

# Looking forward after a year in the top job

**It has been another busy year for the Australian Federal Police. With a new executive leadership team at the helm, the organisation has moved into the next phase of its history. This phase will include a strong focus on strategic priorities, capability and investigational outcomes.**

When I was sworn in as the Australian Federal Police Commissioner a little over a year ago, I had a clear idea in my mind of what I wanted the organisation to be. I wanted the AFP to be respected, capable and to be prepared for the challenges that will confront us in future years. Importantly, I also wanted the AFP to be regarded as a team player and to have a management and leadership culture that was positive, inclusive and decisive.

As an organisation we had done a range of things very well over the previous decade, however, I felt it was time to realign the AFP's corporate direction to focus on reinvigorating our operational capability and also to improve our involvement in multi-jurisdictional, multi-agency, whole of government efforts.

A year later, the AFP has made some significant changes to its organisational structure and the way it does business. There are now three Deputy Commissioners (rather than two) and a Chief Operating Officer responsible for running day-to-day business and

guiding the AFP's strategic direction.

A realignment of business priorities has resulted in the creation of the AFP Crime Program, which is a key element of the AFP's contribution to the whole-of-government approach to issues of national security and serious and organised crime.

Recommendations from several key reviews, including the Federal Audit of Police Capabilities (the Beale Review), have now been implemented. As a result, the Australian Government agreed to change the way the AFP is funded, putting a greater percentage of our funding into the organisation's base. The result of this decision means that we now have more internal flexibility on how we meet our operational priorities.

There has also been a refocus on performance and decision making across the organisation, with changes including the introduction of an Investigations Capability Project and a new Intelligence Doctrine.

The key to realigning our efforts was in looking at the future environment, working out what we wanted the AFP to be and then deciding the best way to get there.

At the outset, the Strategic Leaders' Group sat down for a number of days and worked through a range of issues to establish our direction. This process was important for every portfolio to have the opportunity to understand each other's priorities and the AFP's direction and culture as a whole. At the conclusion of this process we had agreed on and set the seven strategic principles by which we would collectively manage and lead the AFP into the future.

Over the past year, everything we have done as an executive team has been in furtherance of the strategic principles outlined above.

A few weeks ago I spoke to about 65 of the AFP's senior executive in Canberra. During that discussion we reviewed and again committed to the strategic direction we had set a year ago.



## AFP – Seven Strategic Principles

Reinvigorate Investigations	Reinvigorate our investigations capability by increasing resourcing and skills in the area.
One AFP, One Corporate	Rationalise and consolidate corporate functions.
Reduce supplier costs	Reduce supplier costs to the AFP such as energy, fleet and property
Intelligence led risk based	Enhance our intelligence led risk based approach to prioritise deployment of our resources around criminal and security risks.
Eliminate duplication	Map business processes, especially information and reporting processes to eliminate duplication or low value processes.
Flexible deployment	Develop more a more flexible tactical capability and deployment model across the uniformed workforce. Align workforce development to workforce deployment through a small number of career streams.
Strengthen stakeholder relationships	Educate and engage our stakeholders around our capability and expertise. Stakeholders include the Minister and partner agencies.

We also reflected on some of the milestones that had been achieved during that time and some of these are listed below.

- Refocused the Strategic Leaders' Group with an emphasis on driving operational performance and decision making;
- Designed, restructured and implemented changes to our Crime Program to support the Government's Organised Crime Strategic framework;
- Developed and introduced a new intelligence doctrine to support our strategic direction;
- Completed the Investigations Capability Project Implementation Plan focusing on improving operational skill sets and police tradecraft;
- Finalised the rank structure review (to be released shortly);
- Significantly reduced supplier costs and reinvested these into additional operational staff;
- Realised more than \$4 million in savings from the One AFP One Corporate initiative and reinvested these into operational staff;
- As a result of better business practice, increased our overall staffing by more than 400 within essentially the same funding envelope;
- Implemented the recommendations of the



**01:** Pearls in Policing delegates, conference facilitators and academics at the Pearls in Policing closing Gala Dinner.  
**02:** Commissioner Tony Negus sworn-in as the sixth Commissioner of the AFP. **03:** Commissioner Tony Negus and ATO Commissioner Michael D'Ascenzo sign a Memorandum of Understanding Head Agreement to help cement cooperation between the agencies in combating financial crimes which affect Australia.

Beale review, with Project Macer now well underway;

- Finalised the implementation of the Street review recommendations on how we interact with our partners;
- Conducted the Leahy review into the future direction and funding of the IDG;
- Increased overall client satisfaction levels;
- Conducted a business process review to eliminate duplication and overly bureaucratic processes, with the outcomes being implemented progressively;
- Relocated to a National Headquarters building in Canberra; and
- Hopefully had some fun along the way.

Operationally it has been a successful year for the AFP, meeting or exceeding 46 of our 51 performance objectives. During the last week I have been finalising our 2009/10 Annual Report and reflecting on some of the cases the AFP has dealt with during that time. Many of these cases show

how important it is for the organisation work closely with our international and domestic partners.

The reality of the future is that at a national level, the AFP will do very few things by itself.

The arrests associated with Operation Neath in Melbourne last year were a clear example of multiple agencies and jurisdictions working together on an important counter terrorism investigation. This matter is currently before the courts.

Likewise, the significant sentences handed down at the completion of the Sydney Operation Pendennis trial was a clear message on how serious the courts viewed the behaviour and actions of the offenders in planning a terrorist attack. This was one of the longest and most complex trials in Australian history and a credit to all involved in the investigation.

Operation Novo is also worth noting in that the joint week of action by the AFP and its national and international partners led to the dismantling of a syndicate allegedly smuggling drugs into Australia through the postal system.

In addition to the 73kg of cocaine and other drugs seized during the operation, police recovered \$150,000 in proceeds of crime; counterfeit licenses, DVDs and CDs; improvised weapons and drug making equipment. Two clandestine drug laboratories were also uncovered in Queensland. Twenty five people were arrested, including two men in Peru and another in Colombia.

On the high tech crime front, eleven people across three countries were recently arrested after an AFP investigation uncovered a world-wide child exploitation network sharing images of child sexual abuse on the social networking site Facebook. The international operation involved law enforcement agencies in Canada, Britain and the United States as well as Australia.

The network was identified after the AFP developed a fake identity on Facebook as part of an online policing investigation.

In another example of how important new technologies are to policing, the AFP was able to identify and help find a victim of online child exploitation after a referral from Interpol regarding



**04:** Members of the AFP Executive: Standing left to right: Manager Legal Ric Casagrande; National Manager Forensic and Data Centres Julian Slater; National Manager Serious and Organised Crime Kevin Zuccato; National Manager Crime Operations Ramzi Jabbour; Chief of Staff Jennifer Hurst; Acting National Manager International Deployment Group Paul Osborne; National Manager Intelligence Tim Morris; Acting National Manager Policy and Governance Chris Black; Acting National Manager High Tech Crime Operations Karl Kent; Acting National Manager Operations Support Paul Williams; National Manager Counter Terrorism Steve Lancaster; Manager Internal Audit and Business Analysis Luke Morrish; National Manager Protection Leanne Close; Manager Sydney Office David Stewart; External Consultant Will Laurie; National Manager Aviation Shane Connelly; External Consultant Ric Smith; Acting National Manager Human Resources Stephen Walker; Chief Financial Officer Jon Brocklehurst. Seated left to right: ACT Chief Police Officer Roman Quaedvlieg; Chief Operating Officer Andrew Wood; Commissioner Tony Negus; Deputy Commissioner National Security Peter Drennan.

an Australian link to an image of a teenage girl.

The AFP's Victim Identification Team conducted extensive investigations and was able to find where she lived through image analysis. The investigation led to Russia, and the AFP worked with Russian authorities to find the girl, who is now 18. An Australian man was arrested and charged for accessing and possessing child exploitation material, and managing websites which sold access to the material through a subscription service.

These investigations are just a few examples of the work conducted by the AFP in recent times. When coupled with our community policing, aviation, protection, capacity building and peacekeeping achievements, these examples give some indication of the breadth of AFP activities.

During the year there has also been a significant recognition of the role played by close operations support and our corporate areas. The savings

realised through the One AFP, One Corporate initiative, as well as the revised business strategies that were adopted, have allowed the operational components of the organisation to do their job more effectively. During this same period the level of client satisfaction across the vast majority of support and corporate areas also rose impressively.

Protecting the community and the national interest remains the primary focus for the AFP. Threats such as terrorism and organised crime must be overcome, but it is very clear from the examples I have mentioned above that this cannot be achieved by one agency alone.

Our focus will remain on the seven strategic principles outlined above, including continuing to strengthen our stakeholder relationships. Like the AFP's core values, these strategic principles will underpin everything we do.

The environment in which we operate continues to be

extremely complex. Leadership, however, is about setting a clear direction, communicating simple, consistent messages and then harnessing the collective abilities and resources at your disposal to get there. The last year has been a good start but we have more to do.

Everyone, particularly those in designated leadership roles, needs to be involved. We all need to play an active role in identifying how to do things better, smarter or more effectively.

Being part of the AFP means being part of something important. Sworn or unsworn and irrespective of what role you play, we all have a significant responsibility to the Australian community and to each other. Every day someone relies on us to get it right.

Be involved, be proud of what you do and make a difference.