CRIMTRAC

Responsive · Innovative · Accountable

STRATEGIC PLAN

2007
2010

THE CRIMTRAC AGENCY
STRATEGIC PLAN

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FROM THE CEO

This strategic plan for the period 2007–2010 represents a new phase in the life of the agency.

Its compilation has involved considerable consultation with each of Australia's police services and the agency's other stakeholders.

CRIMTRAC 2010 recognises:

- the challenges the agency faces through the federated nature of policing responsibilities in Australia and attempts to establish the basis to work optimally within those parameters;

- that the technical challenges in integrating information from disparate systems are often not as difficult to resolve as the diverse legal and policy frameworks that underpin our technical solutions; and

- the increasingly sophisticated information sharing needs generated by the ever-growing responsibilities shouldered by police officers across the country, particularly during a period where the law enforcement and national security threats have coalesced.

CrimTrac's Inter-Governmental Agreement required us to deliver four new systems to improve information sharing for police:

- a new National Automated Fingerprint Identification System;

- a National DNA Criminal Investigation System;

- a National Child Sex Offender System; and

- the provision of rapid access to national operational policing data.

Three of these systems are now well established, while the fourth has undergone a successful trial and is now being rolled out nationally.

The successes the agency has already achieved show that CrimTrac is an excellent example of the Commonwealth, States and Territories working together in harnessing information sharing technology to assist in crime prevention, detection and reduction.

In delivering against this strategic plan we will continue to maintain and enhance these four systems. We will also position ourselves to meet Recital E of the IGA. This will involve identifying and responding to emerging information sharing requirements for effective policing, and law enforcement more generally.

CRIMTRAC 2010 takes advantage of the *Managing Successful Programmes* methodology, a partner to the *PRINCE2* methodology we use for project management. This will ensure that our activities are aligned with the expectations of our stakeholders. A benefits management strategy is clearly articulated and we describe our desired 2010 end state.

In readying ourselves for the implementation of this strategic plan, against the backdrop of the broader Australian Public Service Values, we have agreed on three guiding principles for

our future. These are 'responsiveness', 'innovation' and 'accountability' and will be reflected in all of our engagements with internal and external stakeholders.

The signing of the Partnership MoU between CrimTrac and all police services in the lead up to delivery of this strategic plan reinforces police commitment to the success of the CrimTrac initiative, strengthens CrimTrac's governance and will facilitate the realisation of benefits arising from better information sharing amongst police agencies and CrimTrac.

Technology is moving at breathtaking speed and the need to provide operational police, and broader law enforcement, with accurate, timely and consistent information has never been greater. In delivering against this strategic plan CrimTrac will provide leadership in generating national approaches to information sharing solutions for law enforcement agencies, for a safer Australia.

CONTEXT

Context	Why	What	How
TIMESPAN	**VISION**	**END STATE**	**DELIVERY PROGRAMME**
Directions in Australasian Policing	Outcomes for Policing	For customers	
		For capability	
Inter-Governmental Agreement		**BENEFITS**	

In doing so we will:

	Be guided by key principles	Recognise external dependencies	Focus on critical success factors

This strategic plan will have effect from January 2007 and will cease in December 2010, unless superseded.

Link to Australasian Policing Strategy

CrimTrac aligns this plan to the Directions in Australasian Policing.

Directions in Australasian Policing 2005–2008

Direction 4 Cooperation and coordination in policing

Police leaders in Australasia must continue to optimise cooperation, coordination and consistency in a number of areas including operations, interoperability, infrastructure, legislation, mutual assistance, operating procedures, information and intelligence.

4.1 Enhancing effectiveness and efficiency in operating practices through the development of common standards, improved information sharing, and better coordination in operations.

4.2 Enhanced effectiveness and efficiency in the management and application of resources.

CrimTrac Inter-Governmental Agreement

The broad objectives of CrimTrac are to enhance Australian policing through the provision of high quality information services that meet the needs of the policing community.

The aim of CrimTrac is to enhance Australian law enforcement with an emphasis on information-based policing facilitated through rapid access to detailed, current and accurate police information. (Recital C)

Recital D provides for four deliverables that will be maintained and enhanced in the future.

The CrimTrac framework is intended to provide the means by which other emerging policing information sharing requirements across jurisdictions can be considered and met as appropriate. (Recital E)

VISION FOR CRIMTRAC

CRIMTRAC WILL TAKE A LEADERSHIP ROLE IN GENERATING NATIONAL APPROACHES TO INFORMATION SHARING SOLUTIONS FOR LAW ENFORCEMENT AGENCIES, FOR A SAFER AUSTRALIA.

Outcomes for Policing

In implementing this strategic plan CrimTrac expects the following outcomes for policing:

- Enhanced Australian law enforcement with an emphasis on information-based policing facilitated through rapid access to detailed, current and accurate police information.

- Continuous improvement of the law enforcement information sharing capability.

- Strengthened law enforcement relationships and partnerships at local, national, and international levels.

- Emerging policing information requirements across jurisdictions are considered and met as appropriate.

- Greater national consistency in information and communications technology, business processes and information management.

- New information sharing and technical opportunities are evaluated and developed.

- An agreed framework for collaboration on national information systems development is implemented.

- CrimTrac contribution to greater harmonisation of legislation, policies and procedures to facilitate national information sharing.

Guiding Principles

CrimTrac management and staff agree that the principles of 'responsiveness', 'innovation' and 'accountability' will guide us in our future endeavours. We will be:

- Responsive
  - Consultative, cooperative, communicative and coordinating.
  - Constantly reviewing priorities in consultation with stakeholders.
  - Meeting emerging policing and broader law enforcement requirements.
  - Agile in meeting unexpected demands.

- Innovative
  - Scanning the environment for new information-related opportunities that will improve policing.
  - Always seeking better ways of working.
  - Valuing diversity of backgrounds and ideas in order to bring out the best for the benefit of our stakeholders, sponsors, clients and team members.
  - Seeking appropriate new partnerships to deliver results.

- Accountable
  - Being open, frank and honest.
  - Protecting our resources.
  - Being committed to the delivery of quality systems and services.
  - Exercising sound financial management practices that deliver long term financial stability and maximise value to stakeholders.

END STATE

TO ACHIEVE THE AGREED OUTCOMES CRIMTRAC WILL PUT IN PLACE THE FOLLOWING:

FOR CUSTOMERS

To satisfy customer needs:

- Maintain and enhance existing systems:
  - Australian National Child Offender Register.
  - National Automated Fingerprint Identification System.
  - National Criminal Investigation DNA Database.
  - National Names Index.
  - National Vehicles of Interest.
  - National Firearms Licencing and Registration System.
  - Telephone Directory Service.
  - National Criminal History Record Checking.

- Priorities for development:
  - CrimTrac Police Reference System:
    - Minimum Nationwide Person Profile.
    - Vehicles.
    - Firearms.
  - Business continuity.
  - National Criminal History Checking Support System.

- Explore options to develop a sustainable funding base to support the future operations of CrimTrac.

Potential opportunities for inclusion in the delivery programme

- Enhanced identity searching and matching.

- Familial DNA matching.

- Kinship DNA matching.

- Portable biometric identification.

- Facial recognition.

- Continuous criminal history checking.

- Reconsideration of criminal history checking delivery models.

- International information sharing.

- Management of additional categories of sex offenders.

- Missing persons management.

- Automated numberplate recognition.

- National case management.

- National procurement services.

FOR CAPABILITY

Improve internal processes

- Engaging industry to assist in meeting policing needs for emerging technologies.

- Authorised, current and clear business processes for all agency elements are documented.

- Effectively managing relationships.

- Quality management systems.

- Well defined Enterprise Architecture.

- Delivering services within a culture of best practice, to continue to meet the needs of business.

- Aspiring to be a centre of excellence for project management.

- Effectively managing all of the agency's records.

Enable staff to be responsive, innovative and accountable

- Promoting and living our guiding principles and Australian Public Service values.

- Creating high performing multi-functional teams.

- Engaging jurisdictions collaboratively and consultatively.

- Ensuring staffing skills are aligned to strategic needs.

- Maintaining a security culture that is focussed on information privacy principles.

- Establishing an effective programme and project management structure.

- Providing resources for exploration of emerging policing requirements.

- Demonstrating best practice public sector financial management, practices and services.

- Effectively applying resources to priorities.

Information systems, infrastructure and technologies

- Providing new capability to support emerging opportunities:
  - Scanning the environment for emerging opportunities.
  - Promoting and assessing possibilities with stakeholders.
  - Researching and developing proposals.
  - Presenting potential projects to appropriate stakeholders.

- Supporting ongoing systems.

- Accommodating our people and equipment.

- Maintaining a 'business continuity' capability.

- Providing an agile technical infrastructure capacity to support changes in business.

- Delivery of accountable and effective services by our 'service providers'.

- Integrating reusable IT services to support changing business needs.

- Implementing an information management strategic framework to support future directions.

External Dependencies

This is CrimTrac's plan, however, we recognise our relationship and interdependency with law enforcement agencies in delivering our services.

We depend on:

- The provision of accurate, consistent and complete policing information as agreed.

- Jurisdictions' resolving differences in legislation and policy to enable full benefits realisation.

- Jurisdictional commitment to national solutions for information management and sharing:
  - Business change managers in jurisdictions.
  - Better awareness of CrimTrac services.
  - Commitment of resources to build national solutions.

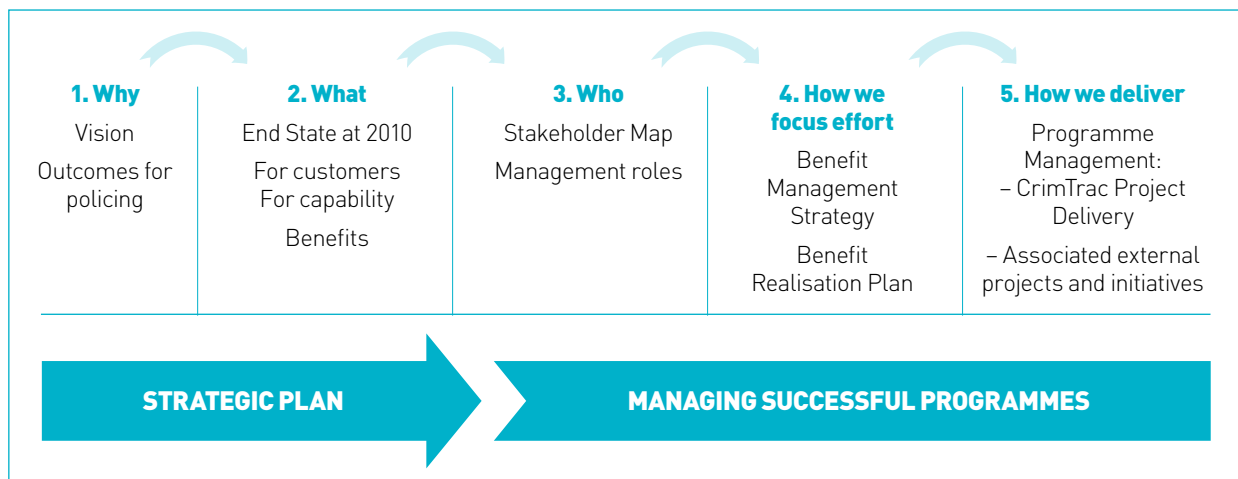- Cooperative research with agencies and industry.

EXPECTED BENEFITS

Initiative[1]	Benefit
• New capability to support finding and promoting emerging opportunities.	A consistent, nationally coordinated approach to keeping all agencies and our sponsors equally aware of the potential improvements available.
• Develop and implement an information management strategic framework.	An improved ability to respond and implement new initiatives in an integrated manner.
• An agreed framework for cross-jurisdictional technical collaboration.	A more effective and efficient process to develop integrated national systems – hence saving time, effort and money when developing future initiatives.

• CrimTrac Police Reference System – Integrating information on persons and objects of interest:
  – Vehicles of interest information.
  – Firearms information.
  – Missing persons.
	Improved operational policing information. Fast access to accurate, consistent and complete information that reduces risk to police and ensures better decision making.
	Improved police work practices through increased productivity and efficiency in areas such as identification of offenders, execution of warrants and preparation of suspect/offender profiles.
	Increased operational police confidence through improved knowledge management and better access to information.
	Improved business processes for jurisdictions in the management of missing persons.

• New national criminal history checking delivery models.	Net cost savings to jurisdictions. Allows police to focus on core functions. Improved accuracy and timeliness of service.
• Contribution to National Firearms Management System	Enhanced information on the entire life-cycle of firearms.
• Business Continuity capability.	Continuity of critical infrastructure for law enforcement in Australia.

• National Criminal History Checking:
  – Fingerprint identification.
  – Continuous checking.
  – International information sharing.
  – Automation.
	Improved ability to identify unsuitable persons working or dealing in sensitive positions or with vulnerable people.
	Reduced costs and better conservation of resources.

1 Note: This list includes some already agreed priorities as well as potential new opportunities. Each new initiative will require a business case to receive Board approval to proceed.

Initiative[1]	Benefit
• Enhanced identity searching and matching.	Improved identification of individuals. More effective and accurate background checking of individuals. Improved confidence in system performance.
• DNA familial matching.	Improved capability to solve crime, particularly cold cases.
• DNA kinship matching.	Improved capability to identify disaster victims and missing persons.
• Portable biometric identification.	Improved policing and law enforcement performance in the field.
• Facial recognition.	Improved identity management and crime prevention, and resolution.
• Additional sex offender management.	Improved management and control of additional categories of sex offenders particularly those who seek to travel or move interstate and internationally.
• Number plate recognition.	Increased detection of criminal activity that involves the use of motor vehicles.
• National case management.	National practices and standardised information on criminal cases accessible to all jurisdictions improving opportunities to identify links between cases.

• Contributing to whole of government issues:
  – Border protection.
  – Identity fraud.
  – Illegal fishers.
  – Identity Management for Australian Government Employee Framework (IMAGE).
  – Developing counter terrorism capabilities of our neighbours.
  – Domestic counter-terrorism.
  – Combating trans-national crime.
  – Australian Government e-Authentication Framework for individuals.
	Improved sharing of information between law enforcement agencies.
	
	Increasing CrimTrac's expertise and critical mass to improve flexibility and service to core stakeholders.
	
	Leveraging on CrimTrac's technology and investments.
	
	Additional return on investment that can be utilised for core activity and new law enforcement initiatives.
	
	Improved inter-relationships in addressing trans-border crime, and globalisation.

• National procurement services.	Improved value for money, through economies of scale. Better interoperability between jurisdictions through consistent approaches to technology.

THE DELIVERY PROGRAMME

The delivery programme will be based on "Managing Successful Programmes" (MSP)[2].

1. Why	2. What	3. Who	4. How we focus effort	5. How we deliver
Vision	End State at 2010	Stakeholder Map	Benefit Management Strategy	Programme Management:
Outcomes for policing	For customers For capability	Management roles	Benefit Realisation Plan	– CrimTrac Project Delivery
	Benefits			– Associated external projects and initiatives

STRATEGIC PLAN → **MANAGING SUCCESSFUL PROGRAMMES**

Benefit Management Strategy

A key part of the MSP approach is Benefit Management, which provides:

- An outline of benefits and where they will occur;

- A model of the benefits showing both interdependencies and dependencies on specific areas of change;

- A description of the functions, roles and responsibilities for benefit planning and realisation, aligned to the organisations; and

- Processes for measuring benefit realisation covering who, how and when reviews will be carried out.

Benefit Realisation

Since many of the benefits should accrue in the agencies we serve, it is vital that their realisation be actively managed in those agencies throughout the life of the programme. A key task in the Benefit Management Strategy is to formally appoint people to perform the role of 'Business Change Manager' in each of the agencies. This role should be maintained for the life of the programme. Similarly a Business Change Manager will be appointed for CrimTrac.

2 A business planning approach published by the Office of Government Commerce in Britain and a sibling to both the Gateway Reviews newly mandated by the Department of Finance and to the PRINCE2 project methodology already used in CrimTrac.

CRITICAL SUCCESS FACTORS

TO DELIVER A STRATEGIC PLAN REQUIRES STRONG LEADERSHIP AND APPLIED EFFORT. MANY COMPETING DEMANDS WILL NEED TO BE BALANCED:

- **People, capability and capacity –** matching capacity to the needs and demands of the future.

- **Governance, internal and external –** best practice controls and processes, understood and complied with.

- **Business model –** proactive and involved in the right projects that meet the needs of stakeholders.

- **Communication –** awareness and promotion of CrimTrac's mandate to stakeholders.

- **Managing demand –** balancing jurisdictional workloads to achieve the ability to work with CrimTrac on projects.

- **Financial sustainability –** diversifying income streams and presenting worthwhile project business cases.

- **Technical collaboration –** integrating jurisdictional components to meet the national outcome.

- **Commitment of all parties –** jurisdictional and government support, alignment of functions with community expectations, committed staff and strong leadership.