

The logo for ANZPAA, consisting of the letters 'ANZPAA' in a bold, black, sans-serif font.

Australia New Zealand  
Policing Advisory Agency

# Annual Review 2020→21

Web: [anzpa.org.au](http://anzpa.org.au)  
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## Positioning Policing for the Future

# About ANZPAA

ANZPAA is the central strategic policy, research and cross-jurisdictional coordination agency for police across Australia and New Zealand

## Our Purpose

Positioning policing for the future

## Our Vision

The leading advisor on current and emerging policing priorities

## We Deliver

- Strategic advice to the ANZPAA Board and ANZCoPP
- Strategic input and guidance on key priorities and emerging issues
- Valuable engagement opportunities with and for police, forensic science service providers, key stakeholders and industry
- Knowledge hub for information sharing and connecting police
- Annual Trends Analysis and Environmental Scans
- Cross-jurisdictional policies and instruments
- Research and good practice benchmarking
- Education and training products

Level 24  
 Victoria Police Centre  
 311 Spencer Street  
 DOCKLANDS VIC 3008  
 DX 210096 Melbourne  
 Phone: 61 3 9606 4515  
 Email: [secretariat.support@anzpaa.org.au](mailto:secretariat.support@anzpaa.org.au)  
 Web: [anzpaa.org.au](http://anzpaa.org.au) Twitter: @ANZPAA



# ANZPAA Governance

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

The Australia New Zealand Council of the Police Profession (ANZCoPP) governs the work ANZPAA undertakes for Council in

relation to the police profession, education and training. ANZCoPP comprises the members of the ANZPAA Board and the Presidents of the peak employee associations in Australia and New Zealand; the Police Federation of Australia and the New Zealand Police Association.



## Strategic Governance

ANZPAA Board  
ANZCoPP

## Operational Governance & Collaborations

ANZFEC  
ANZPAA Networks & Groups  
ANZPAA NIFS Groups

## Key External Engagements

ANZPCF / AIPM / ACIC  
ABF / DC-OMM  
ANZCTC / AFAC  
VET / Industry

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# Foreword

## ANZPAA Board Chair

2020-21 has seen us navigating the greatest health and economic crisis any of us have ever seen. As policing faced unique operational challenges and pressures, ANZPAA delivered what we needed, when we needed it. From facilitating COVID-19 leadership digital meetings, to continuing to deliver a range of cross-jurisdictional products, research, expert advice, and online forums. ANZPAA delivered strategic foresight to stimulate discussions and gave us expert analysis on the complex and fast paced changes and its implications for policing.

I am honoured to succeed Commissioner Darren Hine AO APM as the new Chair of the ANZPAA Board. On behalf of all Police Commissioners and stakeholders, I would like to take this opportunity to acknowledge the enormous contribution he has made over the past 6 and a half years as Chair of the ANZPAA Board and thank him for his dedication. His legacy leaves ANZPAA extremely well placed for the future.

I also would like to thank outgoing ANZPAA CEO, Katherine Van Gorp, for her invaluable work over the past five years. On behalf of the Board, I thank Katherine for her commitment to transforming ANZPAA into a strong, resilient, and agile agency supporting policing in Australia and New Zealand.

As incoming Chair, I will ensure ANZPAA continues to build on the body of knowledge that will prepare policing for new opportunities and challenges. While we are uncertain as to what the future holds, I thank ANZPAA for continuing to find ways to keep important conversations going despite major disruptions. My focus will be to continue to position and support policing by ensuring we have a forward looking, strategic focus, while also enabling an agile and dynamic response to current issues and trends emerging impacting on law enforcement.



**Commissioner  
Grant Stevens APM**

South Australia Police

# CEO's Message

Our priority at ANZPAA is to support police jurisdictions across Australia and New Zealand to deliver capable and future ready police forces; a role that has never been more important as we continue to navigate and draw lessons from COVID-19.

I wish to acknowledge the leadership of our outgoing Board Chair, Commissioner Darren Hine AO APM. It has been my honour and privilege to work with Commissioner Hine through a period of unprecedented change and transformation at ANZPAA. I also extend a warm welcome to our new Chair, Commissioner Grant Stevens APM, who assumes the role at an exciting time to strategically take the organisation into the future.

I thank our many stakeholders and the Board who have collaborated and shared in our vision in 2020-21. Under the *ANZPAA Strategy 2020-25* released in 2020, we articulated the joint vision of the Board and the agency and highlighted the true value of ANZPAA for policing; our value lies in addressing risk, enhancing practice, shaping stronger connections, and advising and supporting the jurisdictions to position policing for the future.

Across these areas, this report highlights the many deliverables and outcomes achieved in 2020-21. We know every crisis brings hidden opportunities and this year we continued to evolve our ability to be responsive and agile in meeting new and emerging priorities, delivering ten COVID Issue Briefs, four Emerging Issue Briefs and six Environment Scans to provide timely advice to policing. We continued to provide practical evidence-based research and advice to jurisdictions around key operational challenges, including workforce capability, mental health, use of force, and community perceptions, trust and legitimacy of law enforcement. I am very proud we launched the Engender Change initiative in the forensic community with great success, released the new ANZCoPP Strategic Framework and continued the successful collaboration on national matters, including road policing, family violence and VET.

As I end my chapter with ANZPAA, it has been a tremendous honour and privilege to lead the ANZPAA team. I express my deepest gratitude to the ANZPAA leadership team and all staff for their resourcefulness and flexibility, which saw the agency achieve unprecedented output levels despite the challenges posed during the year – both professionally and personally – by COVID-19 and government restrictions.

With an agency emphasis on collaboration, flexibility, and innovative change, I am confident that ANZPAA will continue to deliver value for policing in the years ahead.




**Katherine Van Gorp**  
Chief Executive Officer,  
ANZPAA

# Addressing Risk


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.

- Identified changes in the police operating environment through the delivery of six Environment Scans, the *2020 ANZPAA Annual Trends Analysis* and four Emerging Issue briefs.
- Supported police to address emerging strategic and operational challenges posed by COVID-19 through issuing 10 COVID-19 briefings.
- Researched and advised police leaders on key policing priorities including trust, community perceptions, drugs and alcohol, deaths in custody, cybercrime, missing persons, and child abuse.
- Mitigated risk to jurisdictions by analysing and mapping implemented recommendations from the Royal Commission into Aboriginal Deaths in Custody.
- Supported frontline police by developing the *ANZPAA Guide for Police to Counter Espionage and Foreign Interference*.
- Informed strategic decision making of police leaders by critically analysing the illegal transfer of firearms through interstate movements.
- Ensured continued forensic value and cost saving efficiencies to jurisdictions by developing the After the Fact Online Proficiency Self-Assessment Test to evaluate the competency of 525 crime scene practitioners.
- Supported police through identifying future workforce challenges through the development of the Skills and Capability Profile.
- Promoted the reliability of forensic science through identifying research priorities and improved trust in six forensic science disciplines through assessment of the underpinning science.
- Identified tactics, tools and strategies to recruit the next generation of police employees.
- Expedited knowledge exchange and connections among police jurisdictions by facilitating 35 access requests.
- Mitigated legal risks to jurisdictions by facilitating responses to 14 legal requests.



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# Enhancing Practice

We promote consistent good practice and explore ways to optimise resources in a cost effective and sustainable way.

- Showcased and shared enterprising and innovative ideas across Australian and New Zealand police agencies through the Policing Innovator publication.
- Promoted information sharing and coordination of multi-agency investigations of serious and organised crime through the review and development of the *Australia New Zealand Protocol for the Management of Multi-Agency Investigation of Serious and Organised Crime*.
- Informed diversity, recruitment, and retention conversations focused on the inclusion of Aboriginal and Torres Strait Islander (ATSI) and Māori peoples within jurisdictions.
- Encouraged collaboration among forensic agencies and researchers on operationally relevant research and innovation through the launch of the ANZPAA *NIFS Research and Innovation Roadmap 2020-2025*.
- Supported robust statistical analysis within policing through management of the contract for the *National Survey of Community Satisfaction with Policing*.
- Provided options to streamline processes, generate cost savings and enhance delivery of illicit drug analysis results to police by mapping jurisdictional workflows.
- Ensured robust and fit for purpose national certification of 381 firearm, crime scene and fingerprint experts via the Australasian Forensic Science Assessment Body (AFSAB).
- Supported continued and consistent good practice in cross-jurisdictional planned and unplanned events through the review and revision of the *Memorandum of Understanding for Police Assistance to Neighbouring States*.
- Informed police operational and workforce planning by identifying workforce trends for Australia and New Zealand through the *Workforce Demographics Report*.
- Strengthened cross-jurisdictional assistance and collaboration by developing the *Australia New Zealand Policing Capability Guidelines for Physical Surveillance* and progressing the *Capability Guidelines for Forensic Operations and Police Technical Unit*.
- Identified insights into police use-of-force through extensive data analysis.
- Enhanced co-operation and consistency of practice by reviewing the *Memorandum of Understanding Between Police Jurisdictions for the Management of Outstanding Interstate Warrants*.



# Provided options to streamline processes, generate cost savings and enhance delivery of illicit drug analysis results to police by mapping jurisdictional workflows

- Promoted jurisdictional implementation of the ANZPAA *Anti-racism and Cultural Diversity Principles* and the *ANZPAA Education and Training Guidelines for Anti-racism and Cultural Diversity*.
- Promoted social cohesion between police and diverse communities by consulting and reviewing the *Practical Reference to Religious and Spiritual Diversity for Operational Police*
- Promoted consistency and alignment with contemporary education and training practices by reviewing ANZPAA education and training guidelines and Police Training Package qualifications.
- Identified themes and potential risks relating to police motorcycle rider training, through international benchmarking and current best practice analysis.
- Provided a knowledge platform for police through relaunching an enhanced, user friendly ANZPAA Extranet.




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**Informed diversity, recruitment, and retention conversations focused on the inclusion of Aboriginal and Torres Strait Islander (ATSI) and Māori peoples within jurisdictions.**

# 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.


- Presented key insights from the 2020 ANZPAA *Annual Trends Analysis* to Executive Commands across Australia and New Zealand policing and courses at the Australian Institute of Police Management.
- Advised police leaders on emerging technologies, building on the body of knowledge relating to policing trust and legitimacy.
- Facilitated collaboration and information sharing between Australian and New Zealand Police Commissioners throughout the COVID-19 pandemic, convening meetings of Police Commissioners across Australia and New Zealand.
- Promoted sharing and learning through ANZPAA groups such as the ANZPAA Family Violence Network, Police Profession Network, Workforce Capability and Diversity Network, Collaborative Procurement Network, Training and Education Advisory Group, Australia New Zealand Counter Terrorism Committee Advisory Group, Heavy Vehicle Reference Group, Cross Border Working Group, Disaster Victim Identification Committee, Chemical Warfare Agent Laboratory Network and Specialist Forensic Advisory Groups.
- Engaged leaders to help achieve gender equality and a significant and sustainable increase in the representation of women leaders in forensic science through the launch of the Engender Change program.
- Promoted international connections by engaging and partnering with international stakeholders such as the International Association of Chiefs of Police, Canadian Association of Chiefs of Police, Interpol, International Forensic Strategic Alliance, and various international policing agencies.
- Promoted the policing voice and input into conversations with national agencies such as national road safety bodies, the Vocational Education and Training Sector, National Transport Commission, the Australia-New Zealand Counter-Terrorism Committee, Department of Home Affairs, Department of Defence, Department of Social Services and other relevant industry, government, and research groups.
- Maximised investigative value for jurisdictions by advising on an enhanced national DNA database capable of meeting current and future operational needs.
- Expedited knowledge exchange and connection among police jurisdictions by facilitating 159 jurisdictional information requests.



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# 2021

