



**COMMISSIONER**

GPO Box 401,  
Canberra ACT 2601 Australia  
Telephone +61 2 5127 4100  
[www.afp.gov.au](http://www.afp.gov.au)

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The Honourable Peter Dutton MP  
Minister for Home Affairs  
Parliament House  
CANBERRA ACT 2600

Via email: [Peter.Dutton.MP@aph.gov.au](mailto:Peter.Dutton.MP@aph.gov.au)

Dear Minister

Thank you for your letter dated 16 December 2020, outlining your direction and priorities for the Australian Federal Police (AFP), under section 37 (2) of the *Australian Federal Police Act 1979* (the AFP Act).

This letter outlines my Statement of Intent in response to your Direction and I note that it complements the direction issued on 8 August 2019, relating to investigative actions involving journalists and media organisations in the context of unauthorised disclosure offences.

I want to thank you and the Government for supporting the AFP through the delivery of a new Funding Model. This commitment importantly provides sustained operational capacity at current levels and provides a strong foundation for the delivery of my vision for the AFP, focussed on keeping the Australian community safe by inflicting maximum damage on the criminal environment.

My focus for 2021 and beyond will be ensuring the AFP takes deliberate actions to best protect Australians and Australian interests from serious criminal threats. As per our correspondence in the 2019-20 financial year, the AFP will continue discussions with Government to implement a three-outcome structure, proposed to take effect from 1 July 2021. This new outcome structure will better reflect the breadth and focus of current AFP operational priorities and activities, enhancing workforce planning and providing greater transparency and clarity to Government and the Australian community. This approach will ensure the AFP remains agile, continually improving its operational strategies and methodology to outsmart serious crime.

The AFP is committed to the delivery of Commonwealth policing services outlined under Section 8 of the AFP Act 1979, focusing efforts on the Government's key priorities outlined in the Ministerial Direction.

In addition to the challenge of meeting and exceeding the Key Performance Indicators (KPIs), I have set some ambitious targets for my senior Executives to deliver, some of which are outlined below:

- Partner satisfaction with the AFP to be higher than 75%;
- Staff satisfaction greater than 75%;
- Established professional standards breaches to be less than 3.1 per 100 staff members;
- Detective designation numbers trending upwards; and an
- Increased trend of workforce diversity.

Key strategies the AFP will employ to target the crime priorities outlined in your direction include:

### **Federal Policing Investigations**

The AFP's federal policing investigations seek to reduce criminal and national security threats to Australia's collective economic and societal interests through cooperative national and international investigative services. Underpinning all AFP investigative services are our international network, with over 170 members deployed in more than 33 countries, and focussed operations intelligence, ensuring investigations are delivering the highest impact, be it targeting the highest risk offenders or ensuring investigations are protecting Australians from criminal harm.

We will utilise the extensive skills and powers of the Criminal Assets Confiscation Taskforce (CACT) to target the proceeds of crime, removing the financial incentives for criminals and disrupting syndicates by removing their financial capacity to conduct criminal activity. I have set an ambitious target of more than \$600 million in assets forfeited over five years.

The AFP will continue to work closely with Commonwealth, State, Territory and international partners to ensure we best protect Australians from criminal harm across all of our activities.

### **COUNTERING TERRORISM, ESPIONAGE AND FOREIGN INTERFERENCE**

- The AFP will continue its close cooperation with Commonwealth law enforcement and security agencies to prevent, disrupt and investigate malicious entities seeking to harm Australia and Australian interests. This includes engagement within the CFI Taskforce to counter threats of espionage and interference, and partnering as part of the Australia-New Zealand Counter Terrorism Committee (ANZCTC) to protect from terrorism.
- I intend to continue working with your Department and across Government to ensure the development of appropriate options to protect the Australian community from the increasing risk of High Risk Terrorist Offenders and their reintroduction into the community following the completion of their custodial sentences.

### COMBATTING CHILD EXPLOITATION

- The Australian Centre to Counter Child Exploitation (ACCCE) will continue to drive a national collaborative approach, engaging with industry and non-government organisations to protect children at-risk of exploitation and remove victims from harm.
- Child Protection Operations will utilise all resources and capabilities to disrupt and prosecute those who seek to harm or exploit children. This includes working through the Joint Anti-Child Exploitation Teams located around the country and with international partners, to use every tool available to bring child exploitation offenders to justice.
- We will continue our efforts through ThinkUKnow to educate children and parents around the risks of online harm and equip them to safely navigate the online world.

### TRANSNATIONAL SERIOUS AND ORGANISED CRIME (TSOC)

- Protecting Australians and Australian interests through cooperation with key international partners to combat transnational serious and organised crime and corruption, both onshore and at its source offshore, contributing to Australia's border management and security.
- Target Outlaw Motorcycle Gangs and their illicit activities through joint National Anti-Gang Squad (NAGS) Strike Teams with state and territory police partners.
- Utilise the International Network to target the global TSOC threats seeking to harm Australians from afar.
- Working in close cooperation with the Australian Border Force (ABF) and police partners, target the importation of high harm illicit drugs into Australia through Operation Centinel.

### CYBER CRIME

- Implement our components of Australia's Cyber Security Strategy 2020, including establishing target development teams to disrupt the efforts of cyber criminals using anonymising technologies to evade detection.
- I will ensure the AFP meets the ambitious recruitment timeframes under the strategy, including 50 new operationally focussed members by the end of the 2020-21 financial year, and 100 new members by the end of 2021-22.
- I intend to focus on both high volume criminal attacks on everyday Australians, as well as high impact cyber criminality targeting Australian industry and Government.

### FRAUD AND ANTI-CORRUPTION

- Engaging across Government through the Serious Financial Crime Taskforce and dedicated operational efforts to protect Commonwealth revenue against serious fraud and corruption.

- In the current environment, our focus will be to investigate criminal exploitation of Government response measures, including COVID stimulus measures with the AGD-led Counter Fraud Taskforce.

### **ACT Community Policing**

Under the AFP's ACT Policing functions, I intend to deliver a safe and secure environment in the ACT through policing activities on behalf of the Australian Capital Territory Government.

- Ensuring community safety through policing activities on behalf of the ACT Government, as per the ACT Policing Purchase Agreement.
- To improve community safety, ACT Policing will transition to a new police service model to evolve with population growth, increase their efforts in relation to early intervention, road safety and reducing alcohol fuelled violence and drug harm.
- We will continue to strengthen our response to domestic and family violence, and counter the threats of terrorism and serious and organised crime, including criminal gangs.

### **Federal Policing Operations**

Under the AFP's Federal Policing Operations, the AFP will safeguard Australians and Australian interests through the delivery of policing, protective services and international missions.

#### SPECIALIST PROTECTIVE SERVICES

- Protecting the Australian aviation environment, providing specialist protective security services and counter terrorism first response capabilities at Australia's nine designated airports and collaborating to protect Australia from regional flight exploitation. The AFP will continue to work closely with the ABF and appropriate airport corporations to continue to strengthen airport regulations to ensure a strong, hardened environment against threats to Australia's borders.
- Ensuring the safety of Commonwealth protected persons, through critical intelligence and threat assessments and provision of world-class specialist protective security. The AFP will continue to work collaboratively with intelligence partners, and increase training of specialist personnel to undertake close personal protection activities for protected persons.
- Ensuring security of Commonwealth assets and critical infrastructure through specialist protective services, assigned based on intelligence and risk based analysis that considers threats from individuals and groups within Australia and overseas. The AFP will continue to partner with Defence and other partners to continuously assess the environment and provide security in support of Australia's national security and economic interests.

INTERNATIONAL POLICE ASSISTANCE AND POLICING IN EXTERNAL TERRITORIES

- Promote regional stability and continue to uplift the capacity of neighbouring countries, through international police development missions, as well provide community policing services to Australia's external territories.
- The AFP will continue to liaise with the Department of Foreign Affairs regarding capacity building in our region to ensure we support and contribute to Australian Government foreign policy priorities, including the Pacific Step-Up.

The AFP will be innovative, flexible and ambitious in pursuing goals. We will integrate the Funding Model into our planning and governance processes to ensure all resources are utilised in the most effective way to protect the community. We will focus on:

- Creating a lasting, trusted identity for the AFP that tells the Australian people who we are, and what we do. I want the public and our partners to have confidence in the AFP.
- Continuing our efforts under Taskforce Horizon to embed a regional command model, and put AFP members where they can make the most impact.
- Ensuring our staff health and well-being, developing our people to lead change and drive high-performance, while ensuring our diversity reflects the community we serve. This includes the delivery of the AFP SHIELD, implementing our health model in accordance with the 2020-21 Budget.
- Implementing Australia's first police reserve force, to maximise the availability of operational police in response to surge requirements, and maximise the use of experienced and knowledgeable police members.
- Being open to new productive and effective ways of working, committing ourselves to being a learning organisation.
- Ensuring maximum operational benefit from the long-standing, deep relationships the AFP has developed across the globe and leveraging our role as Australia's international policing representative to continue to strengthen international ties and collaborative pursuits.
- Working closely with partner agencies in the Home Affairs portfolio, the National Intelligence Community, the Commonwealth, and States and Territories to ensure the use of all available tools to protect the Australian community and inflict maximum damage to the criminal environment.

The Funding Model provides me with the flexibility to deploy the AFP's resources as required to best deliver on the above priorities, and to plan and forecast resourcing requirements. This flexibility positions the AFP well to pivot to emerging and changing criminal threats.

However, I will, in accordance with your Direction, keep you abreast of changes in the criminal environment, continue to engage you on emerging threats to the Australian community, and provide advice on strategies and options to keep Australians and Australian interests safe from criminal harm.

I look forward to continuing our close engagement.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Reece P Kershaw', written in a cursive style.

Reece P Kershaw APM  
Commissioner