SENATE LEGAL AND CONSTITUTIONAL LEGISLATION COMMITTEE
CRIMTRAC

Question No. 224

Senator Ludwig asked the following question at the hearing on 23 May 2005:

a) At the last Estimates, you mentioned an Action Plan that you had developed to implement the ANAO recommendations. Could you provide a copy of the Action Plan?

b) Did the Action Plan include a timeline for its implementation? If not, why not?

c) If so, how is CrimTrac progressing on the dates that have so far passed? Are you meeting all of the targets?

d) Have you had any follow-up contact with the ANAO regarding the implementation of the Action Plan or any other of the recommendations of the report?

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

a) The implementation plan arising from the ANAO report's recommendations is attached.

b) The plan was to be progressively implemented according to regular workload cycles and scheduling.

c) CrimTrac's Board of Management has regularly reviewed the plan: it should be in place fully by the end of July this year.

d) No: there was neither obligation nor commitment to follow-up on either the plan or recommendations.

ANAO Report on the Implementation of CrimTrac

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	Discussion paper circulated by 30 September 2004 Completed
Collate responses/issues – could be workshopped internally and in SIG	SS&C	Responses rec'd by 31 October 2004 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 in advanced draft. Consultation with jurisdictions is now completed. Draft to be considered by SIG at June 2005 meeting.

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.
Provide secretariat and support to the group	SS&C	Ongoing

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. Project governance policy is also being reviewed with a view to producing a Project Charter.	Chair PCC	Dependence on the Information Technology Infrastructure Library (ITIL) as it is progressively introduced over the next 3 years.
CrimTrac's principal IT contractor KAZ, performs formal independent QA on its work.	KAZ	Completed for ANCOR & CS&I July 2004 CPRS due in Aug 2004. Completed
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	By 30 Sep 2004. Ongoing.

The Project Management Office will continue to educate programme and project managers on CPPMF implementation and obligations.	PMO	Ongoing
An internal audit of the CPPMF is proposed as part of the CrimTrac audit cycle	SS&C PMO	2005

Status

The review of templates is now expected to be completed by September 2005.

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	SIG accepts this as one of their responsibilities
The CPPMF review should deliver improvements to the framework	Chair PCC	Following CPPMF review
A communication plan will be created for every project	Proj. Mgr PMO SS&C	As required
Mr J. Smyrk will review outcomes	J. Smyrk	July 2005

Status

On target.

Recommendation No.5 (Priority)

Para 4.84

<u>Coordinate projects</u>

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
The PCC is working on better articulation of project governance policy and it monitors each project.	Chair PCC	Aug/Sep 2004. (Ongoing.)
Project status review is a part of every PCC meeting agenda.	Chair PCC	Ongoing
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	Sep 2004. (Ongoing.)

Status

Completed.

Recommendation No.6 (Priority)

Para 5.28

<u>Develop BCP and DRP</u>

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 Managers and SS&C	Drafted May 2004
Resilience management plan	SS&C	Drafted June 2004
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	SS&C	Drafted June 2004

and return to normal plan		
Implementation and Maintenance Plan	SS&C	Drafted July 2004
BCP and DR walk through	SS&C	Completed August 2004

Status

On target. Disaster recovery steering committee has been established. Information systems are preparing disaster recovery procedures. This will be 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 the IT Strategic Plan. A draft was received in July and it is intended to provide an Agency-endorsed version for the information and comment of the Board on 1 Sep.	Dir IT Svcs	Plan to BoM 21 on 1 September 2004
Operational and Business Plans are also being 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

Status

Completed

Recommendation No.8

Para 5.83

<u>Integrated data security</u>

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	August 2004 Completed
Additional elements of IT security are being emplaced vis the CS&I project, as part of a corporate solution	Security Adviser Dir IT Svcs	July- December 2004 Completed
Requirements of the Commonwealth Protective Security Manual (PSM) and the Australian Government IT Security Manual (ACSI 33) will drive this activity	ASA	By the end of 2004 Completed

Status

Completed

Recommendation No.9 (Priority)

Para 5.104

<u>Assign data security responsibility</u>

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.	IT Security Adviser	Ongoing Jurisdictional cooperation and agreement to standards
The Agency's Service Level Manager being recruited at present will contribute to this and will seek	Dir IT Svcs	Planning will commence in August 2004 for probable implementation in 2005

		Completed
agreement with jurisdictions on security standards.		
MNPP and ANCOR already have established security plans	Dir IT Svcs CPRS Programme Mngr	

Status

On target. Data security addressed through MOU and a proposed workable model will be presented to the Board.

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
CrimTrac has draft SLA prepared for the provider arrangements the DCB and AFP.	Dir IT Services	Sep 2004 Outstanding
Further SLA are in train with our secure gateway provider (BeTrusted) and with our provider of Desktop and LAN services (InFront).	Dir IT Services SS&C	For completion In Aug/Sep 2004 Completed
SLA with SAGEM is already in place via CrimTrac's Support Contract, revised from time to time.	CEO Dir NAFIS	Ongoing. Will look for savings in SAGEM staff replacement FY2005/06

Status

Close to completion. Btrusted and InFront completed and signed. SAGEM in place. MOU finalized with AFP and currently in negotiation with DCB.

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	August 2004 Completed
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)	31 October 2004
Document security skill and knowledge requirements in specific duty statements	ITSA and ASA and HR Adviser	Mid-November 2004
Conduct skills audit to identify gaps and training priorities for staff involved in dev, mngt, spt or use of its various systems	Managers and ITSA	End Nov 2004, budget will be required to bring staff and contractors to required skill levels (say $45,000)
Develop a skills review maintenance program.	ITSA	Ongoing 12 month refresher courses

Status
Ongoing.