Question No. 200

Senator Ludwig asked the following question at the hearing on 14 February 2006:

Further to the reply to QoN 224 from 23 May 2005: if you are able, please provide a copy of the action plan to the ANAO Report into the implementation of CrimTrac.

The answer to the honourable senator's question is as follows:

A copy of the action plan is attached.

ANAO Report on the Implementation of CrimTrac –

Status as at 10 March 2006

Recommendation No.1 (Priority)

Para 3.39

Clarify roles and responsibilities

The ANAO recommends that, to supplement the Inter-Governmental Agreement, CrimTrac seek to establish a formal agreement between all the partners that clearly defines the agreed roles and responsibilities of each partner.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
Draft discussion paper for stakeholder input – channel through SIG membership.	SS&C	CEO letter to Commissioner 15 September 2004 outlining issues and seeks jurisdictional support. Completed
Collate responses/issues – could be workshopped internally and in SIG.	SS&C	Progressive consultation from November 2004 to April 2005 meeting jurisdictional timeframes. First on the SIG agenda June 2005 and then on agendas for August and November meetings. Completed
Develop draft MOU for all jurisdiction consideration.	SS&C	MOU drafted by 30 November 2004. Completed
Update Charter of Governance.	SS&C	MOUs endorsed and Charter of Governance amended by 31 December 2004.

Status

MOU is finalised and agreed by SIG. Documents are with Police Commissioners (December 2005) for consideration and signature. Northern Territory, New South Wales and Tasmania have already responded that they are willing to sign the MOU as it stands. Western Australia and Queensland have asked for a number of minor technical changes and Victoria, South Australia and ACT/AFP have yet to respond.

Recommendation No.2

Para 3.78

Develop a framework for resolution of key issues

The ANAO recommends that CrimTrac consult with its key stakeholders to develop a framework for the timely resolution of key issues that pose a risk to the CrimTrac Outcome or to particular projects.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
Establish a strategic issues group with representation from all jurisdictions.	SS&C	Completed July 2004. SIG are meeting regularly before each Board Meeting and have met 7 times since July 2004.
Provide secretariat and support to the group.	Office of the CEO	Dedicated staffing established to provide secretariat support for SIG.

Status

Completed

Recommendation No.3

Para 4.43

Strengthen project management

The ANAO recommends that CrimTrac strengthen its project management approach through enhancing its CrimTrac Programme and Project Management Framework by:

a)   providing supporting policies and more detailed procedural guidance to programme

         and project managers; and

b)   measuring and/or assessing the full costs and benefits of its projects.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
The CPRS programme has reviewed the CPPMF in the light of the Smyrk recommendations. The Project Coordination Committee (PCC) will be advised of any changes deemed necessary to the CPPMF.	Chair PCC	Information Technology Infrastructure Library (ITIL) will be progressively introduced over the next 3 years. Changes to the CPPMF arising from the 'Smyrk' review include the incorporation of

		target outcomes and the adoption of a steering committee model to replace the project board. The CPPMF has been reviewed and the following enhancements have been made: • A structured process roadmap has been developed that provides project managers with step-by-step guidance on the application of the agency's project management framework to software development projects; • Comprehensive financial guidance for project managers has been drafted; • A PCC Charter has been adopted; • An audit procedure has been adopted; and • A steering committee charter has been drafted. A comprehensive technical quality assurance process has been implemented through the development of a suite of procedures developed by the CrimTrac Technical Architecture Group.
CrimTrac's principal IT contractor KAZ, performs formal independent QA on its work.	KAZ	Completed for ANCOR & CS&I in July 2004 CPRS completed in August 2004.
CFO will review Prince 2 templates so as to expand on the financial analysis to be included in Business Plans. The same will apply for IT Security and Architecture.	CFO Dir IT Svcs IT Security Adviser (ITSA)	IT Services has developed a comprehensive System Development Framework to assist in project management and governance Finance revision of all templates completed in January 2005.

The Project Management Office will continue to educate programme and project managers on CPPMF implementation and obligations.	PMO	Programme and project managers continue to receive Prince2 training as required. The PMO has mentored Programme and project managers in the use of the CPPMF roadmap. The agency is developing a training package for project managers to incorporate elements such as: • Project management methodology (Prince 2); • Risk management; • Contract management; • Procurement; • Negotiation skills; • Presentation skills; and • Chairing effective meetings.
An internal audit of the CPPMF is proposed as part of the CrimTrac audit cycle.	SS&C PMO	Audit conducted by Deloitte. Draft report circulated in March 2006.

Status

Completed.

Recommendation No.4

Para 4.67

Define project management roles and responsibilities

The ANAO recommends that CrimTrac more clearly define, and set out in its overall project management framework, the roles and responsibilities of both the agency and jurisdiction project managers, including how the parties are to interact in order to progress the projects efficiently and effectively.

Agency response: Agree.

Action Plan

Action	**Responsibility**	**Timetable / Dependencies**
The SIG will be asked to provide an overview of elements for success plus identification and assistance with the removal of impediments to timely achievement of project aims.	CEO SIG Chair PCC PMO	Incorporated into SIG terms of reference.
The CPPMF review should deliver improvements to the framework.	Chair PCC	Refer to Para 4.43

A communication plan will be created for every project.	Proj Mgrs PMO	As required.
Mr J. Smyrk will review outcomes	J. Smyrk	Completed

Status

On target.

Recommendation No.5 (Priority)

Para 4.84

Coordinate projects

The ANAO recommends that CrimTrac establish an arrangement to more effectively coordinate its projects in a transparent and accountable manner.

Agency response: Agree.

Action Plan

Action	**Responsibility**	**Timetable / Dependencies**
Meetings of project managers are routinely conducted.	Chair PCC PMO	Weekly or fortnightly meetings conducted.
The PCC is working on better articulation of project governance policy and it monitors each project.	Chair PCC	A PCC Charter has been adopted which strengthens the role of the PCC. The PCC has adopted improvements to the agency's CPPMF. The PCC is monitoring each project at its fortnightly meetings.
Project status review is a part of every PCC meeting agenda.	Chair PCC	This activity is part of every PCC meeting.
The PMO is to be tasked with investigation of any better tools and applications that can improve broad project analysis plus monitoring of resource use and allocation.	PMO	The PMO is reviewing a range of possible applications. Any potential product must meet the needs of the agency (size, processes and structure).

Status

Completed.

Recommendation No.6 (Priority)

Para 5.28

Develop BCP and DRP

The ANAO recommends that CrimTrac develop its Business Continuity Plan and Disaster Recovery Plan and accompanying procedures.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
Business process risk assessment.	Programme. Mgrs SS&C	Completed
Resilience management plan.	SS&C	Drafted
Event response master plan: **Response** – emergency response plan and crisis management plan. **Protection** – Damage assessment plan, contingency plan, personnel plan and security plan. **Recovery** – salvage plan, restoration and return to normal plan.	SS&C	Drafted and is currently the subject of review by management consultant.
Implementation and Maintenance Plan.	SS&C	Drafted and is currently the subject of review by management consultant.
BCP and DR walk through.	SS&C	Completed

Status

Internal audit of BCP methodology and have endorsed CrimTrac's approach. Disaster recovery steering committee has been established. Information systems prepared disaster recovery procedures for all systems. These were completed in 2005.

Recommendation No.7 (Priority)

Para 5.40

Develop IT plans

The ANAO recommends that CrimTrac establish an IT Strategic Plan that addresses, plans and coordinates the use of IT as a foundation to support all CrimTrac's business objectives. The IT Strategic Plan should be complemented by appropriate IT operational and business plans.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
CrimTrac has commissioned MetaGroup to assist with expediting	Dir IT Svcs	Plan was approved by the Board of Management on

the IT Strategic Plan. A draft was received in July 2004 and it is intended to provide an Agency-endorsed version for the information and comment of the Board.		1 September 2004.
Operational and Business Plans are to be drafted, for completion by BoM 22. Elements of these are presently being put in place via the Common Services and Infrastructure, Architecture, Staffing and ITIL plans.	CEO & Directors	Completed December 2004.

Status

Completed

Recommendation No.8

Para 5.83

Integrated data security

The ANAO recommends that CrimTrac, in consultation with its partners under the Inter-Governmental Agreement, develop an integrated approach to the management of data and system security across the agency. The approach should include developing: a) the full set of system security plans; and b) monitoring and evaluation mechanisms to ensure the compliance of each system and its users with the specified system security procedures.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
Recruitment of an IT security Adviser (ITSA) is in progress. Will be tasked with oversight of internal audits and will target the overlaps between CrimTrac and Jurisdictional systems.	Dir IT Svcs ITSA	Completed August 2004.
Additional elements of IT security are being emplaced vis the CS&I project, as part of a corporate solution.	ITSA Dir IT Svcs	Completed December 2004.
Requirements of the Commonwealth Protective Security Manual (PSM) and the Australian Government IT Security Manual (ACSI 33) will drive this activity.	ASA	Completed December 2004.

Status

Completed

Recommendation No.9 (Priority)

Para 5.104

Assign data security responsibility

The ANAO recommends, for the purposes of maintaining consistency of data security, that CrimTrac seek to establish Memoranda of Understanding with the jurisdictions that agree the security standards to be applied and assign responsibility for monitoring compliance.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
It must be noted that the PSM binds Commonwealth agencies but not State and Territory departments.	ITSA	SIG agreed to adopt Commonwealth security standards on 30 March 2005. Agreement also reflected in Partnership MOU.
The ITSA is working with jurisdictions to implement a common audit logging and reporting framework across all CrimTrac systems.	Dir IT Svcs	Finalising requirements with a view to going to tender in April 2006.
MNPP and ANCOR already have established security plans.	Dir IT Svcs CPRS Programme Manager	

Status

Data security addressed through MOU and a proposed workable model has been presented to the board. A technical solution for audit logging and reporting will be subject to a public tender in April 2006.

Recommendation No.10

Para 5.115

Review and finalise agreements

The ANAO recommends that CrimTrac review its formal agreements with its service providers to make sure that these agreements are up to date, finalised and appropriately signed off.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
AFP and DCB MOU and SLAs are in place and signed.	Dir IT Services	Completed
Contracts with Cybertrust and InFront for provision of services.	Dir IT Services SS&C	Completed

SLA with SAGEM is already in place via CrimTrac's Support Contract, revised from time to time.	CEO Dir NAFIS	The revised support contract is currently in draft and is expected to be formally approved as of 30 April 2006 (at the normal time of contract renewal with SAGEM DS). This will be completed by the CEO and SAGEM.

Status

Substantially completed

Recommendation No.11

Para 5.129

Security training

The ANAO recommends that CrimTrac review its security training policies and procedures and develop a strategic approach to the training of all those involved in the development, management, support or use of its various systems.

Agency response: Agree.

Action Plan

Action	Responsibility	Timetable / Dependencies
Designate and recruit IT Security Adviser.	Director IT	Completed August 2004.
Develop IT Security Plan in accordance with the IT Security Policy that identifies security roles, responsibilities and required skills.	ITSA and Agency Security Adviser (ASA)	IT Security policy in draft from which a plan will be developed in 2006.
Document security skill and knowledge requirements in specific duty statements.	ITSA and ASA and HR Adviser	Changed progressively as duty statements are reviewed as part of recruitment action.
Conduct skills audit to identify gaps and training priorities for staff involved in development, management, support or use of its various systems.	Managers and ITSA	Liaison with PSCC has been undertaken to arrange appropriate security training for CrimTrac staff and contractors. eg security awareness training is conducted every three months.
Develop a skills review maintenance program.	ITSA	Incorporated into CrimTrac's Performance Management Framework.

Status
Ongoing.