

CORPORATE PLAN RELEASED

Copies of the AFP's first Corporate Plan are being circulated. David Hailes reports.

SUPERVISORS at all levels of the AFP have, to varying degrees, always undertaken planning. We have managed without a corporate plan but how well have we managed? Have we always had a clear understanding of what our priorities should be, and have we allocated resources consistent with our priorities? Have the people with operational and administrative responsibility been adequately involved in planning?

A further question concerns our ability to determine periodically whether we are achieving our targets, whether they are the right targets, and whether we are using our resources to the best effect. To put it another way, whether the Government and the community are getting good value for their law enforcement dollars.

Without systematic planning and monitoring it is impossible to respond confidently to those questions. Among other things, the Corporate Plan is about system and consistency in all AFP planning and reporting on achievements.

The Mission

As its starting point, the Corporate Plan spells out the mission of the AFP: To prevent, detect and investigate crimes against the Commonwealth, and to make the ACT a safe and peaceful place.

Against this backdrop, the Plan defines our six major priorities or objectives expressed in terms of what we will be trying to achieve. This distinction goes to the very heart of the Corporate Plan. By concentrating on achievement targets we will be able to measure our results and thereby be able, with some certainty, to answer the questions mentioned above.

Our ability to answer is not only important for our sense of achievement and professional development; it is crucial to the success of our budget bids, to maintaining appropriate

resource allocations and, in some areas, convincing government that more resources will provide a good return on the money invested.

To Make It Work

Without supporting detailed planning at all management levels, the Plan will merely be an academic exercise. That detailed planning will take place in the form of Strategic Management Plans (SMPs) for each Division and Region.

In essence, SMPs will detail:

- *sub-objectives for all activities — statements of measurable and challenging results to be achieved in the next year;*
- *action plans which set out how the sub-objectives will be achieved and the resources to be used; and*
- *performance indicators based on information such as crime clearance rates, response times etc, which will allow measurement of our achievements.*

In this, all managers are urged to adopt an enthusiastic and innovative approach to the task.

A key bench mark will be evaluating the extent to which the results specified in sub-objectives are achieved.

A well thought out and imaginative action plan which makes efficient use of resources will complement both achievement and the recognition of achievement.

Meaningful sub-objectives and quality action plans, incorporating input from those actually responsible for doing the work, will also increase job satisfaction by:

- *eliminating confusion about who has responsibility and accountability for particular tasks;*
- *encouraging people to question the status quo and to suggest better strategies; and*



Mr David Hailes.

- *by reducing frustrations about actual or perceived inappropriate resource allocations. Resource bids in future will need to be justified with projected and actual results.*

Many of you were involved in developing the Plan. It was your input to the consultations of the project team that made it possible. These inputs helped the Commissioner and his management team focus on the many issues confronting the AFP, and to crystallise what we need to do to achieve our aspirations. It is the Plan for the entire organisation and as such belongs to all of us.

The initial implementation of the Corporate Plan, involving as it does a major change in our approach to planning, will not produce a perfect result.

The first SMPs (to be submitted in draft form to the Deputy Commissioners by the end of March 1989, and then finalised by the end of June 1989) will be refined in the light of on-the-job experience, and as people become more familiar with the concept. In addition to the Corporate Plan, copies of a corporate planning manual, designed to guide managers in the preparation of SMPs, have also been circulated.

Further enquiries on any aspects of the Corporate Plan and its implementation can be directed to Mr David Hailes, Executive Officer, Policy Planning and Implementation Unit (telephone 062 757715)

Platypus 25, March 1989

LETTERS

Dear Commissioner,

With the official visit by Their Royal Highnesses The Duke and Duchess of York over, I wanted to take an early opportunity to thank you for the tremendous assistance given by the Close Protection Officers, Detective Sergeant Rob Hunter and Acting Sergeant Lex Manning.

During this visit in particular, there were a great many demands placed on them, especially involving some family disruption because of the length of time involved, and I wanted to pay a special tribute to them in that regard. At all times, they carried out their duties with singular distinction and both were extremely supportive in the visit organisation.

Again, my sincere thanks for their efforts which I know were very much appreciated by Their Royal Highnesses as well as by me and the other members of my team.

Yours sincerely,
M.J. Hazell
Assistant Secretary, Special Visits Unit
The Department of Prime Minister and Cabinet.

Dear Commissioner,

Sergeant Ian Tucker of V.I.P. Protection was recently assigned to the visit to Australia of His Royal Highness Crown Prince Maha Vajiralongkorn of Thailand. As Australian Equerry to the Crown Prince, I accompanied his party throughout the visit and was in constant contact with Sergeant Tucker. I was so impressed by the diligence, sensitivity and attitude of Sergeant Tucker during this complex and often difficult visit, that I have been swayed to taking this unusual (for me) step of formally registering my gratitude for the excellent choice of assignment.

Sergeant Tucker proved to be an intelligent, amiable and helpful "protector" and I thoroughly enjoyed and appreciated his company.

His approach to his task was both refreshing and noteworthy, a fact that was conveyed to me personally by the Crown Prince on several occasions.

It would be appreciated if these compliments were brought to the attention of Sergeant Tucker's direct

superiors within the Australian Federal Police. I would actively seek the assistance of Sergeant Tucker on any future tasks of this nature.

Yours sincerely,
Derek Leslie,
Lieutenant Colonel,
Department of Defence.

Dear Commissioner,

During the recent visit of the British Parliamentary Delegation to Australia, our security was in the hands of Senior Constables Danny Pugh and Laurie Fayle while we were in Canberra. Mr Pugh also accompanied us to Sydney up to the time of our departure.

It is the wish of my delegation to let you know how much we appreciated the services of these two officers. They were unobtrusive and yet always close at hand. They were courteous, pleasant and efficient. We were much indebted to them and we feel that you should know this.

We are grateful to you for the steps that you took to ensure our security. This helped us to relax and to enjoy in full our visit to your wonderful country.

Yours sincerely,
Sir Bernard Braine, M.P.
House of Commons, London.

Dear Commissioner,

Now that the Guest of Government Visit Program for the Bicentennial year is completed, I write to thank all those officers of the Australian Federal Police who made a contribution to a program that was extremely full, complex and demanding.

We believe that overall the program was a significant success and realised the objectives of the Commonwealth Government in initiating it as part of the Bicentenary. The provision of close personal protection, where this is required, is a most important aspect of arrangements for visits by guests of the Government and the service given by your officers in this area has been of a very high order throughout the year.

We have also been extremely grateful for the co-operation extended to us by those concerned with policing arrangements in the Australian Capital Territory. Moreover, their performance has been uniformly high and has on a number of occasions been

commented upon in commendatory terms by the visitors.

I take the opportunity to wish you all the compliments of the season and look forward to a continuation of our collaboration in 1989.

Yours sincerely,
Duncan Anderson
Assistant Secretary
Ceremonial and Hospitality Branch
The Department of Prime Minister and Cabinet.

Dear Commissioner,

Thank you for the excellent intelligence support for the trackdown and seizure of the sailing ketch "Nova" and the arrest of two of her crew. This vessel is suspected of attempting to smuggle twelve tons of marijuana into the United States. Had it not been for your help, the culprits would have escaped with their means and profits intact.

At several points in the investigation, all leads had run out — we had reached a wall. The expert help of your liaison in Honolulu, Eric Curtis, helped us to scale these obstacles. He uncovered fresh nuggets of information from sources not available to us, leading ultimately to the arrest of two suspects and the seizure of the twenty-metre ketch "Nova" by the Royal Fiji Police.

I am indebted to the Australian Federal Police for your outstanding contribution to our operations. We have proven the viability of integrated efforts as envisioned by the South Pacific Chiefs of Police Conference. I look forward to future endeavours together.

Sincerely,
W.P. Kozlovsky
Rear Admiral,
U.S. Coast Guard Coordinator,
National Narcotics Border Interdiction System,
Western Pacific Region.

It is with deepest regret that we have learned of the recent violent death of Assistant Commissioner Colin Winchester.

We would appreciate on our behalf, if you would pass on our sincere sympathy to Assistant Commissioner Winchester's family.

Superintendent A.W. Sedler,
O.I.C. Contract Policing Branch,
Royal Canadian Mounted Police,
Ottawa.