



Building for the future – AFP strategic planning
INTERPOL General Assembly meeting
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INTERPOL President Mr Khoo Boon Hui, INTERPOL Secretary General Mr Ronald K. Noble, distinguished members of the INTERPOL General Assembly.

It is my great pleasure to have the opportunity to address the General Assembly today. I would like to state from the outset, that while today I will speak about strategic planning and my own organisation's experience in this area, I do not presume to have all the answers.

I am sure that many of you have sophisticated planning processes in your own countries which work well in that particular context. I hope that you will see the Australian Federal Police's approach, however, as an example of a fairly simple and pragmatic process that has helped us to deal with a changing world.

From this brief presentation, I hope you may gain some insight that will be useful to your respective organisation.

One of my favourite quotes is from US General Colin Powell who said.....
.....`Great leaders are almost always great simplifiers who can cut through an argument, debate and doubt to offer a solution that everyone can understand.'

I strongly believe that this needs to be the way we approach strategic planning and indeed most of our management responsibilities. I think we have all been guilty, at times, of over engineering and over complicating some of our internal planning processes.

Unless people understand and have some ownership of planning processes then we are probably all wasting our time and lots of paper.

Over the past decade, it has been a challenge to adapt to a new policing and security environment and to deal with the additional outcomes expected from all of us.

As I only have about 10 minutes today, I would like to briefly touch on some of the issues that have affected the AFP and how we are working to overcome them.

Like most of you here today, transnational crime, new technologies, the effect of globalisation and many other challenges are having an impact on the way we do business.

These issues also have an impact on how effective we can be in fighting crime and protecting our citizens.

Over the past decade or so, we have also seen increased expectations and accountability to government, more stringent performance measures and a far more dynamic criminal environment in which to work.

The AFP recognised these changes and decided to invest significantly in business analysis tools to help us in our strategic decision making. This investment included the introduction of a strategic business planning framework.

We have implemented a series of cascading but simple plans that begin with the very broad functions of our organisation that are listed in legislation and finish with yearly individual performance agreements for each of our 7,000 members.

Joining these two ends of the planning spectrum are a Ministerial direction from government, an AFP Vision statement and Mission statement (including our core values), a four year rolling strategic plan, and functional business plans.

You may recognise this as a planning hierarchy where the closer you get to the street, the more defined the actions become.

Every member is therefore accountable for how they contribute to meeting, both individually and collectively, the government's expectations of the organisation.

These plans are informed by;

1. An **Environmental Scan** which helps define and focus the AFP's operating environment,
2. A **Strategic Intelligence Forecast** of the criminal environment, and,
3. A process of **Organisational Alignment** that identifies what we need to do more of and what activities we need to reduce.

This process leads on to seven guiding principles that I will mention later in the presentation

I understand that INTERPOL also recognises that the environment in which we operate is changing, and is taking steps to ensure that it meets these challenges successfully.

One of these steps is the establishment of the Strategic Planning Directorate at INTERPOL and Zack Zaccardelli will speak more on this shortly.

The AFP has supported this move by supplying an expert in this area to attend the first Strategic planning meeting held in Lyon earlier this year.

Another is the clear strategic vision we have witnessed this morning in the Singapore Global Complex being passed by the General Assembly.

Ten years ago, the strategic planning process was also very new for the AFP. Initially, our officers found it difficult to understand, and questioned whether the organisation needed to adopt a time consuming strategic planning process when we were already achieving results.

In a rapidly changing law enforcement environment, however, Strategic planning has given us the tools we needed to succeed and ensured that we remained relevant as a law enforcement agency.

This globalised environment has also increased the need for closer relationships between international policing agencies such as INTERPOL, as we work together to combat crimes that cut across many jurisdictional borders. This networked world continues to gather pace at an astonishing rate.

Transnational crime remains a growth industry affecting all of us, firstly as police chiefs but just as importantly, as an international law enforcement community.

As noted in an address by Secretary General Ronald Noble at the opening of INTERPOL's 39th European Conference:

“regional borders are yesterday's borders”.

Before we began strategic planning in Australian law enforcement, it was difficult for the AFP to demonstrate how the funding it was provided was being used to achieve results.

By adopting a strategic planning regime the AFP has been able to effectively and accurately measure performance against the goals that have been set for the organisation.

We measure our performance in a variety of ways, from business satisfaction surveys to statistical data such as arrest and conviction rates, response times and the disruptive effect of AFP activity on the criminal environment.

The AFP has also developed methods to assess the financial benefits to government of our operations. These measures provide an important cost-benefit analysis of resources used verses results obtained.

In summary, Strategic planning has enabled us to do a number of things better:

1. to clarify our role and function.

2. to review our business practices and assess whether they met our role requirements.
3. to evaluate what changes are required, and set new priorities that meet the objectives set by government.

In an increasingly tight financial environment, this type of analysis and measurement of performance is vital in arguing to maintain adequate funding levels.

As a result of the analysis and planning process I have outlined, I recently refined our structure to realign our investigative priorities so that they more accurately reflect the Australian Government's approach to national security and the fight against Organised Crime.

As part of this strategy, the AFP will continue to work in close collaboration with domestic and international partners such as INTERPOL.

Now, I mentioned earlier that strategic planning should be kept as simple as possible.

To support our framework the AFP has developed **seven strategic principles** that underpin all our actions and decisions. This gives each plan or action a rationale and context.

Briefly these principles are;

To Reinvigorate operations – to increase police numbers, improve trade-craft, lift morale, self belief and pride in performance.

To be Intelligence led, risk based – We have developed a new intelligence doctrine that has refocused resources to support to our operations.

The Flexible deployment of our uniformed staff – To have our officers become more multi skilled and maximize their flexibility of deployment.

To Unify and centralise our corporate resources.

Human Resources and Finance areas were centralised and accordingly, reduced in size.

To Reduce supplier costs – We reduced travel/vehicles/office supplies etc by being smarter about their use.

The AFP saved a significant amount of money in this area last year and reinvested this into about 350 more operational staff.

To Eliminate duplication – We have undertaken a business process review and mapped our business activity.

We then removed actions that were considered over-regulated or obsolete.

To Strengthen stakeholder relationships. Both domestically and internationally.

The AFP see INTERPOL as a very strong partner in this regard, our relationships with the organisation and its member countries play a significant role in the AFP's ability to address terrorism and organised crime affecting Australia's interests.

In conclusion, INTERPOL, like the rest of us, is expected to achieve a lot with limited funding and resources.

From my experience, I am confident that through the strategic planning process that Zack will outline shortly, INTERPOL will be better able to align the priorities of each of its core areas of business with activities that are relevant to its member countries.

It is important to note up front that such a process can be difficult.

It can be difficult because it forces leaders to make tough decisions about resourcing, priorities and direction. The key point here is to identify and then make those decisions proactively.

There is an old saying that if you don't know where you are going, all roads will lead you there.

As leaders, we need to use our experience and our judgement to chart a path towards a brighter future, a more effective future in protecting our communities and a future where we work more successfully together to investigate, prosecute and prevent crime.

Thank you.