

AGENCY
OVERVIEW

PART

1





CEO REVIEW

It is my privilege to steward CrimTrac in its role in supporting the fight against crime and meeting the information needs of the Australian Policing Community. Our contribution is unique—supporting information-based policing through rapid access to detailed, current and accurate nation-wide reference information, serving the needs of our police partners investigating cold cases and volume crime, and responding to incidents across the spectrum from national security to calls for service.

CrimTrac's operating model of co-planning, co-investment and co-delivery ensures each police agency gains greater information sharing outcomes than if they acted independently. Partnership through collaboration allows us to deliver national solutions to national problems.

The environment in which we operate is challenging and constantly changing. This drives us to continually explore emerging ICT solutions—locally, nationally and internationally.

The CrimTrac ICT Blueprint for National Police Information Sharing 2014–2018 establishes an ambitious but achievable vision for information sharing in the national policing landscape, reflecting the contributions and expectations of our police partners. This will inform the development of our ICT Roadmap, our adoption of the National Information Exchange Model (NIEM), and will represent a significant investment in our future.

The design of the CrimTrac organisation also reflects the need for responsiveness to a changing environment, aligning CrimTrac teams through a 'Plan, Build, Run' model which provides a structure that is adaptive, better able to focus on business delivery, and well-positioned to capitalise on future opportunities.

Under the guidance of the CrimTrac Board of Management and the leadership of the CrimTrac executive team, CrimTrac continues to deliver critical services to our partner agencies.

Australian Cybercrime Online Reporting Network (ACORN)

The ACORN is a key initiative in Australia's National Plan to Combat Cybercrime. CrimTrac is developing the technical solution for this joint project which also involves all Australian police agencies, the Commonwealth Attorney-General's Department and the Australian Crime Commission.

The ACORN will provide a centralised online reporting facility to simplify public reporting of cybercrime, provide information people need to protect themselves, and ensure agencies can respond more quickly. It will also provide a clearer picture of the scope and nature of cybercrime affecting Australians and enable better operational and policy responses.

Throughout this financial year, we completed significant work on the ACORN, with the launch of the website scheduled for late 2014.

Australian Ballistics Information Network (ABIN)

On 21 May 2014, the Minister for Justice, the Hon Michael Keenan MP, launched the ABIN, enabling a national capability for Australian police agencies to electronically collect, store and analyse recovered ballistic evidence. In the past, many Australian police agencies used a manual process to match ballistic evidence, which is both time consuming and resource intensive. The national capability of the ABIN increases the ability of all Australian police agencies to investigate firearm-related crime, both within their state and across borders.

National Domestic Violence Order Information Sharing System (NDVOISS)

In June 2014, the Prime Minister, the Hon Tony Abbott MP, launched the *Second Action Plan 2013–16 to Reduce Violence against Women and their Children*. The action plan includes a National Domestic Violence Order (DVO) Scheme. We were given \$3.4 million over three years to design and develop a prototype National Domestic Violence Order Information Sharing System.

This prototype will focus on improving information sharing of domestic violence orders between a number of states. Ultimately, a key benefit of a national system such as the NDVOISS will be the improved safety of both victims of domestic violence and frontline police. We will be working towards building and testing an operational prototype by 2017, and will begin work on the early stages of the project immediately.

Memorandum of Understanding (MOU) with the Department of Immigration and Border Protection

In June 2014, we signed an MOU with the Department of Immigration and Border Protection to enable the Department access to our National Automated Fingerprint Identification System (NAFIS). The NAFIS holds fingerprint and palm print data and related information used for law enforcement purposes. This is the second such agreement between CrimTrac and the Department. Access to the NAFIS assists the Department to protect Australia's borders.

Integrity Partnership

CrimTrac continued its strong relationship with the Australian Commission for Law Enforcement Integrity (ACLEI), including jointly hosting an integrity conference on 10 September 2013. The conference brought together guest speakers and participants to explore approaches to embedding integrity into our everyday systems and practices. We also maintained our internal focus on integrity through the continued work of our Integrity Advisory Committee.

Our Organisational Capability

We continued to grow our internal capability in the areas of key compliance activity. 2013-14 saw significant advancement in our work to achieve compliance with the Australian Government Digital Transition Policy through progress of our Electronic Document and Records Management System. Additionally, in September 2013 we released agency-wide procurement and contracting guidance material, and in March 2014, created a dedicated Commercial Unit to continue to deliver greater transparency and effectiveness and strengthen our compliance regimes.

Looking ahead

The development of the *CrimTrac Strategic Plan 2015-2020* has involved significant consultation with all police agencies and the Commonwealth Attorney General's Department

The plan defines strategy and direction, and provides a framework for guiding the decision making of the management of CrimTrac and the Board of Management for the next five years.

The strategic priorities articulated in the plan place CrimTrac in a strong position to ensure partner agencies' information sharing needs continue to be met now and into the future.

Our strategic priorities are underpinned by strategic pillars – People, Partnerships, Innovation and Productivity – which form the foundation of our plan.

2014–15 will see CrimTrac:

- together with our partners launch ACORN to enable Australians to actively engage in the fight against cybercrime
- implement a national solution to assist with identification of missing persons and unidentified human remains
- begin scoping and prototyping the National Domestic Violence Order Information Sharing System
- continue to explore options for the replacement of our NAFIS system and the potential inclusion of other biometrics capabilities
- work on identity resolution and the adoption of the National Information Exchange Model
- redevelop our web communication platforms to improve functionality for all users
- develop a new people strategy with greater learning and development opportunities
- build on our graduate career pathway programs.

We have an ambitious agenda, but I am confident that together with our national partners we can achieve our goals. I would like to congratulate CrimTrac staff for their contribution to our agency's achievements over the past year. Their continued energy, focus and commitment ensure we deliver services and capabilities that make a real difference for police and the Australian community. I would also like to thank our national partners for their continued commitment and contribution to working together with CrimTrac to achieve our work outcomes.

The next 12 months will be another challenging and exciting year to add to our strong history, and we are well positioned to take advantage of any and all opportunities.



Doug Smith APM

Chief Executive Officer
CrimTrac



ABOUT US

EVERY
DAY OUR
SERVICES
HELP
AUSTRALIA'S
POLICE
MAKE OUR
COMMUNITIES
SAFER

Our role and function

We deliver national information-sharing solutions that support police in their work. We do this by bringing together essential law enforcement information from around the country and making it accessible to all Australian police and wider law enforcement agencies.

Our services include:

- police reference and information services
- national fingerprint matching capability
- national DNA matching capability
- national child sex offender register
- firearms and ballistic services
- a cybercrime reporting system
- national police checks.

Our outcome and flow-on benefits

As expressed in our Portfolio Budget Statement, our intended outcome is to provide *access to information that supports law enforcement through collaborative national information systems and services*.

Our technical solutions enable Australia's police and law enforcement agencies to share information across state and territory borders. We work in partnership with these agencies to deliver these solutions, which:

- help police to detect, reduce and prevent crime in our community
- assist police to solve and manage cases such as murder, domestic violence, missing persons, disaster victim identification as well as crimes such as burglary and car and property theft
- minimise opportunities for offenders to evade the law by crossing borders.

Through cooperation between Commonwealth agencies and state colleagues, and close consultation with our partners, we are ensuring that police across Australia have the information they need to keep our streets safe.

Our performance

We measure our performance against the deliverables and key performance indicators in our Portfolio Budget Statement. See details on page 18, Part 2: *Report on performance*.

OUR
SERVICES
HELP POLICE
DETECT,
REDUCE,
PREVENT
AND SOLVE
CRIME

Our history and broad objectives

CrimTrac was established in 2000 under an Inter-Governmental Agreement (IGA) between the Commonwealth, states and territories to deliver on the vision of sharing national policing information to achieve local, national and international policing outcomes. The IGA underpins our role and sets out our broad objectives of providing high quality information services that:

- meet the needs of the Australian policing community
- establish best practice service models in relation to the provision of information to support policing
- are project-oriented and cost-benefit driven to achieve outcomes.

In 2006 CrimTrac and the state, territory and federal police commissioners signed a Memorandum of Understanding that supports the IGA.

Our financial results

Our revenue for the year was \$68 million and our expenses, \$65 million, providing an operating surplus of over \$3 million. The majority of our expenditure was on supplier and employee expenses.

Our portfolio and accountability

CrimTrac is an Executive Agency within the Commonwealth Attorney-General's portfolio.

This reporting year we were subject to the *Public Service Act 1999* and the *Financial Management and Accountability Act 1997* (FMA Act). The *Public Governance, Performance and Accountability Act 2013* replaces the FMA Act from 1 July 2014.

We are accountable to the Commonwealth Parliament, the Minister for Justice and our Board of Management, which comprises Australia's police commissioners, the ACT Chief Police Officer and a Deputy Secretary of the Attorney-General's Department.

Our minister

At 30 June 2014, Minister for Justice, the Hon Michael Keenan MP, had Commonwealth responsibility for CrimTrac.

Prior to Minister Keenan's appointment, we reported to the former Minister for Home Affairs, Minister for Justice, the Hon Jason Claire MP, from 1 July 2013 to 17 September 2013.

OUR ORGANISATIONAL STRUCTURE

Our Executive

Our Executive is responsible for the high-level management of the agency. Our Executive consists of our Chief Executive Officer, Chief Operating Officer and Chief Information Officer.



Chief Executive Officer | Doug Smith APM

The Commonwealth Minister for Justice appoints our Chief Executive Officer (CEO) on the recommendation of the CrimTrac Board of Management. Our CEO is responsible to the Minister and to the Board for delivering CrimTrac services in accordance with the Inter-Governmental Agreement that established our agency.

Doug provides executive leadership, direction and high-level decision-making, and ensures our operations comply with relevant Commonwealth, state and territory laws.

Doug took up the position of CrimTrac CEO in January 2011. His policing career began more than 40 years ago with the Victoria Police and he has also served with the Queensland Police Service and the Northern Territory Police, Fire and Emergency Services. In 1998 he was promoted to Assistant Commissioner of Police in the Northern Territory, and he acted at times as the Northern Territory Commissioner of Police and Deputy Police Commissioner. Doug's broad policing experience includes working in the stock squad, traffic enforcement, criminal investigations, legal and training, and as a prosecutor.

Doug was awarded the Australian Police Medal for distinguished service to the Queensland Police Service in 1995. He has also obtained a Masters of Public Administration (1994) and a Bachelor of Arts with a double major in Public Administration and Government and a major in History (1993).



Chief Operating Officer | Nicole Mayo

Our Chief Operating Officer (COO) develops our strategic objectives and long-term planning activities, and manages the corporate services that underpin our agency.

Nicole's career spans more than 20 years in the legal profession, both in private practice and the public sector, in the Australian Capital Territory (ACT) and Commonwealth public service. She has a Bachelor of Laws and holds an unrestricted Government Practising Certificate.

Nicole was appointed COO in July 2013. She brings extensive experience working within a complex multi-jurisdictional and legislative environment and is a strong leader who displays resilience and well developed problem solving skills. Nicole is responsible for human resources, legal and procurement, finance, business innovation and development, governance and strategy.



Chief Information Officer / Lee Walton

Our Chief Information Officer (CIO) leads the delivery of national information-sharing services to Australia's police agencies, and manages the implementation of business and information communications technology (ICT) solutions for CrimTrac.

Lee was appointed CIO in January 2013. He has more than 30 years' experience working across government in both Australia and the United Kingdom. This includes 12 years with Defence Signals Directorate, where he held senior positions in project management, ICT reform and as Chief Engineer.

With Lee's extensive experience in the ICT sector, he is highly skilled to lead the delivery of CrimTrac ICT services to meet the needs of our police partners. Lee has a First Class Honours engineering degree and is a Chartered Engineer and registered project manager.

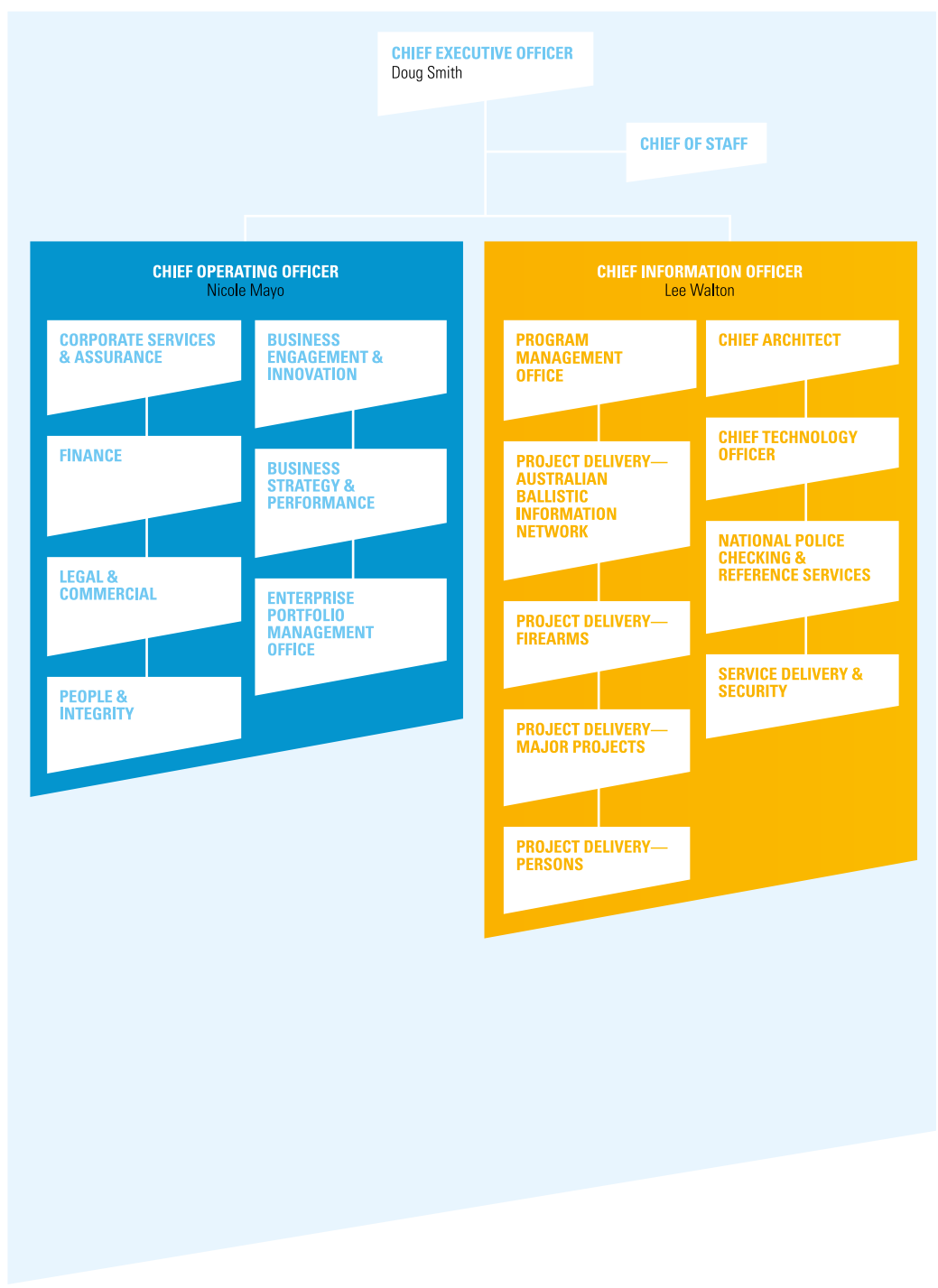
Our structure

As our agency evolves we need to evolve our supporting structure. In April 2014, we implemented a new 'Plan, Build, Run' structure to better align our COO and CIO portfolios. This new structure enables us to:

- better deliver our objectives
- adapt to the changing needs of our partners
- take advantage of emerging business opportunities.

The COO portfolio is responsible for developing the CrimTrac Work Plan, prioritising new initiatives, evaluating outcomes of capabilities, and delivering corporate services. In addition, the restructure moved some ICT planning functions into the COO portfolio. This allows the CIO portfolio to focus on delivering new capability and approved projects, while maintaining and supporting existing services.

Figure 1.1: Crimtrac Organisation Structure as at 30 June 2014



STRATEGIC LANDSCAPE

We are nearing the end of our five year journey to 2015 set out in our current Strategic Plan—CrimTrac 2015. Significant improvements have been made to strengthen our governance, streamline information sharing, and invest in our people.

CrimTrac Strategic Plan 2015–2020

Throughout the year, CrimTrac commenced work and consulted with stakeholders to develop the *CrimTrac Strategic Plan 2015–2020*. The plan for the next five years focuses on four key priority areas—people, partnerships, productivity and innovation. Through these key focus areas we can move towards our desired future state, and effectively respond to the needs of our police partner agencies.

To continue to build on our established partnerships and connect our priority areas, significant planning was undertaken to successfully align our strategic vision to our operating model—co-planning, co-investing, and co-delivery. Furthermore, significant emphasis was placed on ensuring our plan aligns with the strategic direction of each police agency—to remain in step with our partners and continue to deliver services that contribute directly to keeping the Australian community safe.

The plan will become CrimTrac's key driver in setting the direction of our agency and will influence the way we approach and deliver our work.

Our Value Proposition

Through co-planning, co-investment and co-delivery, Australia's police and law enforcement agencies gain greater information sharing and information services outcomes than by acting independently and without collaboration.

Our Mission

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

CrimTrac ICT Blueprint 2014–2018

The *CrimTrac ICT Blueprint 2014–2018* was developed throughout the year to guide our ICT direction as we move into the future and invest in innovative information-sharing solutions. It is also an important vision that was developed in line with the *CrimTrac Strategic Plan 2015–2020*.

The ICT Blueprint is built upon feedback from our police partner agencies. It will help us to remove technology barriers between existing systems, enhance our information services, and provide a technical environment for future developments. We will also work to expand the information that Australian police can access by implementing a mature information exchange standard through the National Information Exchange Model (NIEM).

Through the ICT Blueprint, we will continue to assess new ideas and opportunities, and we will take advantage of new technologies to deliver cost effective and efficient solutions that help police to do their work and keep our community safe.