

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
AUSTRALIAN FEDERAL POLICE

Question No. 104

Senator Barnett asked the following question at the hearing on 23 February 2009:

What strategic planning has the AFP undertaken in the last 12 months? What does that strategic planning indicate about future areas of need? What does it indicate about future numbers of sworn officers?

The answer to the honourable senator's question is as follows:

The AFP undertakes an annual strategic planning process under the auspices of its Strategic Leaders Group (SLG) chaired by the Commissioner. The planning process is informed by the AFP's Ministerial Direction issued under subsection 37(2) of the *Australian Federal Police (AFP) Act 1979* which outlines the Government's expectations and priorities for the AFP.

The process is also informed by the Agency Budget Statement which identifies the outcomes and outputs required of the AFP by Government associated funding and key performance measures.

The AFP's annual strategic planning process typically concludes prior to the commencement of each financial year. The SLG is currently engaged in the strategic planning process for the financial year 2009-2010. The outcomes from the process are summarised in the annually updated *AFP Strategic Plan 2007 – 2011*¹ which currently reflects the planning undertaken by the SLG at this time last year.

The identification of the AFP's strategic capabilities considered critical to meeting the challenges of the future is a central element of the Strategic Plan. These strategic capabilities are people, leadership, relationships, technology, information, intelligence and finance. Each strategic capability has a set of 'focus areas' identified to drive capability development. These strategic capabilities and focus areas are elaborated in the AFP's Business Plan and related to each of the AFP's functional areas. The AFP identified in the current financial year the importance of paying particular attention to specific strategic capabilities and aspects including:

- **People and leadership**

- Developing and maintaining the skills of investigators (sworn officers) to ensure they are well prepared for complex investigations including those that involve high-tech approaches and financial analyses.
- Strengthening leadership and management through a focus on culture, particularly integrity, and enhanced communication.

- **Relationships**

- Building and maintaining trust, compatibility and interoperability with partner law enforcement and intelligence agencies through effective sharing and security of information.
- Implementing the findings of external reviews.

¹ The Strategic Plan is available at http://www.afp.gov.au/about/framework/strategic_plan_2007-2011.html

- **Finance**

- Maintaining responsible and transparent financial management practices.
- Addressing challenges arising from the structure of its budget in order to achieve greater flexibility in the allocation of the AFP's budget to key priority areas.

- **Technology**

- Strengthening the high tech crime function through enhanced technical research and development to support the innovative application of technology to law enforcement.
- Progressing the development of new information management systems.

The AFP has commenced a quarterly workforce reporting process which includes the examination of the number of sworn officers. The report provides analysis of a number of workforce issues that are critical to workforce management and strategic planning. The AFP is planning to invest in additional workforce tools over the next twelve to eighteen months to enable the AFP to better understand future investigative resource requirements and the supply and demand of critical skill sets.

Future AFP strategic planning will also be informed by the Government's response to the Federal Audit of Police Capability. That review is currently underway.