

## NCA/AFP alliance to generate operational efficiencies

By Stephen Pound, Secretariat, National Operations Management Committee

**T**he current process of operational integration between the AFP and NCA is one of the principal recommendations of the 1994 Review of Commonwealth Law Enforcement Arrangements and provides the rationale for the AFP and NCA to pursue agreed joint operational initiatives and to ensure operational duplication does not occur in the fight against organised crime.

This deepening strategic alliance between the two agencies is overseen by the National Operations Management Committee comprising AFP Deputy Commissioner Adrien Whiddett and the NCA General Manager Operations Mr Peter Lamb. Its main roles are to determine priorities and resourcing issues and to report to the Commonwealth Law Enforcement Board on the qualitative progress of operational integration.

In their role, Mr Whiddett and Mr Lamb are supported by the National Operations Steering Committee. The committee comprises NCA Regional Operations Managers Brisbane, Sydney and Melbourne, and AFP Assistant Commissioners Northern, Eastern and Southern Regions, along with the NCA's Director Intelligence and the AFP's Assistant Commissioner Investigations. The steering committee has the power to co-opt other attendees as required.

In a new strategic development for law enforcement in Australia, the National Operations Steering Committee has prepared national management plans for the highest priority organised crime targets identified in the Review of Commonwealth Law Enforcement Arrangements. National management plans closely integrate national operational aims, objectives, strategies and outcomes.

Regional operations management committees are now also functioning in all

AFP regions. They are responsible and are required to report to the National Operations Steering Committee. They comprise local AFP and NCA representatives who guide joint operations at both the investigations and intelligence levels. Regional operational plans closely follow the national management plans to ensure an integrated national response.

The national management plans require preliminary operational assessments to be prepared within six months of the respective plans' endorsements. These tactical assessments will detail criminal activities, identities

and potential targets. They will be followed six months later by national strategic assessments.

The existing strong cooperation between the NCA and the AFP is further heightened through a secure computer link between the strategic intelligence areas of the AFP in Canberra and the NCA in Sydney. This link facilitates the passing of draft documents and reports between the two agencies to ensure the best possible strategic product for consideration of management and other clients. This is essential for sound long term planning and resource allocation decisions.

As the operational and intelligence integration between the AFP and NCA develops momentum, there is no doubt that the alliance will increase the effectiveness of efforts to combat organised crime.

## NCA and AFP adopt 'best practice' in corporate service

By Arnold Hoitink, Assistant Secretary Resources and Services Division

**A**n integral element of the Government's consideration of the report of the Review of Commonwealth Law Enforcement Arrangements was that ongoing savings of some \$4 million a year could be achieved through the integration, as far as practicable, of AFP and NCA corporate services.

Consequently the Government will remove \$4 million per year from our budgets from July 1995.

As a result of the Government's decision in June 1994, the Commonwealth Law Enforcement Board (CLEB) agreed that any integration of the corporate support function be considered using a *best practice* approach.

This exercise was progressed by a working group comprising AFP and NCA representatives and overseen by a steering committee consisting of the heads of corporate functions in the NCA and AFP and the Executive Member of the CLEB. The steering committee examined a discrete range of corporate support processes in the areas of account processing, personnel processing, logistical and office services, and purchasing.

The working group's report was published and presented to the CLEB in December 1994. The report found that the application of *best practice* techniques to current internal procedures could result in significant savings to both organisations.

The report showed that while potential savings were identified in combining procedures in stores, transcription services and vehicle management, in general, savings from the integration of NCA and AFP corporate services over the four-year forward estimates period considered, appeared to be less than those savings that could be achieved by improving the internal processes of both organisations.

The CLEB accepted the working group report at the December 6 meeting and the improvements envisaged in it for relevant corporate services processes. The report's recommendations are being implemented in consultation with all affected areas. The reforms are intended to lead to more efficient and better practices to the benefit of both the NCA and the AFP.