We are committed to maintaining an agency culture built on integrity and professionalism.

Chapter 3
Management and accountability

Corporate governance

Our corporate governance ensures transparent, ethical and accountable decision-making.
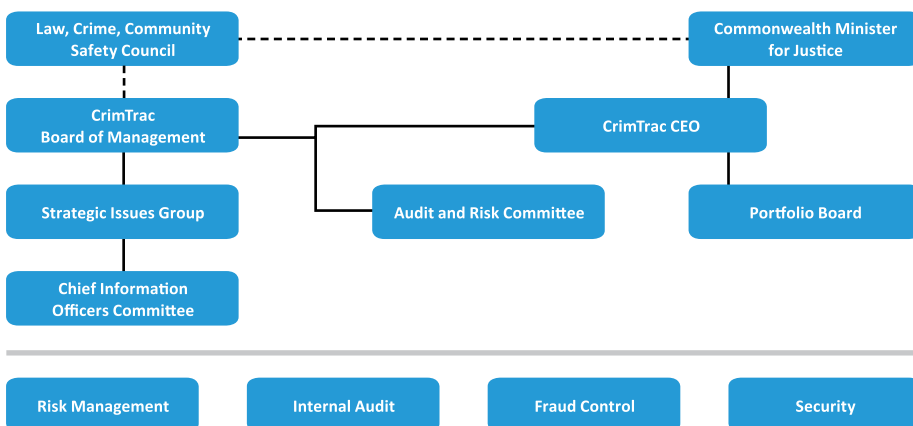
Our corporate and program governance operates at strategic, tactical and operational levels. Our robust corporate governance and assurance framework provides rigour and discipline to the way we deliver our work. It ensures transparent, ethical and accountable decision-making, and helps us manage risk and partner relations.

The Minister for Justice, the Hon Michael Keenan MP, has Commonwealth responsibility for CrimTrac. The Minister provides guidance on our strategic priorities. Our CEO is responsible to the Minister under the *Public Service Act 1999* and the *Public Governance, Performance and Accountability Act 2013*.

Governance bodies form a key part of our assurance processes. These include the Law, Crime and Community Safety Council, the CrimTrac Board of Management, the Strategic Issues Group, the Chief Information Officers Committee, the Audit and Risk Committee and the Portfolio Board. These committees enable us to work collaboratively with our police partners to ensure we achieve desired outcomes for police.

In addition to our obligations to the CrimTrac Board of Management, we are accountable to Commonwealth bodies including the Commonwealth Ombudsman, Australian Public Service Commission, Office of the Australian Information Commissioner, Australian Commission for Law Enforcement Integrity and Australian National Audit Office (see *Accountability* on page 80).

Governance framework

Law, Crime, Community Safety Council	- - - - - - - - - - - -	Commonwealth Minister for Justice
CrimTrac Board of Management	CrimTrac CEO	
Strategic Issues Group	Audit and Risk Committee	Portfolio Board
Chief Information Officers Committee		

| Risk Management | Internal Audit | Fraud Control | Security |

Law, Crime and Community Safety Council

The Law, Crime and Community Safety Council consists of Australian ministers with responsibilities for law and justice, police and emergency management. The Law, Crime and Community Safety Council assists the Council of Australian Governments by considering matters related to law reform, law enforcement and crime reduction, as well as emergency management including policy, operations and service provision. The Council is responsible for approving our strategic direction, initiatives that require legislation or special funding consideration, and the policy for third-party access to information we hold in our systems. The Law, Crime and Community Safety Council met twice during 2015–16 (November 2015 and April 2016) and considered other matters out-of-session as required:

- In November 2015, the Council agreed to the Commonwealth taking necessary steps to merge CrimTrac and the Australian Crime Commission, noting the significant law enforcement and national security benefits that would be achieved through closer collaboration between our two agencies.

- In November 2015, the Council agreed that the Commonwealth (CrimTrac) would develop a comprehensive national technical capability for domestic violence orders (DVOs) called the National Order Reference System. This new national technical capability will facilitate information sharing and enforcement of DVOs between courts and police across Australia and underpin the National DVO Scheme model laws, agreed by the Council of Australian Governments in December 2015. The Law, Crime and Community Safety Council agreed to the Commonwealth (CrimTrac) leading efforts to deliver an interim technical solution, to allow information sharing while the National Order Reference System is progressed.

- In November 2015, the Council directed CrimTrac to cease work on the National Domestic Violence Order Information Sharing System Prototype and redirect remaining funds to the interim solution.

- In March 2016, the Council approved the CrimTrac Approved External Agency Framework, which incorporates the policy and associated processes for controlled third-party access to our systems.

CrimTrac Board of Management

The CrimTrac Inter-Governmental Agreement established the CrimTrac Board of Management which comprises voting members from police agencies and a member nominated by the Commonwealth.

As at 30 June 2016, the Chair of the Board was Commissioner Grant Stevens APM, South Australia Police. There were four Board meetings during the reporting period: 9 September 2015, 4 December 2015, 9 March 2016 and 8 June 2016. The meeting on 9 September 2015 was chaired by Commissioner Ian Stewart APM, Queensland Police Service.

Our Board is responsible for the efficient and effective delivery of the CrimTrac initiative and approved the following activities during 2015–16:

- delivery of an additional capability for the National Criminal Investigations DNA Database to enable national kinship and familial DNA searching

- replacement and enhancement of the National Vehicles of Interest system

- delivery of a National Electronic End User Declaration capability to assist police to reduce the supply of illegal drugs

- development of an Identity Resolution Strategy and Roadmap to provide Australian police and law enforcement with improved capabilities to effectively identify a person or entity to support community and officer safety

- delivery of an enhanced biometric capability at Australia's borders as part of a pilot that will use a mobile fingerprint solution to identify persons of interest within Australian international airports

- delivery of an Australian Ballistic Information Network connection to the INTERPOL International Ballistics Identification Network. This connection will provide the technical capability to enable automatic bilateral searches of international ballistic digital images from countries which provide ballistics data to the International Ballistics Identification Network

- inclusion of INTERPOL Notices on the National Police Reference System to enable Australian police agencies to identify persons wanted by international agencies

- development of the Approved External Agency Framework that outlines our agency's approach to considering requests for access to our systems by third parties engaged in law enforcement activities

- provision of National Police Reference System data to the ACC to explore options for increased data sharing prior to the merge of our two agencies to form the ACIC from 1 July 2016.

CrimTrac Board of Management as at 30 June 2016

Commissioner Grant Stevens APM
South Australia Police
Chair

Commissioner Darren Hine APM
Tasmania Police
Deputy Chair

Commissioner Ian Stewart APM
Queensland Police Service

Commissioner Andrew Colvin APM OAM
Australian Federal Police

Commissioner Andrew Scipione AO APM
NSW Police Force

Commissioner Reece Kershaw APM
Northern Territory Police

Chief Commissioner Graham Ashton AM APM
Victoria Police

Commissioner Karl O'Callaghan APM
Western Australia Police

Chief Police Officer Rudi Lammers APM
Australian Capital Territory Policing

Deputy Secretary Leanne Close APM
Attorney-General's Department

Strategic Issues Group

The Strategic Issues Group provides strategic, considered and aggregated advice to the Board of Management in relation to national information sharing solutions. The Group plays a major role in assessing new ideas, proposals and business cases and in formulating our priorities for inclusion in our annual Work Plan. The Strategic Issues Group comprises representatives at a senior executive level from all Australian police agencies, the Commonwealth Attorney-General's Department and our Executive. The Group met four times during the reporting period: 12 August 2015, 29 October 2015, 16 February 2016 and 10 May 2016.

Chief Information Officers Committee

The Chief Information Officers Committee was established by the CrimTrac Board of Management, through the Strategic Issues Group, to provide direction and assurance to the Board on our ICT services and initiatives. The Committee comprises the CrimTrac Chief Information Officer and Chief Operating Officer, and the Chief Information Officer or Chief Technology Officer from each police agency. The New Zealand Police Chief Information Officer and a National Manager from the ACC are observers. The Committee met four times during the reporting period: 28–29 July 2015, 13–14 October 2015, 2–3 February 2016 and 19–20 April 2016.

Portfolio Board

The Portfolio Board governs and provides strategic oversight of our portfolio of programs and projects. The Portfolio Board's role is to ensure that our portfolio of work is in line with strategic and organisational goals, and to continually monitor the work being undertaken to ensure it remains valid to operational policy.

The Portfolio Board operates as an internal board with a focus on investment decisions. It is the primary approver for all internal projects. It provides, through the CEO, recommendations to the Strategic Issues Group and the Board of Management on external projects.

Our governance framework for portfolio, program and project management is underpinned by the project management methodology, PRINCE2, which has been tailored to suit our agency's needs. For IT projects, this methodology also integrates with the Systems Development Life Cycle.

Audit and Risk Committee

The Audit and Risk Committee provides independent and objective assurance in evaluating and improving the effectiveness of risk management, control and governance processes, and assesses compliance with relevant laws, rules, regulations and directions. The Committee had an agreed work plan for 2015–16 that was compliant with the Committee's Charter.

The Committee is chaired by an independent member, and consists of three other independent members and one CrimTrac member. The Australian National Audit Office was also invited to attend each Committee meeting.

The Committee met quarterly during 2015–16, with an additional meeting in September 2015 to review and recommend the approval of the 2014–15 financial statements.

In 2015–16 the Committee considered 15 internal audit reports. Those reports outlined 34 recommendations, and management committed to implement agreed actions to improve our governance, risk management and controls.

The Committee also reviewed the evidence to support the closure of 40 internal audit recommendations, including those carried over from previous years.

The Committee concluded its term ahead of our merge with the ACC by providing a handover report to the CEO, which was subsequently provided to the CEO of the new merged agency, the ACIC, for consideration. The report outlined areas likely to be of continuing internal audit interest to the ACIC, and identified those audit actions and recommendations that remained open, recommending they be adopted by our new agency's audit committee.

Risk management

Our enterprise approach to risk management enables us to identify and manage both enterprise and operational risks. As a non-corporate Commonwealth entity, CrimTrac is subject to the legislative requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). During the year we established and maintained appropriate systems of risk oversight and management and an appropriate system of internal control consistent with the requirements of the PGPA Act and the Commonwealth Risk Management Policy.

Our Enterprise Risk Management Framework provides a systematic process to identify, analyse, assess, manage and monitor risk so it is reduced to an acceptable level. The Framework incorporates risk management into our agency's business planning and operations, as well as in managing contractors and service providers.

The Comcover 2016 Risk Benchmarking Survey assessed our agency's risk management maturity as 'integrated', which was comparable to the majority of Australian Public Service agencies. We identified improvements to lift the maturity of several elements where agreed maturity targets had not been achieved. Ahead of the merge of CrimTrac and the ACC, work focused on the development of risk management policies and procedures.

Internal audit

Our internal audit function provided an independent and objective assurance and advisory service to assure the CEO that our financial and operational controls—designed to manage our agency's risks and achieve our strategic objectives—were operating in an efficient, effective, economical and ethical manner.

We commissioned an independent review of our internal audit function in November 2015, in accordance with our Internal Audit Charter. The review concluded that our internal audit function was operating effectively and was achieving the expectations of the CEO, the Audit and Risk Committee and senior executives. It identified that we had a good maturity across the internal audit standards.

The 2015–16 work program included internal audit review of, and assurance on:

- the Biometric Identification Service Project Board

- software assets management

- benefits realisation model

- approved external agencies' access to our systems

- capitalisation and amortisation of intangible assets

- contractor management

- personnel leave review.

In light of the merge, we did not identify any further audit work for the 2016–17 year. However, the new ACIC will be proposing audit activities to provide assurance against several former CrimTrac functions to be included in its 2016–17 annual audit plan.

Fraud control

We continued to prevent, detect, disrupt and investigate fraud and corruption, and to meet obligations listed in the Commonwealth Fraud Control Guidelines 2011. Our Fraud and Corruption Control Framework consists of fraud and corruption control strategies designed to protect both our agency and our staff.

In 2015–16 we continued to implement the *Fraud and Corruption Control Plan 2015–17*, and the recommendations of the Fraud and Corruption Risk Assessment 2014–15. By 30 June 2016 only one of the 16 risk assessment recommendations was outstanding. That final recommendation was referred to the new ACIC audit committee for oversight though the CrimTrac Audit and Risk Committee's Handover Report to the CEO (see page 77).

Promoting proper conduct, including being aware of fraud and corruption, continued to be a priority. All staff undertook annual Corporate Awareness training, which included coverage of integrity and fraud and corruption control. All CrimTrac staff and contractors were required to undertake a compulsory Integrity Awareness program across the first half of 2015–16, providing an opportunity for staff to identify and discuss what constitutes integrity at our agency. This innovative program focused on behaviours, controls and treatments that strengthen capabilities across the interrelated areas of integrity (honesty, anti-corruption and misconduct), fraud control and security.

Allegations of fraud, serious misconduct and other criminal activity by staff are investigated and referred for prosecution where appropriate. During 2015–16, we received one new allegation. This allegation was investigated, substantiated and resolved.

Security

We continued to strengthen our security framework to protect our staff, information and assets, and assured compliance with the Australian Government *Protective Security Policy Framework* and Australian Government *Information Security Manual*.

Key security initiatives during the year included reviewing and maturing security policies and procedures, upgrading physical access control systems, and further developing our use of security risk management processes.

Specifically in relation to ICT security, we continued to implement the Australian Signals Directorate Top 4 (mitigation strategies to protect ICT systems), continued to assess systems against the National eAuthentication Framework, and ensured all ICT systems developed aligned with the requirements of the Australian Government *Information Security Manual*. We also continued to enhance operational security measures to better protect our network and systems, streamlined ICT security integration throughout the lifecycle of all ICT projects, and enhanced our proactive vulnerability assessment capability through industry and government partnerships.

Accountability

We are subject to external scrutiny and follow guidelines to ensure integrity and transparency in our decisions and actions.

External scrutiny

Australian National Audit Office

The Australian National Audit Office (ANAO) conducts performance audits of the efficiency and effectiveness of our operations and financial audits of our financial statements. The ANAO provided an unqualified opinion following its audit of our 2014–15 financial statements. We were not selected for participation in external performance audits during 2015–16.

Australian Commission for Law Enforcement Integrity

We fall under the jurisdiction of the Australian Commission for Law Enforcement Integrity, which places additional legislative obligations on us to ensure integrity of the highest possible standard.

On 12 November 2014, we signed a Memorandum of Understanding with the Australian Commission for Law Enforcement Integrity to continue contributing funding towards its operations for an additional five years. We also participated in the multi-agency Australian Commission for Law Enforcement Integrity Community of Practice. This has demonstrated our ongoing commitment to enhancing an anti-corruption culture and ensuring the highest level of integrity among staff across all aspects of our services. Our support for the Australian Commission for Law Enforcement Integrity demonstrates to our police partner agencies our willingness to be subject to anti-corruption scrutiny.

Asset management

Information technology software is our major non-financial asset. Asset purchases are initially recognised at cost, except for purchases of less than $5,000, which are expensed in the year of acquisition. Assets with a cost of less than $5,000 but purchased in bulk are capitalised where the bulk purchase cost exceeds $25,000.

Externally purchased third-party software is reported at fair value. Internally developed software assets are reported at cost. We capitalise internally developed software according to Australian Accounting Standards Board 138 Intangible Assets and relevant accounting guidance. Internally developed software assets include costs generated during the application development phase of a project, but exclude costs relating to preliminary and post-implementation phases. These costs are expensed. The project costs capitalised during 2015–16 were $8.018 million. This includes costs for completion of some developments transferred to the asset register during the year and other major projects still within the development stages.

Our full asset accounting policies and associated financial information are included in Note 2.2 Non Financial Assets on page 109.

Purchasing and procurement

Due to our unique function, we undertake considerable procurement for an agency of our size, both in terms of volume and value. We are especially active in procuring information and communications technology, much of which we do efficiently through whole-of-government arrangements and other Commonwealth contracts and panel arrangements.

Our Legal and Procurement Directorate provides consistent procurement advice to staff across our agency and, over recent years, refined our procurement function, delivering significant benefits.

We support small business participation in the Australian Government procurement market. Small and Medium Enterprises and Small Enterprise participation statistics are available on the Department of Finance's website: www.finance.gov.au/procurement/statistics-on-commonwealthpurchasing-contracts/.

During the reporting period, no contracts were exempt from publication on AusTender.

Consultancy services, competitive tendering and contracting

We engage consultants to meet a need for independent research or assessment, or specialised or professional skills that are currently unavailable within our agency.

Consultants are predominately accessed through the use of existing Commonwealth contractual arrangements. Where this is not possible, we engage consultants in accordance with relevant Commonwealth Procurement Rules and internal CrimTrac policies and procedures. In addition, directors must receive approval from our Executive Staffing Committee when engaging consultants. The Committee considers the human resources and budgetary impacts of engaging employees, contractors and consultants.

Appropriate legal advice and delegate approval is also required before engaging the consultant. The main categories or purposes for which consultants are engaged are:

- specialist advisory ICT services including penetration testing
- legal services—general legal and probity advice, for example on the application of legislation (not related to litigation or potential litigation or given incidentally in connection with the development of contracts or other legal documents)
- independent evaluations and review
- business process analysis, design and other advice
- audit services
- training specialists
- property valuations.

During 2015–16, nine new consultancy contracts were entered into involving total actual expenditure of $369,058.88. In addition, four ongoing consultancy contracts were active during the period, involving total actual expenditure of $710,491.36.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website: www.tenders.gov.au.

Australian National Audit Office (ANAO) access clauses

All CrimTrac contracts entered into during 2015–16, valued over $100,000, include ANAO access clauses.

Discretionary grants

We do not provide any discretionary grants.

Ethical standards

We continue to embed the Australian Pubic Service (APS) Values into everyday work practices, supporting a culture of integrity and accountability. CrimTrac's Chief Executive Instructions require all officials to ensure that actions dealing with Commonwealth resources are consistent with the APS Values and Code of Conduct.

Ethical values and standards are included in our development programs and training for all staff.

Integrity Advisory Committee

Our Integrity Advisory Committee advises our senior leaders on how we can continue to grow as an integrity-based organisation. The Committee provides advice on potential integrity issues arising from the risk framework and on ways we can address these risks. This includes advice on upholding the APS Values and the Code of Conduct, preventing fraud, and managing ethical challenges associated with relationships and conflict of interest.

Privacy

We are committed to promoting privacy as an essential component of everyday organisational and personal practice. The *Privacy Act 1988* provides protection to individuals against the mishandling of personal information by Commonwealth agencies and some private sector organisations. The Privacy Act regulates the collection, use, storage and disclosure of personal information, and access to and correction of that information.

In accordance with our Privacy Act obligations, we have a range of privacy compliance processes in place and publish our Australian Privacy Principle Policy on our website.

We balance privacy considerations with delivering effective information solutions for police. We collect, retain, collate and organise law enforcement information to support and facilitate the exchange of information between law enforcement agencies. We do not alter, modify or remove information we receive from police agencies without the express permission of the originating police agency. This means that we must refer any requests to correct details in our policing information systems to the originating police agency. We have established a process to manage this referral that minimises the administrative burden on individuals and on police agencies.

Records management

We view our information and records as corporate assets that can be trusted and used for as long as needed. We are committed to aligning our information governance to whole-of-government principles to ensure our information is valued, managed digitally and systems are interoperable.

During 2015–16, we continued to consolidate implementation of the TRIM Electronic Document and Records Management System. This has resulted in 52,000 electronic documents being created—an increase of 40 per cent since last year—and only 218 paper files.

Table 3.1 Our Electronic Document and Records Management System from 2014–15 to 2015–16

Record type	2014–15	2015–16	Difference
Paper files (includes Contract files)	375	218	41% decrease
Paper documents (correspondence register)	269	0	100% decrease
Digital folders (includes personnel folders)	2,631	2,278	13% decrease
Electronic documents	37,244	51,971	39.5% increase

Advertising and market research

During 2015–16, we did not incur any costs relating to market research, polling or direct mail, or conduct any advertising or marketing campaigns.

Freedom of information

We are accountable to the Government and community for our performance. Providing ready access to information enhances transparency, demonstrates our accountability and efficiency, and leads to trust and respect. Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme. This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report.

Each agency must display on its website a plan showing what information it publishes in accordance with the Information Publication Scheme requirements. The information we publish as part of the Information Publication Scheme is available on our website.[10]

We have well-established processes to meet our obligations under the FOI Act and Information Publication Scheme. In accordance with requirements, we publish our Information Publication Scheme plan on our website. During 2015–16, we received 20 valid FOI requests for access to documents. We met all requests within the statutory timeframes. The requests received covered a variety of personal information and information about agency operations.

While the FOI Act obliges agencies to consider requests to amend or annotate records by an FOI applicant, this is not possible for information police agencies provide to our systems. As explained under *Privacy* on page 82, we must direct applications to amend personal information to the state or territory police agency that originally provided the information.

Ecologically sustainable development

The five principles of ecologically sustainable development identified in the *Environment Protection and Biodiversity Conservation Act 1999* are integration, precautionary, intergenerational, biodiversity and valuation.

We are aware of these principles within our daily operations, even though none of our agency's activities have specific ecologically sustainable development implications. We also strive to operate in an environmentally responsible manner, including efficient use of resources and effective waste management. We are committed to reducing our impact on the environment through ongoing minimisation strategies and new technologies and resources including:

- electronic document management systems and web-based information sharing tools that reduce or eliminate the need to print and retain paper copies of documents

- using video and telephone conferencing where possible to reduce the need for local and interstate travel

- encouraging building owners to improve energy performance

- ensuring new leases entered into comply with the Australian Government's energy policy

- procuring energy efficient equipment and lighting solutions, such as a smart lighting system that activates only when areas are occupied

- providing recycling facilities in all work areas.

The integration of energy efficiency practices into our agency allows us to reduce our energy costs and decrease consumption of valuable resources.

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10 From 1 July 2016, this information is on the Australian Criminal Intelligence Commission disclosure log website: www.acic.gov.au

People management

We optimise our workforce to achieve our business outcomes.

- **226 staff**
- **52.5% female**
- **47.5% male**
- **1 graduate completed the 2015 ICT Graduate Program**

Our people

During 2015–16, we implemented strategies that enabled our workforce to support the delivery of the strategic priorities of police agencies. Our ability to optimise our workforce is central to achieving our business outcomes.

As at 30 June 2016, our workforce, which is located in Canberra, consisted of:

- 221 (97.8 per cent) ongoing employees and five (2.2 per cent) non-ongoing employees
- 87.6 per cent full-time employees and 12.4 per cent part-time employees
- 52.5 per cent female ongoing staff
- 47.5 per cent male ongoing staff
- five per cent of staff identifying as having a disability
- less than one per cent of staff identifying as Indigenous.

During the year, 32 staff ceased employment with us and 47 staff joined our agency.

Our workforce metrics indicate improvement in organisational health across key measures. This includes a reduction in unscheduled absences and psychologically-based workplace compensation claims.

We continued to monitor our staff environment through staff surveys, communication and consultation. We also progressed several key workforce strategies during the reporting period, including:

- regular portfolio 'stand up' sessions, which provided staff with an opportunity to engage with our Senior Executive
- an Executive Speaker Series, which provided direct access to senior external leaders continued to reinforce the important role CrimTrac employees have in delivering improved law enforcement outcomes for the Australian community
- a Happy Body at Work program, which was a 10-week digital education package covering multiple employee wellbeing targets.

We continued to support the Australian Government's APS interim recruitment arrangements, which prioritise the re-deployment of existing APS staff to vacant positions. Our Executive Staffing Committee also continued to consider all permanent and longer-term temporary staffing actions. This committee considers the human resources and budgetary impacts of engaging employees, contractors and consultants.

Through our ongoing participation in the Australian Government ICT Graduate Program, coordinated by the Department of Finance, our agency had one graduate successfully completed the program in 2015.

We also participated in two graduate development program streams during 2016. We have engaged four graduates to participate in the 2016 ICT Graduate Program and one graduate to participate in the 2016 APS Graduate Development Program coordinated by the Australian Public Service Commission. Our ongoing participation in this program contributes to the development and maintenance of our future workforce capability.

Workplace relations

Although the *CrimTrac Enterprise Agreement 2011–2014* nominally expired on 30 June 2014, all Australian Public Service Level 1 (APS 1) to Executive Level 2 (EL 2) employees remained covered by its terms and conditions of employment during the reporting period. Bargaining for a replacement Enterprise Agreement continued with employee representatives during the year, in accordance with the requirements of the Government's Workplace Bargaining Policy.

Non-salary benefits include flexible working arrangements for APS 1–6 officers, time-off-in-lieu arrangements for Executive Level staff, studies assistance, sabbatical leave and access to a range of initiatives that promote employees' health and wellbeing (see page 87). There was no provision for performance pay under our Enterprise Agreement.

Employment conditions for Senior Executive Service (SES) staff were set out in individual determinations made under section 24(1) of the *Public Service Act 1999*. Many of these conditions aligned with our Enterprise Agreement.

Staffing overview

Table 3.2 CrimTrac staff as at 30 June 2016

Classification	Full-time		Part-time		Casual		Total
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	
APS 1			2				2
APS 2							
APS 3	2	3					5
APS 4	10	17		4			31
APS 5	17	20		3			40
APS 6	19	23		6			48
EL 1	39	30	3	10			82
EL 2	13	2					15
SES1		1					1
SES2	1						1
CEO		1					1
Total	**101**	**97**	**5**	**23**			**226**

Table 3.3 Agency salary ranges by classification as at 30 June 2016

Classification	Salary range
APS 1	$47,618–$52,625
APS 2	$53,889–$59,757
APS 3	$61,380–$66,245
APS 4	$68,409–$74,277
APS 5	$76,302–$80,909
APS 6	$82,410–$94,667
EL 1	$103,090–$125,434
EL 2	$129,197–$149,609

Work health and safety

Our Work Health and Safety (WHS) focus in the past 12 months has been to strengthen our application of the WHS Management System. We continued to strengthen and embed risk mitigation strategies into the function and operation of our agency. Other primary WHS initiatives included:

- maintenance of the *Emergency Process and Procedures Manual*

- review of the WHS Risk Management Framework

- implementation of electronic WHS reporting mechanisms

- consultation with staff during regular Health and Safety Committee meetings and annual review of the terms of reference

- health and safety representative training and reporting

- ongoing training for WHS representatives

- maintenance of an ergonomic office equipment register.

We also provided support to the health and wellbeing of employees through:

- the provision of influenza vaccinations for all staff (June 2016)

- reimbursement of health and wellbeing expenses

- promotion of workstation assessments and use of ergonomic equipment

- the provision of specialist health support services through accredited rehabilitation providers and employee assistance programs.

Learning and development

We enhanced our workforce capability during 2015–16 including through:

- Online Corporate Awareness—this program provides an overview of the legislative and policy requirements affecting all CrimTrac employees and contractors

- Cross Cultural Awareness Training—this program provides participants with an increased awareness and knowledge of Aboriginal and Torres Strait Islander culture, history and relationships, and societies

- Public Interest Disclosure Act Awareness for Managers—the Commonwealth Ombudsman's office delivered awareness sessions on the *Public Interest Disclosure Act 2013* for all CrimTrac supervisors and managers

- CrimTrac Speaker Series—these sessions feature keynote presentations by experts from our police partners and wider law enforcement agencies, and are designed to capture topics related to CrimTrac systems and projects

- CrimTrac Executive Coaching Program—provides access to targeted one-on-one professional development support with a specific focus on personal growth, career development, leadership and management, self-awareness, thinking preferences and emotional intelligence

- Certificate IV Procurement and Contracting—this program is specifically designed to enhance procurement and contracting capability across our agency

- programs that strengthen technical capability for project management and business systems—these included TOGAF® Foundation training (The Open Group Architecture Framework), PRINCE2 Foundation and Practitioner training, COBIT®5 Foundation training (Control Objectives for Information and Related Technologies), and ITIL® Foundation training (Information Technology Infrastructure Library).

We also provided targeted development opportunities for employees typically under-represented in information technology and law enforcement including:

- Women In Information Communication Technology (ICT) Executive Level 1 Coaching Program 2016 through the Department of Finance

- Women in Law Enforcement Strategy (WILES), delivered by the Centre for Public Management.

Workforce planning

The *CrimTrac Workforce Plan 2013–15* provided a high-level overview of current and future workforce capability issues for our agency. The plan supported strategies which addressed the agency's future human capital requirements.

The plan aligns with APS-wide workforce planning frameworks and was externally reviewed during 2014–2015. This review confirmed the current plan was meeting its objectives and recommended that it will continue to deliver the attraction, recruitment and retention strategies necessary to meet CrimTrac's workforce planning needs.

Specific strategies were successfully implemented during 2015–16. These related to workplace integrity, succession planning and the effective identification of workforce capabilities necessary for CrimTrac to continue to deliver effective information sharing services for our partner agencies.

Workplace diversity

We are committed to engaging a diverse workforce that reflects the broader community. Our strategies support and promote an inclusive environment and a culture that values the contributions of people with different backgrounds and experiences.[11]

Diversity and social inclusion through the reporting year

We actively promote and participate in strategies and events that recognise the diversity of our workforce, including:

- maintaining membership and contact with Australian Network on Disability and the Diversity Council Australia

- participating in the Australian Public Service Commission pilot program Recruit Ability—designed to facilitate the progression of applicants with disability to further assessment, such as interview

- using the affirmative measure provisions provided by the Australian Public Service Commissioner's Directions—this allows a person with disability to be directly employed where a disability employment services provider has assessed the person as being unable to compete successfully on merit due to his or her disability

- recognising and celebrating certain events throughout the year including Reconciliation and NAIDOC Week, Harmony Day, Ramadan, R U OK Day, and International Women's Day.

Reconciliation Action Plan activities

Throughout the reporting period, we:

- participated in the Australian Public Service Indigenous Pathways program—the Australian Public Service Commission facilitates bulk recruitment exercises for the intake of Indigenous graduates on behalf of participating Australian Public Service agencies

- celebrated and recognised Aboriginal and Torres Strait Islander people, particularly during Reconciliation Week and NAIDOC Week activities

- continued to support Indigenous community services through awareness and fundraising activities.

Diversity statistics

As at 30 June 2016:

- 23.9 per cent of employees were not born in Australia

- 19 per cent of employees' first language is not English

- 22.6 per cent of employees identify as having at least one parent who did not speak English as a first language

- five per cent of employees identify as having a disability.

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11 From 1 July 2016, this information is on the Australian Criminal Intelligence Commission website: www.acic.gov.au