

ANZPAA National Institute of Forensic Science

BUSINESS PLAN

2017–2018



ANZPAA
Australia New Zealand
Policing Advisory Agency



OUR STRATEGIC INTENT PROMOTE AND FACILITATE EXCELLENCE IN FORENSIC SCIENCE

The National Institute of Forensic Science is a directorate within the Australia New Zealand Policing Advisory Agency (ANZPAA)

ANZPAA VISION

Driving excellence in Australian and New Zealand Policing

ANZPAA MISSION

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

Acknowledgements

ANZPAA acknowledges Aboriginal and Torres Strait Islanders are Australia's first peoples and the traditional owners and custodians of the land on which we work. ANZPAA is committed to fulfilling the principles of New Zealand's founding document The Treaty of Waitangi (Tiriti o Waitangi). Central to the principles is a common understanding that all parties will relate and participate with each other in good faith with mutual respect, co-operation and trust.

This Business Plan is the direct result of the hard work and collaboration of the ANZPAA NIFS and ANZPAA teams and the generous forensic stakeholders who provided important input and feedback.

DIRECTOR AND CHAIR'S WELCOME

The Australia New Zealand Policing Advisory Agency National Institute of Forensic Science (ANZPAA NIFS) and the Australia New Zealand Forensic Executive Committee (ANZFEC) are pleased to present the *ANZPAA NIFS Business Plan 2017-2018* (the Plan).

The Plan represents the second year of ANZPAA NIFS under the new operating framework and builds upon the strong foundations and key strategic partnerships that we have established across all sectors of forensic science. The Plan aligns with the priorities set out in the *ANZPAA NIFS Strategic Plan 2016-2019* that was endorsed by ANZFEC and approved by the ANZPAA Board comprised of Australia and New Zealand Police Commissioners.

ANZFEC now represents every government forensic science service provider in Australia and New Zealand, demonstrating the forensic science community's interest in working together, its investment in ANZPAA NIFS and strong support for our work program.

The work program outlined in this Plan signals a maturing of ANZPAA NIFS and our activities that will realise the important benefits of the new strategic direction which has been introduced over the past two years. One of our key projects this year will be the implementation of a roadmap for the advancement of forensic science both nationally and internationally.

2017 is a significant year for ANZPAA NIFS as it marks the 25th year since the establishment of the Institute. We would like to take this opportunity to thank all of the forensic science community; policing agencies; health departments; government and academic institutions for their support and investment in ANZPAA NIFS over the last 25 years. We have an exciting year ahead and we are looking forward to working with all of our key stakeholders and partners to promote and facilitate excellence in forensic science.



Inspector John Walker
Chair, ANZFEC



Dr Linzi Wilson-Wilde OAM
Director, NIFS



OUR GOVERNANCE

We are governed by a planning and work program framework. This framework is underpinned by a three year Strategic Plan approved by the ANZPAA Board. The Australia New Zealand Forensic Executive Committee (ANZFEC) comprising representatives from the forensic service providers of our funding agencies, has oversight of the delivery of the Strategic Plan via our annual Business Plan.

The role of the Committee is to:

PROVIDE

relevant advice and recommendations to ANZPAA NIFS, including on contemporary and emerging forensic science issues

SUPPORT

the development and implementation of an annual Business Plan for projects and services

REPORT

on the achievement of milestones within the annual business plan

Current ANZFEC member agencies:



ABOUT US

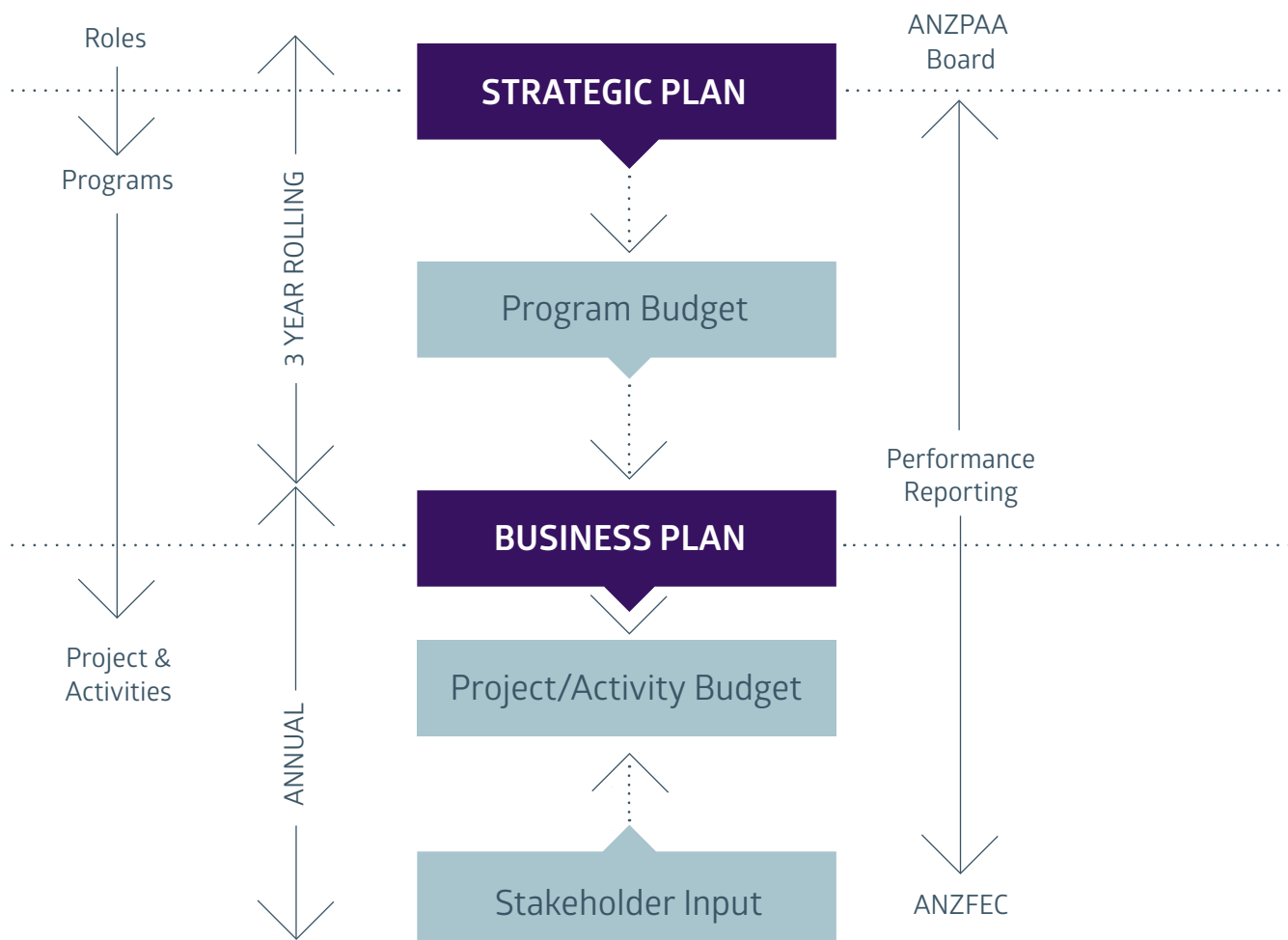
The National Institute of Forensic Science is a directorate within the Australia New Zealand Policing Advisory Agency (ANZPAA NIFS).

We have a wide range of stakeholders across policing agencies, health and justice agencies, and academic institutions. We also maintain strong strategic partnerships with standards agencies, accreditation organisations, common policing agencies, the judiciary and the international forensic community.

Our role is to work with stakeholders and partners to identify and address strategic priorities for the advancement of forensic science in Australia and New Zealand.

In pursuit of this outcome, we provide the following services to our forensic stakeholders:

- **Sponsor and support** research in forensic science
- **Advise and assist** with the development and co-ordination of forensic science services
- **Gather and exchange** forensic information
- **Support, co-ordinate and conduct** training programs in forensic science for practitioners
- **Conduct** relevant quality assurance programs




OUR STRATEGIC FRAMEWORK

Our strategic programs were developed in close collaboration with key forensic leadership and subject matter expert groups. They are designed to address priority needs and issues in forensic science. Our work priorities are aligned to ANZPAA NIFS roles to ensure the delivery of our work program.

1


CO-ORDINATION



<p>OPERATIONAL CAPABILITY PROGRAM <i>Supporting and strengthening current forensic science services</i></p> <ul style="list-style-type: none"> · Maximise opportunities for engagement with stakeholders · Facilitate and support forensic capability groups · Strengthen underpinning science and fundamentals for current forensic science capabilities · Minimise impact of emerging risks in forensic science 	<p>OPERATIONAL EFFECTIVENESS PROGRAM <i>Improving the way forensic science services are delivered</i></p> <ul style="list-style-type: none"> · Co-ordinate procurement options to realise savings to agencies · Inform forensic science policy development · Facilitate and co-ordinate Australia and New Zealand forensic science projects
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INNOVATION



<p>RESEARCH AND INNOVATION STRATEGY PROGRAM <i>Driving strategic research and innovation forward planning</i></p> <ul style="list-style-type: none"> · Review and provide guidance on current and emerging research, technology and innovation · Develop a strategic approach to investment in research, development and innovation 	<p>CAPABILITY DEVELOPMENT PROGRAM <i>Enhancing the way we assess, adopt and implement new forensic science tools</i></p> <ul style="list-style-type: none"> · Assess new and emerging technology and innovations · Facilitate the extension and operationalisation of new technology and innovations · Facilitate adaption and integration of new research, technology and innovations 	<p>ENGAGEMENT AND RECOGNITION PROGRAM <i>Encouraging and recognising forensic science excellence</i></p> <ul style="list-style-type: none"> · Recognise and promote research in forensic science · Recognise and promote excellence in forensic science
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INFORMATION MANAGEMENT



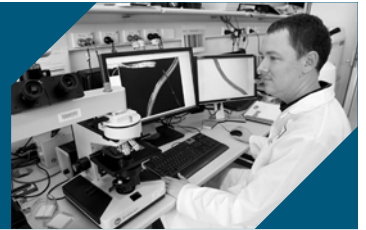
SPECIALIST ADVICE PROGRAM

Maximising the exchange of forensic science information and enhancing communication

- Maximise opportunities to gather forensic science information
- Provide a mechanism to store forensic science information
- Provide opportunities to share forensic information

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EDUCATION & TRAINING



EDUCATION AND TRAINING PROGRAM

Identifying and delivering Australia and New Zealand forensic training needs

- Facilitate specialised forensic science workshops
- Increase the potential for standardised forensic science education and training

5

QUALITY



CERTIFICATION PROGRAM

Promoting and delivering certification of forensic science experts

- Provide a robust mechanism for forensic science practitioner certification

PROFICIENCY TESTING PROGRAM

Ensuring the production and delivery of the proficiency test programs

- Develop and co-ordinate a quality proficiency test for crime scene
- Maximise the leverage in purchasing power for proficiency tests

STANDARDS PROGRAM

Leading the development and supporting the application of forensic science standards

- Participate in the development of and promote the application of forensic science standards

CO-ORDINATION

Building jurisdictional and cross-jurisdictional capability through protocols, products and enhanced implementation support

Operational Capability Program

Supporting and strengthening current forensic science services

Maximise opportunities for engagement with stakeholders

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Maximise engagement with ANZFEC stakeholders · Leverage off national and international networks by attending and contributing at meetings · Develop and enhance partnerships with academia to promote the advancement of the forensic sciences 	<ul style="list-style-type: none"> · Three ANZFEC meetings facilitated per year · Four quarterly reports on the ANZPAA NIFS work program distributed per year · Two national meetings attended and contributions made · One international meeting attended and contributions made · Two meetings with academia attended and contributions made

Facilitate and support forensic capability groups

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Facilitate and attend forensic science ANZPAA Disaster Victim Identification Committee (ADVIC) capability group meetings and teleconferences · Facilitate ADVIC capability group capacity building initiatives · Facilitate and attend forensic science Chemical Warfare Agent Laboratory Network (CWALN) capability group meetings and teleconferences · Facilitate CWALN capability group capacity building initiatives 	<ul style="list-style-type: none"> · Annual ADVIC meeting facilitated and attended · ADVIC initiative to build capacity facilitated · ADVIC Chair attendance at two INTERPOL meetings facilitated · CWALN meeting facilitated and attended

Strengthen underpinning science and fundamentals for current forensic science capabilities

PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Identify the requirements of a good quality empirical study for validating forensic science methods and opinions · Review and identify gaps in the status of underpinning science for selected human based forensic science disciplines 	<ul style="list-style-type: none"> · Guideline outlining the elements of a good quality empirical study for validating forensic science methods and opinions released · Review on underpinning science for selected human based forensic science disciplines completed and report released



Operational Effectiveness Program

Improving the way forensic science services are delivered

Co-ordinate procurement options to realise savings to agencies

ONGOING ACTIVITIES

- Undertake procurement projects on behalf of jurisdictions thereby ensuring that their combined purchasing power results in significant financial savings
- Facilitate centralised access to drug reference standards in order to reduce duplication of effort and ensure significant cost savings to forensic science agencies

PERFORMANCE INDICATORS

- Annual negotiation for deoxyribonucleic acid (DNA) consumables undertaken on behalf of forensic science laboratories
- Drug reference collection facilitated on behalf of forensic science laboratories

Inform forensic science policy development

PROJECT ACTIVITIES

- Develop training and education materials to assist in the implementation of the National Policy for Cross-Jurisdictional Familial DNA Searching for the Investigation of Crime in Australia

PERFORMANCE INDICATORS

- Training and educational materials developed and released

Facilitate and co-ordinate Australia and New Zealand forensic science projects

PROJECT ACTIVITIES

- Commence a review of forensic science practitioner groups managed by ANZPAA NIFS
- Undertake an assessment of the viability of a Rapid DNA workflow in Australia and assess the potential impact for police investigations
- Communicate the results of the Evaluative Reporting Guide to the forensic science community

PERFORMANCE INDICATORS

- Consultation with forensic science practitioner groups completed, recommendations determined and report released
- Assessment performed for the nominated jurisdictions and report summarising workflow considerations and investigative potential released
- Results of the Evaluative Reporting Guide communicated to the forensic science community

INNOVATION

Contributing to a creative and innovative forensic science body of knowledge

Research and Innovation Strategy Program

Driving strategic research and innovation forward planning

Review and provide guidance on current and emerging research, technology and innovation

ONGOING ACTIVITIES

- Leverage off national and international conferences by contributing and bringing learnings back to forensic stakeholders

PERFORMANCE INDICATORS

- Learnings from one national and international conference returned to the Australia New Zealand forensic science community

PROJECT ACTIVITIES

- Develop recommendations stemming from the Forensic Science Summit

PERFORMANCE INDICATORS

- Forensic Science Summit Recommendations developed and implementation commenced

Develop a strategic approach to investment in research, development and innovation

PROJECT ACTIVITIES

- Co-ordinate the approval process for externally managed projects from the Research & Innovation Roadmap

PERFORMANCE INDICATORS

- Project submissions from external agencies managed and assessed, and approved projects reported to ANZFEC via an External Project Dashboard

Capability Development Program

Enhancing the way we assess, adopt and implement new forensic science tools

Assess new and emerging technology and innovations

PROJECT ACTIVITIES

- Undertake an assessment of the Parabon® Snapshot™ service in the Australia New Zealand context

PERFORMANCE INDICATORS

- Report detailing the results of the Parabon® Snapshot™ testing released

Facilitate the adaption and integration of new research, technology and innovations

PROJECT ACTIVITIES

- Develop guidelines for facial identification to promote good and interoperable practice in Australia and New Zealand

PERFORMANCE INDICATORS

- Guidelines for facial identification created and released



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Engagement and Recognition Program

Encouraging and recognising forensic science excellence

Recognise and promote research in forensic science

ONGOING ACTIVITIES

- Manage the ANZPAA NIFS Best Paper Awards which promote collaboration between academia and industry to engage in research that benefits forensic science agencies and encourages forensic practitioners to participate in research and stay informed of emerging research

PERFORMANCE INDICATORS

- ANZPAA NIFS Best Paper Awards submissions are received, assessed and winners notified

Recognise and promote excellence in forensic science

ONGOING ACTIVITIES

- Manage the John Harber Phillips Award which promotes and recognises excellence in forensic science

PERFORMANCE INDICATORS

- Launch the 2018 John Harber Phillips Award and seek nominations from the forensic science community

Facilitate the extension and operationalisation of new technology and innovations

PROJECT ACTIVITIES

- Explore options for the creation of a Strategic Leadership Workshop to be named after the former Senior Managers of Australian and New Zealand Forensic Laboratories (SMANZFL)

PERFORMANCE INDICATORS

- Options paper developed for a Strategic Leadership Workshop to be named after the former SMANZFL

INFORMATION MANAGEMENT

Facilitating information-sharing and cross-jurisdictional dialogue and events

Specialist Advice Program

Maximising the exchange of forensic science information and enhancing communication

Maximise opportunities to gather forensic science information

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Facilitate nine Specialist Advisory Group (SAG) meetings to leverage specialist knowledge between agencies and provide opportunities for collaboration and sharing of resources 	<ul style="list-style-type: none"> Joint SAG meeting held, followed by nine separate SAG meetings facilitated and attended by ANZPAA NIFS personnel Quality Managers Specialist Advisory Group (QMSAG) meeting held

Provide a mechanism to store forensic science information

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Process new accounts and maintain the ANZPAA NIFS Secure Server to exchange and share resources, learnings and information between agencies thereby promoting consistency between jurisdictions 	<ul style="list-style-type: none"> New accounts processed as required and ANZPAA NIFS Secure Server maintained and utilised by SAGs

Provide opportunities to share forensic science information

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Publish four ANZPAA NIFS News annually and ensure the ANZPAA NIFS public website is kept up-to-date to increase public awareness Maintain a resource register and a public helpdesk to provide access to forensic resources for police and the judiciary 	<ul style="list-style-type: none"> Four ANZPAA NIFS News published annually ANZPAA NIFS public website maintained and updated Resource register updated



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“ANZPAA NIFS brings together the many forensic science service providers in Australia and New Zealand to ensure that no opportunity is missed for advancing forensic science in support of the judicial system and victims of crime”

INSPECTOR JOHN WALKER, ANZFEC CHAIR



EDUCATION AND TRAINING

Facilitating training programs in forensic science skills and knowledge development

Education and Training Program

Identifying and delivering Australia and New Zealand forensic training needs

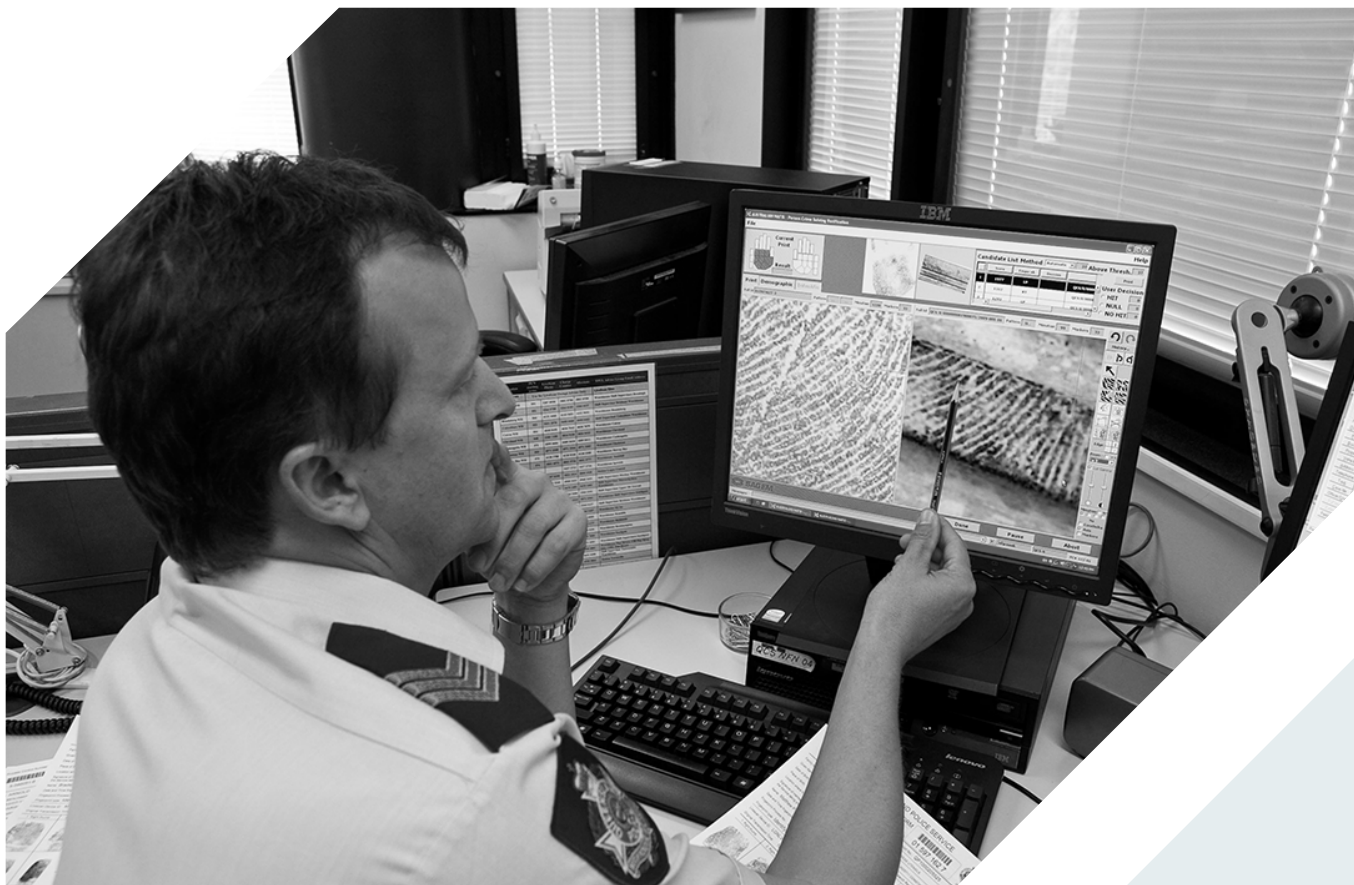
Facilitate specialised forensic science workshops

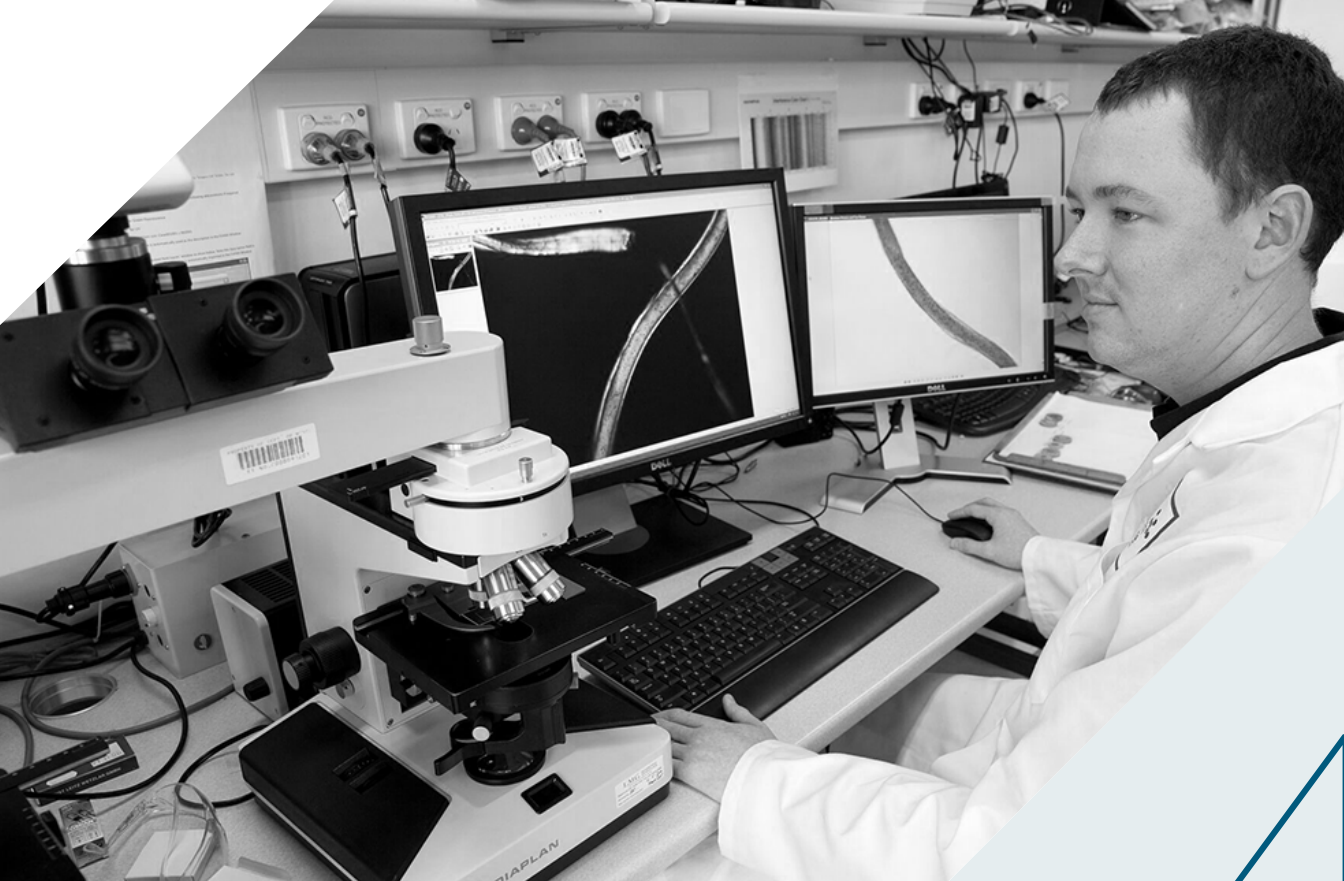
ONGOING ACTIVITIES

- Leverage off resources in order to reduce costs to forensic science agencies for specialised training needs and increase training opportunities for experts by providing funding and facilitation to six approved workshops
- Facilitate the Ian Riebeling New Practitioners Workshop in conjunction with the Australian and New Zealand Forensic Science Society (ANZFSS) Symposium

PERFORMANCE INDICATORS

- Six forensic science workshops facilitated and held
- Ian Riebeling New Practitioners Workshop abstract submitted to ANZFSS for consideration





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“It was great having a broad range of experts available to share knowledge/ experience and being open to questions. Brilliant case studies and presenters”

PARTICIPANT FEEDBACK, IAN RIEBLING NEW PRACTITIONERS WORKSHOP 2016



QUALITY

Conducting quality assurance programs, developing standards and managing the practitioner certification program

<h2>Certification Program</h2> <p><i>Promoting and delivering certification of forensic science experts</i></p>	
Provide a robust mechanism for forensic science practitioner certification	
ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Process new applications and re-certifications for the Australasian Forensic Field Sciences Accreditation Board (AFFSAB) Manage the AFFSAB Board meetings and continually strive to improve processes 	<ul style="list-style-type: none"> Annual re-certification of AFFSAB members completed AFFSAB annual Board meeting held and AFFSAB policy updated
PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Implement the recommendations from the AFFSAB Review to streamline and standardise the AFFSAB policy and processes 	<ul style="list-style-type: none"> Revised AFFSAB Policy and Processes document developed and released Approved recommendations for changes to the AFFSAB process implemented

<h2>Proficiency Testing Program</h2> <p><i>Ensuring the production and delivery of the proficiency test programs</i></p>	
Develop and co-ordinate a quality proficiency test for crime scene	
ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Facilitate the development of the annual After the Fact (AtF) scenarios Co-ordinate practitioner access to the AtF test and assessment of results Process adhoc requests to use the AtF test 	<ul style="list-style-type: none"> 2017 AtF test developed and released 2017 AtF test results assessed and distributed to participating agencies All access accounts are created in a timely manner
PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Undertake a review of ANZPAA NIFS intellectual property (IP) and provide management options for ANZPAA Board consideration Facilitate and manage the activities associated with the redevelopment of the After the Fact (AtF) web-based platform from Flash to HTML5 Document the processes involved in the yearly production of AtF Review options for trade marking AtF within Australia 	<ul style="list-style-type: none"> Review of ANZPAA NIFS IP undertaken and management options provided to the ANZPAA Board for consideration HTML5 beta test carried out and decision made regarding implementation date of new AtF web-based platform Documented procedure for the yearly production of AtF developed Options brief prepared for trade marking AtF within Australia



5

Maximise the leverage in purchasing power for proficiency tests

ONGOING ACTIVITIES

- Co-ordinate the procurement and distribution of agreed proficiency tests
- Collate and disseminate the results of agreed proficiency tests

PERFORMANCE INDICATORS

- Proficiency testing programs procured and distributed on an annual basis realising cost savings to forensic science agencies
- Proficiency test results distributed effectively to meet test deadlines

Standards Program

Leading the development and supporting the application of forensic science standards


Participate in the development of and promote the application of forensic science standards

ONGOING ACTIVITIES

- Participate in Standards Australia (SA) forensic science related committees
- Chair and participate in International Organization for Standardization Committee ISO TC272
- Participate and contribute to the National Association of Testing Authorities (NATA) Forensic Science Accreditation Advisory Committee (FSAAC)
- Provide advice on the application of standards and quality systems

PERFORMANCE INDICATORS

- Relevant SA committee meetings attended and contributions made
- ISO TC272 meeting chaired and contributions made
- NATA FSAAC meetings attended and contributions made

The background consists of several overlapping geometric shapes in various shades of purple and maroon. A large, light purple shape is in the upper left, a dark maroon shape is in the upper right, and a large, dark purple shape is in the lower right. The shapes are separated by thin white lines.

Photos courtesy of:
- ChemCentre
- New South Wales Police Force
- ©Craig Sillitoe Photography (Victoria Police)

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