

ANZPAA National Institute of Forensic Science

BUSINESS PLAN

2016–2017



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. 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

On behalf of the Australia New Zealand Policing Advisory Agency National Institute of Forensic Science (ANZPAA NIFS) and the Australia New Zealand Forensic Executive Committee (ANZFEC) we are proud to launch the ANZPAA NIFS Business Plan 2016-2017 (the Plan).

This Plan is a two-year culmination of considerable effort working alongside our stakeholders, to review ANZPAA NIFS and set the strategic direction for the Institute into the future.

The work program outlined in this Plan provides us with an exciting foundation, in which we can assess the current status of forensic science in Australia and New Zealand and determine key priority areas for development, change, improvement and investment. The projects contained within this plan are aimed at establishing a constructive roadmap for the advancement of forensic science in both countries and internationally.

The Plan is the working application of the ANZPAA NIFS Strategic Plan 2016-2019, which outlines at a higher level our programs of work for the coming year.

For the first time, we have integrated our ongoing and project activities into an operational framework. This will provide our forensic stakeholders with full visibility of our work and achievements.

One of our primary tasks for the year is to build strong, constructive and transparent relationships with all our key stakeholders. A key element in achieving this is through quarterly and annual reporting. Reporting on our work program allows us to balance resources appropriately between our ongoing work and ensuring we are flexible to new priorities or challenges.

The goals and outcomes in this Plan are aligned to measurable indicators and are the product of many months of collaborative work undertaken by our engaged partners in all sectors of forensic science, including police, health, government and academia.

We are very excited to be working with the forensic stakeholders of Australia, New Zealand and internationally to deliver on this ambitious and exciting Plan.



Kevin Forward
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 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

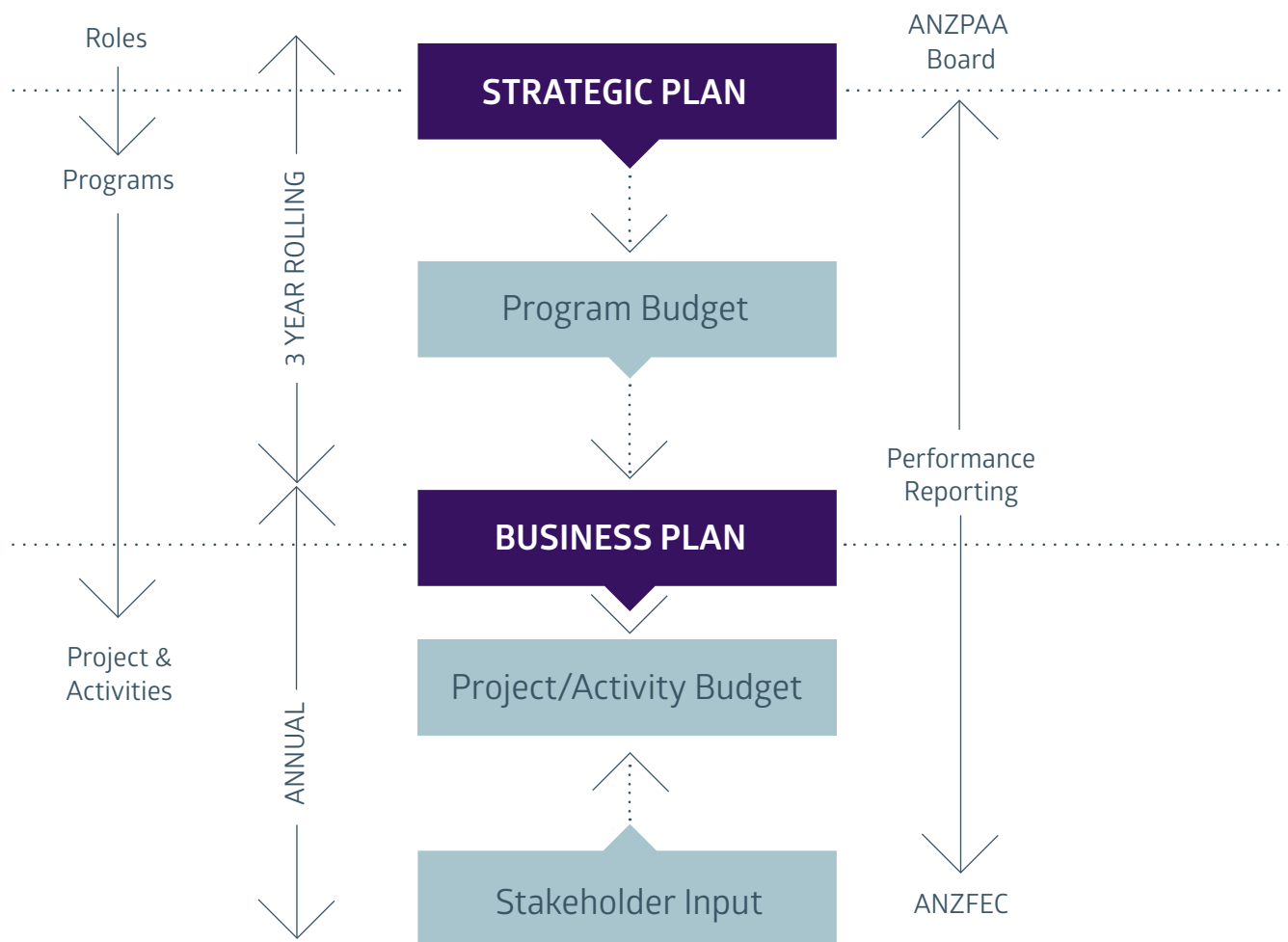
The National Institute of Forensic Science is a directorate within the Australian and New Zealand Policing Advisory Agency (ANZPAA NIFS).

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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2

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



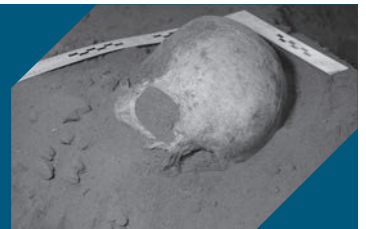
SPECIALIST ADVICE PROGRAM

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

4

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 the ANZFEC member agencies · Leverage off Australia, New Zealand 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"> · Relevant Australian Criminal Intelligence Commission (ACIC) meetings attended and input provided · One international meeting attended and outcomes provided to the forensic science community · Two meetings with academia attended and input provided · Four ANZFEC meetings held per year and relevant issues and information provided

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) and Chemical Warfare Agent Laboratory Network (CWALN) capability group meetings and teleconferences · Facilitate ADVIC and CWALN capability group capacity building initiatives 	<ul style="list-style-type: none"> · ADVIC meeting attended and co-ordination and communication between the agencies facilitated · CWALN meeting attended and advice provided to guide the development of a new structure and operating framework · New structure and operating framework of CWALN implemented

Strengthen underpinning science and fundamentals for current forensic science capabilities

PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Undertake a project to determine indicative error rates for major forensic sciences · Review and identify gaps in the status of underpinning science for selected human based forensic science disciplines · Prioritise work required on underpinning science for inclusion into the Research and Innovation (R&I) Roadmap 	<ul style="list-style-type: none"> · Indicative error rates communicated to the forensic science community · Review on underpinning science for forensic disciplines completed and report released · Prioritised forensic science requirements identified and incorporated into the R&I Roadmap

Minimise the impact of emerging risks in forensic science

PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Collate existing Specialist Advisory Group (SAG)/ANZFEC agency responses to expert testimony court requirements 	<ul style="list-style-type: none"> · Collated information on expert testimony court requirements available to the forensic science community on the ANZPAA NIFS Secure Server



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) analysis consumables completed on behalf of forensic science laboratories
- Drug reference collection facilitated on behalf of forensic science laboratories

Inform forensic science policy development

PROJECT ACTIVITIES

- Review the draft policy on familial DNA searching in Australia and progress for approval

PERFORMANCE INDICATORS

- Reviewed policy on familial DNA searching approved and available for cross-jurisdictional use

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

PROJECT ACTIVITIES

- Implementation of the ANZPAA NIFS Review
- Develop a guideline for Evaluative/Bayesian reporting
- Report on the outcomes of the End-to-End, Phase 2 project
- Report on the outcomes of the Interfaces, Phase 2 project

PERFORMANCE INDICATORS

- Report on the ANZPAA NIFS Groups Review approved and implemented
- Guide to Evaluative Reporting/Bayesian Reporting released
- Peer reviewed publication on the End-to-End project submitted
- Peer reviewed publication on the Interfaces project submitted

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	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Leverage off Australia, New Zealand and international conferences by contributing and bringing learnings back to forensic stakeholders 	<ul style="list-style-type: none"> · Learnings from one Australia or New Zealand conference, and one international conference returned to the forensic science community
PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Participate in the 2016 Forensic Science Summit 	<ul style="list-style-type: none"> · Forensic Science Summit held and outcomes report delivered

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

PROJECT ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Identify and prepare a scanning paper on current research and innovation (R&I) activities · Develop a strategic framework for investment in R&I · Develop a prioritised Roadmap for ANZPAA NIFS R&I investment 	<ul style="list-style-type: none"> · Scanning paper on current research and development activities released · R&I Strategy approved and implemented · R&I Roadmap released

Engagement and Recognition Program

Encouraging and recognising forensic science excellence

Recognise and promote research in forensic science

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · 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 	<ul style="list-style-type: none"> · ANZPAA NIFS Best Paper Awards submissions are assessed, winners notified and awards presented

Recognise and promote excellence in forensic science

ONGOING ACTIVITIES	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> · Manage the John Harber Phillips Award which promotes and recognises excellence in forensic science 	<ul style="list-style-type: none"> · John Harber Phillips Award submissions are assessed, winner notified and award presented



Capability Development Program

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

Assess new and emerging technology and innovations

PROJECT ACTIVITIES

- Report on the outcomes of the Rapid DNA project

PERFORMANCE INDICATORS

- Peer reviewed publication on the Rapid DNA project submitted

Facilitate the extension and operationalisation of new technology and innovations

PROJECT ACTIVITIES

- Maintain a watching brief on emerging science and technology, including Massively Parallel Sequencing

PERFORMANCE INDICATORS

- Watching brief on emerging science and technology released

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

PROJECT ACTIVITIES

- Identify projects from the R&I Roadmap and determine using the R&I Strategy how they can be facilitated

PERFORMANCE INDICATORS

- Plan to deliver R&I Roadmap approved
- Emerging projects are identified and planned

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

- Facilitate nine Specialist Advisory Group (SAG) meetings to leverage specialist knowledge between agencies and provide opportunities for collaboration and sharing of resources

PERFORMANCE INDICATORS

- Nine SAG meetings held and action plans developed
- New operational model for ANZPAA NIFS funding and support to the SAGs approved and implemented
- Reporting of ANZPAA NIFS facilitated SAG activities to ANZFEC implemented

Provide a mechanism to store forensic science information

ONGOING ACTIVITIES

- 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

PERFORMANCE INDICATORS

- New accounts processed and ANZPAA NIFS Secure Server maintained and developed
- Increase in usage of the ANZPAA NIFS Secure Server

Provide opportunities to share forensic science information

ONGOING ACTIVITIES

- Increase public awareness through the ANZPAA NIFS News and website
- Maintain a resource register and a public helpdesk to provide access to forensic resources for police and the judiciary

PERFORMANCE INDICATORS

- Four ANZPAA NIFS News published annually
- ANZPAA NIFS public website maintained and updated to provide current information
- Resource register updated



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“NIFS is an internationally respected agency with no counterpart in any other country”

THE HONOURABLE FRANK VINCENT AO QC



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
- Facilitate and run the Ian Riebeling New Practitioners Workshop in conjunction with the Australian and New Zealand Forensic Science Society (ANZFSS) Symposium

PERFORMANCE INDICATORS

- Five forensic science workshops facilitated
- Ian Riebeling New Practitioners Workshop held at the ANZFSS Symposium





4

“As in any area of law enforcement, we know we work best when we work in partnership, and NIFS is a great example of that in action”

CHIEF COMMISSIONER GRAHAM ASHTON AM



QUALITY

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

Certification Program

Promoting and delivering certification of forensic science experts

Provide a robust mechanism for forensic science practitioner certification

ONGOING ACTIVITIES

- 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

PERFORMANCE INDICATORS

- Ensure timely and accurate re-certification of AFFSAB members is completed
- Annual AFFSAB Board meeting held
- Updated AFFSAB policy approved

PROJECT ACTIVITIES

- Develop a scanning paper outlining the future direction for AFFSAB

PERFORMANCE INDICATORS

- Scanning paper on the future direction of AFFSAB released
- AFFSAB policy and procedures reviewed

Proficiency Testing Program

Ensuring the production and delivery of the proficiency test programs

Develop and co-ordinate a quality proficiency test for crime scene

ONGOING ACTIVITIES

- Facilitate the development of the annual After the Fact (AtF) scenarios
- Co-ordinate practitioner access to the AtF test and assessment of results
- Process ad hoc requests to use the AtF test

PERFORMANCE INDICATORS

- 2016 AtF test developed and released
- 2016 AtF test results assessed and distributed to participating agencies
- New AFFSAB certification submissions processed as required

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 behalf of agencies
- Proficiency test results distributed effectively to meet test deadlines
- Cost savings realised by forensic science agencies



5

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 CH041 and CH039
- 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

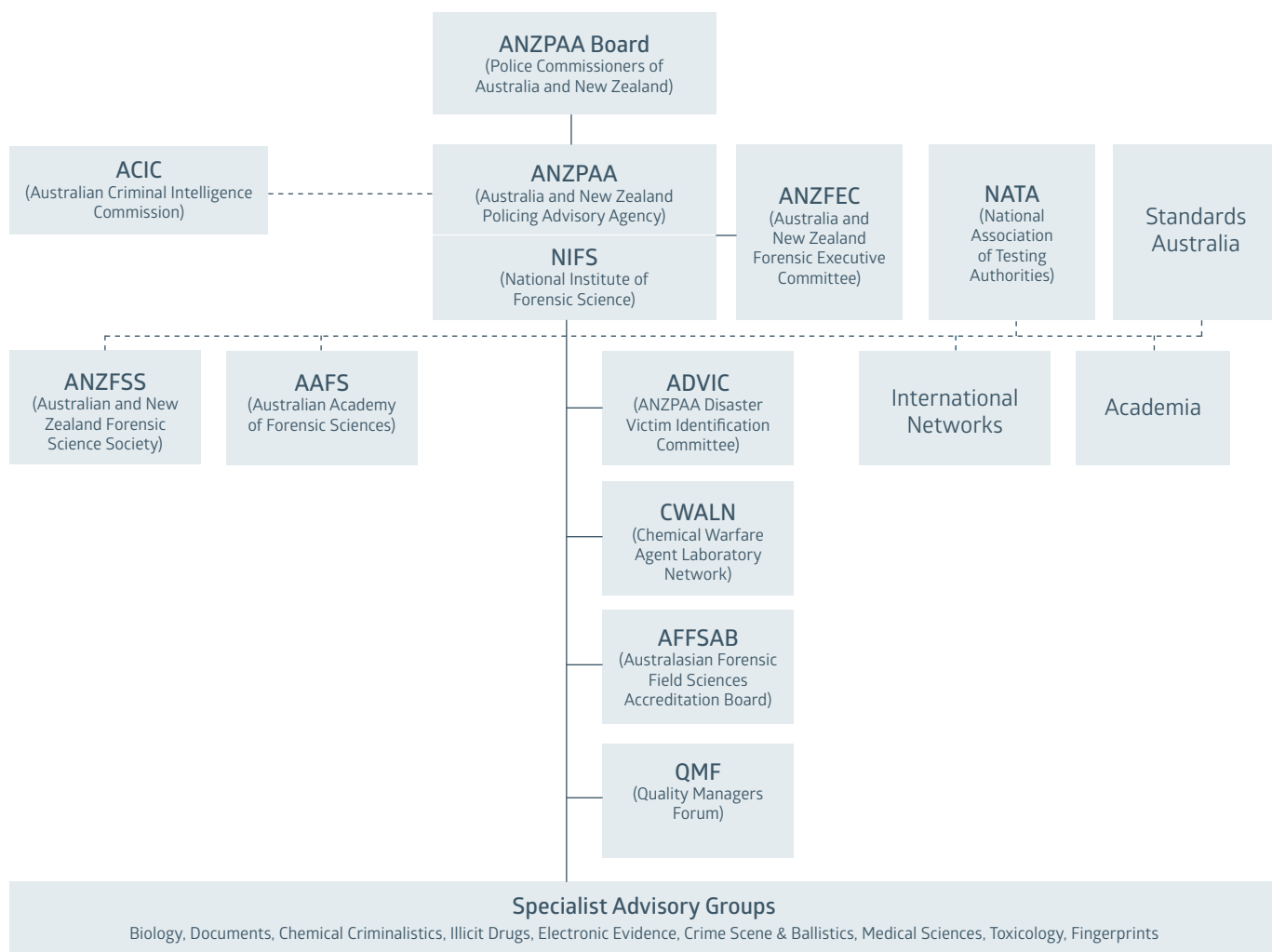
PERFORMANCE INDICATORS

- Feedback and input into the standards being developed by CH041 and CH039 provided
- ISO TC272 meetings chaired and Australian interests promoted
- Feedback and input into the standards being developed by TC272 provided
- Input into the activities of NATA FSAAC provided

AUSTRALIA AND NEW ZEALAND FORENSIC SCIENCE STAKEHOLDERS AND PARTNERS

We are committed to providing the best possible support to our forensic science stakeholders in order to advance forensic science across Australia and New Zealand. This is achieved by working closely with key stakeholders and partners to deliver our work program.

Our key stakeholder groups include the Australia New Zealand Forensic Executive Committee (ANZFEC), Specialist Advisory Groups (SAGs) and Scientific Working Groups (SWGs). Our key partners include the Australian Criminal Intelligence Commission (ACIC), National Association of Testing Authorities (NATA), Standards Australia and a network of forensic academic and education institutions. Our key international partners include members of International Forensic Strategic Alliance (IFSA) and the International Organization for Standardization (ISO).





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