



**SENATOR THE HON MURRAY WATT
MINISTER FOR AGRICULTURE, FISHERIES AND FORESTRY
MINISTER FOR EMERGENCY MANAGEMENT**

Senator the Hon Sue Lines
President of the Senate
Parliament House
CANBERRA ACT 2600

Dear President

Sue

Pursuant to the Order for Production of Documents relating to the Australian Federal Police (AFP) and PricewaterhouseCoopers (PwC), I present to you documents provided on behalf of the Attorney-General.

Documents sought by the Order are attached in Schedule A.

The documents include two messages between the AFP Commissioner and a PwC Partner. It may assist the Senate to know that the meeting referred to in the message of 14 July 2022 relates to a meeting between the AFP and PwC on 28 July 2022.

The AFP Commissioner and PwC Partner met five times between 1 July 2022 and 15 June 2023. These meetings related to PwC's review of ACT Policing. A summary of the purpose of these meetings and minutes are provided. Material has been redacted from minutes of meetings on the basis that disclosure would not be in the public interest because it would disclose the names of junior officers, could adversely affect law enforcement policy and functions and could prejudice relations between the Commonwealth and the Australian Capital Territory.

I note the extraordinary scope of the Order relating to the production of private communications without limit as to subject. The production of these documents could unreasonably infringe the privacy of individuals and would not be in the public interest.

Accordingly, I claim public interest immunity over the redacted material and all other documents subject to the Order.

Yours sincerely

SENATOR THE HON MURRAY WATT
21/6/2023

Encl. Documents for production

Schedule A

(a) The AFP Commissioner Reece Kershaw APM had the following communication with PwC Partner Mick Fuller from 1 July 2022:

Communication format (SMS / email / other)	Date	Content
Other	14 July 2022	Mr Fuller: 'Think I m booked in to see you with Pwc in a few weeks. Will call you before if okay' Commissioner: 'Good plan'
Other	24 May 2023	Mr Fuller: 'Just saw news re referral. Will give you some space so not too complicate your life' Commissioner: 'Ok thx mate'

Schedule A

(b) The AFP Commissioner Reece Kershaw APM and PwC Partner Mick Fuller met the following five times between 1 July 2022 and 15 June 2023. All meetings related to PwC’s review of ACT Policing:

Meeting date and attendees	Details of meeting
<p>28 July 2022</p> <p>Attendees: AFP Commissioner AFP Chief Operating Officer (COO) Mick Fuller, PwC Partner Other members of PwC team</p>	<p>Purpose of Meeting:</p> <p>An introductory meeting to outline the identified need to undertake a comprehensive independent review of the AFP’s delivery of policing services to the ACT Government. This informed PwC’s consideration of whether they had the capability to undertake the work and would submit a formal quote.</p> <p>Formal Record: This meeting was not minuted.</p>
<p>5 September 2022</p> <p>Attendees: AFP Commissioner Mick Fuller, PwC Partner</p>	<p>Purpose of Meeting:</p> <p>PwC meeting with the AFP Commissioner to obtain direction for the Review. PwC met with a selection of relevant senior executive members one-on-one as well as meetings across ACT Policing and with AFP corporate areas.</p> <p>Formal Record: This meeting was not minuted.</p>
<p>13 October 2022</p> <p>Attendees:</p> <ul style="list-style-type: none"> • AFP Commissioner • AFP COO • AFP National Manager Strategy and Performance (NMSP) • AFP Manager Government and Executive Advice (MGEA) • Mick Fuller, PwC Partner • Other members of PwC team 	<p>Purpose of meeting:</p> <p>A meeting of the Steering Committee – ACT Policing Review.</p> <p>The AFP and PwC established governance for the duration of the review, including a consultative working group (with senior representatives from key external stakeholder agencies) an internal steering committee (comprising the AFP Chief Operating Officer (COO) and AFP Commissioner, where necessary, and regular updates to the AFP Strategy and Performance Board (explanation below). The AFP Commissioner only attended one steering committee meeting.</p> <p>The purpose of the steering committee meeting on 13 October 2022 was to discuss focus areas, timelines, engagement and the review’s emerging strategic narrative.</p> <p>A redacted internal briefing document for the meeting is attached.</p>

Schedule A

	<p>Formal Record: PWC provided the AFP with a presentation updating on work to date. The meeting was not minuted.</p>
<p>2 November 2022</p> <p>Attendees:</p> <ul style="list-style-type: none"> • AFP Commissioner • AFP Chief Operating Officer • AFP Deputy Commissioners • Chief Police Officer, ACT • AFP NMSP • AFP Chief of Staff • AFP MGEA • AFP Secretariat • Mick Fuller, PWC Partner • Other members of PWC team 	<p>Purpose of meeting:</p> <p>Presentation by PwC to the AFP Strategy & Performance Board (SPB). The SPB is the AFP's principal strategic governance forum for enterprise-wide issues, priorities and direction. It focusses on performance against strategy and outcomes, policy challenges, organisational health, financial performance, people matters and monitors organisational risk. The SPB ensures the alignment of operational and strategic priorities and considers adjustments in accordance with emerging events and policy changes.</p> <p>Mr Fuller and PWC team presented an update on the review to SPB members at Agenda Item 4. Mr Fuller was only present for this agenda item).</p> <p>Formal Record: Redacted document <u>attached</u></p>
<p>1 December 2022</p> <p>Attendees:</p> <ul style="list-style-type: none"> • AFP Commissioner • AFP Chief Operating Officer • AFP Deputy Commissioners • Chief Police Officer, ACT • AFP NMSP • AFP Chief of Staff • AFP MGEA • AFP Secretariat • Mick Fuller, PWC Partner • Other members of PWC team 	<p>Purpose of meeting:</p> <p>Presentation by PwC to the AFP Strategy & Performance Board (SPB). Mr Fuller and the PWC team presented a draft final Report to the SPB at Agenda Item 2. Mr Fuller was only present for this agenda item. The SPB discussed the key findings and recommendations of the draft report and committing to providing written feedback.</p> <p>Formal Record: Redacted document <u>attached</u></p>



Steering Committee

Date/Time Thursday 13 October 2022, 13:30 – 14:30

Location Commissioner’s Conference Room

Commissioner’s Role Consultation on progress of ACTP Review by Mr Fuller and PwC

Attendees Mick Fuller, Partner, PwC
Shane West, PwC
James Ogg, Partner, PwC
Lachlan McShane, Director, PwC
Charlotte Tressler, Chief Operating Officer, AFP
Katherine Van Gulp, National Manager, Strategy and Performance
Susie Williamson de-Vries, Manager Government & Executive Advice

DESIRED OUTCOME
<ul style="list-style-type: none">• <i>Note the Review progress to-date, PwC’s upcoming focus areas and timings, and engagement cadence for the Review</i>• <i>Note and discuss the Review’s emerging strategic narrative, how this is positioned and what it means, and the supporting baseline evidence, analysis and broader perceptions of engaged stakeholders.</i>• <i>Agree any additional areas to explore as part of this Review, and how and when PwC will report back.</i>
KEY ISSUES
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]



Steering Committee

[Redacted]

- [Redacted]

BACKGROUND

- To date, PwC have Engaged 50+ stakeholders via interviews, covering ACTP, AFP, ACT Government and the broader policing community.*
- PwC have analysed detailed fact-base for policing in the ACT, covering supply, demand and comparative data lenses with a view to understand landscape, and sharpen Review hypotheses.*
- PwC will next be presenting their findings to the Consultative Working Group on 27 October 2022, followed by the Strategy and Performance Board on 3 November 2022.*

Contact:	[Redacted]
Phone:	[Redacted]
Content approved by:	Susie Williamson De-Vries
Clearing Officer:	Katherine Van Gorp
Position:	NMSP
Consultation:	PwC
Date:	12 October 2022



Strategy and Performance Board MINUTES

Date / time Wednesday, 2 November 2022, 0830-0920HRS
Location Commissioner’s Conference Room, Level 5 AFP National Headquarters Barton, ACT
Chair Reece Kershaw, AFP Commissioner
Facilitator Katherine Van Gulp (NMSP)
Invitees **Members:** Charlotte Tressler (COO) Ian McCartney (DCI)
Adviser: Doug Boudry (CoS)
Apologies: Lesa Gale (a/DCO); Neil Gaughan (DC-CPO)
Presenters: (Item 4.1) Mr Mick Fuller (Review of ACT Policing Lead); Mr James Ogg (Partner, PwC); Mr Lachlan McShane (PwC); Ms Frances McMurtrie (PwC); Susie Williamson de-Vries (MGEA)

[Redacted]

Next Meeting The next meeting is scheduled to be held 1 December 2022, 1400-1600hrs.

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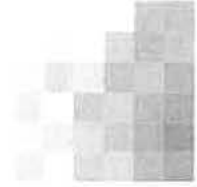
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4.1 REVIEW OF ACT PROVISION OF POLICING

NMSP Katherine Van Gorp introduced the item and Mr Mick Fuller (Review of ACT Policing Lead), Mr James Ogg (Partner, PwC) and Mr Lachlan McShane (PwC) presented the ACTP Review Update to the Board as per the Executive Paper.

The Board:

- Discussed the key emerging findings provided and noted that the Review is data-led.
[Redacted]
- Indicated the recommendations when presented will need to include detail of the full implementation cost and resource impost, and the timeframe / prioritisation for implementation.

DECISIONS AND ACTION ITEMS

The Board:

- **Noted** the presentation by Price Waterhouse Coopers (PwC) providing an update on the Review, including initial findings. [SPB_20221102_D209]
- **Noted** the final report is anticipated to be delivered to the December meeting of the Board. [SPB_20221102_D210]

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Strategy and Performance Board MINUTES

Date / time Thursday, 1 December 2022, 1400-1535HRS
Location Commissioner's Conference Room, Level 5 AFP National Headquarters Barton, ACT
Chair Reece Kershaw, AFP Commissioner
Facilitator Katherine Van Gorp (NMSP).
Invitees **Members:** Charlotte Tressler (COO); Ian McCartney (DCI); Lesa Gale (a/DCO); Neil Gaughan (DC CPO).
Observer: Jennifer Evans (a/DCoS)
Apologies: Doug Boudry (CoS); Mr Andrew Scipione (External Adviser).
Presenters: Susie Williamson de-Vries (MGEA); Mr Mick Fuller (Review of ACT Policing Lead); Mr James Ogg (Partner, PwC); Mr Lachlan McShane (PwC); Ms Frances McMurtrie (PwC); Paul Wood (CFO); Dr Chris Black (NMPCC); Brooke Everett (MPS); Jason Cresswell (MASP).
Secretariat: [REDACTED]

Next Meeting The next meeting is scheduled to be held on 2 February 2023.

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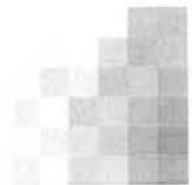
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2. REVIEW OF ACT POLICING

NMSP Katherine Van Gorp introduced the item, and Mr Mick Fuller (Review of ACT Policing Lead), Mr James Ogg (Partner, PwC), Mr Lachlan McShane (PwC) and Ms Frances McMurtrie (PwC) presented the Review of ACT Policing as per the Executive Paper.

The Board discussed:

- The feedback and insights delivered by the Committee Working Group which contributed to ensuring the Review has delivered an evidence-based report.
- The requirement to produce an unclassified public facing version of the report noting the Review has been announced publically.

[Redacted content]

DECISIONS AND ACTION ITEMS

The Board:

- **Noted and discussed** the key findings and recommendations of the Review into ACT Provision of Policing. [SPB_20221201_D215]
- **Committed** to providing feedback on and endorsing the Review by 8 December 2022. [SPB_20221201_D216]
- **Noted** a declassified version of the Report will be prepared by the end of December 2022. [SPB_20221201_D217]
- **Agreed** the approach to implementation of the ACTP Review will be listed on the February 2023 Strategy and Performance Board meeting agenda. [SPB_20221201_A58]

[Redacted content]