



CrimTrac® Strategic Plan 2004–7





CrimTrac<sup>®</sup> Strategic Plan





New South Wales Police



Victoria Police



Queensland Police



Western Australia Police



South Australia Police



Tasmania Police



Northern Territory Police



Australian Federal Police



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# CrimTrac Strategic Plan 2004–07

## Statement by the Chief Executive Officer

It is now three years since we formulated the first strategic plan for our fledgling agency in 2001. In that time we have worked hard to achieve the strategic goals that were endorsed by the CrimTrac Board of Management and the Australasian Police Ministers Council in consultation with the police services that we support. In doing so, we have not only matured as an organisation but have also drawn closer to understanding the finer detail and impact of what police expect and demand from the national policing information services and tools that we provide. It is appropriate after three years, to review our original plan to recognise and give effect to new or improved strategies. These are reflected in this strategic plan for 2004–2007.

Police have derived high value from and have become reliant upon key policing systems maintained by the CrimTrac Agency, such as the National Automated Fingerprint Identification System. Police forensic laboratories are set to commence regular use of the National Criminal Investigation DNA Database. Police firearms managers found the National Handgun Buyback Support System invaluable in assisting with the logistics of the national handgun buyback in 2003 and 2004.

The CrimTrac Agency has brokered new arrangements for the national criminal history checking service and through its continuing work on the CrimTrac Police Reference System will make this service more effective and efficient as well as providing new integrated streams of information for the identification and management of convicted offenders. One such new stream will support the Australian National Child Offender Register that is to be operational on 1 September 2004. For the first time in Australia, the sharing of mandatory information within police services about the reported movement and activities of convicted offenders against children will be managed in a nationwide and coordinated way. This is a notable social policy outcome.

Our priorities are therefore the management and improvement of existing systems and programs, development of new systems to satisfy police demand for better policing information, expansion of improved services to accredited agencies for national criminal

history checking, development of existing revenue streams to ensure the financial viability of the CrimTrac initiative, continual review and enhancement of our governance, plus research to identify longer term initiatives with the potential to benefit police and improve community safety.

This plan outlines the Agency's present strategies to the year 2007 and is intended to be a living document. It will be reviewed annually and revised where necessary in the light of new trends in policing and developments in the information and communications technologies. In this way, we not only remain in step with our stakeholders but also have the ability to propose relevant technology improvements that improve their effectiveness.

The CrimTrac Agency remains committed to meeting the information needs of the Australian policing community. This commitment is reflected in new strategies that will both guide us and inform the public for the next three years.



**Jonathan Mobbs**  
Chief Executive Officer  
The CrimTrac Agency

## Background

The CrimTrac initiative was established through an Inter-Governmental Agreement signed by the Australian Government Minister for Justice and Customs and each state and territory Police Minister on behalf of respective governments. The CrimTrac Agency was established on 1 July 2000 to facilitate the initiative. The Australian Government hosts the Agency on behalf of all parties to the Inter-Governmental Agreement. “CrimTrac” has been adopted as a short collective name in this plan, meaning both the initiative and the agency, although each may be distinguished where necessary for clarity of purpose.

## Vision and mission

### Vision

The achievement of improved community safety, by meeting the needs of Australian police for highly effective national policing information systems and services.

### Mission

CrimTrac’s mission is to fulfil the objectives of the Inter-Governmental Agreement by the delivery and maintenance of high quality, timely and cost-effective:

- national policing information services,
- advanced national information-based tools, and
- national criminal history record checks for police and accredited agencies.

# Values

The CrimTrac Agency's values mirror those of the Australian Public Service.

The Agency:

- is apolitical, performing its functions in an impartial and professional manner, whilst being openly accountable for its actions within the framework of Ministerial responsibility to Governments, Parliaments and the Australian public;
- is a public service which has the highest ethical standards, leadership of the highest quality and in which employment decisions are based on merit;
- is a career-based service to enhance the effectiveness and cohesion of Australia's democratic system of government, providing a workplace that is free from discrimination, promotes equity and recognises and utilises the diversity of the Australian community it serves;
- focuses on achieving results and managing performance and is responsive in providing frank, honest, comprehensive, accurate and timely advice and in implementing policies and programs;
- delivers services fairly, effectively, impartially and courteously and is sensitive to diversity;
- establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace;
- provides a fair, flexible, safe and rewarding workplace with a fair system of review of decisions taken in respect of employees and provides a reasonable opportunity to all eligible members of the community to apply for CrimTrac employment;

## Key objectives and priorities

CrimTrac's key objective is to meet the agreed information needs of the Australian policing community and to integrate best practice service models in relation to the provision of information to support law enforcement and crime prevention. There is already an extensive work program for the next two to three years and completing this program is the dominant priority. However, there must also be positioning for the longer term and refinement of some key features of the current arrangements.

Board-endorsed priorities for CrimTrac for the life of this plan, having regard to jurisdictional requirements are:

- Management and improvement of existing programs
  - National Automated Fingerprint Identification System,
  - National Criminal Investigation DNA<sup>1</sup> Database,
  - National Criminal History Record Checking, and
  - National Handgun Buyback Support System.
- Development of new systems
  - CrimTrac Police Reference System, including Minimum Nationwide Person Profile, as a major redevelopment of the existing Police Reference System, and
  - Australian National Child Offender Register.
- Development of existing revenue streams and management of expenditure
- Enhancement of governance including in respect of
  - Corporate operations
  - Project management
- Exploratory work on longer term initiatives including additional revenue streams

# The CrimTrac Agency's operating environment

## Guiding Principles

In addition to upholding the values of the Australian Public Service, our guiding principles are that:

- we are responsible and accountable to Australian governments;
- access to cross-jurisdictional information must be for a lawful purpose, allowable within the legislative framework of the relevant jurisdiction, and may be restricted by the originating jurisdiction. At all times police jurisdictions have the right to determine the use of information and participation in any particular information sharing arrangement;
- we rely on police jurisdictions and approved third parties to develop their business operations to maximise the utility of our systems and we recognise the value of their financial support;
- our work supports selected police information needs in all jurisdictions and we work hard to understand those needs;
- we consult, collaborate, cooperate and coordinate to achieve cost effective outcomes for police, and
- security of information held in our custody is paramount and information will only be disclosed to authorised persons.

## Governance

CrimTrac strives to meet a number of stakeholder accountabilities and expectations, as outlined below and has therefore articulated its governance arrangements through a charter, which has been endorsed by the CrimTrac Board of Management and by the Australasian Police Ministers Council. The key features of CrimTrac's corporate governance and the functional responsibilities of each key group / role are specified in the CrimTrac Charter of Governance.

The federated nature of policing responsibilities in Australia, and the different contexts in which each of the police services conduct their operations, add to the challenges and complexity of CrimTrac. Whilst commercial businesses may make decisions based on financial return and net present value and therefore regard funding as a matter of investment for financial reward, CrimTrac undertakes initiatives for different reasons but at the same time must remain financially sustainable to ensure its success.

The challenge facing CrimTrac is to ensure that its vision and objectives are realised to the maximum extent possible in this environment. Consequently, any CrimTrac system and its component technical solutions must provide the infrastructure to give expression to the rules governing information exchange between jurisdictions.

To achieve this, and to ensure that CrimTrac systems align with each police service's strategic direction, systems development occurs within a framework that evolves with the requirements of the programme areas and developments in information technology. The emphasis in all CrimTrac projects is to ensure well-defined scope, deliverables, lifecycle, timeframe and achievable project outcomes that contribute to police services' broader operational and strategic goals.

Within this context CrimTrac will also provide services to support and upgrade the systems developed for its stakeholders.

## Stakeholders

### CrimTrac

CrimTrac is the product of an equal partnership across the Australian, State and Territory Governments and across all the Police Services. The CrimTrac Agency is tasked with facilitating delivery of the objectives of the CrimTrac initiative and in so doing, strives to nurture cooperative and consultative relationships with its stakeholders. It is an agency within the Attorney-General's portfolio.

### Australasian Police Ministers Council

This Council, as the peak stakeholder body, has expressed its expectations of CrimTrac through the Inter-Governmental Agreement and therefore expects the delivery of all aspects of that agreement, with regular reports on progress via its Senior Officers Group.

### Minister for Justice and Customs

The Minister for Justice and Customs, as the responsible portfolio minister in the Australian Government, seeks to ensure that the Agency performs to the level expected of an Australian Government entity and monitors the achievement of its agreed portfolio outcomes and outputs. The Chief Executive of the CrimTrac Agency is directly accountable to and appointed by the Minister.

## **CrimTrac Board of Management**

The Board has been established under the provisions of the Inter-Governmental Agreement. The Board assists in ensuring that the CrimTrac initiative is delivered efficiently and effectively through the CrimTrac Agency and the Board reviews and approves the CrimTrac budget each year. The Chief Executive reports to the Board on the Agency's progress against agreed programs, projects and activities.

## **Police Services**

Police Services have an urgent and daily need for timely information that can assist them in their role of maintaining and enhancing community safety. The Strategic Issues Group representing all Police Services will, amongst other tasks, provide strategic advice and coordinate jurisdictional and expert responses to the development of new products to ensure that CrimTrac stays in step with the needs of police.

## **Accredited Agencies**

Accredited Agencies, under strict legislative provisions, are entitled to receive criminal history information to assist in assessing the probity of people applying for citizenship, security positions and those placed in positions of trust. This service is administered through the CrimTrac Agency using information captured and stored by police.

# Australian Government outcome and output framework

The Australian Government reporting structure is based on an outcome and output framework against which agencies must report. This framework also guides the development of the CrimTrac Agency's strategic objectives.

## **CrimTrac outcome:**

Coordinated national policing information systems for a safer Australia.

## **CrimTrac output:**

Facilitation of the delivery of high quality national policing information services.



# Priorities and Strategies

The CrimTrac Strategic Plan balances the Agency's effort across the five key result areas that are essential to the success of the CrimTrac initiative.

## 1. Systems and services

### In managing and improving our existing programs we will:

- Deliver projects on time, within budget and to acceptable quality standards by applying agreed project management framework to project development.
- Implement existing programs according to Board of Management priorities
- Evaluate outcomes, benefits and best practice in relation to the National Automated Fingerprint Identification System and the National Criminal Investigation DNA Database.
- Ensure DNA profiles are uploaded and matched to the National Criminal Investigation DNA Database in line with ministerial Arrangements, memorandums of understanding and legal requirements.
- Implement the new National Criminal History Record Checking service.
- Reform business processes in relation to National Criminal History Record Checking.
- Enhance the National Handgun Buyback Support System.
- Ensure that CrimTrac systems assist police business processes in an optimal way.

### In developing new systems we will:

- Have effective governance arrangements in place for all projects with priority given to the Minimum Nationwide Person Profile and other Crimtrac Police Reference System projects.
- Plan, cost and achieve agreed milestones to meet Board requirements for the:
  - Minimum Nationwide Person Profile Pilot;
  - Roll-out of Minimum Nationwide Person Profile to all jurisdictions; and
  - Other Crimtrac Police Reference System components.
- Meet the Australasian Police Ministers Council directions in implementing the Australian National Child Offender Register.

## 2. Innovation and learning

**In addressing emerging and future issues we will:**

- Develop mechanisms to advise the Board of Management of the strategic impact of emerging issues.

## 3. Stakeholder Partnerships

**To ensure effective consultation and communication with our stakeholders we will:**

- Establish agreements with jurisdictions that recognise and reinforce respective obligations and expectations.
- Formalise communication protocols.

## 4. Processes

**In pursuing the most effective corporate governance, operations and project management for the Agency we will:**

- Review and implement general project management and risk management practices.
- Report on progress toward achieving strategic goals.
- Develop and maintain a three-year Information Technology Strategic Plan.
- Address audit issues raised by the Australian National Audit Office.

**In managing CrimTrac's legal, policy and jurisdictional issues we will:**

- Provide input to support the progress of legislation, policy and jurisdictional issues.

## 5. Finances

### **In securing CrimTrac revenue and managing its expenditure we will:**

Analyse revenue trends for the National Criminal History Record Checking service.

- Develop pricing policy scenarios.
- Ensure that comprehensive business cases are presented to the Board of Management.
- Maintain a three-year financial forecast, with revisions to meet any change in circumstances.
- Consult with Chief Finance Officers in all police jurisdictions on CrimTrac's annual budget and on any pricing reviews.

