Towards a Safer Australia

CEPS

ARC Centre of Excellence in Policing and Security

Strategic Plan

2008—2012
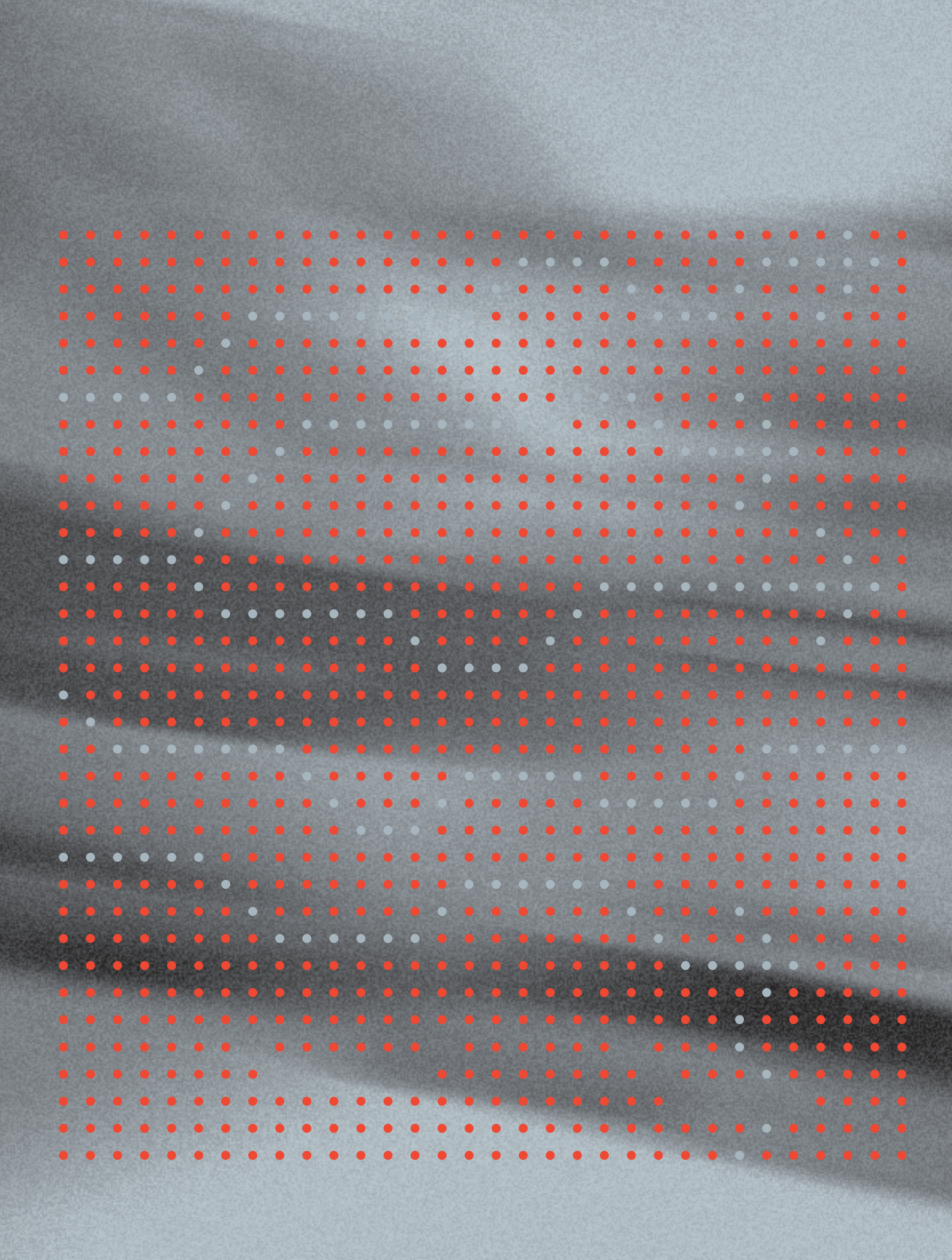
Foreword

The $32 billion per year cost of crime, coupled with the 90% growth (1999/00 – 2007/08) in offshore defence spending, is driving the proliferation of a range of new policies, laws and programs aimed to control and prevent crime and security threats, creating a real and urgent need for high quality research of scale, focus and depth not previously undertaken in Australia. CEPS was established by the Australian Research Council (ARC) in 2007 to meet these challenges and boost policing and security research capacity in Australia amid the growing complexity and internationalisation of transnational crime in this post 9/11 environment.

CEPS is a $25 million research Centre of Excellence, with $10 million establishment funding provided by the ARC from 2008 through 2012. Our research program will discover new knowledge about individual, community, organisational, and societal crime and security threats and work closely with government and industry to develop and test new and better responses.

Over the next five years and beyond, CEPS will deliver a world class program of research that is both innovative and responsive to new and emerging threats. We will generate exciting research opportunities and create a dynamic and stimulating intellectual community amongst researchers, students, practitioners, policy makers and the media. Our education and training program will help to grow the policing and security research capacity in this country.

To meet the pace of change and ensure our ongoing relevance, we will build effective partnerships with key policing and security organisations to incorporate critical new issues into our annual research plan.

Our Five Year Strategic Plan is the product of a series of consultations between CEPS Chief Investigators, the ARC, the International Advisory Board, our Industry Partners and the central CEPS management team. Together with the CEPS community, I look forward to building and delivering an internationally recognised centre of research excellence.

Professor Lorraine Mazerolle
CEPS Director
February 2008

CEPS brings together a world–class team from a range of disciplinary perspectives to better understand state–centric and transnational threats that challenge Australia's security.

Contents

Overview

Our vision

CEPS research leadership shapes policy and practice reform to strengthen the security and wellbeing of Australia.

Governance

CEPS has a three-tiered management structure comprising an International Advisory Board, CEPS Executive and a Research Management Committee.

International Advisory Board
⌄
CEPS Executive
⌄
Research Management Committee

The **International Advisory Board** provides strategic advice to the CEPS Executive on:

- :: the quality and practical value of the research agenda;
- :: performance monitoring;
- :: linkages between CEPS, research institutions, industry and government;
- :: CEPS administration, including budget allocation, planning and reporting;
- :: marketing and commercialisation; and
- :: membership of the Research Management Committee.

The **CEPS Executive** has overall responsibility for the management and operation of CEPS, including fund allocation, in accordance with:

- :: the Collaborating Organisation Agreement;
- :: the Strategic Plan 2008 – 2012;
- :: annual business plans;
- :: the original ARC application; and
- :: ARC Funding Rules and Funding Agreement.

The **Research Management Committee** advises the CEPS Executive on matters concerning:

- :: the operation and progress of projects;
- :: cross-project collaboration;
- :: liaison with other academic, industry and international stakeholders involved with the work of CEPS; and
- :: potential new members.

Our intellectual community

Exceptional scholars and practitioners are critical to the success of CEPS. CEPS has assembled a broad intellectual community to deliver our goals.

- :: **Chief Investigators** lead research projects and are responsible for dissemination of research outcomes.
- :: **Partner Investigators** and **Associate Investigators** collaborate on specific projects.
- :: **Visiting Scholars**, who are experts with international experience, spend short periods in Australia working with CEPS scholars.

- :: **Research staff** and **students** collaborate on specific projects and are provided with excellent skill-building opportunities.
- :: **Industry partners** provide access to data, knowledge of the practical environment and work closely on CEPS projects and programs.
- :: **Practitioners-in-residence** work shoulder-to-shoulder with CEPS researchers helping to transfer knowledge between the research and industry environments.
- :: In addition to its oversight role, the **International Advisory Board** makes valuable contributions to the CEPS intellectual community.

CEPS values the work conducted by external policing and security scholars and practitioners, and is eager to engage with the broader policing and security community.

International Advisory Board

Visiting Scholars

Chief Investigators

Associate Investigators

Excellence in Research

Industry Partners

International Partner Investigators

Research Staff and Students

Practitioners in Residence

CEPS Goals

1. Research

To deliver an exceptional and internationally renowned program of research.

2. Education

To play a key role in developing the next generation of policing and security scholars.

3. Growth

To stimulate increased research and policy interest in national and international policing and security issues.

4. Engagement

To effectively engage the public, research, policy and practitioner environments on policing and security issues.

5. Distinction

To achieve national and international recognition.

1. Research
Deliver an exceptional and internationally renowned program of research.

Safeguarding Australia is a national research priority. CEPS research addresses a number of national security priority goals, including:

:: helping us to protect Australia's critical infrastructures;
:: facilitating more effective engagement with people and countries in our region and elsewhere in the world; and
:: improving our efforts to prevent and control crime and terrorism.

Four Programs of Research drive the CEPS research agenda.

Research Program One:
Generate Insights
CEPS brings together a world class team from a range of disciplinary perspectives to better understand state-centric and transnational threats that challenge Australia's security. We will generate insights about:

:: the characteristics, rise and decline of illicit organisations;
:: the nature of vulnerable communities and the dynamics of community-level conflicts;
:: people at risk of radicalisation, extremism and terrorist activity;
:: Australia's key infrastructure vulnerabilities;
:: the dynamics, strengths and weaknesses of transnational actors;
:: fragile states and turbulent regional areas;
:: extending frontiers in our region;
:: historical threats facing democratic societies; and
:: the economic, social and cultural wellbeing of Australians in the post 9/11 environment.

Research Program Two:
Assess & Evaluate
CEPS will "take stock" of existing legislation, policy and practice to determine the strengths and weaknesses of current approaches. We will analyse and evaluate:

:: investigative practices in response to serious crime problems;
:: new security-focused laws, ongoing corruption challenges and police integrity systems;
:: challenges confronting whole-of-government coordination;
:: crime and intelligence analytic methods, technologies and practices;
:: Australia's international responses in our region;
:: frontline policing controlling violence, vulnerable groups, substance abuse and public space;
:: legal frameworks in the post 9/11 environment; and
:: performance models that underpin police and security practice.

Research Program Three:
Innovate & Test
Drawing on the outcomes of Research Programs One and Two, CEPS will work with our industry partners to develop and test new and innovative tools, techniques and practices to reduce crime, minimise threats, harness technologies and enhance wellbeing.

Research Program Four:
Integrate & Implement
Program Four is an important program of research that furthers the discipline of Integration and Implementation Sciences (I2S). I2S will develop and provide tools to:

:: generate fresh, new ideas;
:: promote knowledge integration across disciplines;
:: support decision-making under conditions of ignorance and uncertainty; and
:: help implement decisions to bring about effective change and social improvement.

> *Our success in building an exceptional and internationally renowned research program will be reflected in our capacity to make increasing contributions to new knowledge. Our growth in contributions will be measured by our growing number of CEPS publications, and invitations to research institutions and conferences.*

Programs of Research
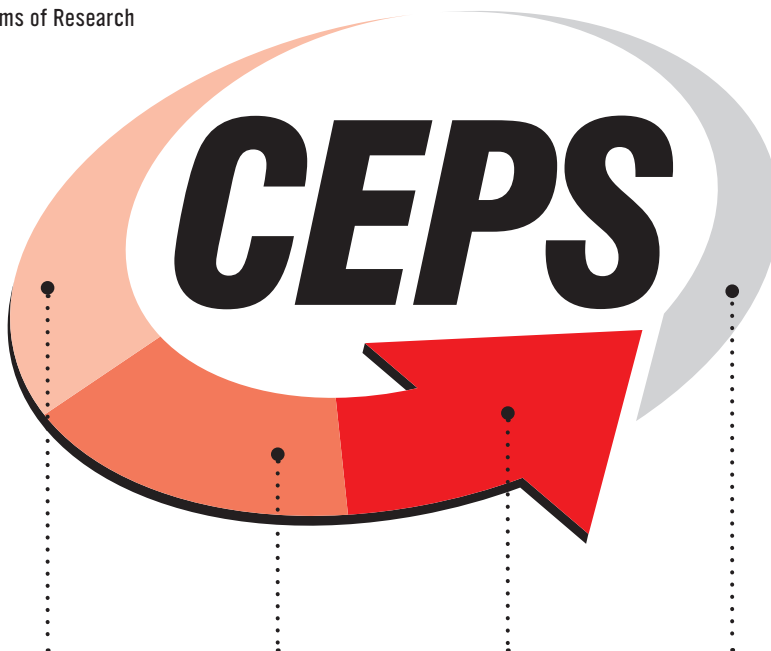
Generate Insights
Illicit Organisations
Vulnerable Communities
Risky People
Vulnerable Infrastructures
Transnational Actors
Fragile States
Extending Frontiers
Historical Threats
Social Wellbeing

Assess & Evaluate
Investigative Practices
Integrity Systems
Government Coordination
Intelligence Methods
International Responses
Frontline Policing
Legal Frameworks
Performance Models

Innovate & Test
Reduce Crime
Minimise Threats
Harness Technologies
Enhance Wellbeing

Integrate & Implement
Fresh Ideas
Knowledge Integration
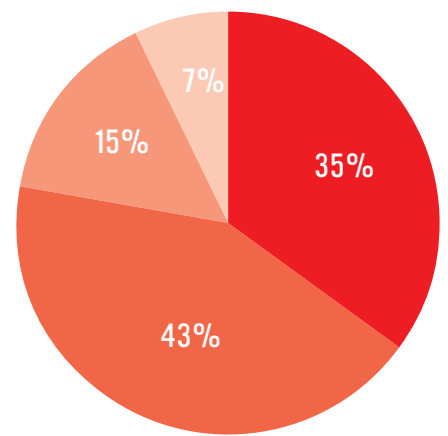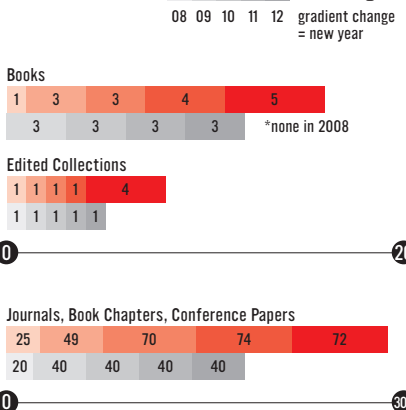Ignorance & Uncertainty
Decision Support

Research Program Cash and In-Kind

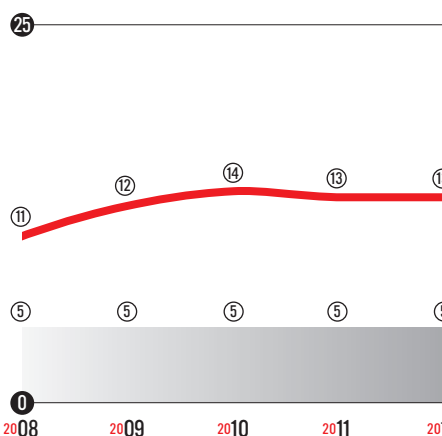|			
■	Program 1:	Generate Insights	$8,000,000
■	Program 2:	Assess & Evaluate	$10,000,000
■	Program 3:	Innovate & Test	$3,500,000
■	Program 4:	Integrate & Implement	$1,500,000

35%
43%
15%
7%

The majority of the CEPS foundation budget is allocated to research that will generate insights and evaluate current responses. We must invest in Programs One and Two at the outset in order to develop innovative trials and generate new ideas. The CEPS growth strategy will ensure additional funding is allocated to Program Three and Four budgets over time.

Publications 2008–2012

CEPS target
ARC target
08 09 10 11 12 gradient change = new year

Books
1	3	3	4	5
3	3	3	3	*none in 2008

Edited Collections
1	1	1	1	4
1	1	1	1	

0   20

Journals, Book Chapters, Conference Papers
25	49	70	74	72
20	40	40	40	40

0   300

The number of CEPS publications will increase over the next five years as more results emerge from our suite of research projects. CEPS plans to exceed our ARC targets in all publication categories.

Research Institution Invitations

CEPS target
ARC target

25
11   12   14   13   13
5   5   5   5   5
0
2008   2009   2010   2011   2012

Conference Invitations

CEPS target
ARC target

25
23   22
20   21
16
12   12   12   12   12
0
2008   2009   2010   2011   2012

We aim to exceed ARC targets for invitations to attend conferences and visit research institutions. Over time, and as the CEPS reputation builds, we expect an exponential increase in these invitations.

2. Education

Play a key role in developing the next generation of policing and security scholars.

CEPS provides exceptional education and training opportunities to post-graduate and post-doctoral scholars. We will:

- recruit and mentor first-class PhD candidates, post-doctoral fellows and early career researchers;
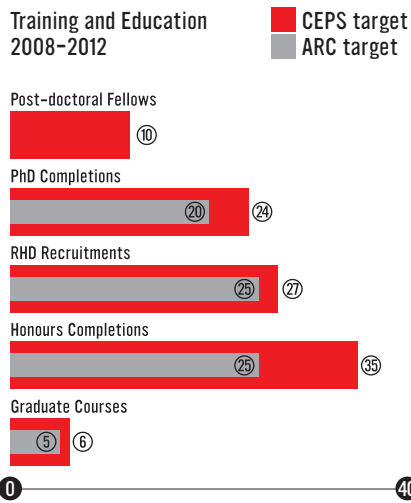- provide exciting research opportunities and exceptional research training within a collegial and supportive environment;
- provide first-class premises and access to cutting-edge information technology;
- expose students to scholarly and practitioner environments; and
- ensure opportunities to engage with national and international policing and security debates.

Our success will be measured by the growth in the total number of PhD and Honours student completions, Research Higher Degree (RHD) recruitments and graduate courses delivered by CEPS during the period 2008 – 2012. CEPS PhD students will engage with the international policing and security community by participating in national and international conferences.

Training and Education 2008–2012

🟥 CEPS target
⬜ ARC target

Post-doctoral Fellows
⑩

PhD Completions
⑳ ㉔

RHD Recruitments
㉕ ㉗

Honours Completions
㉕ ㉟

Graduate Courses
⑤ ⑥

0 40

By 2012, CEPS will successfully graduate between 20 and 24 PhD students and between 25 and 35 honours students. This achievement would more than double the current output of new policing and security graduates in Australia and vastly improve the depth of national scholarship in this field.

PhD Attendance at Conferences

❼

④ ⑤ ⑤ ⑤ ⑥

0
2008 2009 2010 2011 2012
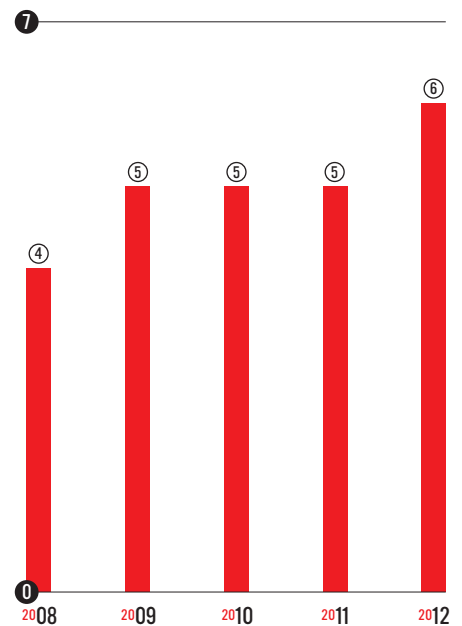
Our RHD program ensures that CEPS PhD students all have the opportunity to attend national and international conferences. Our target is for approximately one-fifth of all enrolled CEPS PhD students to attend one conference each year.

3. Growth

To stimulate increased research and policy interest in national and international policing and security issues.


CEPS seeks to grow the scale and focus of research to better safeguard Australia. We will:

:: build and strengthen national and international networks of policing and security scholars to increase research output in the area;

:: manage a national and international Visiting Scholars program to attract acclaimed scholars to work with Australian-based scholars;

:: attract high quality PhD students and early career researchers to create new scholarly interest in the policing and security field; and

:: identify new national and international research partners to improve data access and extend CEPS's arc of influence.

Our effectiveness in growing the magnitude of research effort in policing and security will be measured by our ability to grow the number of CEPS scholars, attract additional income and support from competitive research grants and new industry partners.

CEPS Scholars

Chief Investigators
Partner Investigators
Associate Investigators
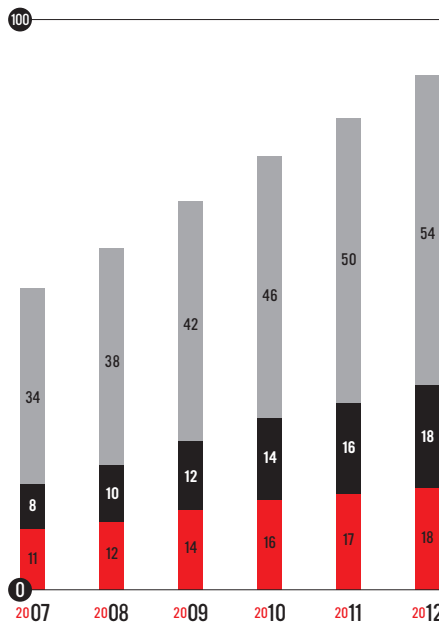
CEPS aims to double the numbers of CEPS Chief Investigators, Partner Investigators and Associate Investigators over the five year period (2008-2012).

New Partners

CEPS target
ARC target
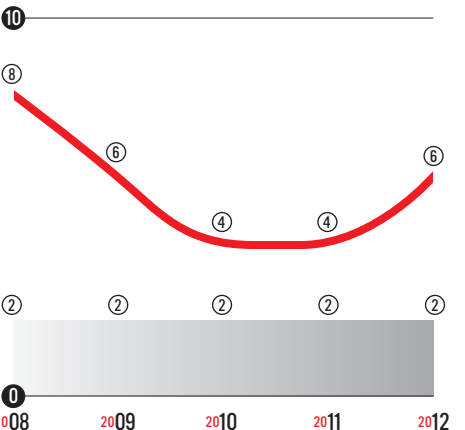
CEPS has ambitious targets for attracting new collaborating partners. We expect to grow the number of CEPS partners over the next five years over and above our ARC targets. 2008 represents a unique opportunity to recruit new collaborating partners that, for a variety of reasons, were not foundational CEPS partners. The population of available and appropriate partners is finite. As such, we anticipate a declining number of new collaborating partners beyond 2008, that begins to peak again as we enter our second five year funding cycle.

ARC Target

CEPS Target

IK	$61,000	**$30,644,439**
G	$396,500	
I	$127,500	
IK	$71,000	**$30,034,439**
G	$461,500	
I	$127,500	
IK	$71,000	**$29,324,439**
G	$461,500	
I	$127,500	
IK	$73,000	**$28,614,439**
G	$474,500	
I	$145,000	
IK	$58,000	**$27,884,439**
G	$377,000	
I	$145,000	

$28,454,439	$150,000	G
	$80,000	I
$28,224,439	$150,000	G
	$80,000	I
$27,994,439	$150,000	G
	$80,000	I
$27,764,439	$150,000	G
	$80,000	I
$27,534,439	$150,000	G
	$80,000	I

In–kind $11,475,181

Industry $2,430,000

University $3,399,258

ARC $10,000,000

2012
2011
2010
2009
2008

IK In-kind support
G Grant
I Industry

2007 Foundation Funding

We expect to grow CEPS income through expanding our partner base, peaking in year three as CEPS's reputation grows and more of our research projects commence. Our growth strategy will ensure that the number of new partners peaks again early in our second five year funding period from 2013 to 2017. As a risk mitigation strategy, CEPS will grow a diverse portfolio of funding sources, including competitive grants, and industry and consultancy income.

4. Engagement

Effectively engage the public, research, policy and practitioner environments on policing and security issues.

CEPS scholars are experts who contribute extensively to international policing and security debates. Our Communications Strategy ensures that CEPS promotes knowledge exchange across the public, research, policy and practitioner environments. We aim to:

:: be a valued, recognised authority on policing and security issues;

:: collaborate with the community, higher education, police agencies, governments, industry and the private sector;

:: improve the interface between research outcomes and industry adoption;

:: create conduits with non-research sectors; and

:: provide key government, policing and industry representatives with a formal voice in the strategic direction of CEPS.

We will demonstrate our success in effectively engaging the public, research, policy and practitioner environments by our high number of end-users briefings, workshops and reports, and media comments.

Engaging Key Stakeholders 2008–2012

■ CEPS target
■ ARC target

End-user Reports
14 | 43

End-user Workshops
6 | 25

Media (newsletters, Op-Ed pieces)
60 | 78

0 | 80
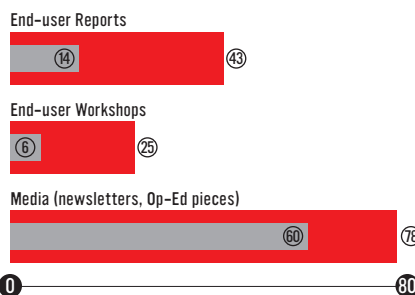
Over the next five years, CEPS aims to more than triple our ARC targets for engaging with key stakeholders. We will actively engage with the media in an attempt to inform public debates.

Verbal Industry Briefings

100

52 | 66 | 81 | 79 | 77

0

2008 | 2009 | 2010 | 2011 | 2012
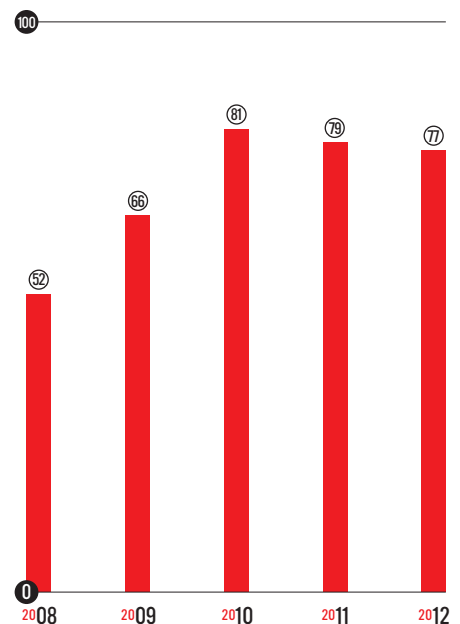
In addition to the ARC's required engagement activities, CEPS will deliver in excess of 50 verbal industry briefings per year. These will peak in 2010, when most research projects are operational.
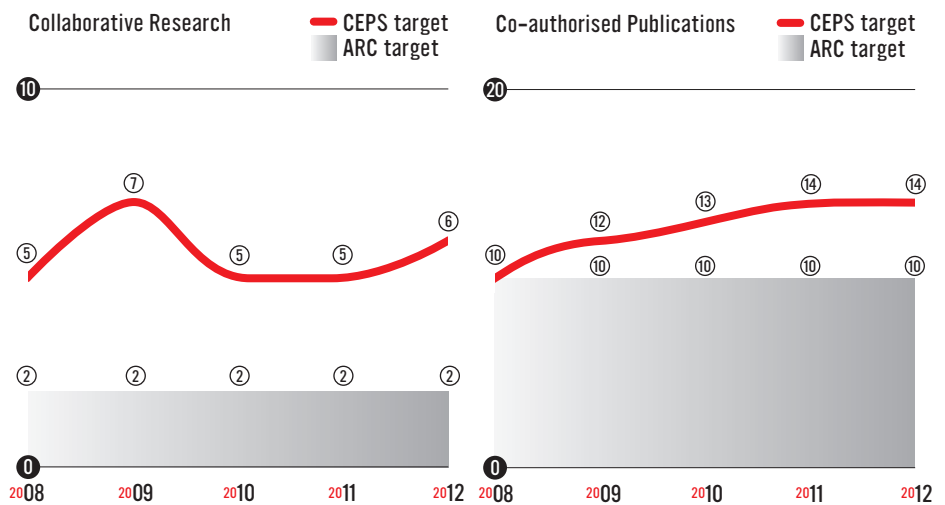
5. Distinction
Achieve national and international distinction.

The international reputations of CEPS foundation Chief Investigators establishes CEPS as a Research Centre of Excellence. To ensure the ongoing distinction of CEPS, we will:

:: adhere to our core values;

:: grow our program of research into new and emerging areas;

:: innovate and improve our research, products and interactions;

:: build effective partnerships with international research institutions;

:: conduct collaborative research projects and publish co-authored work with international partners;

:: participate on international policing and security committees and boards; and

:: build effective partnerships with industry partners.

Our national and international reputations will be reflected in our high number of collaborative research endeavours, overseas visits, hosting international scholars at CEPS and committee memberships.

Collaborative Research

— CEPS target
▨ ARC target

⑩

⑦

⑤   ⑤   ⑤   ⑥

②   ②   ②   ②   ②

0

2008   2009   2010   2011   2012

Co-authorised Publications

— CEPS target
▨ ARC target

⑳

⑭   ⑭

⑬

⑫

⑩   ⑩   ⑩   ⑩   ⑩

0

2008   2009   2010   2011   2012

Collaborative research partnerships will peak in 2009 when the greatest number of international projects are operational. CEPS will meet ARC targets for international co-authorship in the first year, but will grow collaborative publishing in the later years as more visiting scholar and Partner Investigators engage with CEPS.
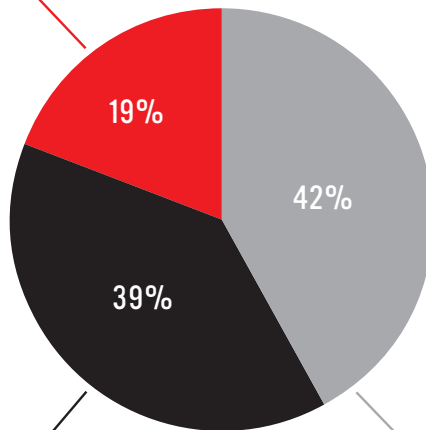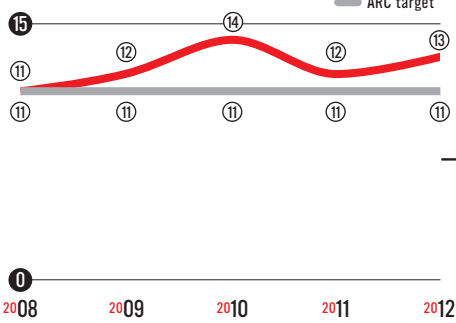
CEPS Committee Memberships

CEPS target
ARC target

⑦

⑥ ⑥ ⑥ ⑥ ⑥

CEPS Scholarly Exchange
2008–2012
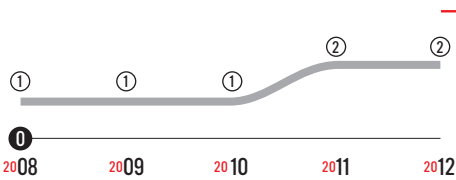
CEPS International Visitors
CEPS Overseas Visits
CEPS Committee Memberships

② ②
① ① ①

0

2008 **20**09 **20**10 **20**11 **20**12

19%

42%

39%

CEPS Overseas Visits

CEPS target
ARC target

⑮
⑭
⑫ ⑫ ⑬
⑪ ⑪

⑪ ⑪ ⑪ ⑪ ⑪

0

2008 **20**09 **20**10 **20**11 **20**12

CEPS International Visitors

CEPS target
ARC target

⑳
⑯
⑬ ⑬ ⑮
⑪

⑤ ⑤ ⑤ ⑤ ⑤

0

2008 **20**09 **20**10 **20**11 **20**12
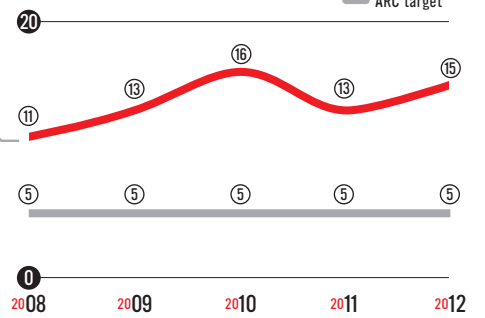
CEPS intends to meet or exceed our ARC targets for scholarly exchange in all five years. CEPS has a clear strategy to increase international scholarly exchanges in years 2010 to 2012. We anticipate that these international partnerships will be a good source of additional funding and in-kind support beyond 2012.

Our Operating Environment

Key challenges > Internal risks

Staffing CEPS
Excellent scholars are critical to the success of CEPS. The quality of our research, the scale of our output, our capacity to attract research and industry partners, our ability to educate and nurture students and early-career scholars, and our ability to effectively engage in national and international policing and security debates all hinge on CEPS attracting and retaining exceptional scholars. Recruiting quality people is challenging due to the:

:: small number of Australian based policing and security scholars;

:: general shortage of Australian based scholars with strong statistical and methodological expertise;

:: remoteness of Australia in relation to the dynamic European and North American research environments; and

:: difficulty in matching the competitive salaries offered by non-university based research centres.

CEPS must also develop contingency plans to manage the potential loss of Chief Investigators. Succession planning is necessary to ensure that CEPS can sustain high research output over the next five years and beyond.

> *"There is no dispute that statistics is in decline in Australian universities. We are experiencing very significant difficulty filling vacant positions."*
>
> (Peter Hall, Professor of Statistics, The Australian National University; Chair, National Committee for the Mathematical Sciences (Australia), 2004)

Developing and nurturing effective partnerships
The CEPS research program is highly reliant on collaborative partnerships with:

:: national and international research institutions;

:: national and international policing and defence agencies;

:: state, federal and international governments; and

:: the security industry.

CEPS must collaborate with these partners in order to fully understand contemporary policing and security issues. Effective partnerships are also necessary to facilitate access to information and data. Gaining access to appropriate data, which is often confidential or classified, is critical to the success of CEPS. In order to establish and maintain these partnerships, CEPS must demonstrate that it has appropriate security precautions in place to ensure the confidentiality of data during all phases of the research process.

Planning for growth
CEPS has financial stability for the period 2008-2012. But CEPS must plan for growth and attract additional research funding and partnerships to sustain its operations beyond 2012. In order to effectively balance risk, CEPS must build a diverse portfolio of funding.

Whilst CEPS enjoys financial stability for the period 2008-2012, CEPS implements a number of strategies to ensure that partners remain committed to the CEPS research agenda.

Key challenges > External risks

Maintaining relevance
The sources of Australia's crime and security threats are rapidly evolving. CEPS must ensure its continued relevance by creating research opportunities to explore new and emerging threats and developing innovative responses.

Shifting political agenda
Maintaining national security is a key priority for the current Australian government. However, many other priorities, including education, climate change, the economy, workplace relations and health, will demand public and policy attention over the next five years. Competing national research priorities could divert research and policy interest away from policing and security. To counter this, and to attract appropriate levels of funding, CEPS must demonstrate cost-effectiveness in our reform agenda and effectively engage in public debate to ensure policing and security issues are broadly understood. CEPS must highlight the security dimension of competing priorities in meaningful ways. For example, climate change has the potential to displace large groups of people, cause social disruption and pose a threat to national security.

> *As we consider what the world may be like in 2030 and how police will need to respond, it is highly possible that we will face challenges in the spheres of technology and the environment, which we can't even comprehend yet.*
>
> (AFP Commissioner Mick Keelty APM, June 2007)

Terrorist attack on Australian soil
A local terrorist attack would place increased pressure on CEPS to deliver its current research program. A terrorist attack on Australian soil would drive policy, legislative and operational reform that would affect the direction of the CEPS research program. CEPS must evolve in a flexible and responsive manner that will permit changes to timing and deliverables, if required, without losing momentum from our current research plan.

Entrepreneurialism within the higher education sector
The national education spotlight is currently directed at improving outcomes in early childhood, primary and secondary education. This makes it increasingly important for tertiary institutions, including enterprises such as CEPS, to embrace entrepreneurial practices in order to secure adequate funding to continue growth in innovative policing and security research. CEPS must navigate this changing tertiary sector environment in order to achieve its business growth goals.

CEPS Chief Investigators

Lorraine Mazerolle is a Professor in the School of Criminology and Criminal Justice at Griffith University and the CEPS Director. Her research expertise is in experimental criminology and policing, specifically in the areas of street-level drug enforcement; problem-oriented policing; police technologies (e.g. crime mapping, gunshot detection systems, 3-1-1 call systems) and community crime control.

Peter Grabosky is a Professor in the Research School of Pacific and Asian Studies at The Australian National University and the CEPS Deputy Director. His research interests are in computer crime; policing and regulatory failure; and exploring how non-governmental institutions may inform public policy.

Gabriele Bammer is a Professor at the National Centre for Epidemiology and Population Health at The Australian National University and a Research Fellow at the Hauser Center for Nonprofit Organizations, Harvard University. Her research focuses on developing the new cross-cutting discipline of Integration and Implementation Sciences (I2S).

Paul Boreham is a Professor of Political Science and the co-Director of the University of Queensland Social Research Centre. His research interests include work organisation and technological innovation; Australian employment and labour market conditions; and political economy and public policy.

Mark Finnane is a Professor of History at Griffith University and an ARC Australian Professorial Fellow. As an historian he has a particular interest in the history of policing, criminal justice and responses to violence.

Mark Kebbell is an Associate Professor in the School of Psychology at Griffith University. As a forensic psychologist, Kebbell's research interests include investigative interviewing and devising effective, legal and ethical ways of eliciting accurate accounts from victims, witnesses and suspects.

Tim Prenzler is a Professor in the School of Criminology and Criminal Justice at Griffith University. His research interests include corruption prevention; the security industry; criminal justice ethics; and gender in policing.

William Tow is a Professor in the Department of International Relations at the Australian National University. His research interests include Alliance politics; US security policy in the Asia-Pacific; security politics in the Asia-Pacific; and Australian security policies.

Patrick Weller is a Professor of Politics and Director of the Centre of Governance and Public Policy at Griffith University. His research expertise lies in the areas of executive government, politics and policy making in central governments in Westminster systems; Australian politics; and international civil servants.

Professor Michael Wesley is a Professor of Politics at Griffith University and the Director of the Griffith Asia Institute. His research interests include Australian foreign policy; transnational security threats and state responses; Asia Pacific regional institutions; and international security

Professor Mark Western is a Professor of Sociology and the co-Director of the University of Queensland Social Research Centre. His research expertise lies in the areas of post-industrial inequalities in Australia, Sweden and the United States in the 1980s and 1990s; the impact of class, changing social inequality, identity and conflict in Australia; and values and identities in post-modernity.

CEPS *ARC* Centre of Excellence in Policing and Security

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Major Sponsor

Australian Government
Australian Research Council