raised previous integrity concerns in other agencies. This assessment will include potential recommendations for future work/solutions.

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PILLAR TWO

Optimising Policing Practices

Validation Guideline

Facilitate the implementation of the recently published Guideline for Validation of Forensic Science Methods, by developing working examples and a webinar series.

Digital Forensics

Develop a Graduate Certificate for Digital Forensics.

Document Examination

Complete the review of the ANZPAA Education and Training Guidelines for Document Examination.

Visual Examination

Complete the review the ANZPAA Education and Training Guidelines for Audio Visual Examination.

Investigations

Develop Education and Training Guidelines for Responding to and Investigating Child Abuse.

Negotiation

Review the Education and Training Products for Negotiation.

Operational Safety

Conduct Phase 2 of the Firearms Training Audit Report.

Protection

Review the Education and Training Products for Witness Protection and Close Personal Protection.

Recruiting

Complete the review and expansion of the Common Entry Guidance for recruitment.

Road Policing

Develop Education and Training Guidelines for Road Policing.

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PILLAR THREE

Strengthening the Policing Ecosystem

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PILLAR THREE

Strengthening the Policing Ecosystem

Forensic Fundamentals

Partnering with Australian National University to continue the Forensic Fundamentals Project to identify supporting research on the foundational science of forensic disciplines.

Project Foresight Pilot

Pilot of subset of ANZFEC agencies to join the international benchmarking of forensic science service providers.

Public/Private Partnerships

Explore and identify the elements that constitute best practice in regard to public/private partnerships, including the principles and considerations that should be contemplated when establishing such partnerships.

Research & Innovation

Implement Research and Innovation approach to drive, strengthen and leverage engagement with research providers.

Technology in Policing

Update the 2024 stocktake of current AI in policing solutions that have been developed or are under development, with a view to identifying opportunities for better collaboration and deconfliction between jurisdictions.

Groups

Conduct a review of the current ANZPAA Groups to identify gaps, process improvement opportunities and areas for consolidation.

Innovation

Scope the potential to develop an ANZPAA Policing Problem Book, including understanding jurisdictional requirements, financial cost, timeframes and potential solutions (based on the UK NPCC Policing Problem Book).

Cross Border Policing

Review the Australia New Zealand Cross Border Policing Principles.

Cross Border Policing

Develop a protocol to capture the best practice processes, aligned with legislation, for Trans-Tasman criminal extraditions.

Cross Border Policing

Review previous assessments to identify current gaps and progress opportunities for improvement in relation to the special constable role as it pertains to cross border policing in Australia.

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Ongoing Work Program

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Ongoing Work Program

AFSAB Certifications & Recertifications

Continue to administer annual proficiency program in the disciplines of crime scene, fingerprints and firearms to enhance professionalism for forensic practitioners - promoting forensic science practice throughout Australia.

After the Fact Annual Proficiency Test

Administer the immersive crime scene proficiency testing program – includes the administration, scenario development and implementation of platform with an Australian supplier.

ANZPAA NIFS Group Workshop Program

Facilitate and fund workshops aligned to Group priorities to promote sharing of knowledge and skills aligned to contemporary practice.

Best Paper Awards & Journal Club Webinar

Facilitate ANZPAA NIFS webinar series to bring subject matter experts and researchers together to discuss published paper (Best Paper Award winners) research and insights.

Critical Perspective Briefs

Responsive and timely analysis and advice on current and emerging challenges.

Emerging Issues Briefs

Responsive analysis and advice on current and emerging challenges.

E-Scan (Including Policing Innovator)

Develop regular E-Scans that analyse key issues and trends impacting the policing environment. Share and connect innovations by police across Australia and New Zealand.

Forensic Exhibit Newsletter

Publication to share and promote work from ANZFEC agencies, keeping the community connected.

Groups

Partner with ANZPAA and ANZPAA NIFS Networks, Advisory Groups and subject matter experts to shape priorities, resolve issues and progress work that supports the Agency's strategic objectives.

Information Requests

Facilitate requests for cross-jurisdictional information.

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Ongoing Work Program

John Harber Phillips Award

Administer the John Harber Phillips Award: a long standing award program that recognises individuals for excellence and outstanding contribution to forensic science.

Police Conference

Begin early planning of the PC27 event, including acknowledgement of the 20-year anniversary of the establishment of ANZPAA.

Policing Forum Series

Bring together panels of police with subject matter experts and key stakeholders to explore emerging issues and challenges for police-only audiences.

Workforce Demographics Insights Reporting

Produce Workforce Demographic Insights reports through the regular analysis of data collected from Recruit and Exit Surveys, and other jurisdiction workforce data.

Standards Development

Contribute to the development of standards for forensic science, providing strategic guidance to NATA representing the interests of forensic science service providers.

Strategic Foresight

Continued roll out of the Futures Tool Kit and support jurisdictions' planning processes by applying foresight tools as requested, including delivery of the latest version of the Megatrends Report.

Acknowledgments
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