



**AFP**  
AUSTRALIAN FEDERAL POLICE

08|09

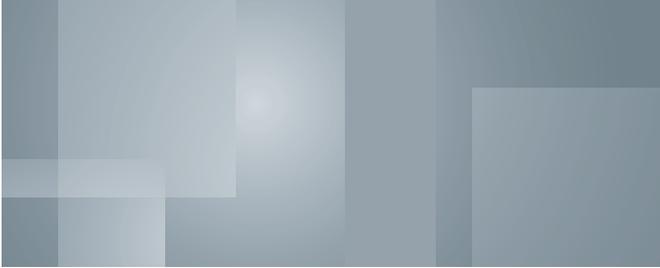


Annual Report 2008|09





08|09



Annual Report 2008|09

## **Contact details**

### **Contact officer for this report**

General enquiries about this report should be directed to:

#### **Coordinator National Marketing and Communications**

Australian Federal Police  
Marketing and Communications  
GPO Box 401  
Canberra ACT 2601  
Email: [marketing@afp.gov.au](mailto:marketing@afp.gov.au)  
Website: [www.afp.gov.au](http://www.afp.gov.au)

The Australian Federal Police (AFP) can be contacted by:

#### **Post**

Written requests for general information can be sent to:  
Australian Federal Police  
GPO Box 401  
Canberra City ACT 2601

#### **Telephone**

The hearing impaired can contact the AFP through a telephone typewriter facility:  
(02) 6256 7700

For Freedom of Information requests, telephone the AFP:  
(02) 6246 2112

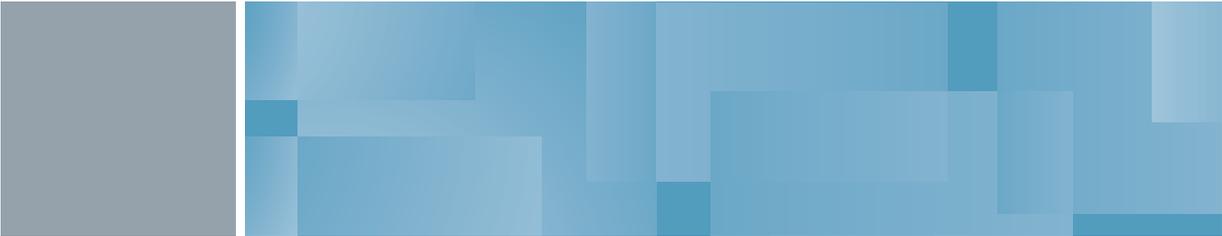
#### **Internet**

For general information, go to the AFP website:  
[www.afp.gov.au](http://www.afp.gov.au)

For an electronic version of this annual report and previous annual reports, go to:  
[www.afp.gov.au/about/publications/annual\\_reports](http://www.afp.gov.au/about/publications/annual_reports)

© Commonwealth of Australia 2009  
ISSN 0728-4691

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced by any process without prior written permission from the Commonwealth. Requests and enquiries concerning reproduction and rights should be addressed to the Commonwealth Copyright Administration, Attorney-General's Department, 3-5 National Circuit, Barton ACT 2600 or posted at [www.ag.gov.au/cca](http://www.ag.gov.au/cca).



## Letter of Transmittal

2 September 2009

The Hon. Brendan O'Connor MP  
Minister for Home Affairs  
House of Representatives  
Parliament House  
Canberra ACT 2600

Dear Minister

I am pleased to submit the *Australian Federal Police Annual Report* for the year 1 July 2008 to 30 June 2009. The report has been prepared in accordance with the *Australian Federal Police Act 1979* and the *Financial Management and Accountability Act 1997*.

This report summarises the performance of the Australian Federal Police for 2008–09 and includes the audited financial statements.

A copy of this report is to be laid before each House of Parliament on or before 31 October 2009.

In accordance with Guidelines 1.9 and 2.8 of the *Commonwealth Fraud Control Guidelines*, I hereby certify that I am satisfied that the Australian Federal Police has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes to meet the specific needs of the Australian Federal Police and complies with the *Commonwealth Fraud Control Guidelines*.



M J Keelty APM

# Key Locations

## **National Headquarters**

**Australian Federal Police**  
Headquarters  
68 Northbourne Avenue  
Canberra City ACT 2601  
(02) 6223 3000

## **Australian Capital Territory Policing**

**Australian Federal Police**  
ACT Policing  
Winchester Centre  
Benjamin Way  
Belconnen ACT 2617  
(02) 6256 7777  
Media enquiries: (02) 6256 7460

## **Other locations**

**Australian Federal Police**  
Adelaide Office  
8th Floor  
55 Currie Street  
Adelaide SA 5000  
(08) 8416 2811

**Australian Federal Police**  
Brisbane Office  
203 Wharf Street  
Spring Hill QLD 4004  
(07) 3222 1222

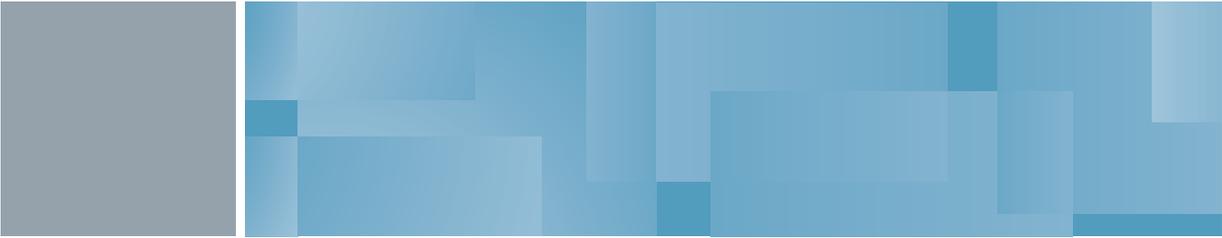
**Australian Federal Police**  
Darwin Office  
4th Floor  
21 Lindsay Street  
Darwin NT 0800  
(08) 8981 1044

**Australian Federal Police**  
Hobart Office  
Level 7  
47 Liverpool Street  
Hobart TAS 7000  
(03) 6231 0166

**Australian Federal Police**  
Melbourne Office  
383 Latrobe Street  
Melbourne VIC 3000  
(03) 9607 7777

**Australian Federal Police**  
Perth Office  
619 Murray Street  
West Perth WA 6000  
(08) 9320 3444

**Australian Federal Police**  
Sydney Office  
110 Goulburn Street  
Sydney South NSW 2000  
(02) 9286 4000



# Contents

Letter of Transmittal	iii
Key Locations	iv
Tables and Charts	viii
About this Report	1
<b>Chapter 01: Executive Review</b>	<b>2</b>
2008–09 Operational Review	3
<b>International Focus</b> .....	<b>3</b>
<b>Border Protection</b> .....	<b>5</b>
<b>Economic and Special Operations</b> .....	<b>5</b>
<b>National Security</b> .....	<b>6</b>
2008–09 Business Review	8
Overview of the AFP	9
Organisation Chart	12
Executive Team	13
<b>Chapter 02: Outputs Summary</b>	<b>14</b>
Summary of Outputs	14
<b>Chapter 03: Performance Details</b>	<b>20</b>
Output 1.1: Border and International Network	20
<b>Border Operations</b> .....	<b>21</b>
<b>Significant Events</b> .....	<b>29</b>
<b>International Operations</b> .....	<b>33</b>
<b>Operational Outcomes</b> .....	<b>35</b>
Output 1.2: Economic and Special Operations	40
<b>Serious and Complex Fraud</b> .....	<b>41</b>
<b>Money Laundering and Terrorism Financing</b> .....	<b>43</b>
<b>Special Operations</b> .....	<b>46</b>
<b>Significant Events</b> .....	<b>50</b>

Output 1.3: Terrorism	54
<b>General Overview</b> .....	<b>54</b>
<b>Domestic Counter-terrorism Measures</b> .....	<b>55</b>
<b>Preventive Measures</b> .....	<b>58</b>
<b>International Counter-terrorism Measures</b> .....	<b>61</b>
<b>Significant Events</b> .....	<b>63</b>
Output 1.4: International Deployment Services	64
<b>Operations and Missions</b> .....	<b>66</b>
Output 1.5: Protection Services	79
<b>Close Personal Protection</b> .....	<b>79</b>
<b>Witness Protection</b> .....	<b>80</b>
<b>Significant Events</b> .....	<b>80</b>
<b>Uniform Protection</b> .....	<b>81</b>
Output 1.6: Aviation Services	83
<b>Significant Events</b> .....	<b>92</b>
Output 1.7: High Tech Crime Operations	95
<b>Chapter 04: Performance Details—Close Support</b>	<b>102</b>
Intelligence	102
<b>Significant Outputs</b> .....	<b>103</b>
Forensic and Data Centres	110
<b>Chapter 05: Corporate Services</b>	<b>120</b>
Chief of Staff	120
<b>Ministerial Liaison</b> .....	<b>120</b>
<b>National Media</b> .....	<b>121</b>
<b>National Marketing and Communications</b> .....	<b>122</b>
<b>Recognition and Ceremonial</b> .....	<b>124</b>
Chief Operating Officer	126
<b>Internal Audit and Business Analysis</b> .....	<b>127</b>
<b>Chief Financial Officer</b> .....	<b>127</b>
<b>Human Resources Management</b> .....	<b>138</b>
<b>Spectrum</b> .....	<b>159</b>
<b>Security</b> .....	<b>160</b>
<b>Policy and Future Strategies</b> .....	<b>161</b>
<b>Legal</b> .....	<b>165</b>

<b>Chapter 06: Governance and Accountability</b>	<b>168</b>
<b>Key Committees Framework</b> .....	<b>168</b>
<b>Insurance and Risk Management</b> .....	<b>169</b>
<b>Fraud Control and Anti-Corruption Plan</b> .....	<b>169</b>
<b>External Scrutiny</b> .....	<b>170</b>
<b>Commonwealth Ombudsman Reports</b> .....	<b>172</b>
<b>Commonwealth Disability Program</b> .....	<b>173</b>
<b>Auditor-General Reports</b> .....	<b>174</b>
<b>Ecological Sustainability Development and     Environmental Performance</b> .....	<b>174</b>
<b>Chapter 07: ACT Policing</b>	<b>176</b>
ACT Policing	176
<b>Chapter 08: Appendixes</b>	<b>178</b>
Appendix 1: Disclosure of Information	178
<b>Freedom of Information</b> .....	<b>178</b>
Appendix 2: Corporate Identity	181
Appendix 3: Advertising and Market Research	186
Appendix 4: People Strategies	187
Appendix 5: Resource Statement	198
<b>Financial Statements</b>	<b>203</b>
<b>Glossary and Indexes</b>	<b>265</b>

# Tables and Charts

## List of charts in the text

Chart A: The AFP's Organisational Structure at 30 June 2009.....	12
Chart B: The AFP's Executive Structure at 30 June 2009.....	13

## List of tables in the text

Table A: Financial Results 2008–09.....	14
Table B: Price of Agency Outputs (Financial Performance).....	18
Table C: Financial Results 2008–09.....	19
Table D: Drug seizures—Federal agencies.....	25
Table E: Summary of the restraint, forfeiture and recouping of assets over the previous four financial years.....	44
Table F: Airport Uniform Police deployed members as at 30 June 2009.....	89
Table G: Key Communications and Central Monitoring Support Services performance achievements during 2008–09.....	106
Table H: Passenger Analysis Clearance Evaluation Team alerts during 2008–09.....	107
Table I: Ministerial work progressed.....	121
Table J: Expenditure on consultants for the three most recent financial years.....	130

## List of tables to appendixes

### Appendix 1: Disclosure of Information

Table 1: AFP information requests 2008–09.....	180
--	-----

### Appendix 2: Corporate Integrity

Table 2: Complaints by category during 2008–09.....	181
Table 3: Complaints by source during 2008–09.....	181
Table 4: Complaints by status during 2008–09.....	181
Table 5: Complaints by category and outcome during 2008–09.....	182
Table 6: Prohibited drug tests conducted during 2008–09.....	185

### Appendix 3: Advertising and Market Research

Table 7: Media costs.....	186
---------------------------	-----

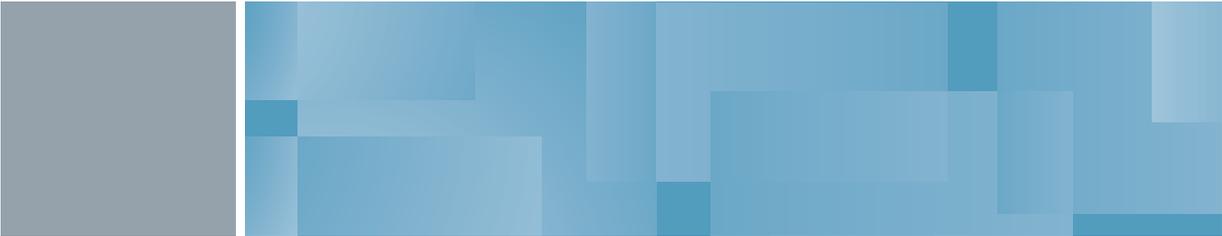
### Appendix 4: People Strategies

Table 8: Ongoing, non-ongoing and casual staff as at 30 June 2009.....	187
Table 9: AFP Senior Executive 2008–09.....	188
Table 10: AFP geographical distribution 2008–09.....	190
Table 11: AFP Senior Executive performance bonus payment.....	191
Table 12: Years of service 2008–09.....	192
Table 13: AFP workforce composition 2008–09.....	193
Table 14: Outposting to other agencies/police services, secondments, territories policy and peacekeeping.....	194

### Appendix 5: Resource Statement

Table 15: Agency resource statements—2008–09.....	198
Table 16: Outcome 1.....	200
Table 17: Outcome 2.....	201





## About this Report

The Australian Federal Police Annual Report is the organisation's primary accountability document to the Australian Parliament and to the Australian people. The document contains information about the responsibilities of the AFP as a federal agency and reports on the performance of those responsibilities. This report also includes information on the AFP's corporate governance and management accountability framework and includes an assessment of the AFP's performance against the outcomes and outputs framework set out in the 2008–09 Portfolio Budget Statements.

The report contains information prescribed by the *Requirements for Annual Reports for Departments, Executive Agencies and Financial Management and Accountability Act 1997 (FMA Act) Bodies*, which was issued on 17 June 2009. This information is contained within a narrative of the AFP's activities for 2008–09, and is summarised in the following chapter-by-chapter guide.

- Chapter 1 contains the AFP Commissioner's review of the year's activities, an overview of the AFP and organisation charts.
- Chapter 2 provides a summary of the AFP's performance outcomes.
- Chapter 3 provides details of the AFP's operational performance as well as a selection of significant operational events for 2008–09.
- Chapter 4 reports on the services that closely support operational activity.
- Chapter 5 reports on the AFP's corporate support performance.
- Chapter 6 reports on the AFP's governance and accountability processes.
- Chapter 7 reports in general terms on the activities of the AFP's policing activities in the Australian Capital Territory (ACT Policing).
- The Appendixes provide ready reference to a wide range of AFP statistical information.
- The audited Financial Statements show the AFP's financial performance.
- The Glossary and Indexes support the reader's ability to understand acronyms and terminology used in this report and to locate specific information by key words.



MJ Keelty, APM, Commissioner, Australian Federal Police.

In 2009 the AFP reaches an important milestone with its 30th anniversary. Much has changed since the organisation's inception in 1979, with the AFP having gained a raft of new responsibilities in areas such as regional capacity development and crime prevention. These activities complement the organisation's core business of investigating crimes against the Commonwealth and protecting the national interest.

The breadth of activities now undertaken by the AFP highlights the complex operational environment facing police, and the fact that many criminal activities are now transnational in nature and often difficult to prosecute. As a result we have worked hard to build strong relationships with our regional law enforcement partners, and to better integrate our domestic and international operations. Our approach is helping to create more effective policing in areas such as people smuggling, counter-terrorism, cyber crime and illegal drug importation.

This approach has assisted the AFP to achieve a number of significant operational successes during 2008–09. These include charging 33 people with people-smuggling offences, stopping in a single operation more than 4.4 tonnes of drugs, with an estimated street value of \$1.3 billion, reaching our streets, charging more than 150 people with downloading images of child sexual abuse during two high-tech

crime operations, and the successful prosecution of nine men over their plans to commit an act of terrorism on Australian soil.

National security remains a key driver for the AFP, and our focus in the coming years will be shaped by several key policy reviews including the Federal Government's response to the Clarke Inquiry. Our future operations will also be shaped by the findings of a Federal Audit of Police Capabilities, which will help to determine where efficiencies can be made within the organisation. We are looking forward to a period of consolidation which will ensure the AFP is well placed to meet any new challenges that may appear on the law enforcement horizon.

## 2008–09 Operational Review

### International Focus

During the year in review the AFP enhanced relationships with overseas partners such as the Indonesian National Police. A number of emerging crime issues and the diversification of our relationships with international partner agencies contributed to deepening levels of international cooperation and greater operational success across a number of areas, including people smuggling.

People smuggling is an emerging problem for governments across the region, with a growing number of people looking for refuge in South East Asia. Since September 2008, there has been a surge in the number of boats carrying asylum seekers entering Australian waters. The AFP International Liaison network and People Smuggling Strike Team have provided significant support to the Indonesian National Police in

disrupting these operations. In the reporting period 18 people suspected of organising or facilitating illegal boat entries into Australia were arrested.

Twenty-nine crew members were also charged with people smuggling offences, and more than 800 people suspected of trying to reach Australia illegally were detained. In September 2008, a workshop on people smuggling was held at the Jakarta Centre for Law Enforcement Cooperation with participants from 24 countries across our region.

In April 2009, the AFP was invited to conduct the Human Trafficking Investigations Program as part of the Joint ASEAN Senior Police Officers Course in Brunei. Participants from countries including Cambodia, Vietnam, Singapore and the Philippines discussed strategies to address the problem and ways to stop the trade at its source. In Australia, a woman convicted on five slavery charges was sentenced to 10 years in jail. A couple were sentenced to 12 and 11 years in jail for slavery offences in relation to a different matter, and another man was sentenced to five years imprisonment for a range of offences including people trafficking and dealing in proceeds of crime.

The AFP also held a workshop in Cambodia for law enforcement professionals to help prevent incidents of child sex tourism. In addition, the AFP sponsors the Cambodian National Police Transnational Crime Team whose work during 2008–09 contributed to the arrest and sentencing of two US citizens and an Australian citizen in relation to child sex offences in Cambodia, and the Cambodian mother of a 14-year-old victim also being charged.

Our efforts to protect children from sexual abuse have also resulted in the arrest of more than 150 people during 2008–09. Several operations led by our

High Tech Crime Operations area were the result of combined investigations by law enforcement agencies across the world. For example, Operation Centurion led to the arrest of 138 Australians, the result of a referral from Croatian police via Interpol. Another 22 Australians were arrested during Operation Resistance, which began with a referral from Brazilian authorities. That operation resulted in the seizure of more than 15,000 videos and 500,000 images of child abuse.

The mutual benefits of joint training initiatives in our region were demonstrated earlier this year when the Indonesian National Police sent a disaster victim identification team to Australia to help in the aftermath of Victoria's Black Saturday bushfires.

The team had received training as part of an ongoing AFP initiative to enhance the skills of Indonesian forensic officers, and the members were able to participate in all phases of the victim identification process during their secondment to Australia.

In addition to cementing our existing international relationships, the AFP is also working hard to build new partnerships in our region and further afield. During 2008–09 we signed a cooperation agreement with South Korea, a new liaison post opened in Colombo to serve Sri Lanka, the Maldives and India, and Memoranda of Understanding were signed with the Royal Malaysian Police, the Sri Lankan Police and the Cambodian National Authority for Combating Drugs.

Under the auspices of the Australian and Papua New Guinean governments, the AFP deployed officers to PNG as part of a police-to-police partnership to help identify the development needs of the Royal Papua New Guinea Constabulary (RPNGC) and to design a long-term development framework for the RPNGC across a range of areas.

The AFP has also continued to provide assistance to other nations in our region through the auspices of the International Deployment Group. In addition to the members deployed as part of our new agreement with Papua New Guinea, the AFP also sent members to Tonga and increased the AFP's presence in Afghanistan.

These activities were undertaken in addition to the AFP's existing commitments which include major deployments as part of the Regional Assistance Mission to Solomon Islands (RAMSI) and the Timor-Leste Police Development Program.

During 2008–09, the AFP's involvement in RAMSI helped the Royal Solomon Islands Police Force develop greater capability through training programs in several areas, including public order management and the use of non-lethal force. More than 800 police officers in the Solomon Islands have now been issued with handcuffs and batons. The AFP has also contributed towards the refurbishment of the Solomon Islands police academy, and the provision of two boats which ensure police can service outlying areas of the country more effectively.

In July 2008 the governments of Australia and Timor-Leste signed an agreement that will further enhance training opportunities over the next two years. In addition to the 49 advisers providing support as part of this program, 75 Timorese police officers took part in a senior leadership development program at the Jakarta Centre for Law Enforcement Cooperation in Indonesia.

## Border Protection

Following on from successes in 2007–08, the AFP achieved outstanding results in combating drug trafficking and other transnational crimes in 2008–09.

In August 2008, *Operation Inca* moved to its resolution phase. This operation prevented more than 4.4 tonnes of drugs, with an estimated value of \$1.3 billion, from reaching Australia's streets. The investigation resulted in the world's largest seizure of MDMA (ecstasy) after the Australian Customs and Border Protection Service and the Australian Crime Commission identified the drug in a shipping container. Thirty one people were arrested and nearly 90 charges were laid.

The success of the operation was aided by close cooperation with our Australian partner agencies, such as the Australian Customs and Border Protection Service, and international law enforcement partnerships with countries including Belgium, Germany, India, Hong Kong, Thailand and Cambodia.

Australia's success in stopping drug importations has been recognised by the United Nations Office on Drugs and Crime, which this year identified Australia as leading the world in seizures of MDMA. Australian seizures currently account for more than a quarter of all global seizures. Unfortunately, Australia is also a major consumer of the drug, with 22 per cent of people between 20 and 29 admitting to using ecstasy at some point.

During 2008–09 the Joint Asian Crime Group also experienced a major success with the dismantling of a highly organised drug manufacturing syndicate. The Group is comprised of officers from a range of agencies, including the AFP, the Australian Crime Commission, Customs, and NSW Police. During the investigation \$500,000 in cash was seized, and the operation also prevented the manufacture of \$25 million of methylamphetamine (ice).

To complement efforts to prevent drug importations, the AFP also works closely with partner agencies to prevent drug manufacture at its source. To this end, the AFP has conducted a workshop in Vietnam on ways to identify the internal concealment of drugs. The AFP has also established a Specialist Response Amphetamine Type Stimulants Team in Australia, which is increasingly being recognised as delivering world best practice with respect to hazardous chemical operations. One of its roles is to help law enforcement partners in South-East Asia investigate and dismantle clandestine drug laboratories, and a major success came in June 2008 with the destruction of 35 tonnes of Safrrole-rich oil in Cambodia. The oil is a precursor chemical for the manufacture of MDMA.

The AFP has also been involved in other major drug investigations, including the seizure of 192 kilograms of pseudoephedrine in Thailand, the disruption of an international drug syndicate that resulted in three Mexican nationals being charged with attempting to import more than 64 kilograms of cocaine into Australia, and the seizure of 46 kilograms of cocaine arriving in Australia from Canada.

## Economic and Special Operations

During 2008–09, the Economic and Special Operations function of the AFP experienced significant success in investigating money laundering, identity crimes and fraud. These investigations focus on attacking the financial base of transnational criminal syndicates. It is anticipated that this type of crime may increase as a result of the global financial crisis, as weakened financial markets provide opportunities for new criminal activity to flourish. However, this also gives police greater detection opportunities which may not exist during periods of strong economic growth.

During 2008–09, the AFP was involved in several investigations with its partner agencies. An ongoing investigation into a Sydney-based, Asian-organised crime syndicate helped to identify significant fraudulent activity worth up to \$5 million a month.

In Queensland, the Asset Forfeiture Team successfully obtained restraining orders for more than \$4 million—including \$1 million in cash—from drug trafficking and money laundering matters. The team also obtained monies believed to be from a significant fraud committed in mainland China and transferred to Australia. Assets were also seized in Hong Kong and Vanuatu after investigations into diesel fuel excise fraud worth more than \$3 million.

Modern fraudulent activity is often international in scope as criminals exploit new technologies to their advantage. This has led to increased AFP involvement in multi-jurisdictional, highly complex and technologically complicated operations where members develop close relationships with their counterparts overseas. This helps to encourage cross-border communications and can result in greater operational success. An investigation carried out by the Sydney Identity Security Strike Team into an Indian and Pakistani syndicate led to 472 charges being laid against 13 people. The syndicate was involved in the manufacture, supply and use of fraudulent identification documents.

In Australia, the AFP continues to work with the Australian Taxation Office and other partner agencies to investigate taxation fraud as part of Project Wickenby. Project Wickenby is a whole-of-government taskforce set up in 2006 to investigate tax avoidance, tax evasion and large-scale money laundering, and involves ongoing investigations. After a referral from the Australian Taxation Office, the AFP helped to shut down a transnational fraud and money laundering operation thought to involve around

\$100 million. Another related investigation is estimated to involve around \$12 million. Authorities in Vanuatu and New Zealand were involved in these investigations, with the AFP providing extensive assistance to the Vanuatu Police upon request. In all, 31 people were charged with money laundering and fraud offences.

## National Security

In December 2008, Prime Minister Kevin Rudd tabled the inaugural National Security Statement, which will help to shape the AFP's response towards issues including terrorism, organised crime and climate change. National security remains a key policy driver for the AFP, and the Statement underscores the continued need for the AFP to actively engage in key policy forums such as the National Counter Terrorism Committee, the Secretaries Committee on National Security and the National Intelligence Coordination Committee.

The AFP also works in close partnership with other government agencies including the intelligence community, state and territory law enforcement counterparts and international law enforcement agencies on a range of counter-terrorism activities.

Several key policy reviews will help to inform the AFP's approach towards delivering a flexible and adaptable response to existing and emerging threats over the coming years. During 2008–09, recommendations from the Clarke Inquiry and Street Review were adopted by the AFP to address issues relating to operational decision-making processes, joint taskforce arrangements, information-sharing, training and education.

The AFP and the Australian Security Intelligence Organisation now have an integrated and coordinated training regime, which includes staff exchanges at an executive level. A practical guide for the conduct and management of

major counter-terrorism operations has been developed. The guide outlines investigative structures and delineates members' roles and responsibilities. The AFP has also appointed and trained specific interview coordinators who are responsible for supervising the preparation of interview plans, as well as coordinating witness and suspect interviews.

The AFP has made a significant contribution to the development of protocols for an investigational structure during counter-terrorism investigations, and is involved in reviewing the Joint Counter-Terrorism Team arrangements to achieve a nationally consistent framework. Under the National Counter-Terrorism Committee, the AFP is part of a working group that is considering a recommendation for a national case management system. The AFP is also in the process of implementing the Spectrum Program, a \$109 million change program which will significantly enhance AFP systems and processes and provides the potential to improve international and cross-jurisdictional activities.

The AFP is also focusing on developing and building our counter-terrorism investigative capacity through additional joint-agency training programs, skills audits and the implementation of standardised Major Incident Room and investigational structures. Implementing many of the recommendations arising from the reviews into national security will involve a whole-of-government approach, and the AFP will continue to be actively involved in the reform process to ensure that any issues arising from the reviews are addressed.

The AFP's work on combating terrorism at an international level continues to provide excellent opportunities for relationship and capacity building within our region and further abroad. The Jakarta Centre for

Law Enforcement Cooperation is a shining example of how cooperative approaches to law enforcement can help to strengthen counter-terrorism capabilities. During 2008–09 participants from outside the South-East Asian region attended courses at the centre for the first time, with members from police agencies in Pakistan and Lebanon taking part. More than 5000 members of various law enforcement agencies have now attended courses in areas such as Islamic law and politics, security risk management and disaster victim identification.

During 2008–09, the AFP provided support to the whole-of-government response to terrorist attacks in Mumbai and also offered forensic, technical and investigative assistance to Pakistani authorities following a terrorist attack in Lahore in March 2009.

Domestically, court matters relating to Operation Pendennis were finalised when eight men were convicted on terrorism offences in Melbourne. The court found the group had planned an explosives attack targeting iconic mass-gatherings at sporting events in Australia. A separate investigation led to the conviction of another man for compiling and publishing a terrorism manual on the internet.

The AFP's national security role also encompasses the provision of a policing presence at 11 major airports in Australia. A review of the Unified Policing Model (UPM) was undertaken in the latter half of 2008, which resulted in the Council of Australian Governments re-affirming its commitment to the model. During 2008–09, a further 55 staff members were deployed to airports serviced by the UPM, it is anticipated that all jurisdictions will have met their commitment of staff by the end of the 2009 calendar year.

More than 38,800 cases have been responded to by officers working at the 11 airports, these have been both criminal and non-criminal in nature. The AFP's response to these matters, and our other activities within the relevant airports, resulted in a client satisfaction rating of 89 per cent.

On 22 March 2009, a man was killed during an incident at Terminal 3 of Sydney Airport. As a result, the then Minister of Home Affairs, Bob Debus, commissioned an independent review of the AFP's response to the incident. The Wilkins Review concluded that the AFP responded in a timely manner in accordance with existing standards, procedures and protocols. The report recommended a number of actions, which were accepted by the AFP and fully implemented by 30 June 2009.

## 2008–09 Business Review

The global financial outlook has resulted in the AFP seeking efficiencies in line with government policy. In 2009–10 the AFP will respond to a tighter fiscal environment through the finalisation of the *One-AFP-One-Corporate* project. This initiative implements recommendations from several reviews, and will help to deliver a more efficient corporate capability. The project will also help to refine and clarify functional control of corporate services within the AFP to remove duplication of corporate effort.

The AFP'S random drug testing program reflects the organisation's commitment to integrity and to maintaining our corporate values. In 2008–09, almost 93 per cent of employees were tested under the program. Our commitment to our corporate values was further demonstrated through a series of presentations on our values which were delivered by the Deputy Commissioners

and the Chief Operating Officer at every major AFP office across Australia.

During 2008–09, the AFP was involved in the Federal Audit of Police Capabilities, which arose from a 2007 election commitment. The audit looked at the effectiveness of the AFP's current operating arrangements, gaps and overlaps in capabilities, and opportunities for improvement and rationalisation in the AFP's strategic, operational and corporate capabilities. It examined the AFP's ability to provide such capabilities over the next five years, and its findings were submitted to the Federal Government on 30 June 2009.

The audit is part of a five point plan, which also includes the establishment of a national crime database, a federal retention and recruitment program, and boosting staff numbers by 500 members over five years. The AFP's recruitment program takes this funding commitment into account, with new members expected to join the organisation in line with the projected budget.

During 2008–09, a review of shared services commenced in conjunction with the Attorney-General's Department to explore the feasibility and benefits of an integrated, cross-portfolio shared services capability. The outcomes of this review will be considered in the 2009–10 financial year.

These reviews will help inform AFP decision-making in relation to future needs and opportunities, and come as we look towards the start of refurbishment works on the Edmund Barton Building. During the 2009–10 financial year the AFP expects to complete the move of approximately 2200 staff into the new offices, which will help to centralise operations and improve efficiencies within the AFP. The Edmund Barton Building is within the parliamentary precinct and close to other key government agencies such as the Attorney-General's Department and the

Department of the Prime Minister and Cabinet.

I will not be making the move to the Edmund Barton Building, having announced my decision in May this year to leave the AFP. My departure in September will coincide with 35 years as a police officer, and I consider it an enormous privilege to have led the AFP through such a watershed period in its history. The organisation has grown and changed markedly since I became Commissioner nine years ago, cementing its place within the international law enforcement community.

My departure also comes as the AFP celebrates its 30th anniversary, and I remain proud of the work of our members and their achievements in protecting the Commonwealth and Australia's national interests.

## Overview of the AFP

The AFP's strategic priorities (available for viewing on the AFP's website at [www.afp.gov.au](http://www.afp.gov.au)) are determined in accordance with section 8 of the *Australian Federal Police Act 1979* (the Act), and Ministerial Directions issued under section 37(2) of the Act. Strategic priorities are also guided by government policies such as the Commonwealth Fraud Control Guidelines, which assign specific responsibilities to the AFP for investigating serious or complex fraud. These strategic priorities and government directions are reflected in the AFP outcomes and outputs framework.

Section 8 of the Act outlines the functions of the AFP, which are:

- provision of police services in relation to the laws of the Commonwealth, the property of the Commonwealth (including Commonwealth places) and property of authorities of the Commonwealth

- safeguarding of Commonwealth interests, and anything else that is incidental or conducive to the provision of these services
- provision of police services in relation to the Australian Capital Territory and Australia's external territories
- protective and custodial functions as directed by the Minister
- provision of police services and police support services for the purposes of assisting, or cooperating with, an Australian or foreign law enforcement agency, intelligence or security agency, or government regulatory agency
- provision of police services and police support services in relation to establishing, developing and monitoring peace, stability and security in foreign countries.

The AFP's mission is to provide dynamic and effective law enforcement to the people of Australia. As the operational outcomes outlined in this report illustrate, both the volume of demands on AFP resources and the complexity of these demands means the AFP can only achieve its outcomes by working cooperatively with agencies in Australia and overseas, especially in the heightened counter-terrorism and security environment that has been prevalent since 2001.

Internationally, the AFP's partnerships with other agencies and its international liaison network remain integral to investigating transnational crime, intelligence-gathering and information-sharing. As part of its international focus, the AFP operates the National Central Bureau for Interpol. The bureau represents all Australian police services and provides a direct link with the 187 member-countries of Interpol.

## Current role

The AFP's primary role is to enforce Commonwealth criminal law and protect Commonwealth and national interests from crime in Australia and overseas. The AFP provides a range of investigative and other services in support of the Commonwealth's law enforcement objectives, and directs a large proportion of its effort toward preventing and responding to high-impact, high-level crime that threatens Australia's national interests.

The AFP provides protective security services through AFP Protective Services, close personal protection services to high office holders and visiting dignitaries, and uniform policing at the major airports.

The AFP also provides community policing services in the ACT and in Australia's external territories. It uses skills from both these areas to support the significant offshore commitments to law and order and peace operations delivered by the International Deployment Group.

## Reporting structure

Under the direction of the Minister for Home Affairs, and within the functional framework established in section 8 of the Act, the AFP pursues clearly defined outcomes agreed with the Government. For 2008–09, the AFP established the following outcomes:

### Outcome 1

Outcome 1 focuses on national and international prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

- Output 1.1: Criminal Investigations—Border and International Network
- Output 1.2: Criminal Investigations—Economic and Special Operations

- Output 1.3: Criminal Investigations—Terrorism
- Output 1.4: International Deployment Services
- Output 1.5: Protection Services
- Output 1.6: Aviation Services
- Output 1.7: High Tech Crime Operations

### Outcome 2

Outcome 2 focuses on a safe and secure environment in the ACT through the provision of community policing services. The objectives of this outcome are defined in annually negotiated purchase agreements for the provision of police services established under a five-year agreement between the AFP and the ACT Government.

## Ministerial direction

As set out in the Ministerial direction to the Commissioner issued in August 2008, the AFP focuses on:

- countering the threat of terrorism to the safety and security of Australians and Australian interests, inside and outside Australia
- preventing, deterring, disrupting and investigating serious and organised criminal activities impacting on the interests of the Australian community
- safeguarding the economic interests of the nation from criminal activities such as serious fraud, money laundering, corruption, intellectual property crime and technology-enabled crime
- ensuring that specific individuals, establishments and events identified by the Australian Government as being at risk are protected
- contributing effectively to the Government's international law enforcement interests, including matters involving cooperation to combat transnational organised

- crime, responses to emergencies, law and order capacity building missions, and participation in United Nations and other internationally-mandated peace operations
- achieving and maintaining a technological edge over criminals, including through sharing knowledge and capabilities with strategic partners
- identifying emerging criminal threats to the national interest and advising on appropriate policy approaches, strategies and treatments to counter such threats
- contributing actively to broader government programs or initiatives where their successful implementation requires the engagement of law enforcement capabilities.

### Strategic Leaders Group

The Strategic Leaders Group was established during 2007–08, replacing the former Executive Management Board and National Managers' Group. The group is the AFP's peak advisory committee and assists the AFP Commissioner in making decisions and exercising his statutory responsibilities. The group also supports the Commissioner in developing and enhancing partnerships with external stakeholders.

The group's membership comprises the Commissioner (the Chair), Deputy Commissioners, Chief Operating Officer, Chief Police Officer ACT Policing, Chief of Staff (the Secretary), Assistant Commissioners and other National Managers and non-executive members. During 2008–09, the two non-executive members were Mr Will Laurie and Mr Ric Smith.

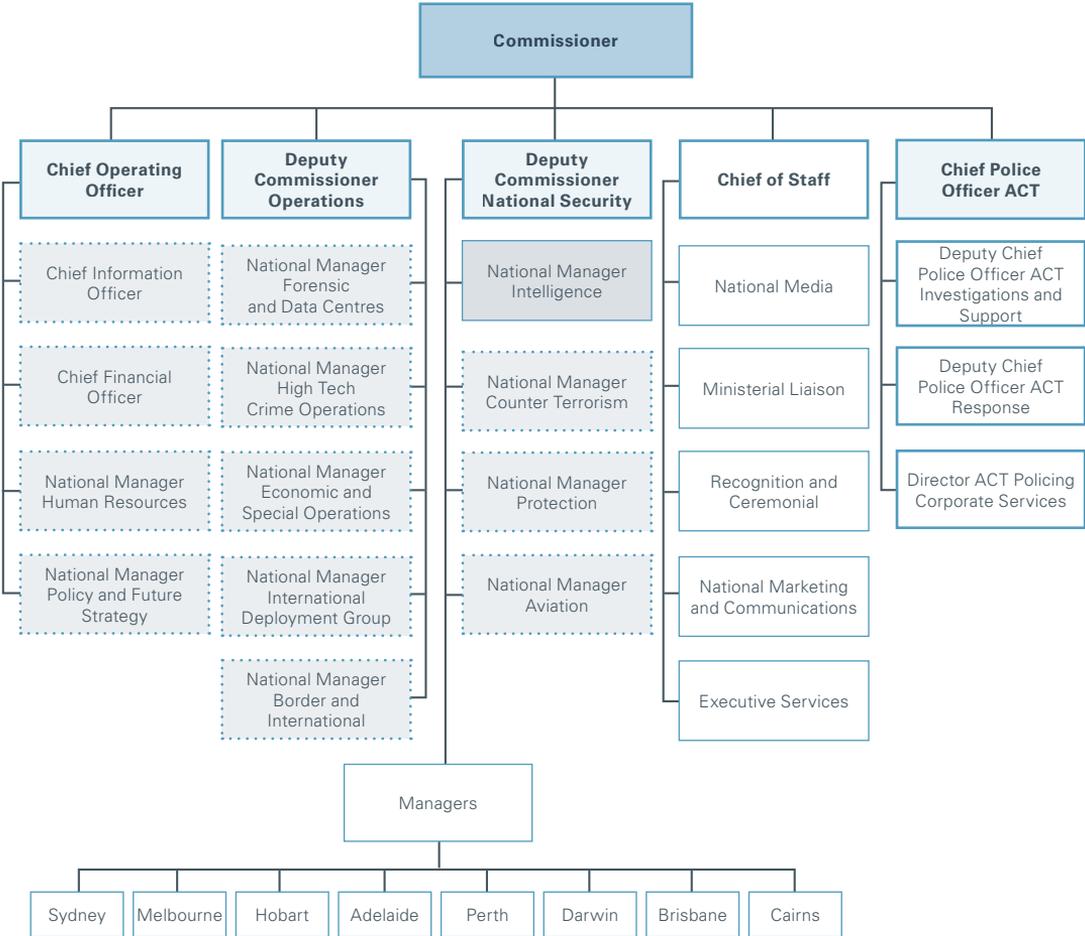
The role of this group includes reviewing and guiding the AFP's strategic direction, consistent with the Ministerial Direction. During its meetings in 2008–09 a range of strategic issues were considered.

These included:

- organisational culture and its impact on the AFP
- emerging issues such as climate change and its impact on law enforcement
- preliminary reporting of a review on the AFP Functional Model
- the new iteration of the AFP's Strategic Plan
- future budget bids and new policy proposals
- the implications of internal and external reviews
- the AFP's International Engagement Strategy and Communication Strategy.

# Organisation Chart

Chart A: The AFP's organisational structure at 30 June 2009



# Executive Team

**Chart B: The AFP's Executive Structure at 30 June 2009**





## Summary of Outputs

**Table A: Financial Results 2008–09**

<b>Output 1.1 Criminal Investigations—Border and International Network</b>			
<b>Key performance indicator</b>	<b>Target</b>	<b>Actual</b>	<b>Target achieved</b>
Level of client/stakeholder satisfaction (% satisfied or very satisfied)	85%	Border: 90% International: 97%	Yes
Drug harm index*	\$802m– \$886m	Domestic: \$883.3 International: \$47.2m	Yes
Percentage of cases reaching court resulting in a conviction	90%	99%	Yes
Percentage of time spent on high-very high impact cases	85%	Border: 88% International: 89%	Yes

\*Dollar value of harm that would have ensued had the drugs seized reached the community. Target range set as within 5% of expected value based on previous five years to June 2008. Achievement interpreted as the sum of domestic and international components exceeding the upper bound.

### Output 1.2 Criminal Investigations—Economic and Special Operations

Key performance indicator	Target	Actual	Target achieved
Level of client/stakeholder satisfaction(% satisfied or very satisfied)*	82%	88%	Yes
Estimated financial return (EFR)**	\$188m	\$394.7m	Yes
Percentage of cases reaching court resulting in a conviction	85%	95%	Yes
Percentage of time spent on high-very high impact cases	65%	77%	Yes
Percentage of cases (that can have proceeds of crime action) that have restraining order applications made to the Commonwealth Director of Public Prosecutions	20%	56%	Yes
Percentage of new AFP investigations for which proceeds of crime action is considered	100%	100%	Yes

\* Target satisfaction level set as 5% increase from previous year.

\*\* Target EFR set as 5% above the expected value based on previous five years to June 2008.

### Output 1.3 Criminal Investigations—Counter-Terrorism

Key performance indicator	Target	Actual	Target achieved	
Level of client/stakeholder satisfaction (% satisfied or very satisfied)	80%	86%	Yes	
Distribution of case hours by purpose	Domestic	85%	78%	No
	International	10%	12%	Yes
	Other (including finance)	5%	10%	Yes
Number of counter-terrorism investigation and intelligence cases on hand*	64–79	81	No	
Number of terrorist incidents	0	0	Yes	
Percentage of time spent on high-very high impact cases	95%	99%	Yes	

\*Target set as within 10% of the expected value based on the previous five years to June 2008.

### Output 1.4 International Deployment Services

Key performance indicator		Target	Actual	Target achieved
Level of client/ stakeholder satisfaction (% satisfied or very satisfied)	Australian clients/ stakeholders	90%	88%	No
	International clients	75%	100%	Yes
Implementation of the International Deployment Group Future Strategy	Delivery of the International Deployment Group Future Strategy and New Policy Initiative within budget parameters		Achieved within budget	Yes
Maintenance of a missions component	Capability to sustain one large, two medium and nine small missions		One large, three medium and eight small missions	Yes
Sustainment of an operational response group of approximately 200 members with a substantial readily deployable, high-capability component	Up to 40 members within 24 hours, Up to a further 40 members within 72 hours, Remainder within seven days		Achieved (capability deliverable)	Yes
Percentage of time spent on high-very high impact cases		90%	99%	Yes

### Output 1.5 Protection Services

Key performance indicator		Target	Actual	Target achieved
Level of client/stakeholder satisfaction (% satisfied or very satisfied)		90%	91%	Yes
Close Personal Protection avoidable incidents per 1000 movements		< 5	0.1	Yes
Percentage of time spent on high-very high impact cases		90%	100%	Yes

## Output 1.6 Criminal Investigations—Aviation Services

Key performance indicator		Target	Actual	Target achieved			
Establishment of the full capability of aviation law enforcement nationally through the continued implementation and development of the Unified Policing Model. Components include:		All components of the Unified Policing Model are established by 30 December 2008	Achieved	Yes			
<ul style="list-style-type: none"> <li>▪ Airport Police Commanders</li> <li>▪ Airport Uniform Police</li> <li>▪ Counter-Terrorist First Response Teams</li> <li>▪ Joint Aviation Investigation Teams</li> <li>▪ Joint Aviation Intelligence Groups</li> <li>▪ Police Aviation Liaison Officers</li> <li>▪ Regional Rapid Response Deployment Teams</li> <li>▪ Air Security Officer Program</li> <li>▪ Canine Teams</li> <li>▪ Bomb Appraisal Officers</li> </ul>							
Investigation of serious and organised crime within the aviation sector (percentage of cases reaching court resulting in a conviction)					90%	90%	Yes
Number of new cases: crime and non-crime*	Crime				4073–4501	4976	Yes
	Non-crime				21,385–23,637	33,832	Yes
Level of client/stakeholder satisfaction in the contribution of the AFP to aviation law enforcement and security (% satisfied or very satisfied)					90%	89%	No
Level of community confidence in the contribution of the AFP to aviation law enforcement and security					At least 70%	70%	Yes
Response to aviation law enforcement and/or security incidents in accordance with priority response times	Priority 1: Within five mins				75%	79%	Yes
	Priority 1: Within 10 mins				90%	92%	Yes
	Priority 2: Within 15 mins				75%	89%	Yes
	Priority 2: Within 20 mins				95%	94%	No
	Priority 3: Within 90 mins				75%	100%	Yes
	Priority 3: Within 120 mins	95%	100%	Yes			
Priority 4: Within 24 hrs		90%	100%	Yes			

\*Target number of new cases was set as within 5% of prior year activity, but achievement interpreted as exceeding this.

### Output 1.7 Criminal Investigations— High Tech Crime

Key performance indicator	Target	Actual	Target achieved	
Level of client/stakeholder satisfaction (% satisfied or very satisfied)	80%	93%	Yes	
Percentage of time spent on high-very high impact cases	80%	98%	Yes	
Percentage of criminal referrals accepted by external agencies	80%	100%	Yes	
Reduction of potential financial loss to Australian community delivered through effective partnerships*	> \$100m	\$121m	Yes	
Community education and engagement:	Community/government forums	5	18	Yes
	Online safety initiatives	10	58	Yes

\*Based on the ABS Personal Fraud Survey, 2007.

**Table B: Price of Agency Outputs (Financial Performance)**

	Budget 2008–09 <sup>(1)</sup>	Actual 2008–09	Variation 2008–09
	\$'000	\$'000	\$'000
<b>Outcome 1</b>			
1.1 Border & International	160,021	163,718	-3,697
1.2 Economic & Special	117,044	112,501	4,543
1.3 Terrorism	55,805	55,819	-14
1.4 IDG	265,218	283,452	-18,234
1.5 Protection Services	184,176	184,593	-417
1.6 Aviation Services	240,089	233,351	6,738
1.7 High Tech Crime	76,313	76,781	-468
<b>Total Price of Outputs</b>	<b>1,098,666</b>	<b>1,110,215</b>	<b>-11,549</b>
Revenue from Government	1,009,351	1,005,774	3,577
Revenue from Other Sources	89,315	104,846	-15,531
Total Departmental Revenue	1,098,666	1,110,620	-11,954
<b>Total Price of Outputs for Outcome 1</b>	<b>1,098,666</b>	<b>1,110,215</b>	<b>-11,549</b>

<b>Outcome 2</b>			
2.1 Services to ACT Government	129,826	132,243	-2,417
<b>Total Price of Outputs</b>	<b>129,826</b>	<b>132,243</b>	<b>-2,417</b>
Revenue from Government			
Revenue from Other Sources	129,826	131,603	-1,777
Total Departmental Revenue	129,826	131,603	-1,777
<b>Total Price of Outputs for Outcome 2</b>	<b>129,826</b>	<b>132,243</b>	<b>-2,417</b>

Note:

(1) The Budget for 2008–09 has been amended from that published in the 2008–09 Portfolio Budget Statements and 2007–08 Annual Report to better reflect the establishment of Output 1.7 High Tech Crime Operations within the AFP's Output Structure.

2009–10 Budget figures have not been included because the AFP's new program structure incorporated into the 2008–09 Portfolio Budget Statements is not easily comparable to the previous Output structure reported in this Table.

**Table C: Financial Results 2008–09**

<b>Budgeted Revenue (\$'000)</b>	<b>Actual Revenue (\$'000)</b>	<b>Actual Expenses (\$'000)</b>	<b>Variance (\$'000)</b>
1,228,492	1,242,223	1,242,458	-235

The AFP has recorded a net deficit from ordinary activities of \$0.235m for 2008–09.



# Performance Details

## Operational Outputs

# 03



## Output 1.1: Border and International Network

The investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

### Workload:

- 516 new Border cases
- 1545 new International cases
- 412 finalised Border cases
- 1626 finalised International cases
- 472 Border cases on hand at the close of 2008–09
- 682 International cases on hand at the close of 2008–09.

### Performance measures:

- 88 per cent of time attributed to Border cases as directed to high/very high impact cases; 89 per cent of time attributed to International cases as directed to high/very high impact cases
- client satisfaction was 90 per cent for Border and 97 per cent for International
- the Drug Harm Index was \$883.3 million domestic and \$47.2 million international
- 143 Border and seven International cases resulted in a legal process
- 99 per cent of Border cases reaching court resulted in a conviction (101 of 102 cases).

## Border Operations

The border function encompasses three types of crime: illicit drugs, people smuggling and human trafficking (sexual servitude and labour exploitation).

### Illicit drugs

The AFP collaborates with various national and international law enforcement partners to develop and implement strategies to dismantle syndicates involved in the trafficking of illicit drugs and drug precursors. Recent activity has resulted in significant seizures of heroin, methamphetamine, 3,4-methylenedioxyamphetamine or ecstasy, cocaine and pseudoephedrine.

Australia is an active participant in international responses to illicit drug trafficking and precursor diversion. The AFP participates in the development of collective policy responses through forums such as the Heads of National Drug Law Enforcement Agencies for Asia and the Pacific and major donor group activities. The AFP also engages in joint operational responses to combat illicit drug trafficking.

Australia's National Drug Strategy involves a balance between demand reduction, supply reduction and harm reduction, and includes a renewed emphasis on prevention. The national response to the drug problem is an integrated one, involving law enforcement, health, prevention, education and treatment services. From a law enforcement perspective, although the mandate is to reduce the supply of illicit drugs to the Australian community, the AFP's focus is very much on prevention and partnerships with colleagues nationally and internationally.

Effective border control through collaboration with domestic partner agencies such as the Australian Customs and Border Protection Service, state

and territory police and the Australian Crime Commission is the primary line of defence for combating drug importation into Australia. An example of this collaborative approach was Operation Inca, a major investigation into the importation of MDMA.

Operation Inca resulted in the world's largest seizure of MDMA with 4.4 tonnes, or almost 15 million pills, being detected by Customs in June 2007. This led to 30 people being charged in Australia and one person charged in Belgium, and the dismantling of an alleged international drug ring. The seizure had a street value of approximately \$440 million and would have caused more than \$1.3 billion in harm to the Australian community in health and social costs.

The operation moved to resolution on 8 August 2008 after a further 150 kilograms of cocaine were identified in a shipping container allegedly destined for syndicate members in Melbourne. Resolution activities were conducted simultaneously across four Australian states as well as in the Netherlands and Belgium. The individuals arrested were also charged with conspiracy to import a further six tonnes of pseudoephedrine.

During the operation, the AFP used its relationships with partner law enforcement agencies to ensure a successful outcome. Countries involved in the operation included Belgium, Germany, The Netherlands, India, Hong Kong, Malaysia, Singapore, Thailand and Cambodia. Domestically, the Australian Customs and Border Protection Service, Victoria Police, Tasmanian Police, the Australian Transaction Reports and Analysis Centre and the Australian Crime Commission all played significant roles.

From an AFP perspective, 32 officers formed the core group during the investigation and more than 400 AFP officers were part of the resolution phase.

Another example of collaboration is the Joint Asian Crime Group, a multi-agency, multidisciplinary unit comprising the AFP, Australian Crime Commission, Australian Customs and Border Protection Service, NSW Crime Commission and the NSW Police.

The Joint Asian Crime Group, based in Sydney, is staffed by investigators, analysts and interpreters and operates as a taskforce focusing on South-East Asian organised crime. In particular, the group investigates serious drug activities including international, border, interstate and intrastate drug trafficking.

A significant achievement of the group was the dismantling of a highly organised drug manufacturing syndicate. This investigation resulted in the arrest of one man, the seizure of more than \$500,000 in cash, and stopped approximately \$25 million worth of methylamphetamine being produced in Australia.

Complementing effective border control within Australia, the AFP works collaboratively with international jurisdictions to take the fight against drugs offshore and prevent drugs reaching Australia.

Through the operation of its International Liaison Officer Network, the AFP undertakes a wide range of operational and training activities with foreign law enforcement agencies. The AFP aims to disrupt transnational criminal syndicates operating offshore to ensure that illicit drugs are seized at the earliest opportunity, thereby reducing the supply to Australia.

During the course of a number of major investigations, the AFP undertook significant liaison with the Dutch National Police Agency. Relationships have been greatly strengthened as a result of these investigations, leading to a more streamlined flow of information

between the two agencies. Further to this the Dutch authority has indicated its commitment to basing a liaison officer in Australia on a permanent basis.

The AFP is represented on a range of drug-related committees and councils, providing input into the development of strategies, initiatives and legislation. Examples of these include:

- Australian National Council on Drugs
- Inter-governmental Committee on Drugs
- Asian Collaborative Group on Local Precursor Control, South Pacific Precursor Control Forum and other regional precursor-control capability forums
- National Precursor Working Group.

In October 2008, the AFP conducted an internal concealment workshop in Vietnam. The first of these workshops was held in January 2007, and since then have been a key part of the mitigation strategy to reduce the instances of this potentially harmful form of concealment. Domestically, community engagement forums focusing on the dangers of internal drug concealment have highlighted the associated health dangers.

## Amphetamine type stimulants

Over the past decade, the drug use market in Australia has shifted from wide-scale opiate use toward the use of synthetic amphetamine type stimulants. The market for such drugs in Australia has historically been supplied primarily by the domestic manufacturing of drugs such as methamphetamine, facilitated by the domestic diversion of precursor chemicals.

The tightening of domestic controls has gradually reduced this activity and criminal syndicates are increasingly

attempting to source precursor chemicals offshore. This has been reflected in greater seizure rates of precursor chemicals at the Australian border.

The domestic manufacturing of amphetamines in the Australian market has been partially supplemented by the importation of crystal methamphetamine (ice). Crystal methamphetamine is sourced from primary regional production areas such as Canada, Burma (Myanmar), Laos, Cambodia, Indonesia and southern China.

### Specialist Response Amphetamine Type Stimulants Team (SRATS)

The Specialist Response Amphetamine Type Stimulants Team has been fully functional in 2008–09 and has provided specialist support to all phases of operations specifically targeting synthetic drugs and precursor chemicals.

The team can respond to significant amphetamine offences at short notice, including the detection of laboratories both in Australia and offshore. The team maintains a broad range of expertise from various policing disciplines including investigators, forensic chemists and intelligence staff, and has the capacity to deploy up to 31 fully accredited members to a single operation.

The team is also helping to educate regional law enforcement partners in South-East Asia on best practice in investigating and dismantling clandestine amphetamine laboratories to minimise the health risks posed to officers and to have the greatest impact on the illicit drug market.

The international deployment of the team not only prevents the movement of illicit drugs into Australia, but also better equips our neighbours to tackle these issues on their own soil.

The team's recent activities in the region have included:

- destroying 35 tonnes of Safrole-rich oil in Cambodia in June 2008. The oil is a precursor for the illicit drug MDMA, and this quantity had a potential illicit drug yield of 240 million tablets worth \$7.6 billion
- facilitating a Hazardous Chemicals Investigators Program in China and Cambodia in April 2009 and October 2008 respectively
- assisting the National Authority Combating Drugs in Cambodia to identify and dismantle a clandestine methamphetamine laboratory spread across four separate locations in March 2009. This laboratory was capable of producing 112 kilograms of methamphetamine
- detecting a further five sites in June 2009, where an estimated four million pseudoephedrine tablets and over 1000 litres of acid were seized, preventing the production of approximately 200 kilograms of methamphetamine
- deploying an investigator to the National Authority Combating Drugs in Cambodia to assist investigations into seized laboratories and suspected manufacturing facilities



Australian Federal Police and Customs members seize drugs sealed in tomato tins.

- leading the investigation team at the 2008 Chemical, Biological and Radiological Quadrilateral Capability Exercise (CAPEX 08), conducted at Holsworthy Barracks, Sydney, in November 2008
- developing and writing the standard operating procedures on Clandestine Laboratory Seizure for the United Nations Office on Drugs and Crime (UNODC).

## Heroin

Historically, most heroin imported into Australia has been sourced from the Golden Triangle in South-East Asia, particularly Burma (Myanmar). In recent years greater quantities of heroin from South-West Asia—including Afghanistan—have been seized at the Australian border.

Afghanistan is the world’s primary opium-producing region, accounting for more than 92 per cent of global production. Even though the Australian drug market is currently making greater demands for amphetamines, heroin will remain a danger to the Australian community as long as large-scale global cultivation of opium poppies continues.

The AFP leads the Australian Illicit Drug Intelligence Program, which is an extension of the National Heroin Signature Program. The intelligence program, conducted in partnership with AFP Forensic Drug Support and the National Measurements Institute, is designed to support drug-related operations. It supports these operations through strategic and tactical intelligence acquired by physical and chemical analysis of heroin, amphetamines and cocaine. This analysis is vital in identifying trends and linking the border seizures of illicit drugs. Additionally, Forensic Drug Support is involved in a project to capture physical profiling data from the vast number of small-scale

importation attempts by methods such as parcel post and internal concealment.

The aim of the program is to use the unique chemical signatures of seized drugs to identify regions of origin, synthetic routes of manufacturing and trends or distribution patterns within a drug market. For specific investigations, comparisons can be made within and between seizures to identify different batches in a single shipment, or to demonstrate links between individuals and networks that trade in illicit drugs. This information can assist in directing law enforcement resources, as well as further developing understanding of the illicit drug trade.

## MDMA

The global MDMA market continues to evolve, with factors such as supply and demand, precursor availability and law enforcement operations affecting market dynamics.

According to the UNODC, sophisticated syndicates in the Netherlands and Belgium continue to produce the bulk of MDMA tablets and powder for the global market—including Australia—using precursor supplies sourced primarily from Asia.

The UNODC World Drug report identifies Australia as presently leading the world in seizures of MDMA, accounting for approximately 27 per cent of all global seizures.

The National Drug and Alcohol Research Centre reports that MDMA is the second most-used drug in Australia after cannabis. Twenty-two per cent of Australians aged between 20 and 29 have used MDMA at some point in their lives. The perceived social acceptability of use, stable prices and availability underpin the demand for MDMA in Australia.

Low prices for MDMA in the United Kingdom and the United States, compared with the high Australian retail price, ensure that Australia will remain a target for MDMA importations. The AFP works closely with Dutch authorities and other transit country authorities to help combat the drug trade and disrupt attempted importations into Australia.

### Drug Harm Index

The AFP Drug Harm Index was developed to provide a single measure that encapsulates the potential value to the Australian community of AFP drug

seizures. The index represents the dollar value of harm that would have occurred had the seized drugs reached the community.

In the five years to June 2009, the AFP and its partners saved the Australian community approximately \$883.3 million in drug-related harm through its disruption of illicit drug importations. Previous research has shown that the AFP's Drug Harm Index shows a return of approximately \$5 million to the Australian community for every \$1 invested in federal drug investigations.

**Table D: Drug seizures—Federal agencies**

Type of drug	2008–09		2007–08	
	Reported weight (kg)	Seizure count	Reported weight (kg)	Seizure count
Amphetamine—excluding MDMA	87.7	175	273.7	304
Cannabis (including resin)	36.3	964	20.0	728
Cocaine	584.0	366	666.6	733
Heroin	173.2	293	120.4	383
MDMA	103.3	60	190.8	119
Precursor	1940.5	53	1164.8	52
Other	3950.5	611	128.2	607

Note: Figures for 2008–09 are correct at time of publication. Recorded weights and drug types may vary from those previously reported. Seizures by 'federal agencies' include those made by the AFP, the Australian Customs and Border Protection Service and the Joint Asian Crime Group where the drugs have been held in AFP custody. International seizures are excluded.

### People smuggling

The joint AFP and Department of Immigration and Citizenship People Smuggling Strike Team was established in May 2000. Strike team funding of \$4.5 million a year (\$17.4 million in total from 2004) lapsed at the end of the 2007–08 financial year. Funding of \$4.5 million a year continued as AFP base funding from 2008–09 onwards.

The strike team provides a centrally directed, highly mobile investigative capability against organised people smuggling syndicates operating in Australia and overseas. The team consists of investigators as well as intelligence and financial analysts. The AFP is committed to a multi-agency approach to combat people smuggling and acknowledges the effectiveness of this model.

Technological advances, including the widespread availability of fraudulent documentation, have prompted a maturing of the criminal activities undertaken by people smugglers. There is a greater awareness of policing abilities and methodology, and preparatory and overt acts are being conducted in more than one jurisdiction. As it has become apparent that people smugglers are acting regionally rather than locally in one country, it is imperative that capacity building and intelligence sharing opportunities be pursued in source and transit countries across the region.

Since 29 September 2008, there has been a surge in unauthorised maritime people smuggling ventures. Since that date there have been 23 Suspected Illegal Entry Vessels intercepted in Australian waters. These vessels carried a total of 994 passengers, predominately of Afghan, Iranian, Iraqi and Sri Lankan nationalities, as well as 51 crew members.



Seized drugs from Operation Inca being weighed.

To combat the spike in people smuggling activity, the AFP has generated a law enforcement program founded on three pillars: prosecution, disruption and capacity building. The prosecution strategy relies on foreign and Australian prosecution of people smugglers. The disruption strategy consists of providing actionable intelligence to inform foreign law enforcement action and prevent maritime ventures before they depart for Australia. The capacity building strategy

is focused on enhancing the capacity of the Indonesian National Police and other law enforcement agencies across the region including in Sri Lanka, Pakistan and Malaysia.

From 1 July 2009, the AFP will receive a total of \$50.8 million to combat this surge in people smuggling activity. The AFP is working toward immediate implementation of the following initiatives:

- enhancing the Indonesian National Police's ability to gather, analyse and respond to people smuggling intelligence
- enhancing Indonesian National Police capability through in-country operations support
- establishing an AFP liaison post in Sri Lanka
- enhancing the People Smuggling Strike Team's capability to combat maritime people smuggling ventures
- establishing dedicated people smuggling liaison and intelligence officers in Asia
- expanding the UNODC's current computer-based training facilities in Indonesia and Asia.

The offshore disruption of people smuggling has benefited substantially from the AFP International Network, which works closely with police agencies in a number of countries in the region to facilitate the liaison and coordination required to disrupt maritime people smuggling ventures.

## Training

The AFP has conducted three training programs on people smuggling at the Jakarta Centre for Law Enforcement Cooperation in Semarang. These programs comprised an investigations program for 20 regional participants in August 2008, an inter-region workshop involving 24 regional participants in September 2008 and the Strategic

Response to People Smuggling Forum involving 20 senior Indonesian National Police officers in November 2008.

### Whole-of-government role

The AFP maintains a pivotal place in a number of newly formed inter-governmental forums that provide high-level guidance for operations and policy responses to unauthorised arrivals by boat to Australia. The AFP shares membership of these forums with:

- Department of Immigration and Citizenship
- Department of the Prime Minister and Cabinet
- Australian Customs and Border Protection Service
- Department of Foreign Affairs and Trade, including the Ambassador for People Smuggling
- Australian intelligence community
- Attorney-General's Department.

Since September 2008, the AFP has charged a total of 29 crew members with people smuggling offences, such as facilitating the bringing of five or more non-citizens into Australia in contravention of section 232A of the *Migration Act 1958*.

### Operations

The People Smuggling Strike Team's investigations and intelligence exchanges also resulted in the apprehension of a high-profile people smuggler in Indonesia. The man was arrested in Indonesia and detained by the Indonesian National Police in response to an Interpol red notice initiated by the AFP. He was extradited to Australia by the team in May 2009. He has since appeared before the Perth Magistrates' Court on charges of organised people smuggling. At the end of the reporting year the matter was continuing before the Perth courts.

The Strike Team has applied for a further two Interpol red notices asking for alleged people smuggling organisers to be extradited to Australia for prosecution. The team has also charged three Australian-based men with offences under the *Migration Act 1958* in relation to the alleged facilitation of illegal entry into Australia.

The AFP has worked closely with the Attorney-General's Department and the Commonwealth Director of Public Prosecutions on issues relating to deterrence, law enforcement, international obligations, extradition or offshore prosecution and Australia's protection obligations on people smuggling investigations and prosecutions.

### Transnational Sexual Exploitation and Trafficking Team

The Transnational Sexual Exploitation and Trafficking Team investigates human trafficking for the purpose of transnational sexual and labour exploitation. The Commonwealth *Criminal Code Act 1995* (the Code) criminalises all forms of trafficking. This includes slavery, sexual servitude and deceptive recruiting.

The AFP established the trafficking team in support of the requirements of the United Nations' Protocol to Prevent, Suppress and Punish Trafficking in Persons, ratified by Australia in September 2005. The establishment of the team also supports the Australian whole-of-government strategy on combating human trafficking.

In the 2007–08 Budget, the AFP received \$9.1 million in funding for people trafficking investigations, in addition to ongoing funding. Total new policy initiative funding for the team stands at \$16.3 million over four years, which will fund the team's expansion and allow it to continue proactively investigating allegations of trafficking and sexual exploitation offences, primarily in Sydney, Brisbane and Melbourne.

Suspected victims of trafficking who agree to remain in Australia to assist trafficking investigations or prosecutions have access to a comprehensive range of support services. The AFP has sponsored 146 people into the Australian Victim of Trafficking Care and Support program administered by the Office for Women within the Department of Families, Housing, Community Services and Indigenous Affairs.

The AFP also carries out substantial offshore preventative work in the Asia-Pacific region to combat human trafficking. It is involved in numerous cooperative activities with overseas jurisdictions that aim to reduce opportunities for people traffickers to operate in the region.

In April 2009, the AFP was invited to conduct the Human Trafficking Investigations Training Program as part of the Joint Association of Southeast Asian Nation (ASEAN) Senior Police Officers Course (ASEANAPOL) in Brunei Darussalam. The participants were drawn from Cambodia, Laos, Indonesia, Vietnam, Singapore and the Philippines. Through focused discussion led by the AFP, this program centred on investigations, current trends within the ASEAN region and victim management.

The AFP also collaborated with the High Tech Crime Operations area of Child Sex Tourism to facilitate a workshop in Phnom Penh, Cambodia, with law enforcement counterparts in the human trafficking arena. The goal of the AFP-led workshop was to create an open communication forum to discuss current barriers to investigating human trafficking and child sex tourism, and to initiate relationships between international law enforcement counterparts.

Working with partners, the AFP has conducted regional training courses in the investigation of sexual offences for law enforcement bodies.

In November 2008, the AFP hosted the inaugural Practitioners Roundtable entitled Human Trafficking: the Australian Police Response. Policing representatives from state and territory jurisdictions attended with representatives from whole-of-government partner agencies including the Attorney-General's Department, the Department of Immigration and Citizenship and the Commonwealth Director of Public Prosecutions. The forum was made more holistic with the inclusion of non-government organisations including Scarlet Alliance, Project Respect, Australian Catholic Religious Against Trafficking in Humans, Anti Slavery Project and the Salvation Army.

This forum included overviews from each of the jurisdictions on current experiences in the focus areas of the Australian Policing Strategy, and perceptions within the community regarding human trafficking.

In June 2009 the AFP hosted its first Trafficking in Persons International Conference in Sydney. The conference was the first time AFP international liaison officers and Australian-based Transnational Sexual Exploitation and Trafficking Team members had met with their law enforcement counterparts in Australia to consider the current nature and extent of human trafficking in the ASEAN region. The conference was attended by international law enforcement agency counterparts from source and destination countries including China, Vietnam, Indonesia, Korea, Thailand and Malaysia. The conference cemented the previous training provided in Brunei and Cambodia.

Discussions focused on proactive strategies to combat trafficking in each country as well as barriers and opportunities for more effective international cooperation and information exchange.

The annual specialist Transnational Sexual Exploitation Investigations Training program was also held in April 2009, at the AFP College in Barton, Canberra, with participants from state and territory jurisdictions and international counterparts from Thailand and China.

## Significant Events

### Amphetamine

#### Significant investigations

- In July 2008, 848 kilograms of pseudoephedrine was seized in Sydney after being imported from Thailand. Three men were arrested.
- In August 2008, 662 kilograms of pseudoephedrine, concealed within cardboard boxes purporting to contain fruit juice, was seized in Sydney after being imported from Thailand. Four men were arrested.
- In October 2008, 6.2 kilograms of ephedrine/pseudoephedrine was seized in Adelaide after being imported from India concealed within five plastic barrels. One man was arrested.
- In November 2008, 80 kilograms of methamphetamine was seized in Sydney after being imported from Hong Kong concealed within packages of rubber gloves. Three men were arrested.
- In February 2009, 26 kilograms of methamphetamine was seized in Sydney after being imported from Hong Kong. One man was arrested.
- In March 2009, 21.7 kilograms of methamphetamine was seized in Sydney after being imported from Canada secreted within a foosball table. One man was arrested.
- In May 2009, 70 kilograms of pseudoephedrine was seized in Sydney concealed in a storage container. One man was arrested.
- In June 2009, 1.3 tonnes of a precursor chemical was seized in Sydney concealed in drums in a shipping container. Six men were arrested.

#### Significant sentencing decisions

- In Brisbane in December 2008 an Australian man was sentenced to seven years imprisonment for conspiracy to import 10 kilograms of pseudoephedrine from Colombia. In January, February and March three men from the Czech Republic and Turkey were sentenced to 12 years imprisonment for the same conspiracy.
- In Sydney in May 2009 an Australian man was sentenced to 11 years imprisonment for conspiracy to manufacture a commercial quantity of amphetamines. A second Australian man was sentenced to 10 years imprisonment for the same conspiracy.
- In Sydney in September 2008 an Australian man was sentenced to 11 years imprisonment for his role in the importation of 12 kilograms of methamphetamine from Canada. In June 2009 a Taiwanese man was sentenced to 14 years imprisonment for his role in the same importation.

### Heroin

#### Significant investigations

- In January 2009, 13 kilograms of heroin was seized in Sydney. Three men were arrested.
- In March 2009, 20 kilograms of heroin was seized in Melbourne after being imported from Pakistan secreted within rugs. Two men were arrested.

## Significant sentencing decisions

- In Sydney in October 2008 a Dutch man was sentenced to nine years imprisonment for importing 253.1 grams of pure heroin from Kuala Lumpur. The heroin was concealed internally.
- In Perth in December 2008 a Spanish man was sentenced to 11 years imprisonment in a reduced sentence for an early guilty plea for importing 1977.7 grams of heroin from Spain.
- In Cairns in December 2008 a Nigerian man was sentenced to seven years imprisonment for importing 671.6 grams of heroin from Japan. The heroin was concealed internally.
- In Sydney in February 2009 a Cambodian woman was sentenced to 16 years imprisonment for organising seven couriers to import 1184.4 grams of pure heroin from Cambodia. The heroin was concealed internally.
- In Sydney in April 2009 a Malaysian woman was sentenced to seven years imprisonment for importing 855.7 grams of heroin from Ho Chi Minh City. The heroin was concealed within luggage.
- In Sydney in April 2009 an Australian woman was sentenced to seven years imprisonment for importing 600 grams of heroin from Vietnam. The heroin was concealed internally.
- In Sydney in June 2009 an Australian woman was sentenced to eight years imprisonment for the importation of 2.6 kilograms of heroin from Vietnam. The heroin was concealed within heat-sealed bags labelled as a drink product.

## Cocaine

### Significant investigations

- In September 2008, 98.67 kilograms of cocaine was seized in Sydney after being imported from Panama concealed within bags of green coffee beans. Enquiries are continuing.
- In November 2008, 64.6 kilograms of cocaine was seized in Los Angeles, having originated in Mexico and intended for Melbourne. The cocaine was concealed within concrete cylinders. One woman and two men were arrested.
- In December 2008, 9.98 kilograms of cocaine was seized in Sydney having arrived from Mexico via Panama concealed inside forklift batteries. One man was arrested.
- In January 2009, 144 kilograms of cocaine was seized in Sydney after being imported from Mexico concealed within steel die casts. Three men were arrested.
- In April 2009, 9 kilograms of cocaine was seized in Sydney after being imported from Canada secreted within wheel rims. One man was arrested.
- In May 2009, 8 kilograms of cocaine was seized in Brisbane after being imported from the United States of America secreted within Disney chocolate boxes. Two men were arrested.

### Significant sentencing decisions

- In Sydney in September 2008 a Canadian man was sentenced to 11 years imprisonment for receiving and unpacking 18 kilograms of cocaine from Canada.
- In Sydney in November 2008 a Nigerian man was sentenced to eight years imprisonment for importing 976.4 grams of cocaine from the

- United States of America. The cocaine was concealed internally.
- In Sydney in November 2008 one Australian man was sentenced to 18 years imprisonment and a second Australian man was sentenced to 10 years imprisonment for conspiracy to import 26 kilograms of cocaine from New Zealand. The cocaine was concealed within metal hull attachments located in ocean-going vessels.
  - In Sydney in November 2008 a Zimbabwean man was sentenced to seven years imprisonment for importing 924.3 grams of cocaine from South Africa. The cocaine was concealed internally.
  - In Brisbane in December 2008 a Colombian man was sentenced to 15 years imprisonment and a Samoan man was sentenced to 12 years imprisonment for importing 21 kilograms of cocaine from Panama. The cocaine was concealed within electronic equipment.
  - In Sydney in February 2009 an Australian man was sentenced to seven years imprisonment for importing 318.2 grams of cocaine from the United States of America. The cocaine was concealed internally.
  - In Sydney in February 2009 a South African man was sentenced to eight and a half years imprisonment for importing 4.02 kilograms of cocaine from South Africa. The cocaine was concealed within photo frames.
  - In Brisbane in March 2009 a German man was sentenced to nine years imprisonment for importing 1904.6 grams of pure cocaine from Argentina. The cocaine was concealed within luggage.
  - In Sydney in April 2009 an Australian man was sentenced to 12 years imprisonment for supplying 3 kilograms of cocaine.
  - In Sydney in May 2009 an American woman was sentenced to eight years imprisonment for importing 636.7 grams of pure cocaine from Amsterdam. The cocaine was concealed with a wig.
  - In Brisbane in June 2009 a Canadian woman was sentenced to 10 years imprisonment for importing 3.4 kilograms of cocaine from Colombia. The cocaine was concealed within luggage.

## MDMA

### Significant investigations

In conjunction with international and Australian law enforcement partners, the AFP conducted a number of ongoing operations in relation to illicit drug shipments emanating from Canada and destined for Australia. One seizure was found to contain 45.5 kilograms of cocaine, 27.3 kilograms of crystal methylamphetamine and 89 kilograms of MDMA secreted within foot spas and massage chairs. During the reporting period seven people were arrested in connection with this seizure.

This operation concluded the investigation of a syndicate. It resulted in 14 members of the syndicate being arrested and more than 550 kilograms of a variety of drugs, including cocaine, MDMA and methylamphetamine, being seized.

### Significant sentencing decisions

- In June 2009, three men were sentenced in the Brisbane District Court to life imprisonment and 22 years imprisonment for their involvement in the 2006 seizure of 135.7 kilograms of cocaine and 33.1 kilograms of MDMA tablets. A previous commercial importation consisting of approximately 4 kilograms of cocaine and at least 265,230 MDMA tablets was also identified as having occurred in May 2006.



Acting Deputy Commissioner National Security Andrew Colvin and Sri Lanka Police Inspector General of Police Jayantha Wickramaratna sign the new MoU on police cooperation, in Colombo, Sri Lanka.

## People smuggling

### Significant investigations

- During May 2009 a Victorian-based father and son were arrested and charged for their alleged role in facilitating the travel of asylum seekers from Indonesia and Malaysia to Australia. The men were charged with people smuggling and money laundering offences.
- During May 2009 an Adelaide-based migration agent was arrested on allegations he was involved in facilitating the illegal entry of people into Australia and then assisting them to make fraudulent claims to obtain sub class 866 protection visas.
- During May 2009 a man with dual Iranian and Indonesian citizenship was extradited from Indonesia to Australia because of his alleged role in a number of people smuggling ventures.
- Since September 2008, 29 Indonesian crew members have been charged with offences against the *Migration Act 1958*. The crew members were connected with Suspected Illegal Entry Vessels 24 to 41.

## Significant sentencing decisions

- In Perth in September 2008, an Indonesian man was sentenced to five years imprisonment for facilitating the illegal entry of a group of five or more people into Australia. The man's arrest and extradition to Australia from Thailand in January 2008 related to the arrival of a boat at Ashmore Reef in November 1999 carrying 353 unlawful non-citizens.
- Three crew members of suspected illegal entry vessels have been sentenced in the Perth District Court to sentences ranging from 5 to 6 years imprisonment.
- A further 11 crew members are due to be sentenced on 1 July 2009.

## Transnational Sexual Exploitation and Trafficking Team

### Significant investigations

The investigation and prosecution of a woman on slavery charges under the Commonwealth *Criminal Code* was of great significance for the whole-of-government strategy to combat trafficking. This matter was appealed in the High Court, resulting in clarity for the AFP on what the court defines as slavery compared with harsh working conditions, which do not amount to a criminal offence.

- On 9 June 2006 the woman was convicted of a total of five charges of possessing a slave and five charges of exercising a power of ownership over a slave under the slavery provisions of the Commonwealth *Criminal Code* and sentenced to 10 years imprisonment.
- On 27 June 2007 the Victorian Court of Appeal quashed the conviction and ordered a retrial. The High Court granted the Commonwealth Department of Public Prosecutions leave to appeal. The key ground for

appeal was that the Appeal Court erred in identifying the elements of the relevant trafficking offence and in applying Chapter 2 of the Code ('General principles of criminal responsibility').

- On 29 August 2008 the High Court of Australia overturned the decision made by the Supreme Court of Victoria. The Court of Appeal reinstated the original conviction of exercising a power of ownership over a slave under the slavery provisions of the Commonwealth *Criminal Code*, and reinstated the sentence of 10 years imprisonment.
- On 27 June 2009, guilty verdicts were handed down to two defendants in the Melbourne County Court. The investigation related to a transnational syndicate involved in exploiting foreign women whilst they performed sexual services in Melbourne brothels.

### Significant sentencing decisions

- On 30 June 2008 a New South Wales-based couple were convicted of slavery offences. The male received a 12 year sentence with a non-parole period of seven and a half years, while the female received 11 years with a non-parole period of seven years. Both offenders have lodged notices of intention to appeal on all grounds.
- On 3 December 2008 a Brisbane man was convicted on five charges under the Commonwealth *Criminal Code* of trafficking in persons and dealing in proceeds of crime. He was also convicted on charges relating to the *Migration Act 1958* and sentenced to five years imprisonment with a non-parole period of 22 months.

## International Operations

The AFP's International Network contributes to the safety and security of Australians and Australian interests, both nationally and internationally, through the investigation and prevention of transnational crime and organised criminal activity affecting Australia.

The International Network's roles include:

- contributing to domestic and international efforts to disrupt and prevent criminal activities of major concern to the Government and Australian law enforcement
- contributing to the collection and sharing of intelligence on criminal activities, focusing on transnational crime and serious organised crime
- coordinating and advising on training and technical measures to enhance the capacity of overseas law enforcement agencies to deal with criminal activity, particularly in the context of transnational and serious organised crime.

On 15 June 2009 the AFP opened a liaison office in Colombo under the auspices of the AFP New Policy Initiative *Enhancing Australia's Approach to People Smuggling*. The AFP Colombo Office will cover Sri Lanka, the Maldives and India.

The AFP will continue to fund the Asia Region Law Enforcement Management Program for 2009–10 via the Law Enforcement Cooperation Program. Since 2005 the AFP has funded this program, which is delivered by RMIT International University Vietnam in Hanoi. The program is designed to provide management training to the future leaders of law enforcement partners within the Asia region and is funded until June 2012. The AFP funds two international and one local course each year in Hanoi. An Internal Courier Workshop was also held in Ho Chi Minh City in October 2008.

In April 2009 the AFP and the Singapore Police Force co-hosted the 15th International Management of Serious Crime Program in Singapore under the theme *Critical incidents—a regional approach to management and investigation*. In conjunction with the Singapore Ministry of Foreign Affairs and the Central Narcotics Bureau, the AFP office in Singapore also co-hosted the 15th Integrated Narcotics Enforcement Program.

## Aseanapol

Aseanapol is a forum to enhance police professionalism, forge stronger regional cooperation in police work, build lasting friendships among police officers of different nationalities, and promote the prevention of crime in the region. Aseanapol brings together the 10 South-East Asian member nations with their regional dialogue partners. Australia has been a dialogue partner in Aseanapol since 2007. Commissioner Keelty was Australia's representative at the 29th Aseanapol Conference in May 2009 in Hanoi.

In April 2009, the Royal Brunei Police Force (RBPF) hosted the Joint ASEAN Senior Police Officers Course (JASPOC) in Brunei where the Human Trafficking Investigations Training Program conducted by the AFP was incorporated into the program. The human trafficking program was an agreed outcome of the 28th Aseanapol Conference.

## Europol

Australia contributes to a number of Europol Analysis Work Files, including Synergy, which addresses synthetic drugs such as MDMA and precursor chemicals; Phoenix, on the trafficking

of human beings; Monitor, on outlaw motorcycle gangs; Terminal, on payment card fraud; Twins, on child pornography networks on the internet; and Cola, on Latin-American networks involved in cocaine trafficking. Australia continues to provide relevant and significant intelligence to these and other work files.

Awareness programs conducted around Australia by the AFP have significantly enhanced the knowledge of Australian law enforcement officers and agencies about using Europol in the fight against organised crime. As a result, there has been increased intelligence exchange between Europol and Australia. Additionally, Australia has facilitated the attendance of Europol staff at Australian intelligence colloquiums and the attendance of AFP staff at Europol courses.

In August 2008, the German Customs Investigation Bureau seized a shipment of approximately 2.4 kilograms of cocaine that was destined for Australia. The Australian and German liaison bureau at Europol assisted in the exchange of intelligence, resulting in a successful controlled delivery in Australia and the arrest of two suspects.



Part of the million dollars in cash detected by AFP dog Atlas.

## Interpol

The AFP continues to host the Interpol National Central Bureau for Australia and provides a liaison officer to the Interpol General Secretariat in Lyon, France.

As part of this engagement with Interpol, AFP representatives attended:

- the 77th Interpol General Assembly in St Petersburg, Russia, in October 2008
- the 7th Interpol Regional Training Course in Brunei in November 2008
- the 2nd Interpol Counter Terrorism Working Group meeting in Kuala Lumpur in February 2009
- the 5th Heads of National Central Bureau Conference in Lyon in March 2009
- the 27th meeting of the Interpol Specialist Group on Crimes Against Children, in Rome in June 2009.

## Memoranda of Understanding

In 2008–09 the AFP entered into Memoranda of Understanding on police cooperation and transnational crime with:

- the Royal Malaysia Police
- the Sri Lanka Police
- the Cambodian National Authority for Combating Drugs.

The AFP also signed the *Governing Foreign Law Enforcement agency access to AUSTRAC information* protocol on 17 November 2008 with the Department of Special Investigation, Thailand.

Cooperation between the AFP and the National Authority for Combating Drugs has resulted in Cambodia's largest destruction of a narcotic precursor chemical—Safrole-rich oil—in June 2008, and the dismantling of four clandestine laboratories in March 2009 that had the potential to produce in excess of 100 kilograms of methamphetamine.

## Operational Outcomes

### Cambodia

The AFP-sponsored Cambodian National Police Transnational Crime Team has worked with non-government organisations, other foreign law enforcement agencies and specialist departments within the Cambodian National Police to target suspected child sex tourism offenders. On 16 September 2008 a US citizen was arrested and charged with child sex offences and sentenced in March 2009 to 13 years imprisonment. On 26 October 2008 another US citizen was arrested and charged with child sex offences against two young females aged 13 and 14. The Cambodian mother of the 14 year old victim was also arrested.

In February 2009, following a two month surveillance operation, the team assisted immigration police in detaining an Australian citizen who was wanted in Australia for online child sex offences. This person remains in custody awaiting extradition.

### Indonesia

There has been an increase in the scope of cooperation between the Indonesian National Police and the AFP. A number of emerging crime issues, and the diversification of relationships, has contributed to a deepening level of cooperation which has led to a number of successes between the two agencies.

Key operational activities undertaken by the AFP and the Indonesian National Police include:

- the arrest of key people smuggling organisers and the disruption of people smuggling ventures during 2008–09. This included supporting the process to extradite one high-level organiser to Australia

- the ongoing apprehension of key Jemaah Islamiyah leaders and affiliates and disruption of potential terrorist operations. Most notably, 10 suspects were arrested, and 22 improvised explosive devices were seized, in Palembang in July 2008, and one person was arrested in Jakarta in October 2008 resulting in the seizure of one partially-assembled improvised explosive device
- the enhanced involvement of law enforcement agencies in illegal fishing. This has been strongly driven by the Indonesian National Police, who have assembled a number of special taskforces to tackle illegal fishing in the Arafura and Maluku seas. This operation has netted in excess of 150 foreign fishing vessels operating in Indonesian territorial waters
- the progression of two successful extraditions from Indonesia to Australia for paedophile and people smuggling offences
- the interception of several precursor and narcotic trafficking operations, including the interception of 300 kilograms of ephedrine from India and the disruption of a Darwin-based syndicate conspiring to import large quantities of pseudoephedrine from Indonesia to Australia
- the delivery of the first joint AFP and Indonesia National Police Transnational Crime Assessment by the Transnational Crime Centre in April 2008. The assessment has provided background information for a number of high-level engagements, including the AFP and Indonesia National Police Senior Officer Meeting and the Australia and Indonesia Ministerial Forum
- the delivery of three Transnational Crime Teams in priority provinces connected to the Transnational Crime Centre
- the expansion of the Indonesia National Police Case Management and Intelligence System to all regional headquarters and key criminal investigative functional areas.

In response to the Australian Embassy bombing in Jakarta on 9 September 2004 the Australian Prime Minister announced additional funding to the AFP of \$5 million for joint AFP-Indonesian National Police investigations. A key initiative of the program was the establishment of a forensics laboratory. This laboratory now provides Indonesia with the domestic capability to deal with disaster victim identification, process crime scenes and handle samples from post-blast investigations.

As an outcome of this initiative a six-person Indonesian National Police disaster victim identification team was deployed to Victoria on 15 February 2009 in the wake of the Black Saturday bushfires. The team participated in all phases of the victim identification process, including scene, post-mortem, ante-mortem and reconciliation. The team deployed to some of Victoria's most devastated areas, including Marysville and Kinglake, and worked on a vehicle which held the bodies of two Indonesian students found in Marysville.

## Thailand

In November 2008, the Royal Thai Police conducted a joint operation with the AFP which resulted in the seizure of 192 kilograms of pseudoephedrine that was about to be shipped to Australia. Enquiries conducted by the Royal Thai Police also resulted in the arrest of a Thai national and an arrest warrant being issued for an Australian citizen. In Australia, the investigation resulted in the seizure of 850 kilograms of pseudoephedrine and the arrest of two Australian citizens by the AFP.

## Hong Kong

The AFP and Hong Kong Police carried out a joint operation which resulted in the seizure of two kilograms of the drug ice in Hong Kong. On 4 March 2009, three of the people involved received sentences ranging from 15 to 25 years for trafficking in a dangerous drug. This investigation dismantled a very significant trafficking syndicate.

The AFP also worked closely with the Hong Kong Police in an operation relating to an Asian syndicate involved in large-scale fraud. The fraud was facilitated by the production, distribution and use of false identity documents and stolen personal information with links to Queensland, New South Wales, Victoria, Hong Kong and China. As a result, two people were arrested in Hong Kong and charged with offences relating to section 25 of the Hong Kong *Organised and Serious Crime Ordinance*—dealing with property known or believed to represent proceeds of an indictable offence. On 9 October 2009 they were each sentenced to 26 months imprisonment.

## Pakistan

In late 2008, Pakistan's Federal Investigation Agency made two separate requests to the AFP for investigative assistance. The first related to the bombing of the Hotel Marriott and involved AFP officers providing forensic assistance to analyse video imagery provided by the agency. The second related to the bombing of the Quetta Police Station and involved forensic analysis of explosive trace material by the AFP. These requests represent the first instances of a Pakistani law enforcement agency seeking Australian assistance for terrorism investigations.

The AFP has also recently cooperated with Pakistan's Anti Narcotics Force in relation to two significant narcotics

importations. The first involved a controlled delivery to Melbourne of approximately 20 kilograms of heroin concealed in rugs. This operation resulted in the arrest of two people. The second operation involved a consignment of approximately 7 kilograms of narcotics imported to Sydney concealed in spices. Both operations resulted in significant intelligence-sharing between the AFP and the Anti Narcotics Force in Pakistan.

On 26 and 27 November 2008, terrorists attacked various locations in Mumbai including hotels, a train station and the domestic airport terminal with automatic weapons and grenades. The AFP's first response was to dispatch the Senior Liaison Officer in Islamabad to Mumbai to make an initial assessment of the situation and to pave the way for the arrival of the assessment team.

## Malaysia

In January 2009, a joint investigation by the AFP and the Royal Malaysia Police resulted in the seizure of a quantity of heroin in Malaysia. Eleven people involved in a West African-organised crime syndicate were arrested as a result of this operation.

## Colombia

The AFP provided assistance to Colombian law enforcement agencies through the Colombian Transnational Crime Team. As a result of one investigation into Colombian-based drug syndicates, 80 kilograms of ephedrine were seized and one person was arrested. This represents one of the largest ephedrine seizures to date in Colombia. The Transnational Crime Team is a joint initiative of the AFP and the Colombian Administrative Department of Security.

## United States

The AFP participated in a joint investigation with the United States Immigration and Customs Enforcement Agency that resulted in the disruption of a transnational drug syndicate. This operation prevented more than \$16 million worth of cocaine from being distributed on Australian streets, and resulted in three Mexican nationals being charged with attempting to import 64.6 kilograms of cocaine into Australia.

## Joint Statement on Enhanced Global and Security Cooperation

On 5 March 2009, Australian Prime Minister Kevin Rudd and Republic of Korea President Lee Myung-bak released the *Joint Statement on Enhanced Global and Security Cooperation* and an associated action plan. The statement and plan reflect the strong commitment of both governments to further strengthen the bilateral relationship between Australia and South Korea. Under the plan, the AFP has agreed to enhance engagement with Korea through training, operational cooperation and the exchange of intelligence.

## Pacific Islands Chiefs of Police

The AFP continues to support the Pacific Islands Chiefs of Police forum which comprises 21 member countries and represents more than 75,000 police officers throughout the Pacific region. Member countries range from the Commonwealth of the Northern Mariana Islands in the north, to the Republic of Palau in the north-west, Australia and New Zealand in the south and to French Polynesia in the east.

The forum has a permanent secretariat in Wellington, New Zealand, which comprises members of the New Zealand Police, the AFP and seconded officers from member countries. The work of the secretariat is funded by the New Zealand Police, NZAID, AFP, AusAID and UNAIDS.

The AFP provides funds for a full-time AFP officer and a full-time project officer from a Pacific Island country to be based in the secretariat. Currently, the Pacific Island country officer is from the Royal Papua New Guinea Constabulary.

The next Pacific Islands Chiefs of Police annual meeting will be held in September 2009 in Port Moresby.

## Pacific Transnational Crime Network

The AFP continues to support the development of the Pacific Transnational Crime Network, which provides a proactive transnational criminal intelligence and investigative capability to Pacific region law enforcement agencies. The framework of the network also provides an environment that fosters close cooperation and effective operational linkages between all border protection and law enforcement agencies in the Pacific region, including the Pacific Patrol Boat Program.

The network has expanded with the addition of small Transnational Crime Units in Palau, the Commonwealth of the Northern Mariana Islands, the Marshall Islands and Kiribati. These units will support both the larger Micronesia regional Transnational Crime Unit in the Federated States of Micronesia and the Pacific Transnational Crime Coordination Centre in Samoa, and enhance the intelligence-gathering capacity of the Pacific Transnational Crime Network. There has been a significant increase

in the amount of law enforcement information and intelligence being shared and exchanged throughout the network, which also includes Transnational Crime Units in Fiji (Suva and Nadi), Samoa, Tonga, Vanuatu and Papua New Guinea.

In the past year the Pacific Transnational Crime Network has achieved a number of high-impact outcomes in the Pacific including the:

- arrest of a Fiji national who was involved in major financial and immigration fraud, through a multi-jurisdictional operation involving Transnational Crime Units in Samoa, Tonga, Fiji, Vanuatu and Solomon Islands and the Pacific Transnational Crime Coordination Centre
- disruption of a major cannabis importation scheme in the Federated States of Micronesia and Marshall Islands by the Micronesia Transnational Crime Unit
- detection of a large shipment of counterfeit cigarettes from Korea into Papua New Guinea.

### Law Enforcement Cooperation Program

During 2008–09, AFP International administered \$6.156 million in funding provided under the Law Enforcement Cooperation Program (LECP). This appropriation funded four new projects and 12 ongoing projects including the:

- provision of \$2.1 million for Phase Two of the Philippines Counter-Terrorism Capacity Building project, which was allocated to renovate buildings in Davao and Mindanao, to deliver equipment to the National Bureau of Investigations, to continue training support, and to provide consumables and equipment for the upgrade of the Forensics Laboratory in Davao

- ongoing enhancement of the operational capability of the Indonesian Transnational Crime Coordination Centre, developed jointly between AFP International and the Indonesian National Police
- continued involvement of AFP personnel in working with the Royal Thai Police to develop a Transnational Crime Coordination Network
- continued funding of a Pacific Islands police officer to the Pacific Islands Chiefs of Police secretariat as a project officer and the provision of \$20,000 in funding assistance to the secretariat
- continued support of the Cambodian National Police Transnational Crime Team
- provision of assistance to the Colombian Administrative Department of Security Transnational Crime Team.

In addition, the Law Enforcement Cooperation Program provided funding for law enforcement officers from the Asia-Pacific region to attend the following training programs:

- Australian Institute of Police Management Development program
- AFP Management of Serious Crime and International Management of Serious Crime program
- Australian Crime Commission/ Charles Sturt University/AFP National Strategic Intelligence courses

- Asia Region Law Enforcement Management Program at the Royal Melbourne Institute of Technology, Hanoi Campus
- Masters Degree Transnational Crime Prevention courses at the University of Wollongong.

Additional projects in 2008–09 included:

- scoping and developing a Vietnam Joint Transnational Crime Centre
- funding international delegates to attend two AFP Integrity Investigators programs in 2009
- seconding an officer to the United Nations Office on Drugs and Crime for ongoing development and expansion of the computer-based training program
- consolidating and developing the Case Management Intelligence System project to continue supporting investigations in partner law enforcement agencies.



Media coverage of Operation Inca.

## Output 1.2: Economic and Special Operations

### Workload:

- 1649 new cases
- 1636 finalised cases
- 1328 cases on hand at the close of 2008–09.

### Performance measures:

- 77 per cent of resources were directed to high and very high impact cases
- client satisfaction was 88 per cent
- estimated financial return was \$394.7 million
- 115 cases resulted in a legal process
- 95 per cent of cases reaching court resulted in a conviction.

The Economic and Special Operations function carries responsibility for managing a wide range of crime types contained within the spectrum of Commonwealth statutes. The function is divided into two major streams: Economic Operations and Special Operations.

The Economic Operations stream delivers a Commonwealth law enforcement response to instances of serious and complex financial criminality, money laundering and identity crime, as well as providing investigative support for Commonwealth agencies involved in fraud prevention.

The Special Operations stream delivers a law enforcement response to a range of Commonwealth offences, including war crime, currency crime, corruption and

bribery of foreign officials, intellectual property, environmental crime, family law and emerging crime. The Special Operations stream also provides a National Missing Persons Coordination Centre and a national surveillance capability.

Strategies include:

- focusing on the financial basis of crime by pursuing the proceeds of crime and money laundering
- attacking identity crime as the key facilitator of a broad range of crimes
- engaging in national and international law enforcement partnerships to combat transnational and organised economic criminal activity
- contributing to the AFP's Legislation Program where it requires updating
- developing partnerships, gathering intelligence and undertaking investigations into the organisers, wholesalers and importers of intellectual property infringed products
- responding to sensitive matters and special references from the Australian Government and other agencies.

While the AFP will continue to contribute to fraud prevention initiatives, it will also focus on identifying, targeting, disrupting and dismantling criminals and criminal groups which derive profit from crimes involving fraud and which target Australian citizens, businesses and the country's financial institutions.

## Serious and Complex Fraud

The AFP continues to be the lead Australian law enforcement agency involved in the investigation of serious and complex fraud committed against the Commonwealth.

AFP resources are directed to fraud matters that have a high or very high impact on the Australian Government and community. Fraud investigations are complex, organised and transnational in nature. New methodologies to commit fraud in the Australian context are being detected, with an increase in the use of electronic and internet-related fraud.

A key AFP strategy in the fight against serious and complex fraud involves multi-level engagement with national and international law enforcement agencies and the continuous development of partnerships with the private sector both in Australia and overseas.

The AFP chairs the Steering Committee for the Australian Government Fraud Liaison Forum. The steering committee comprises the AFP and other key Commonwealth agencies. The forum is held twice a year and provides an invaluable opportunity for fraud-control professionals to network, allowing for the provision of contemporary information relevant to the prevention, detection, investigation and prosecution of fraud.

In 2008–09, the AFP continued to assist other Australian Government agencies in their fraud control efforts. AFP members are seconded to various Australian Government agencies including:

- Centrelink
- Australian Taxation Office
- Department of Environment, Water, Heritage and the Arts
- Department of Foreign Affairs and Trade
- Australian Transaction Reports and Analysis Centre
- Department of Immigration and Citizenship.

These seconded officers assist agencies to improve performance in identifying, detecting and investigating offences and managing investigations.

The AFP has further assisted government agencies in the investigation of less complex fraud matters in line with its responsibilities under the Commonwealth Fraud Control Guidelines 2002.

## Project Wickenby

Project Wickenby is an ongoing joint project involving the AFP, the Australian Taxation Office, the Australian Crime Commission, the Australian Securities and Investments Commission and the Commonwealth Director of Public Prosecutions, with the support of the Australian Transaction Reports and Analysis Centre, the Attorney-General's Department and the Australian Government Solicitor. The Australian Taxation Office is the lead agency for the overall project.

Project Wickenby partner agencies have identified the following objectives:

1. Reduce international tax avoidance and evasion in the Australian taxation system
2. Enhance strategies and capabilities of Australian and international agencies to collectively detect, deter and deal with international tax avoidance and evasion
3. Improve community confidence in Australian regulatory systems, particularly confidence that the Australian Government addresses serious non-compliance with taxation laws
4. Reform administrative practice, policy and legislation.

The AFP is currently conducting 10 operations investigating the criminal conduct of a large number of individuals. The AFP's focus is on people based in known tax havens identified as alleged organisers and facilitators of tax fraud and money laundering. This includes high-risk taxpayers and accountancy firms involved in schemes that use offshore structures and financial transactions to facilitate tax avoidance.

During 2008–09, the AFP instigated court proceedings against 14 people and executed 49 search warrants across 10 operations. Two people have been charged and convicted with Obtaining a Financial Advantage by Deception, and were sentenced to three years imprisonment with a non parole period of nine months each. Significant operational activity is continuing and further prosecutions will follow.

Offshore activity has also taken place with a number of joint investigations involving the New Zealand and Vanuatu police services. This operation was led by the Vanuatu Police Force with simultaneous action undertaken by the AFP in several locations in Australia and New Zealand.

Through Project Wickenby, the AFP has continued to develop its own capability to combat tax crimes, as well as that of the Australian Taxation Office, the Australian Crime Commission, and the Australian Transaction Reports and Analysis Centre.

Funding for Project Wickenby has been extended through to 2012–13. Project Wickenby partner agencies will receive a total of \$122 million, while the AFP will receive \$22.68 million.

## Money Laundering and Terrorism Financing

### Money laundering

In 2008–09, money laundering and terrorist financing investigations continued to be a key focus of the Economic and Special Operations function. These investigations are centred on attacking the financial base of transnational criminal syndicates. It is anticipated there will be a continued increase in the number and nature of referrals as well as internally generated investigations relating to money laundering and similar offences.

During 2008–09, the AFP continued to commit resources to its Financial Investigations teams to maximise opportunities created by the strengthened *Anti-Money Laundering and Counter Terrorist Financing Act 2006* and *Proceeds of Crime Act 2002*. The teams, located in Sydney, Melbourne, Brisbane, Adelaide and Perth, expanded from 67 AFP members in 2006–07 to 98 members in the last financial year. The teams also include officers seconded from partner agencies such as the Australian Taxation Office and the Australian Transaction Reports and Analysis Centre.

The AFP shares financial information with its international partners as part of Australia's commitment to combating money laundering globally. The AFP has initiated formal arrangements with a range of countries to share financial intelligence under the provisions of the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006*.

The AFP Commissioner co-chairs the Asia-Pacific Group on Money Laundering. The group plays a significant role in representing the interests of the Asia-Pacific region at international anti-money

laundering forums such as the global Financial Action Task Force. The group assists its members in implementing recommendations made by the task force in relation to money laundering and terrorism financing, and is particularly focused on money laundering and the identification of terrorist financing in the Asia-Pacific region.

The AFP has developed a new specialist training program in financial investigation, in which about 120 officers have already participated. The AFP aims to have these specialist financial investigators undertake advanced proceeds of crime and money laundering training by the end of 2010.

The AFP has also delivered a comprehensive financial investigation awareness campaign to the majority of operational members. This campaign was designed to raise awareness among all AFP and embedded external agency members of the AFP's strategy to increase the focus on money as being one of the key drivers of criminal activity, and to prevent organised criminals from having access to the proceeds of crime.

In line with recommendations contained within Australia's last Financial Action Task Force evaluation, the campaign aims to increase awareness of the use of financial investigations as a tool to identify and restrain assets, target criminal profits, identify money laundering and prevent terrorist financing activity.

The AFP remains committed to the ongoing development and strengthening of its capacity to identify and restrain the illicit proceeds gained from all forms of crime. However, funds generated from the conduct of serious and complex fraud offences continue to be the major source of all proceeds of crime restrained by the AFP.

A total of 284 members of the four agencies have been trained in money laundering investigation, proceeds of crime recovery, and financially-based programs.

### Proceeds of crime

One of the most effective methods for disrupting and dismantling organised criminal syndicates is to remove their financial base. The *Proceeds of Crime Act 2002* enables the restraint and forfeiture of monies and assets derived as a result of criminal activity committed against laws of the Commonwealth.

In partnership with the Commonwealth Director of Public Prosecutions and the Insolvency and Trustee Service Australia, the AFP is responsible for the identification, restraint and forfeiture of the proceeds of crime. Every investigation undertaken by the AFP is scrutinised to

determine if proceeds of crime action is applicable. Where it is determined that proceeds of crime action will be undertaken, the case is referred to one of the specialist asset forfeiture teams located in Perth, Melbourne, Adelaide, Sydney and Brisbane. These teams are made up of financial analysts and specialists trained in locating concealed wealth in Australia as well as pursuing the proceeds of crime in overseas jurisdictions.

In 2008–09, the AFP restrained \$23.7 million in assets, while \$0.3 million in assets were forfeited and \$12.3 million recouped. Pecuniary penalty orders to the value of \$3.6 million were made.

**Table E: Summary of the restraint, forfeiture and recouping of assets over the previous four financial years**

Year	2005–06	2006–07	2007–08	2008–09
Assets restrained	40.6	30.0	42.2	23.7
Assets forfeited from restrained status	7.1	5.0	0.2	0.3
Assets forfeited—not restrained	9.0	0.3	0.1	0.1
Assets recouped*	35.4	15.0	27.5	12.3
Pecuniary Penalty Orders	28.0	3.9	3.3	3.6

\*Recouped refers to the value of the assets when seized, rather than when forfeited.

## Coercive Powers Team

To further enhance the collaborative efforts of the AFP and the Australian Crime Commission in tackling organised crime, the AFP has continued to effectively use an examination team in Sydney. This team provides a direct conduit between AFP operational activity and the Commission's examinations to develop criminal intelligence to assist current and future operations. This strategy recognises the value of the Crime Commission's coercive powers in addressing serious criminal threats. The Crime Commission has powers that can be used where ordinary law enforcement methodologies are ineffective, including the ability to summons a person to an examination to give evidence under oath or affirmation, and the power to obtain documents.

To complement the AFP examination team and capitalise on its experiences, the AFP's National Coordinator Coercive Powers has initiated an awareness campaign throughout the wider AFP. This campaign is aimed at developing organisational expertise in identifying appropriate opportunities for the referral of matters to the Crime Commission for examination. The National Coordinator has continued to promote the use of the Crime Commission's coercive powers across a wide range of investigations, supporting all AFP functional areas.

## Identity crime

Identity crime affects all jurisdictions and facilitates a broad range of transnational crime, including the importation of narcotics, migration offences, money laundering and terrorism.

As part of a four year New Policy Initiative, the AFP has identity security strike teams in Melbourne, Brisbane and Perth. These teams include representatives from the Australian Crime Commission, the Australian Customs and Border Protection Service,

the Department of Immigration and Citizenship and relevant state law enforcement agencies. The existing Identity Crime Task Force in Sydney has been converted to an Identity Security Strike Team to complement the national strategy. The strike team network contributes to the Commonwealth Reference Group on Identity Security by providing advice on operational issues and current trends in identity security to guide government initiatives.

To expand upon the strike team strategy, the AFP is implementing its online identity crime investigations capacity. In conjunction with the AFP's High Tech Crime Operations function, joint functional teams have been created in Melbourne and Sydney to focus on investigating serious and organised online identity crime. The teams complement the work already being undertaken by the strike team network around Australia.

The AFP participates in the National Identity Security Strategy through engagement with stakeholders in the development of a framework to support the future compatibility of biometric systems which help combat identity crime.

The AFP also chairs the Opal Group, which comprises a range of Commonwealth agencies with responsibility for identity crime enforcement issues. This group is concerned with identifying common identity security threats to develop effective inter-agency cooperation and to provide policy advice to government on possible new initiatives or direction.

## Oil-for-Food Taskforce

In December 2006, the Attorney-General announced the creation of an investigative taskforce to examine the findings of the Cole Inquiry into Certain Australian Companies in relation to the United Nations Oil-for-Food Program.

The AFP-led taskforce includes members of the AFP and the Victoria Police, and is tasked with investigating possible breaches of Australian law with a view to prosecution, in consultation with the Commonwealth and Victorian Directors of Public Prosecutions. The taskforce uses the resources, skills and investigative powers of all the participating agencies. The Australian Securities and Investment Commission was formerly part of the taskforce but in July 2007 commenced its own investigations pursuant to the *Corporations Act 2001*.

The taskforce's work is ongoing, and includes the examination of potential breaches of criminal legislation and the preparation—or referral where appropriate—of briefs of evidence and other relevant material to prosecutorial or other authorities. The terms of reference for the taskforce are available on the Attorney-General's Department website at [www.ag.gov.au](http://www.ag.gov.au)

## Special Operations

### Corruption and bribery

The AFP is responsible for the investigation of sensitive matters and special references from the Australian Government and other agencies. Investigations are undertaken into a diverse range of offences, including corruption of public officers, unauthorised disclosure of Commonwealth information, bribery of foreign public officials and other matters that may affect proper governance within the Commonwealth. The AFP had a particular focus on these types of matters in 2008–09 and initiated a number of associated investigations.

### Environmental crime

Crimes against the environment can cause serious harm to ecosystems, the community and the economy. The wide-ranging nature of potentially harmful

activities requires strong partnerships between government agencies, police and the community. In 2008–09, the AFP worked in close cooperation with the Department of Environment, Water, Heritage and the Arts in combating various environmental crimes. The AFP seconded an agent to the department to assist and advise on investigating breaches of legislation.

The AFP has contributed to a number of forums in relation to climate change and the impacts from a law enforcement context. These issues have been discussed at length at forums such as the Commonwealth Scientific and Industrial Research Organisation Forum and the Australian Strategic Policy Institute Domestic Security Forum on Climate Change.

### War crimes

The AFP has investigated a number of war crimes under Australian law. The AFP has also assisted in the resolution of war crimes matters being investigated by international law enforcement agencies.

The AFP continues to enhance its ability to respond to war crimes by undertaking war crimes investigations training with the International Criminal Court and the Institute for Criminal Investigations in The Hague. One AFP member has also completed a one month secondment to the Office of the Prosecutor of the International Criminal Court.

The AFP continues to contribute to an Inter-Departmental Committee focused on war crimes, which is chaired by the Department of Immigration and Citizenship. The committee was formed to consider broad inter-departmental war crimes and crimes against humanity issues arising from the refugee and protection visa processes. The committee meets as required, depending on the progress of war crimes-related policy and operational issues impacting on a range of agencies.

The AFP enjoys a positive working relationship with the War Crimes Tribunal in The Hague and the International Criminal Court.

### Illegal foreign fishing

The AFP works in partnership with a number of agencies when unauthorised foreign vessels are detected in Australian territorial waters. These agencies include the Australian Fisheries Management Authority, the Great Barrier Reef Marine Park Authority, the Department of Agriculture, Fisheries and Forestry, the Australian Customs and Border Protection Service, Coastwatch, the Department of Defence and state and territory authorities. In early 2006, the Australian Government announced significant measures to combat illegal foreign fishing and improve maritime security in Australia. The proposals provided for better integration and coordination of the Government's handling of maritime threats and its strategic response on preventive action. Under a subsequent New Policy Initiative, the AFP has a liaison officer located in Indonesia to work with Australia's regional partners to prevent illegal fishing activity at its source. Environmental crime—including illegal fishing—is continuing to attract the resources and interest of the Indonesian National Police. The Indonesian Government has advised of the priority attached to matters such as illegal mining, illegal logging and illegal fishing.

### Family law

The AFP continues to provide police services to the Family Law Court and the Federal Magistrates Court nationally. These services involve investigating criminal offences that relate to breaches of obligations of certain parenting orders and the execution of a range of legal processes, including recovery orders and family law arrest warrants. Where appropriate, these services are

provided in cooperation with state and territory police. The AFP also maintains a coordination role regarding Family Law Orders which prevent children from leaving Australia.

### Intellectual property

On 1 July 2007, the Australian Government provided the AFP with new funding of \$8.5 million over two years to provide an enhanced capability to undertake national and international responses to intellectual property crime.

Intelligence indicates that criminals exploit and follow economic crime trends. Intellectual property crime has become attractive to organised crime syndicates as it offers a high financial return from a low investment base with a perceived low risk of law enforcement attention or detection.

The potential threat to the Australian economy continues to grow and, as consumers become more exposed to intellectual property infringed products, the threat to public safety also increases.

The AFP places significant emphasis on investigating intellectual property crime and has developed an Intellectual Property Crime Strategy, which was fully implemented in 2008–09. The strategy is based on close cooperation between industry representatives, companies, state and territory police and the community. The seven principles of the strategy are:

- working together by establishing and continuously improving relationships and partnerships with key industry stakeholders, law enforcement agencies and other government agencies, both commonwealth and state
- enhancing enforcement capacity
- raising public awareness through campaigns that target both consumers and offenders in the private and public sectors



An AFP member notes the details of a seized jet ski and trailer.

- building capacity in the Asia-Pacific as part of fighting intellectual property crime at its source
- carrying out education and training
- building intelligence
- improving international law enforcement cooperation.

In Australia, the AFP undertook 38 investigations in this financial year and had 22 active investigations as at 30 June 2009.

The AFP also chairs the Intellectual Property Enforcement Consultative Group that facilitates cooperation between Commonwealth agencies, law enforcement and industry representatives of intellectual property rights holders. A primary focus of the group is to exchange intelligence and other information about intellectual property crime, particularly that relating to copyright and trade mark offences. The group meets quarterly with representatives from Commonwealth law enforcement agencies and industry groups such as Music Industry Piracy Investigations, Microsoft and the Australian Subscription Television and Radio Association.

The AFP also established and chairs the Intellectual Property Law Enforcement Working Group (which meets annually) as a specific forum for law enforcement agencies. Membership of the working group is open to all law enforcement agencies with an active or potential

interest in intellectual property-related criminal activity, including the AFP, the Australian Customs and Border Protection Service, the Australian Crime Commission, the Attorney-General's Department and all state and territory police forces. The strategic aim of the group is to facilitate the exchange of intelligence and statistics on intellectual property-related crimes and contribute to intellectual property enforcement by improving coordination between federal and state law enforcement bodies.

The AFP has also conducted two Intellectual Property Crime Workshops in Bangkok and Hong Kong. Members of international law enforcement agencies and industry attended these forums to exchange ideas on international best practice and cooperation on intellectual property enforcement initiatives throughout South-East Asia.

## National Missing Persons Coordination Centre

The number of people who go missing each year is a significant issue for the Australian community. Approximately 35,000 people are reported missing each year to police and non-police agencies and research indicates that for every person reported missing the impact is felt by 12 others.

The National Missing Persons Policy was endorsed by the Australasian Police Ministers' Council in 2006. The Australian Government continues its commitment to missing persons and their families through funding of the National Missing Persons Coordination Centre within the AFP.

The Centre works closely with state and territory police services and community-based organisations to ensure there is a national, coordinated approach to the location of missing persons, and works to reduce the incidence and impact of missing persons and educate the broader community about the significance of the missing persons phenomenon.

The PLEASE (prevention, location, education, awareness, support and evaluation) policy principles provide a framework for the future direction and implementation of initiatives being driven by the Centre to enhance the national law enforcement and community response to missing people.

### Prevention

The National Missing Persons Coordination Centre continues to develop partnerships with organisations which provide direct services to those at risk of becoming a missing person, such as people living with a mental illness, young people and the elderly. The Centre works with these agencies to ensure that its work supports prevention strategies and that preventative messages used in campaigns remain relevant to at-risk groups and missing people.

### Location

The National Missing Persons Coordination Centre distributes two national missing person's posters each year featuring missing persons nominated by state and territory Missing Persons Units. In 2008–09, the Centre's 1800 phone number received an average of 190 calls a month, while its website received approximately 6900 visits a month. The Centre's website allows the community to report sightings of missing people electronically.

In April 2008 the centre also organised and funded a forum to train Australian law enforcement agencies in age progression and regression technologies. This forum was run by a global specialist, and was developed on the basis of overseas experience which indicates that age progressing long-term missing persons, both children and adults, brings about an increased location and resolution rate.

### Education

A training needs analysis has been conducted with police jurisdictions, non-government agencies and family members of missing persons to ensure that the Centre develops training and education resources that meet identified needs within the national missing persons sector.

Qualitative analysis has been carried out with the Chinese and Vietnamese communities as a first step in working with—and being guided by—the experiences of people from diverse cultural backgrounds and their experience of 'missingness'. This analysis will drive any future work by the Centre that relates to these communities.

The Centre has also developed publications in relevant languages based on the same analysis as well as advice from state and territory partners.

### Awareness

The Centre has adopted a strong awareness-raising focus through the promotion of National Missing Persons Week, held in the first week of August each year, as well as other campaigns which are now a core component of its work.

The Centre developed a three-year strategy for National Missing Persons Week which aimed to focus each year's event on one of the groups who are most at risk of going missing. In 2007, National Missing Persons Week focused on people living with a mental illness, in 2008 the event addressed missing young people, and in 2009 focused on the elderly.

For National Missing Persons Week 2008 the Centre achieved a significant return for its investment in media advertising, reaching an approximate television audience of 15 million people across Australia.

Partnerships were also harnessed to deliver the talk b4u walk campaign during National Youth Week 2009 which included support from media outlets such as Channel 9, Foxtel and MySpace.

In May 2009, 18 global partners realised a consistent theme and message for International Missing Children's Day for the first time, which was organised through the Centre. This not only raised community awareness around the issue of missing children but also consolidated the role of the AFP as a global leader in the missing persons sector.

## Support

The national support framework for families of missing persons, launched in 2007, has been rolled out across a range of agencies that provide direct therapeutic support. The Centre has trained counsellors and distributed both the framework and an accompanying training resource to facilitate an enhanced therapeutic response to families of missing persons who wish to access counselling services.

## Evaluation

The Centre has consistent engagement with both government and non-government sectors in advancing its diverse strategies and initiatives. In providing a national, coordinated approach to missing person's initiatives, the Centre has significant engagement with state and territory police services and community-based organisations.

In 2008–09, the Centre convened two meetings of the Police Consultative Group on Missing Persons, one of which was extended to include a stakeholder forum discussing roles and responsibilities in relation to Australians who go missing overseas.

The consultative group meets to identify and resolve issues that hamper a consistent and effective law enforcement response to missing persons.

## Australian Defence Force assistance

The Australian Defence Force Investigations Capability Audit was completed in 2006 and a total of 99 recommendations were accepted for implementation. A key recommendation was the establishment of an Australian Defence Force Investigative Service and alignment of this service's practices with those of the AFP. Following the audit, the AFP has provided extensive assistance to the Australian Defence Force in implementing the majority of the recommendations.

The National Manager Economic and Special Operations is a current member of the Australian Defence Force Investigative Service Board. This has continued to strengthen the relationship between the AFP and the Australian Defence Force.

In October 2008, the AFP and the Australian Defence Force signed two annexes to the existing Memorandum of Understanding on Enhanced Cooperation and Policing Matters. The first Annex relates to information sharing and exchange, the second Annex relates to support for defence investigations.

## Significant Events

### Operation Tropical

A joint investigation between Victoria Police (Operation Balsam) and the AFP (Operation Tropical) uncovered a Sydney-based, Asian-organised crime syndicate which managed the end-to-end operation of a fake credit card business targeting all Australian states. This criminal operation had a fraud potential of between \$2 million to \$5 million a month. Since mid-2008, AFP Melbourne has been engaged in a joint investigation with Victoria Police that has identified significant credit card fraud and associated criminal activity. This investigation identified a sophisticated

and well organised national and multi-national syndicate that managed the entire supply and distribution chains of their business enterprise. This included the supply of stolen data, the manufacturing of fake credit cards and false identities in Sydney and Melbourne, the recruitment and management of fake shoppers and the distribution of the cards and fake identities to organisers of the shopping groups operating throughout Australia. This group also managed on-selling arrangements for the fraudulently obtained goods and remittances to materials suppliers. Significant amounts of income were being generated at every stage of this criminal enterprise.

In Victoria, several organisers were arrested and deported together with numerous Malaysian nationals acting as shoppers for the groups.

### Operation Cadence

The Asset Forfeiture Team in Brisbane successfully obtained restraining orders for over \$4 million in assets including almost \$1 million in cash, found in the possession of a male person. The male person was later charged with drug trafficking and money laundering offences. The money was restrained pursuant to civil orders obtained under the *Commonwealth Proceeds of Crime Act 2002* following an extensive joint agency investigation involving AFP and Queensland Police drug investigators. The investigation involved an alleged methamphetamine manufacturing and distribution network involving South-East Queensland outlaw motorcycle gang members. Assets restrained include a large rural residence, two investment properties under construction, funds in bank accounts, two Harley Davidson motorbikes and four other motor vehicles.

### Operation Distal

The Asset Forfeiture Team in Brisbane successfully obtained the forfeiture of money believed to have been derived from a significant fraud committed in mainland China which was transferred to Australia through a complex process of bank transfers in China and Hong Kong. Over \$1 million in property and money in bank accounts was identified, restrained and later forfeited with the consent of the property holder. Criminal charges of money laundering are also before the courts in this matter.

### Operation Bootham-Moko-Inca

The Asset Forfeiture Team in Melbourne has so far successfully obtained six conviction-based restraining orders under the *Commonwealth Proceeds of Crime Act 2002* relating to property, vehicles and cash valued at about \$15 million alleged to be in the effective control of persons charged with the importation and trafficking of commercial quantities of a border-controlled substance and money laundering. The investigation began following the identification and seizure of approximately 4.4 tonnes of MDMA tablets and involved the arrest of 24 offenders. A number of restraining orders were made and a further asset-directed restraining order was obtained for \$110,000 cash seized during a *Proceeds of Crime Act 2002* search warrant. These matters are before the court and the Proceeds of Crime investigation is continuing in the expectation that further restraining orders will be taken out over the assets of others charged during this investigation.

## Operation Tarpan

The Asset Forfeiture Team in Melbourne has successfully conducted an investigation which recently resulted in the final payment of \$4.99 million being made of a pecuniary penalty order (PPO) of \$17 million issued by the County Court of Victoria pursuant to the *Commonwealth Proceeds of Crime Act 2002*. This PPO was arrived at following a quantification of the benefit derived from a significant fraud on the Australian Taxation Office by a Melbourne property developer who, it was alleged, failed to remit GST payable on land development sales and income tax payable on company profits from land development sales. The male person was charged in relation to these alleged offences but subsequently was not convicted. As the restraint of his assets was affected under the civil provisions of the *Proceeds of Crime Act 2002* the court result did not affect the outcome of the Proceeds of Crime investigation.

## Operation Mein

The Asset Forfeiture Team in Melbourne has successfully obtained two separate forfeitures of:

- \$746,342.59, being the proceeds of the sale of a house restrained under the *Proceeds of Crime Act 2002*
- \$735,121.90, being cash seized during the execution of a search warrant and restrained under the *Proceeds of Crime Act 2002*.

These forfeitures form part of an estimated \$9 million restraint of assets that occurred following a joint AFP/ATO/DIMIA investigation into the employment of illegal immigrants in the poultry industry, Centrelink offences committed by those employees, and large scale fraud against the ATO involving falsified PAYG and Tax deductions by labour hire contractors. This Proceeds of Crime action is still before the court and further forfeitures are expected.

## Operation Bridie

The Brisbane Asset Forfeiture Team obtained the Commonwealth's first Literary Proceeds Order under the *Proceeds of Crime Act 2002* with the consent forfeiture of all Australian-based funds received by the publisher Pan Macmillan from the sale of Schapelle Corby's book *My Story*. These funds totalled \$128,000, and while the order initially also covered additional funds remitted to Indonesia, Indonesian authorities were unable to register the Australian Literary Proceeds Order as there is no comparable provision in their legislation.

## Operation Steerforth

The Sydney Identity Security Strike Team carried out an investigation relating to an Indian and Pakistani identity crime syndicate operating primarily in Sydney between June 2007 and December 2008. The syndicate was engaged in the organised manufacture, supply and use of fraudulent identification documents, used primarily to obtain financial benefit from financial institutions. Thirteen people were charged as a result of this operation and a total of 472 charges were laid. The investigation resulted in the seizure of numerous counterfeit credit cards, proof of identity cards and travel documents. Further, a considerable amount of equipment was seized which was used in the manufacture of counterfeit identity documents. Funds totalling \$126,000 were also seized as the suspected proceeds of crime.

## Operation Narwee

The Brisbane Identity Security Strike Team carried out an investigation into identity theft and money laundering which resulted in the arrest of six offenders in both Australia and Hong Kong for serious commonwealth offences, the restraint of monies in Australia and Hong Kong bank accounts, and the identification and disruption of activities of a major criminal network.

The AFP Brisbane Money Laundering Team initiated Proceeds of Crime action and was successful in the restraining and forfeiture of the following:

- \$1.38 million, identified as being stolen and laundered overseas from an individual's account
- \$470,000 in suspected proceeds of crime laundered to Hong Kong
- \$235,000, identified as being stolen and laundered overseas from an individual's account
- \$137,000, identified as being stolen and laundered overseas from an individual's account
- \$220,000, from the forfeiture of a property located in Sydney.

In March 2009, the main offender was deported to Australia where he was arrested by Identity Security Strike Team members and subsequently charged with money laundering offences totalling \$470,000. He is currently remanded in custody.

### Project Wickenby

#### **Project Wickenby/Operation Starlifter**

is a large scale transnational complex fraud and money laundering investigation referred to the AFP by the Australian Taxation Office which is estimated to involve \$100 million. The resolution phase of this investigation occurred in Vanuatu and New Zealand as well as several jurisdictions in Australia. Upon request, the AFP provided extensive assistance to the Vanuatu Police Force which led to excellent results, including the seizure and vetting of several tonnes of documents. Nineteen people are also currently before the courts charged with fraud and money laundering offences.

#### **Project Wickenby/Operation Tornado**

is a large scale transnational complex fraud and money laundering investigation referred to the AFP by the Australian Taxation Office which is estimated to involve \$12 million. The resolution phase of this investigation occurred in Vanuatu and Australia and has resulted in 12 people being charged with fraud and money laundering offences.

#### **Project Wickenby/Operation Gosport**

is a transnational complex fraud and money laundering investigation referred to the AFP by the Australian Taxation Office which is estimated to involve \$10 million. One person is currently before the courts charged with fraud and money laundering offences.

#### **Project Wickenby/Operation Trona**

is a joint agency investigation between the AFP and the Australian Taxation Office into a tax evasion scheme which is estimated to involve \$3 million. On 21 October 2008, two participants in the scheme were sentenced to four months imprisonment in the Brisbane District Court. The Commonwealth Director of Public Prosecutions appealed the sentencing and on 20 February 2009 the Court of Appeals increased the sentences for both defendants from four months to nine months imprisonment. The court increased the sentences on the basis that the original sentences were manifestly inadequate. This investigation is ongoing, with further briefs of evidence to be submitted against the co-offenders.

# Output 1.3: Terrorism

## Workload:

- 49 new cases
- 43 finalised cases
- 81 cases on hand at the close of 2008–09.

## Performance measures:

- 99 per cent of resources were directed to high and very high impact cases
- 78 per cent of resources were devoted to domestic counter-terrorism cases, 12 per cent were devoted to international counter-terrorism cases and 10 per cent to terrorism financing
- client satisfaction was 86 per cent.

## General Overview

The counter-terrorism function has primary responsibility for delivering AFP activities relating to countering terrorist threats and to preventing and investigating terrorist activity against Australia and Australian interests both domestically and internationally. The prevention of terrorist acts is the AFP's primary focus as terrorism is a very real global threat and combating it remains a significant priority in ensuring Australia's national security. The AFP works in close partnership with other government agencies, including the intelligence community, state and territory law enforcement counterparts and international law enforcement agencies on a range of counter-terrorism activities, including:

- conducting and coordinating investigations into terrorist-related activity through Joint Counter-Terrorism teams in each state and territory
- undertaking operational and capacity building activities in collaboration with the AFP's International Network and international law enforcement agencies to combat terrorism regionally and globally
- developing initiatives to enhance the capacity and capability to identify, deter, prevent, disrupt and investigate terrorist activities, both domestically and abroad
- developing initiatives and contributing to the whole-of-government approach to combating terrorism and countering radicalising influences at the domestic level.

The AFP has made a significant contribution to countering terrorism within Australia, the region and the broader international community. In the previous 12 months there have been nine terrorism-related convictions in Australia with a further 14 alleged offenders currently before the courts.

The AFP, in cooperation with regional partners, has also made significant progress in enhancing the capacity of regional partners to combat the threat of terrorism. Key outcomes include the opening of the Mindanao Area Police Intelligence Office in the Philippines as well as scoping for capacity building initiatives in Bangladesh and Pakistan.

The site of the Mindanao office incorporates a separate forensics explosives laboratory and bomb data centre. The AFP has also commenced scoping for a chemical, biological, radiological and nuclear facility in the region, and has also supported a number of offshore counter-terrorist operations which resulted in the disruption of terrorist activity throughout South-East Asia.

The AFP has established, and continues to support, regional capabilities including through the:

- Regional Cooperation teams and Operations Support teams in Manila and Jakarta
- Jakarta Centre for Law Enforcement Cooperation
- Multi-National Operational Support Team in Jakarta
- Regional Bomb Data centres in Indonesia, the Philippines and Thailand
- Forensic Explosives Laboratory in the Philippines, which provides forensic capabilities to support bomb blast investigations
- DNA Laboratory in Indonesia, which facilitates large-scale disaster victim identification activities, along with crime scene and post-blast investigations.



Bruce Hill greets an Indonesian counterpart at a tree planting ceremony at JCLEC in Indonesia.

## Domestic Counter-terrorism Measures

### Joint Counter-terrorism teams

The AFP relies on strong cooperative, coordinated and consultative investigative relationships with both Commonwealth and state and territory partners through the Joint Counter-terrorism teams in each jurisdiction.

The teams are made up of AFP, state and territory police, Australian Security Intelligence officers and members from other relevant agencies.

The role of these teams is to investigate terrorism-related matters, with a focus on preventative operations. These teams work closely with other domestic agencies, the broader intelligence community and international partners to identify and investigate any activities in Australia which may be linked to terrorism, including terrorist financing. The teams, in collaboration with state and territory partners, also form part of the investigative response in the event of a terrorist attack.

### Street Review

As a result of issues identified during several terrorism prosecutions, the AFP commissioned the Street Review in November 2007. The Street Review—a high-level review of interoperability between the AFP and its national security partners—was headed by the Honourable Sir Laurence Street AC KCMG QC. The Street Review focused on the adequacy of existing practices, policies and inter-agency governance frameworks. The review was completed on 29 February 2008 and contained 10 recommendations that covered four broad areas:

- operational decision-making processes
- joint taskforce arrangements
- information sharing
- training and education.

Significant progress has been made in implementing the recommendations of the Street Review. The Chief Executive Interoperability Forum and the Counter-terrorism Operations Oversight Committee have been formed to address multi-agency counter-terrorism issues at the Chief Executive Officer and Deputy levels.

The *National Counter-Terrorism Operations Protocol* between the AFP and the Australian Security Intelligence Organisation has been implemented to improve the exchange of information and interaction between the agencies.

In addition, the AFP, the Australian Security Intelligence Organisation and the Commonwealth Director of Public Prosecutions have implemented the *Counter-Terrorism Prosecution Guidelines* to clearly articulate prosecutorial requirements.

Officers from the Australian Security Intelligence Organisation are also attached to the Joint Counter-terrorism teams in Sydney and Melbourne.

The AFP, Australian Security Intelligence Organisation and the Commonwealth Director of Public Prosecutions have developed joint training initiatives and the National Counter-terrorism Committee has commenced a program of exercises to address the investigation and prosecution of terrorism offenders in Australia.

In 2009, the AFP and the Australian Security Intelligence Organisation will continue to focus on the implementation of the remaining recommendations from the Street Review.

## Clarke Inquiry

The Clarke Inquiry into the case of Dr Mohammed Haneef was established on 13 March 2008 to examine and report on the following terms of reference:

- (a) the arrest, detention, charging, prosecution and release of Dr Haneef, the cancellation of his Australian visa and issuing of a criminal justice stay certificate
- (b) the administrative and operational procedures and arrangements of the Commonwealth and its agencies relevant to these matters
- (c) the effectiveness of cooperation, coordination and interoperability

between the Commonwealth agencies and with state law enforcement agencies relating to these matters

- (d) having regard to (a), (b) and (c), any deficiencies in the relevant laws or administrative and operational procedures and arrangements of the Commonwealth and its agencies, including agency and interagency communication protocols and guidelines.

The AFP cooperated fully with the Clarke Inquiry, providing four detailed submissions addressing the terms of reference as well as a public submission to help explain the AFP's role in the case.

On 21 November 2008, Mr Clarke presented the report of his inquiry to the Attorney-General, which contained 10 recommendations. Broadly, these covered:

- constitution of inquiries
- roles, functions and responsibilities of government agencies and departments
- issues relating to legislation
- the independent reviewer
- cooperation, coordination and interoperability.

The AFP welcomed the findings of the Clarke Inquiry and is working with government to implement the 10 recommendations.

The recommendations of particular relevance to the AFP are those which address legislation and those concerning cooperation, coordination and interoperability in national security operations.

The AFP has developed operational protocols for an investigational structure and Major Investigation Room guidelines to be implemented for counter-terrorism investigations.

The AFP will continue to play a role in the development and finalisation of these operational protocols under the coordination of the National Counter-Terrorism Committee.

The AFP continues to play a significant role in enhancing the Joint Counter-Terrorism Team arrangements to work toward a nationally consistent governance framework in conjunction with state and territory police and the Australian Security Intelligence Organisation.

The AFP is part of a working group under the National Counter-Terrorism Committee which is considering a recommendation for a national case management system.

On this note, the AFP is currently implementing the Spectrum Program, a \$109 million business change program which will significantly enhance AFP systems and processes and provide the potential to improve international and cross-jurisdictional activities.

The AFP participates in counter-terrorism training exercises, facilitated by the National Counter-Terrorism Committee, which incorporate testing of the investigation and prosecution phases of operations.

The counter-terrorism function is also implementing a strategy for the recruitment, retention and development of staff including:

- developing a three-tiered professional development career path within the function (investigator, case officer and senior investigation officer)
- supporting members undertaking further tertiary qualifications in counter-terrorism related fields
- placing current members of the function, who have relevant experience, in overseas counter-terrorism liaison positions
- redeploying overseas counter-terrorism liaison officers within

the counter-terrorism function to benefit and learn from their skills and experience.

The function is also focused on developing and building investigative capacity through:

- developing standardised Major Incident Room and investigational structures suitable for managing counter-terrorism investigations
- preparing a counter-terrorism legal pocketbook guide for investigators to use
- conducting internal discussion exercises and cross-agency exercises with state and territory police
- delivery of cultural awareness and language training
- developing additional training courses for counter-terrorism.

### Family Investigative Liaison Officer program

In 2008–09, the AFP continued to commit resources to the Family Investigative Liaison Officer program. This important program supports Australian victims and their families in the event of major domestic or international incidents and disasters, including terrorism-related events.

The liaison officers are responsible for managing the AFP's relationship with victims and their families. They ensure that victims and their families are treated appropriately, professionally and with respect for their needs. They also gather evidence and provide information and advice to victims and their families on the progress of investigations undertaken domestically and in foreign law enforcement jurisdictions.

During 2008–09, liaison officers were involved in a range of activities including:

- supporting families during the judicial process relating to the Sea King

- helicopter crash in May 2006 on Nias Island, Indonesia
- supporting families during the judicial process relating to the aviation accident in March 2007 in Yogyakarta, Indonesia
- supporting the family of an Australian citizen located deceased in September 2008 in Croatia
- supporting the Australian victims and families affected by the attacks in November 2008 in Mumbai, India
- engaging with local communities and providing support to victims of the asylum seeker boat fire in April 2009.

## Preventive Measures

### Community engagement

The AFP recognises the Australian community as a crucial partner in protecting Australia from terrorism and a valuable source of information regarding terrorist-related activity. Community engagement has become an increasingly important strategy for the AFP to build community resilience, provide a more cohesive police-community partnership, and address social issues to enhance community harmony. This has complemented the Department of Immigration and Citizenship-led National Action Plan to Build on Social Cohesion, Harmony and Security. The purpose of the action plan is to address extremism and the promotion of violence and intolerance and through this decrease the risk of radicalisation.

The AFP has developed a National Community Engagement Strategy to build positive, trusting and cohesive relationships with communities which will lead to increased resilience and social cohesion.

The objectives of the strategy are to:

- build trust and foster cooperation between the AFP, partner agencies and communities identified as being at risk
- develop information-sharing which leads to enhanced communication and improved decision-making
- provide support to AFP investigations through increased cultural, ethnic and religious awareness and language requirements
- provide alternative narratives to extremist rhetoric
- develop performance measures which identify gaps in community engagement and provide solutions to remedy these gaps.

The AFP has implemented Community Liaison teams in Sydney and Melbourne to work more closely with communities at risk. The teams' activities are intended to benefit the community and help AFP members improve their understanding of diverse communities and their unique needs.

The teams have undertaken a number of different activities aimed at connecting with specific communities. For example, they hosted a number of Iftar events—the Muslim fast-breaking ritual during Ramadan—in Melbourne in September 2007 and 2008. More than 250 members of 40 Muslim communities attended the 2007 event, and 290 members attended in 2008. The AFP also hosted an Iftar event in Sydney in September 2008, which was attended by 415 members of the Muslim community.

Further, in conjunction with the Essendon Football Club and Victoria Police, the AFP held a Unity Cup Family Day celebration in Melbourne in April 2008 which was attended by more than 2000 people. This event aimed to unite multicultural communities through a mutual appreciation of Australian Rules football.

In May 2009 the AFP hosted a Muslim Women's Camp in partnership with the Human Rights Commission and the Australian Multicultural Foundation. The camp was attended by 35 women, and aimed to build relationships, develop leadership skills and provide an opportunity for those women to raise issues and concerns.

It is essential that the AFP continues to engage with a diverse range of communities and to expand this engagement to include the threats we face, and the role of the wider community in responding to those threats. In conjunction with relevant partner agencies, the Community Liaison teams will also support the development and implementation of programs aimed at countering the potential impact of extremist influences on vulnerable parts of the community.

### Counter-radicalisation

The danger of radicalisation leading to violent extremism has been identified as a threat to Australia's national security. The AFP is working collaboratively with other agencies to develop early intervention and prevention strategies for people at risk of moving along the path of radicalisation to violent extremism.

The challenge for the AFP is to identify individuals at risk of radicalisation, develop initiatives to counter extremism, and to assist with the reintegration of radicalised or marginalised groups into the community. Continued cooperation and engagement between the AFP, the Commonwealth Government, state and territory partner agencies and the community is essential to countering this threat. Deradicalisation and re-engagement strategies for radicalised people and marginalised groups within both the community and the prison system are also being developed.

The AFP is also considering strategies to prevent the use of the internet in inciting vulnerable individuals and groups to extremist activity. In developing these strategies the AFP is consulting extensively with domestic and international partners and drawing on a broad range of experiences and lessons.

### National Counter-Terrorism Committee

Throughout 2008–09, the AFP—at both the national and ACT Policing levels—expanded its representation in the National Counter-Terrorism Committee and subordinate forums. The AFP contributes significantly to counter-terrorism capability development in:

- legal and legislative development
- public information and communication
- operational responses
- preventative investigations
- chemical, biological, radiological and nuclear security and policy.

### Investigations Support Capability Coordination Sub-Committee

During 2008–09, the National Counter-Terrorism Committee continued to develop investigative capability through the Investigations Support Capability Coordination Sub-Committee. Both domestic and overseas experience has shown that investigations perform a key role in the prevention of terrorist incidents. The sub-committee reports to the National Counter-Terrorism Committee, with its primary functions being to:

- provide national counter-terrorism investigative policy coordination on behalf of the counter-terrorism committee to prepare for, prevent and respond to terrorism in the current and future counter-terrorism operational environment

- identify gaps in investigation support capability and capacity, including impediments to interoperability
- in consultation with other National Counter-Terrorism Committee sub committees, develop strategies to address gaps and impediments to promote sustained investigative capacity
- identify training requirements and exercise opportunities to enhance counter-terrorism investigations and related capabilities
- ensure unified governance for investigations, including command, control and coordination, giving due consideration to:
  - national arrangements during operations
  - information management
  - public information
  - cross-jurisdictional, offshore and international matters
  - interaction with the Department of Defence
  - investigation doctrine and procedures
  - implications of a change in the security environment.

The AFP—at both the national and ACT Policing levels—is a member of the Investigations Support Capability Coordination Sub-Committee and works collaboratively with all police jurisdictions in the development of preventative and response investigation capability.

## Counter-terrorism multi-jurisdictional exercises

The AFP continued to support multi-jurisdictional counter-terrorism exercises, both domestically and internationally. Such exercises contribute to Australia's ability to prepare for, and prevent, acts of terrorism, and to test its capacity to respond in the event of an incident that involves Australians or Australian interests. During 2008–09, the AFP committed resources to the following domestic counter-terrorism exercises:

- Discussion Exercise (DISCEX) Seahorse—September 2008
- Bioterrorism Seminar—September 2008
- Multi Jurisdictional Exercise (MJEX) 08—October 2008
- Investigative Consequence Management Exercise (ICMEX) Sudden Impact—November 2008
- DISCEX High Tide—February 2009
- DISCEX Selleys—April/May 2009.

The AFP successfully delivered international terrorism-themed training exercises to Bangladeshi law enforcement agencies in April 2009 and Thai law enforcement agencies in June 2009. The exercises provided the basis for further development work in both countries. These exercises were delivered as part of the AFP's commitment to the Department of Foreign Affairs and Trade-led Regional Law Enforcement–Counter-Terrorism Liaison and Capacity Building policy initiative. The AFP also successfully delivered a workshop on international cooperation in counter-terrorism to law enforcement agencies in the Philippines in June 2009.

## International Counter-terrorism Measures

The AFP is provided funding under policy initiatives to specifically address international counter-terrorism measures such as regional operational and capacity building activities, maintenance of a rapid response capability to manage terrorist crises impacting on the economic, social and political stability of Australia's local and global interests, and continued collaborative work with regional partners in operational support and intelligence-sharing.

### Counter-terrorism offshore rapid response

The AFP continues to enhance its capacity to respond to, and provide forensic, technical and investigative support for, major incidents affecting Australians and Australian interests offshore. Significantly, Counter Terrorism International Operations led the AFP assessment team to Mumbai, India, in response to the multiple terrorist attacks in November 2008.

The AFP also provides support and liaison in a preventative capacity during major international events where the potential for terrorist attacks exists. During 2008–09, the AFP deployed to various locations, including the 2008 Beijing Olympics and the 2009 Anzac Day commemorations at Gallipoli.

### Fighting terrorism at its source

This highly successful initiative funds the AFP to deploy members to work alongside their local counterparts in countering terrorism in the region. During 2008–09, the AFP continued to closely engage with, and develop capacity within, the region by:

- continuing support for the Jakarta Regional Cooperation Team and the Manila Regional Cooperation Team

- developing enhanced surveillance and intelligence capabilities within the region to support investigations
- continuing to support the Multi-National Operational Support Team in Jakarta, which is made up of AFP and regional law enforcement representatives
- providing language and cultural awareness training for AFP members and state and territory police to enable them to work with offshore partners more effectively.

This initiative has allowed the AFP to consolidate resources in the region and take a coordination role in multilateral information exchange, particularly in relation to counter-terrorism efforts. The initiative has led to increased cooperation and training opportunities with regional police. A further measure of success in working collaboratively with regional police has been the transference of skills to international agencies, which reduces their reliance on AFP capacity and capabilities.

The Multi-National Operational Support Team continues to significantly contribute to regional capability to combat terrorist threats by supporting multilateral counter-terrorism intelligence and information exchange. The Multi-National Operations Support Team recently prepared a Regional Terrorism Strategic Assessment which identified current and future challenges in countering the threat of regional terrorist groups. This strategic assessment will be adopted as a model for intelligence-sharing and cooperation in the Asia region.

Furthermore, the AFP co-hosted the Regional Counter-Terrorism Leaders Forum with the Philippine National Police in May 2009. Counter-terrorism department heads from Indonesia, Thailand, Singapore and Malaysia joined the AFP and Philippine National Police at the forum to discuss regional terrorism-related issues. The support for this forum

can be directly linked to the strength of the law enforcement relationships that the AFP maintains throughout South-East Asia.

### Jakarta Centre for Law Enforcement Cooperation

The Jakarta Centre for Law Enforcement Cooperation is a training facility located in Semarang, Indonesia. A joint initiative of the Indonesian and Australian governments, it is recognised as a centre of excellence in developing the operational expertise of regional law enforcement personnel to deal with transnational crime in general, and terrorism in particular. The Centre also enables the exchange of information and expertise with international law enforcement agencies that have exposure to the institution.

During 2008–09, the Centre continued to strengthen counter-terrorism capabilities within Indonesia and across the region through the education and training of police. A key outcome was the first-time attendance of course participants from outside the South-East Asian region, namely Pakistan and Lebanon. To date, over 224 courses have been conducted in counter-terrorism related police activities including:

- investigations
- post-bomb blast analysis
- financial investigations
- criminal intelligence training
- communications
- general forensics
- leadership.

These courses have been attended by some 5000 regional law enforcement personnel.<sup>1</sup>

The Centre has also provided courses in subjects as diverse as Islamic law and politics, security risk management and disaster victim identification to a range of participants from law enforcement, security and anti-corruption agencies.

The Jakarta centre works closely with law enforcement agencies in the Asia-Pacific region, linking with training centres in Malaysia and Thailand.

<sup>1</sup> JCLEC, as at 30 June 2009.

## Regional law enforcement—counter-terrorism liaison and capacity building

This initiative expands on AFP efforts to enhance the capacity and skills of regional law enforcement officers to prevent, deter and investigate terrorism. Key activities include:

- expanding the number of offshore counter-terrorism liaison officers as part of the AFP International Network to improve counter-terrorism liaison with priority countries
- providing offshore counter-terrorism exercises to test and validate regional capabilities identify development opportunities and enhance inter-agency relationships throughout the region
- maintaining, enhancing and expanding the AFP-developed Case Management and Intelligence System for use in Indonesia, the Philippines, Malaysia, Thailand and Cambodia. This software system has improved the ability of law enforcement agencies to effectively manage information in counter-terrorism operations and, more broadly, to combat the growing threat of transnational crime
- establishing a bomb data centre in Thailand and providing bomb blast investigation training to the Royal Thai Police
- scoping a chemical, biological, radiological and nuclear assessment capacity within the region
- delivering a terrorism-themed workshop at the Jakarta Centre for Law Enforcement Cooperation in March 2009, with attendees from Australia, Indonesia, the United Kingdom, Pakistan, Lebanon and Spain
- providing continued support to the Philippines to enhance the purpose-built forensic explosives laboratory which provides forensic capabilities to support bomb blast investigations
- providing support to Indonesia for its DNA laboratory, which provides the capability to facilitate large-scale disaster victim identification activities along with crime scene and post-blast investigations. The facility also has the capacity to process biological samples such as human tissue and bodily fluids
- complementing existing Australian Government-funded facilities in Manila with the handover of the newly-constructed Mindanao Area Police Intelligence Office to the Philippine National Police in January 2009. The site will also incorporate a separate forensic explosives laboratory and bomb data centre, providing an integrated central coordinating location should the need arise.

## Significant Events

### Domestic counter-terrorism

#### Operation Pendennis

Operation Pendennis was a joint investigation by the AFP, the Australian Security Intelligence Organisation and the Victoria Police into members of an alleged terrorist group in Victoria. Commencing in July 2004, the operation led to the disruption of the group and 13 people being charged with terrorism-related offences. During the investigation and court proceedings it was revealed that the group was planning terrorist acts that would target iconic mass-gatherings at sporting events in Australia. Eight of the accused men have since been convicted and sentenced for terrorism-related offences.

## Operation Pendennis-Eden

Operation Pendennis-Eden resulted in the arrest and charging of nine people for a range of terrorism-related offences contrary to the *Criminal Code 1995*. The trial commenced in October 2008 and remains ongoing.

## Operation Orford

Operation Orford resulted in the conviction of one person for an offence under the *Criminal Code Act 1995* in relation to compiling and publishing a terrorist-related manual on the internet. The conviction took place in September 2008 and sentencing is expected to occur in August 2009.

## International counter-terrorism

- In November 2008 the AFP provided support to the whole-of-government response to the terrorist attacks in Mumbai, India, through the deployment of a multi-disciplinary assessment team that assisted the Australian High Commission in providing support to Australian victims and their families. The AFP also formed part of the Interpol International Response Team which travelled to Mumbai to provide assistance to the Indian authorities.
- The AFP offered forensic, technical and investigative assistance to Pakistani authorities immediately after the Lahore attack on 3 March 2009. The AFP obtained witness statements from a number of Australian citizens who were present during the attacks, including officials of the International Cricket Council and Sri Lankan cricket team. The statements were provided to Pakistani authorities to assist them with their investigation into the attacks.

# Output 1.4: International Deployment Services

### Workload:

- 1,631,905 resource hours were delivered in 2008–09
- 86 per cent of resources were allocated to missions and 14 per cent were used for support.

### Performance measures:

- 99 per cent of resources were directed to high- and very-high impact cases
- client satisfaction (Australian clients/stakeholders) was 88 per cent
- client satisfaction (international clients) was 100 per cent.

The International Deployment Group was formally established in February 2004 to provide the Australian Government with a standing capacity to deploy Australian police domestically and internationally to contribute to stability and capacity development operations.

The International Deployment Group has three core components:

- *Australian based*—providing executive, analytical, administrative, intelligence training and technical support for deployed personnel and strategic advice to the AFP Executive
- *Mission Component*—providing a blend of sworn and unsworn personnel deployed to, or ready to deploy to, group missions and other operations as required

- *Operational Response Group*—providing a ready response, highly-skilled tactical policing capability for rapid deployment to unstable domestic and international operational situations.

The International Deployment Group Future Strategy New Policy Proposal was appropriated to meet staffing costs for a standing capacity of 1200 personnel on a 'no win, no loss' basis. A review of the measure is due to occur no later than calendar year 2009 in preparation for the 2010–11 budget cycle.

The International Deployment Group is able to contribute to the development, maintenance or restoration of the rule of law in countries that seek Australia's support, as well as to domestic initiatives such as the Northern Territory Emergency Response intervention.

Strong partnerships with key Commonwealth agencies, state and territory police services, international organisations and the private sector remain crucial to the effective delivery of International Deployment Group business. The AFP maintains, and continues to enhance, strategic partnerships with the Department of Foreign Affairs and Trade, AusAID, the Australian Defence Force and the Department of the Prime Minister and Cabinet. The AFP is also contributing two members to the Australia Pacific Civil-Military Centre of Excellence and three members to AusAID in support of the Deployable Civilian Capacity Working Group, the Office of Development Effectiveness and the Crisis Prevention, Stabilisation and Recovery Group.

The maintenance of a strong partnership with the Australian Defence Force remained a key focus for the International Deployment Group in 2008–09. The Government has directed the AFP and the Australian Defence Force to comprehensively examine interoperability and this has resulted in the development

and adoption of an Inter-Agency Memorandum of Understanding between the AFP Commissioner, the Secretary of Defence and the Chief of the Defence Force. This document provides a framework for further development of inter-agency activities, and a Joint Steering Committee meets regularly to monitor interoperability initiatives.

Engagement with academic partners is also a key platform of the International Deployment Group approach to enable increased understanding of contemporary and future international policing environments. Collaborative projects are underway with the Australian National University, Flinders University, the University of Melbourne, Macquarie University and the University of Queensland. Each of these projects contributes to a better understanding of the impact of modern policing practices in an international context, the way in which our international policing operations could be enhanced and how they are perceived by international partners.

During 2008–09 the management of AFP personnel serving as police officers in the Australian external territories of Christmas Island, Cocos (Keeling) Islands and Norfolk Island, as well as in Jervis Bay, was moved from the Economic and Special Operations function to the International Deployment Group.

Engagement with the United Nations is another key component of International Deployment Group activity. The AFP contributes a total of 75 officers to three United Nations peacekeeping missions, in Timor-Leste, Cyprus and Sudan. The AFP continues to enhance its strategic engagement with the United Nations Department of Peacekeeping Operations through the placement of an AFP Senior Executive Service member within the Australian Permanent Mission to the United Nations in New York.

Also during the year the AFP re-engaged with the Royal Papua New Guinea Constabulary after agreement was reached on a new policing partnership. This program has already deployed AFP staff to Papua New Guinea to engage in a collaborative design process, the outcomes of which will shape future AFP engagement with the Royal Papua New Guinea Constabulary. The AFP has also expanded its presence in Afghanistan and a further expansion is anticipated in the coming year. In addition, the International Deployment Group has commenced activities under the Pacific Police Development Program.

Australia's immediate region remained a key focus for the International Deployment Group in 2008–09. However, the deployment of personnel to assist in recovery efforts following the Victorian bushfires, and the continuing contribution of staff to the Northern Territory Emergency Response, serve to highlight the flexibility of the International Deployment Group and the diverse nature of its operations.

## Operations and Missions

### Regional Assistance Mission to Solomon Islands

The Regional Assistance Mission to Solomon Islands entered its fifth year during 2008–09 and the AFP-led Participating Police Force continued to play an integral part in the success of the mission. The Participating Police Force is made up of 283 personnel from 15 Pacific Island Forum nations. Australia provides the largest number of personnel to the Participating Police Force and coordinates all contributing contingents, including training, logistical support and financial assistance in the form of mission-related allowances. The multi-

national character of the mission has been a significant factor in its success and widespread acceptance in the Solomon Islands.

The Participating Police Force has been instrumental in nurturing a professional police leadership environment where 60 officers of the Royal Solomon Islands Police Force have been exposed to innovative leadership and management opportunities specifically designed for Pacific policing. Senior Royal Solomon Island Police members—including six women—have participated in a number of leadership development programs, including those designed and delivered by the Australian Institute of Police Management.

The AFP released a Request for Tender on 30 January 2009 for the provision of logistic support services to the Participating Police Force in the Solomon Islands. Tenders closed on 30 March 2009 and a tender evaluation process was undertaken. Contract negotiations have commenced and it is expected that the AFP will enter into a contract in August 2009.

In 2008–09 the Participating Police Force supported the establishment of the Royal Solomon Islands Police Force National Response Unit and the Police Response Team. The Royal Solomon Islands Police Force Academy provided non-lethal force training to 806 officers, all of whom were issued with handcuffs and batons. The Participating Police Force also provided public order management equipment for 200 Solomon Islands police officers, which allowed them to develop a greater capability in relation to public order management.

In addition, the Participating Police Force has continued to support the Royal Solomon Islands Police Force

by contributing to the infrastructure refurbishment of its police academy at a cost of approximately \$430,000.

The Participating Police Force, in partnership with the Royal Solomon Island Police Force, continue to develop the two marine vessels which enable the Royal Solomon Island Police Force to better service outlying areas of the country. These vessels act as a conduit between regional police posts and the Royal Solomon Island Police Force headquarters in Honiara, and are the foundation for many future policing strategies being developed by the Participating Police Force and Royal Solomon Island Police Force. In addition, these vessels also provide the people of the Solomon Islands with a capability to assist in natural disaster relief.

Through consultation with the Participating Police Force, the Royal Solomon Islands Police Force has adopted an operational philosophy of seeking assistance when needed, rather than help being provided by the Participating Police Force on the basis of what it sees as operational imperatives. This approach helps the Royal Solomon Islands Police Force enhance the experience and knowledge base of its members regarding decision-making in policing matters. This process is endorsed in the Partnership Framework which was ratified by both the Royal Solomon Islands Police Force and the Participating Police Force in May 2009.

Members of the Participating Police Force executive sit on the National Management Team and Chief Officers Group and help to decide the future operating construct of police posts throughout Solomon Islands in a consultative and collaborative arrangement.

Clearance of a significant backlog of fingerprints means Royal Solomon Islands Police Force forensic staff can

now classify, search and file fingerprints in a more timely manner. This enables a high volume of business employment clearance certificates to be processed quickly, which is a very positive outcome.

The Participating Police Force continues to support remote communities in the Solomon Islands through the provision of medical evacuation capabilities. In 2008, a total of 46 requests for medical evacuation were authorised, mostly for local Solomon Islanders.

The Emergency Management and Special Events Planning unit's role in designing and developing critical incident planning, standard operating procedure and first response training programs has significantly improved the way the Royal Solomon Islands Police Force responds to and controls operational and emergency situations.

The Participating Police Force and the Royal Solomon Islands Police Force engaged in a community awareness campaign using personal and professional interaction, outreach programs and the survey data from the 2008 Peoples Survey. The campaign was carried out to ensure that both the community and members of the force understood that police serve the community and are accountable to it.

The Royal Solomon Islands Police Force has a domestic violence policy and provides welfare support to members experiencing domestic violence. These programs are supported by the Participating Police Force.

The Regional Assistance Mission to Solomon Islands Law and Justice Program has contributed to three major research projects addressing issues concerning violence against women. It has also worked to develop cross-sector recommendations to stop violence against women in the Solomon Islands. While most specialist policing disciplines

are based in Honiara, the Participating Police Force's capacity development programs for the Royal Solomon Islands Police Force has resulted in a capability to respond to and investigate serious crimes such as sexual assault wherever they occur in the Solomon Islands.

The increased number of women in the police service has created opportunities to post more female police to provincial areas. This positive effect flows into the community, increasing the number of women who are able to participate in all aspects of community life.

### Future direction

The Participating Police Force will continue to direct its activities toward assisting the Royal Solomon Islands Police Force in realising the goals of independence and sustainability. This alignment of Participating Police Force and Royal Solomon Islands Police Force planning is generating reports that are meaningful to both organisations and has made an important contribution to the creation of a culture of performance measurement within the Royal Solomon Islands Police Force.

The Royal Solomon Islands Police Force is increasingly taking the lead in setting the agenda for policing in Solomon Islands. New strategic and business plans will be in place in 2009, with input developed by the force through reviews of its current planning documents. An improved approach to operational policing by Royal Solomon Islands Police Force officers is emerging, particularly in relation to the planning and staging of major operations and investigating serious or complex crime.

Implementation and constant review of the Moving Forward Together strategy has resulted in greater engagement by the Royal Solomon Islands Police Force with Participating Police Force advisors at all levels in the development of unit level actions plans, policies

and procedures. The Moving Forward Strategy has now developed into the Future Direction Strategy, incorporating a raft of new initiatives and programs to bring RAMSI closer to its end goal.

Under the auspices of the Pacific Islands Forum, RAMSI is a partnership between the Solomon Islands Government, the Solomon Islands people and contributing countries of the Pacific region.

The Solomon Islands Government/ RAMSI Partnership is based on:

- close alignment of RAMSI activities with the Solomon Islands Government's priorities and objectives, within RAMSI's mandate
- mutual respect and trust
- accountability, transparency and open dialogue
- respect for the rule of law and for the traditional values of the Solomon Islands
- sustainability through a continued focus on building the capacity of Solomon Islanders so they can independently manage their affairs
- working within and strengthening the current constitutional framework
- a strong and stable government and administration executing sound governance as the foundation for social and economic development
- equality between women and men
- shared responsibility for results, including through regular, joint reviews of progress against the objectives and targets contained in the Partnership Framework.

This Partnership Framework is, therefore, a forward looking document that outlines the areas in which RAMSI and the Solomon Islands Government will continue to work together over the short to medium term in order to build on the progress and achievements already attained.

## Timor-Leste Police Development Program

The Timor-Leste Police Development Program (TLPDP) is a bilateral initiative that began in July 2004 to contribute to the stability of Timor-Leste and develop the capacity of the Policia Nacional de Timor-Leste. On 3 July 2008, the governments of Australia and Timor-Leste signed an agreement for an enhanced deployment of advisers over two years. At 30 June 2009, 41 advisers, 14 contractors and seven locally engaged staff were providing support to the development of law enforcement capability within the Timor-Leste police. The TLPDP is a multi-faceted program providing support across a diverse range of portfolios and activities including, but not limited to:

- The Commandant-General of the Policia Nacional de Timor-Leste and his police service
- the Office of the Secretary of State for Security
- the Office of the Prosecutor-General
- the Ministry of Finance.

Additionally, the TLPDP has been involved in legislative reform and the development of policy and governance instruments as part of the process of strengthening institutions within the fledgling democracy of Timor-Leste.

The recent appointment of a new Commandant-General of the Timor-Leste police will engage the Timor-Leste Police Development Program in more areas of development like the National Operations Centre, a criminal data base, a strengthened accountability regime, the development of standard operating procedures and support for administrative and procurement procedures.

## Significant activities in 2008–09:

- Assisting in the development of a Policia Nacional de Timor-Leste career regime.
- Assisting in the development of a new Policia Nacional de Timor-Leste organic law.
- Development of assessment tools for the resumption of policing services by the Policia Nacional de Timor-Leste in preparation for UN draw down.
- Assessment of Policia Nacional de Timor-Leste units to take over core policing functions from the UN.
- Assisting in the development of the National Security Policy for Timor-Leste.
- Facilitating 75 Policia Nacional de Timor-Leste members to undertake a senior leadership development program at the Jakarta Centre for Law Enforcement Cooperation in Indonesia.
- Completing the jointly funded AFP/Asia Foundation report into community perceptions of police.
- Facilitating the attendance of 16 Policia Nacional de Timor-Leste members at the International Women in Policing Conference in Darwin.
- Establishing a Conflict Prevention Unit within the Office of the Secretary of State for Security.
- Facilitating the involvement of five Policia Nacional de Timor-Leste members in the pre-deployment training program at the International Deployment Group complex at Majura, with a view to establishing a peace operations pre-deployment program in Timor-Leste.
- The Timor-Leste Police Development Program and the Dili Institute of Technology jointly developing and publishing the first English/Tetum language aide for the justice sector.

- Funding by the Timor-Leste Police Development Program of six Policia Nacional de Timor-Leste members attending an information technology program in Jakarta.
- Contributing to the Prosecutor-General's Task Force into the attempted assassination of President Ramos-Horta and Prime Minister Gusmao. This resulted in the Timor-Leste Medal of Merit being conferred on the AFP Commissioner and a number of Presidential Citations being awarded to those involved in the Task Force.

## Vanuatu Police Force Capacity Building Project

The Vanuatu Police Force Capacity Building Project began in February 2006 as a joint project by the Government of Vanuatu and the Government of Australia. The project, which is funded over five years by a \$28.5 million allocation from AusAID (2006–2011), is primarily focused on the reformation and development of the Vanuatu Police Force.

During 2008–09 the project focused on completing the activities established for the year in the Joint Business Plan and on reviewing its response capacity to the changing requirements and priorities of the Vanuatu Police Force. In line with the findings of the Project Implementation Document and the expectations of the Commissioner, the project's activities have continued to be closely aligned with Vanuatu Police Force priorities and planning targets.

In support of these activities nine long-term advisors continue to be deployed to the program on a rotational basis. A number of short-term advisors are also deployed to the project as required.

## Significant activities for 2008–09:

In 2008 a mid term review was conducted on the project, with the final report being delivered in January 2009. The report made 15 recommendations which are now being implemented by the Vanuatu Police Force Capacity Building Project. One of the recommendations has led to the realignment of the Operational Advisor roles in Port Vila to provide a greater focus on front-line policing.

Project-sponsored funding initiatives have facilitated the commencement and completion of a number of capital works projects on Vanuatu Police Force front-line policing infrastructure in both Port Vila and Santo. Project funding has also been directed to the purchase of two new police vehicles and five replacement vehicles for use within the various Vanuatu Police Force commands.

The project continues to provide high order advice and support to the Vanuatu Police Force in the management of budgets and expenditure. The focus of this has been to ensure that where support is provided, it is directed at improving the long-term capacity of the force.

In line with the Vanuatu Police Force Capacity Building Project Business Plan objectives, and under the guidance of the project, the Vanuatu Police Training College has received Vanuatu National Training Council accreditation as a registered training provider. This is a significant achievement as Vanuatu is the first Pacific Island nation to receive such accreditation for the delivery of police recruit training at the Diploma of Policing level.

## United Nations Mission in Sudan

The United Nations Mission in Sudan was established on 24 March 2005. Sixty-six member states currently contribute to this mission. The first

AFP contingent of 10 officers arrived in Sudan in March 2006, and Australia has maintained that number in 2008–09.

The two core roles of civilian police working in Sudan are to develop the Sudanese Police Service and to monitor and evaluate adherence to the Comprehensive Peace Agreement. Australian police officers are deployed to United Nations operations in both the capital Khartoum and the southern area of Sudan, working as police mentors, specialist advisors, planners and trainers.

The AFP Contingent Commander has been appointed as the Senior Staff Officer working directly to the United Nations Mission in Sudan Police Commissioner.

### United Nations Peacekeeping Force in Cyprus

First formed in 1964, the United Nations Peacekeeping Force in Cyprus today consists of personnel from 15 nations. Australia is one of the few nations to have been involved since the mission's inception.

The AFP provides 15 Australian police officers to the mission who assist the military element of the mission in maintaining the integrity of the buffer zone separating the Greek and Turkish Cypriot communities. AFP officers also support the Civil Affairs Branch of the mission to deliver humanitarian services.

The AFP Contingent Commander has been appointed to the role of Deputy Senior Police Advisor.

### United Nations Integrated Mission in Timor-Leste

Today, the United Nations Integrated Mission in Timor-Leste consists of personnel from 40 nations. The AFP maintains a contingent of 50 police within the United Nations Police.

The mandate of this mission is to support stability, democratic governance and national reconciliation within Timor-Leste.

The United Nations Integrated Mission in Timor-Leste Police component performs executive policing functions and supports the reformation, restructure and rebuilding of the Policia Nacional de Timor-Leste. AFP members are engaged in key roles, filling the Director of Strategic Information Department position and several District Commander roles. AFP members are also deployed to UN operations within the capital, Dili.

### Tonga Police Development Program

Two AFP members deployed to Tonga in May 2008 as part of a trilateral Tonga Police Development Program commitment with New Zealand. The program's overall goal is to assist the professionalisation of the Tonga Police. The three AFP members have been working in partnership with two New Zealand Police members to support the expatriate police commander, a New Zealander. In November 2008, the AFP team was joined by a third long-term advisor. The AFP commitment for 2008–09 was jointly funded by the Pacific Police Development Program (\$1.1million) and AusAID (\$1.5million) to a total of \$2.6 million.

AFP and New Zealand Police staff have been supported by short-term staff on specific projects such as radio communications for the August 2008 Coronation of King Tupou V, public order management training and domestic violence and community policing initiatives. AFP and New Zealand Police personnel have also assisted with the development of a number of planning documents that will shape the design of the program for the next four years.

These include the Strategic Plan and Four Year Business Plan, the Community Policing Strategy and the Monitoring and Evaluation Framework.

### Significant activities in 2008–09:

- Developing a community police perceptions survey that sampled 10 per cent of the Tongan population.
- Renovating police buildings.
- Developing community policing initiatives.
- Reviewing and establishing a professional standards office.
- Procuring nine new motor vehicles and 18 bicycles.
- Commencing an organisational restructure.

### Nauru Police Project

The Nauru Police Project was established in November 2004 under a Memorandum of Understanding between the governments of Australia and Nauru to address a range of issues affecting the Nauru Police Force. As part of the project, the AFP provides Nauru with a Police Commissioner and two advisors who focus on training and specialist support.

During civil unrest in Nauru on 7 March 2008, the police station and prison were seriously damaged by fire. Project members provided valuable assistance to the Nauru Police Force to ensure the destruction of government and non-government infrastructure was not more widespread. Forty briefs of evidence produced by the Nauru Police Force are currently under consideration by the Nauru Director of Public Prosecutions and six people have either been charged with arson-related offences and incarcerated or awaiting further court proceedings.

The program will also facilitate the construction of a new police station, however construction has been delayed until the second half of 2009 primarily because of land disputes.

### Significant activities in 2008–09:

- Commencing a process to separate the management of prisons from the Nauru Police Force. The Government of Nauru accepted a proposal by the Commissioner of Police to make this change and the transition is intended to be completed on 1 July when enabling legislation is expected to become law.
- Completing a competency assessment of the Nauru Police Force with 80 members meeting the required standard. Twenty-six others have been transferred to non-police duties, resigned or were dismissed.
- Completing promotions to ranks above Constable with all vacancies now filled.
- Facilitating a substantial pay rise for police in the 2008–09 Nauru budget, making it the only department to receive an increase.
- Maintaining a strong emphasis on training of police at all levels, including through the commencement of the First Detective Qualifying Program and the appointment of 22 new members as Probationary Constables.
- Completing the development of job profiles for all positions and introducing a performance development assessment process.
- Completing all governance instruments for the administration and management of the Nauru Police Force.
- Establishing and maintaining a safe house for victims of domestic violence.
- Progressing the planning and design phase of the new police station.

## Pacific Police Development Program

The Pacific Police Development Program was funded in the 2008–09 budget to progressively absorb a number of bilateral policing initiatives and expand the established multilateral program to support regional police services in an integrated way. The program replaces previous bilateral programs of support to Nauru and Samoa and has facilitated a renewed program of support for Papua New Guinea. The program also incorporates a multilateral program of support for all other members of the Pacific Islands Forum, with the exception of Fiji.

The Pacific Police Development Program has been allocated a budget of \$80.1 million over four years, with \$75 million being managed by the AFP and \$5.1 million managed by the Attorney-General's Department. The transition of management arrangements from established AusAID programs to the AFP and Attorney-General's Department began on 1 January 2009 and has incorporated an extensive 'consultation' process designed to inform and shape thinking about meaningful police development across the region.

### Significant activities in 2008–09:

- Conducting initial discussions on avenues for mutual cooperation in the Pacific between senior AFP representatives and representatives from Pacific Island countries, New Zealand and the United States of America.
- Undertaking a comprehensive country analysis in the Micronesian states of Palau, Federated States of Micronesia, Marshall Islands, Cook Islands, Niue, Tonga, Samoa, Nauru and Kiribati. The analysis included extensive consultations with Pacific police commissioners, government members, communities and regional bodies plus wider donor meetings to

assist in defining the future form of the program.

- Successfully delivering transitional support to Pacific police through regional forums such as Heads of Training, Policy and Planning, and Human Resources. The Pacific Police Development Program facilitated the attendance of Pacific police at workshops on expert evidence, advanced fingerprint training and enhancing laboratory management and chemical fingerprint development skills. The program also supported the implementation of the regional recruit course in participating jurisdictions and supported legislative reform in jurisdictions such as Kiribati.

## Papua New Guinea–Australia Policing Partnership

In September 2008 the AFP re-engaged with the Royal Papua New Guinea Constabulary after the governments of Australia and Papua New Guinea agreed on a new policing partnership, the Papua New Guinea–Australia Policing Partnership. The initial deployment of 11 AFP members and a number of short-term advisors saw partnership staff work closely with key Royal Papua New Guinea Constabulary counterparts, AusAID and other law and justice sector stakeholders, including government agencies and civil society groups.

The partnership is based on mutual respect, shared objectives, broad consultation and collaborative design processes. This has led to the development of strong relationships and provided significant insights into the long-term development needs of the Royal Papua New Guinea Constabulary.

Australian partnership members have focused on scoping functional areas specifically requested by the Royal Papua New Guinea Constabulary Commissioner. These areas include prosecutions, criminal investigations, training, internal affairs and public safety, as well as

policing in the National Capital District. In addition, significant efforts have been made to understand the dynamics of policing outside Port Moresby through the development of relationships with Divisional Commanders and analysis of the diverse operating environments throughout Papua New Guinea. The scoping activities undertaken to date have identified additional support requirements for the Royal Papua New Guinea Constabulary in the corporate planning and financial investigation areas, as well as infrastructure development needs. Some minor infrastructure development has already commenced with refurbishments to buildings in the National Capital District and at the Police College at Bomana.

A phase two strategic framework document that addresses the longer-term capacity development needs of the Royal Papua New Guinea Constabulary is being developed, which will outline the concepts, principles and broad framework strategies for the constabulary's future operations.



Federal Agent James Stokes with Royal Papua New Guinea Constabulary colleagues Inspector Nelson Gigihupi and Commander Baki outside Police Headquarters.

### Cambodia Criminal Justice Assistance Program (Phase III)

The third phase of the Cambodia Criminal Justice Assistance Program began in February 2007, with AusAID providing funding of \$30 million over five years to support a range of programs across the entire Cambodian criminal justice system. Phase three of this program

involves strengthening the strategic, executive and technical capacity of the Cambodia National Police. Under the Strategic Partnership Arrangement between AusAID and the AFP, a senior AFP Advisor was deployed to Phnom Penh to lead this component and work directly with a Deputy Commissioner from the Cambodian National Police.

### Afghanistan

The first contingent of four AFP officers served in Afghanistan from October 2007 to October 2008. Since that time the AFP has increased this contingent to eight police officers. The mission has deployed specialist police personnel to selected locations within Afghanistan as part of a wider effort by the Australian Government to support international stabilisation efforts. The mission has a particular focus on countering the production and trade of narcotics.

As part of a whole-of-government response to the counter-narcotics challenge, the deployment provides strategic, analytical and intelligence advice on counter-narcotics and law enforcement activities being conducted within wider international stabilisation activities. This is carried out in cooperation with the Government of Afghanistan.

AFP personnel are deployed to positions and locations within Coalition commands and operational organisations, with the aim of allowing the AFP to make a significant contribution to the international effort within Afghanistan.

While the number of personnel deployed is relatively small, the placements allow the AFP to support the international effort at both the strategic and operational levels.

The current contingent of eight AFP officers is scheduled to be increased to 12 between late September and early December 2009.

In addition to the AFP members deployed in the counter-narcotic roles, in April 2009 the Prime Minister announced that the AFP would deploy up to 10 additional members to Afghanistan to serve as training advisors.

These personnel will support policing capability development by mentoring Afghan National Police trainers at the Provincial Training Centre at Tarin Kowt in Oruzgan Province.

### Northern Territory Emergency Response

The Northern Territory Emergency Response was developed in the wake of the 2007 Little Children are Sacred report. As a result, the Northern Territory Police created Operation Themis to provide enhanced policing services to remote indigenous communities. The AFP has continued to support both the emergency response and Operation Themis throughout 2008–09 with the deployment of 97 personnel over the course of the year.

AFP personnel are sworn in as Special Members of the Northern Territory Police for the duration of their deployment to Operation Themis and live in the remote communities they police. They are supported by a forward command element located in Darwin.

In addition to providing personnel to remote communities, the AFP also provides up to eight personnel to the multi-agency Child Abuse Taskforce located in Darwin. This taskforce is responsible for investigating child sexual abuse and reports of sexualised behaviour by children in remote communities. The AFP has been part of the taskforce since March 2007.

The AFP has funding to provide ongoing support to the Northern Territory Emergency Intervention until the end of 2009–10.

### External Territories

The AFP provides policing services to all of Australia's remote external territories.

Four AFP members are based in Jervis Bay, nine on Christmas Island, five on Cocos (Keeling) Islands and three on Norfolk Island.

### Operational Response Group

The Operational Response Group is a rapid-response crisis capability which delivers high-risk policing services in support of AFP international and national operations.

The Operational Response Group deploys a permanent team of 12 to the Participating Police Force in support of both Royal Solomon Islands Police Force operational activities and Participating Police Force support activities.

During 2008–09, the Operational Response Group was also involved in a range of domestic operations including tactical support for the execution of high-risk search warrants and several other operational activities in support of Outcomes 1 and 2.

As part of the AFP response to the Victorian bushfires, the Operational Response Group quickly deployed members and assets to Victoria to provide additional capacity to the Victoria Police. Operational Response Group members carried out a range of activities, including coronial searches, search and rescue, crime scene cordons and anti-looting patrols.

The Operational Response Group also deployed at short notice to Brisbane to support the Queensland State Emergency Service's response to the November 2008 storm and associated flooding.

The Operational Response Group engages with partner state, territory and Australian government agencies and departments to promote interoperability and enhance the national crisis response capacity.

The Operational Response Group also represented the International Deployment Group in contributing to the United Nations Doctrine Development Group, which developed the revised policy Formed Police Units in United Nations Peacekeeping Operations. The Operational Response Group is recognised as a valued contributor by the UN Department of Peacekeeping Operations.

## Planning and Development

Planning and Development is responsible for strategic development, planning, monitoring and evaluation, and program validation in support of International Deployment Group missions. The portfolio is heavily engaged in forging relationships with external agencies, academic institutions, non-government organisations and the broader national and international law enforcement communities. It maintains liaison officers with AusAID and the Australian Defence Force and sponsors AFP members undertaking long-term study on related issues.



Children at Buula, taken with members of the Participating Police Force during the Solomon Islands' anniversary celebrations.

## Program Analysis

Program Analysis is a multidisciplinary portfolio spanning operational policing, academia and Pacific policing.

The portfolio is responsible for enhancing the quality and effectiveness of the International Deployment Group's current and future international capacity development engagements.

This responsibility includes the management of the multilateral component of the Pacific Police Development Program. This is achieved through promoting the nexus between the rule of law and human development, influencing Australian Government policy formulation on the role played by the AFP in development, and collating, disseminating and drawing upon Australian and international research about police capacity development.

The team also plays an important role in critically evaluating AFP capacity development initiatives and promoting an understanding of regional issues from a rule of law and human development perspective.

## Significant activities in 2008–09:

- Undertaking the conceptualisation and management of International Deployment Group input into the Regional Assistance Mission to Solomon Islands Forward Strategy, which articulates the AFP program over the next four years.
- Successfully designing and implementing an AFP transition program for deliverables previously provided under the AusAID-funded Pacific Regional Policing Initiative, which the Pacific Police Development Program replaces.
- Reaching an agreement with the Samoan Government for the AFP to provide follow-on support to the Samoan Police following the completion of the AusAID-funded program on 31 December 2008.
- Enabling the scoping process for the Papua New Guinea–Australia Policing Partnership through the provision of Papua New Guinea and design specialists.

- Providing high-level capacity development and policy advice to support the International Deployment Group's input into policy discussions on the Pacific and other regions such as Afghanistan and Timor-Leste.
- Monitoring the performance of International Deployment Group capacity development activities.
- Engaging in whole-of-government dialogue on the performance of the Australian aid program, including through the peer review processes for aid delivered to Vanuatu and Solomon Islands.

### International Deployment Group Learning and Development

International Deployment Group Learning and Development is responsible for providing pre-deployment training programs for staff being deployed in Australia and overseas. The portfolio also serves Operational Response Group staff with a suite of specialist programs around Tactical and Stability Response activities, newly inducted International Deployment Group employees through internal training initiatives, and group staff in Australia and off-shore through Operational Safety Training.

International Deployment Group Learning and Development is continually reviewing programs to ensure the AFP meets the changing demands of capacity development interventions as well as optimising opportunities for the delivery of new training programs.

During 2008–09, the International Deployment Group pre-deployment training team trained a total of 388 participants who came from policing, protective service and unsworn streams of the AFP, as well as 54 members from regional law enforcement partners Tonga, Fiji, Kiribati, Niue, Federated States of Micronesia, Nauru, Samoa, Vanuatu, Papua New Guinea, the Cook Islands, Tuvalu, Palau and the Marshall Islands.

In addition, six members of the Solomon Islands Police Force and three members of the Policia Nacional de Timor-Leste attended training as guest instructors. They presented on a range of subjects directly related to missions in the Solomon Islands and Timor-Leste as well as on broader issues of culture and communication.

### Significant activities in 2008–09:

- Introducing a pre-course e-learning package and reducing the pre-deployment training program from five to four weeks which resulted in substantial savings.
- Increasing professional development opportunities for pre-deployment training staff, including attendance on the UN Police Training of Trainers course.

During 2008–09, 223 staff completed the International Deployment Group induction course with 155 staff conducting Gateways training as a prerequisite for pre-deployment training.

The Operational Response Group training team assisted with the development of the Operational Response Group Dynamic Breaching Course and Internal Medic program which is currently being progressed. The team has trained Operational Response Group personnel to the Operational Safety Instructor and Specialist Weapons Instructor levels. The team has continued to develop the Stability Response Team by conducting three Advance Warrant training programs for 30 members.

The Operational Response Group training team continues to build good working relationships with other units. For example, the team sponsored a Public Order Workshop attended by representatives from most of the states, the military police and New Zealand, where delegates could share knowledge and experience.

During 2008–09 the Operational Safety Training International Deployment and Community Policing team facilitated several programs which assisted the AFP in meeting its deployment needs both overseas and domestically. These included conducting four Operational Safety Training courses to qualify 80 lateral members who were entering the International Deployment Group and three Pacific Island Contingent courses, qualifying 60 members in the AFP in Use of Force. The team also carried out Operational Safety Assessments for personnel deploying to missions.

## ADF–AFP Liaison

### Australian Defence Force interoperability

2008–09 saw continuing growth in AFP and Australian Defence Force interoperability. This has been achieved through the use of embedded liaison officers as well as designated working groups, which focused on formalising business arrangements, developing cooperative programs, rationalising outstanding tasks and identifying future needs.

Interoperability offers a number of opportunities for developing command and control systems and procedures, deployment planning and sustainability, particularly by promoting rationalisation in procurement and whole-of-life maintenance.

In September 2008 an inter-agency Memorandum of Understanding was signed between the Secretary of Defence, the Chief of the Defence Force and the AFP Commissioner. This Memorandum of Understanding provides a framework for ongoing, cooperative development of inter-agency activities.

A Joint Steering Committee on Defence and AFP Interoperability has been raised and sits regularly. The committee is charged with identifying, analysing, implementing and monitoring interoperability initiatives.

## Peace Operations and Doctrine

Peace Operations and Doctrine has continued to oversee academic engagements with the Australian National University, Flinders University, Macquarie University and the University of Melbourne. A manuscript titled Policing the Neighbourhood will be submitted for publication. Governance strategies for ethical policing in the Pacific and a legal framework for police international peace and stabilisation deployments are also being developed.

Peace Operations and Doctrine has made an ongoing contribution to the development of peace operations-related doctrine, both internationally and in Australia. This has included the UN Department of Peacekeeping Civil-Military Cooperation where, regionally, it has been accepted that the current doctrine does not adequately recognise the importance of police as part of the security framework and the contribution police make to civil society.

Peace Operations and Doctrine has engaged with other government departments through the Asia-Pacific Civil Military Centre of Excellence and the secondment of AFP officers to the Centre following its official opening in November 2008. The group has also made a continuing contribution to interoperability between the AFP and the Australian Defence Force on doctrine and coordination, and supported the AusAID-led Deployable Civilian Capacity Taskforce.



Federal Agents Don Winfield and Steve Mullins on Christmas Eve in Afghanistan.

## Output 1.5: Protection Services

### Workload:

- Protection Services was involved in 12,792 movements of Australian and non-Australian office holders.

### Performance measures:

- 99.6 per cent of Close Personal Protection resources were directed to high and very-high impact cases
- there was one avoidable incident during 2008–09, representing a rate of 0.08 per 1000 movements. This result is considered within acceptable limits for operations of this type (that is, five avoidable incidents per 1000 movements)
- client satisfaction was 91 per cent.
- achieved all MOU-specified outcomes and met or exceeded performance measures at UP operational stations.

Protection Services contributes to Outcome 1 through the prevention of crime and the protection of Commonwealth interests in Australia and overseas.

The objective of Protection Services is to ensure that individuals and interests identified to be at risk by the Commonwealth are kept safe from acts of terrorism, violent protest and issues-motivated violence. This is achieved in partnership with other Commonwealth, state and territory agencies and departments.

Protection Services duties include:

- providing close personal protection
- administering the National Witness Protection Program, providing a safe and secure environment for those who may be involved in criminal trials relating to organised crime
- providing uniform protection activities that provide a safe and secure environment for Australian high-office holders, internationally protected persons, the diplomatic community—including visiting diplomats—and Commonwealth establishments in Australia and overseas which are deemed to be at risk
- planning and coordinating special events with strategic partners that are of a national interest.

Performance for this output is measured by the prevention of avoidable incidents, the level of client satisfaction with Protection Services, and the cost-effectiveness of service delivery as defined above in performance measures.

### Close Personal Protection

The AFP provides close personal protection for Australian high-office holders, non-Australian office holders, internationally protected persons and visiting dignitaries.

The delivery of close personal protection is informed by security threat assessments, Visit Assessment Group ratings, proactive protective security intelligence, and other sources.

In 2008–09, Close Personal Protection provided the following services:

- close personal protection security packages to 10 principals and also on an as-needs basis

- Close Personal Protection personnel for Prime Minister Rudd during 18 overseas visits to 14 countries
- public events-based close personal protection for former Prime Minister John Howard through to 31 December 2008
- protection for Australian high-office holders attending Anzac Day ceremonies in Gallipoli as part of a whole-of-government approach which involved the Protective Security Co-ordination Centre, the Department of Foreign Affairs and Trade, the Department of Veterans' Affairs, the Department of the Prime Minister and Cabinet and the New Zealand Police
- ongoing provision of a Close Personal Protection Security Liaison Officer to Indonesia to liaise with the Indonesian National Police and to negotiate protective security arrangements relating to the Australian Ambassador's program and other visiting Australian high-office holders
- assistance with 43 domestic visits since 1 July 2007, which included guests of the Government, Defence, Intelligence and the AFP
- assistance and support for foreign law enforcement authorities with the provision of security associated with 27 international visits by Australian high-office holders and delegations.

## Witness Protection

The National Witness Protection Program provides protection and assistance to witnesses identified as being at risk as a result of assistance they have provided to police and other law enforcement agencies. Generally, witnesses are

included in the National Witness Protection Program because they are giving evidence in significant criminal prosecutions at the Commonwealth or state level, at the risk of their safety.

The *Witness Protection Act 1994* requires the Minister for Home Affairs to report to both Houses of Parliament on the operation of the National Witness Protection Program at the end of each financial year. The last published annual report on the operation of the National Witness Protection Program occurred in September 2008.

AFP Witness Protection continues to engage both nationally and internationally with law enforcement agencies to maintain best practice. Knowledge and experiences gained through this engagement are shared throughout all Australian jurisdictions. In May 2009, AFP Witness Protection presented a paper at the 8th Europol Expert Meeting on Witness Protection on whole-of-government implications when considering the international relocation of protected witnesses.

## Significant Events

### World Youth Day

Planning continued for World Youth Day 2008 throughout the first half of 2008–09. Hosted by the Catholic Archdiocese of Sydney, World Youth Day marked the first visit of His Holiness Pope Benedict XVI to Australia.

The NSW Police formally requested a number of services from the AFP including close personal protection, firearm explosive detection canines and niche electronic security capabilities.

## Uniform Protection

The AFP provides a range of government-appropriated and user-pays protective security services known as Uniform Protection.

In 2008–09, Uniform Protection services were provided for the following:

- diplomatic and consular missions
- Commonwealth premises considered to be at risk, including Parliament House, The Lodge, Government House, Kirribilli House and Admiralty House
- nominated Australian Defence Force infrastructure at Pine Gap, Exmouth, Geraldton, Woomera and the Russell offices
- Australian Nuclear Science and Technology Organisation.

## Operational deployment teams

Funding for the operational deployment teams lapsed in June 2008. The teams were disbanded and officers returned to Protection stations within various states.

## Woomera

Uniform Protection officers began work at a new station within the Woomera Prohibited Area in July 2008. This is an ongoing station in support of Department of Defence projects. Officers deploy to the region for periods of between three months and two years.



Uniform Protection Security response at Defence Headquarters, Russell.

## Headquarters Joint Operations Command

In May 2009 the Department of Defence accepted in principle an AFP Concept of Operations to provide AFP officers—including explosive detection canines and bomb appraisal officers—in a protective security capacity at its Headquarters Joint Operations Command situated at Bungendore, New South Wales. The AFP will commence Uniform Protection operations at the command in November 2009.

## Parliament House

AFP Uniform Protection at Parliament House maintains efficient external protective security to the Parliamentary precinct through the use of a mobile response model. Throughout 2008–09 Uniform Protection managed a series of situations at Parliament House, ranging from everyday liaison with the client department and members of the public through to effective command and control for ceremonial visits and major demonstrations.

## Significant activities in 2008–09:

- Providing Parliament House forecourt security during the ceremonial visits by the Prime Ministers of Timor-Leste, Iraq, Vietnam and Papua New Guinea.
- Providing Parliament House forecourt security for the Swearing In ceremony of the Governor-General of Australia.
- Planning and delivery of security to Parliament House for the opening day in February 2009, which included a Climate Action demonstration involving approximately 1500 people surrounding Parliament House.

## Business Management Team

In 2008 Protection Services conducted an efficiency review of all Corporate, Executive and Operations Support functions. This resulted in the amalgamation of the former Operations Support and Corporate Governance and the Executive Support areas into one entity, the Business Management Team.

The review also provided an opportunity to realign and streamline business practices to encompass a whole-of-service focus.

The Business Management Team provides support to the Protection Executive and Management teams through the following roles and responsibilities:

- performance reporting to enable regular monitoring, strategic and operational planning and forecasting of required resources
- coordination of compliance and other high-level correspondence and reports, including Ministerial liaison
- oversight and administration of Protection Business Continuity Plans, Risk Management and Governance Instruments
- management of Memorandums of Understanding for the Protection Services client group
- coordination of the Protection Business Activity Analysis
- administration of the Protection and Aviation Transfer Committee
- provision of secretariat services to a number of committees and internal forums
- management of Protection assets
- undertaking special projects for the National Manager Protection.



CPP members with the Governor-General, Her Excellency Ms Quentin Bryce AC during one of her overseas visits.

## Output 1.6: Aviation Services

Aviation Services contributes to the maintenance of a safe and secure environment for Australian domestic and international aviation passenger transport. This requires the AFP to develop and maintain strong relationships with state and territory police services, Commonwealth agencies and the wider aviation community to ensure highly coordinated action against terrorist and other criminal threats to aviation safety and security.

Strategies employed by the Aviation function in support of Outcome 1 include:

- implementing and developing the Unified Policing Model, including a uniformed community policing presence at Australia's 11 major airports to enhance aviation security
- providing intelligence-led deterrence and first-response capabilities for security incidents at the 11 major airports
- detecting, disrupting and deterring serious and organised crime in the aviation sector
- deploying Air Security officers on selected domestic and international flights to prevent in-flight attack on Australian-registered aircraft
- providing a deployable counter-terrorist deterrence and response capability at regional airports
- participating in inter-agency and industry aviation security forums.

### Unified Policing Model

The Unified Policing Model was developed by the AFP in response to the key recommendations of the 2005 Wheeler Review. The Council of Australian Governments endorsed the Unified Policing Model in September 2005 and gave the National Counter-Terrorism Committee primary responsibility for its implementation.

A review of the Unified Policing Model was directed by the National Counter-Terrorism Committee and undertaken by the Department of Prime Minister and Cabinet and the AFP in the latter half of 2008. The review findings were delivered to the Council of Australian Governments in November 2008 and the council subsequently re-affirmed its commitment to the model.

The Unified Policing Model is in operation at the 11 major airports throughout Australia. During 2008–09, the Unified Policing Model was delivered through a staffing commitment of 1014 full-time-equivalent AFP members. During 2008–09, an additional 55 officers joined the Unified Policing Model from state jurisdictions, enhancing the Airport Uniform Policing component.

Through the Unified Policing Model, the AFP's role in Australia's aviation environment includes deterring, preventing and responding to threats of terror, investigating serious and organised crime in the aviation sector and performing a community policing role.

## Delivery of the Unified Policing Model

The Unified Policing Model is delivered through a centrally coordinated command structure, using suitably trained personnel from the AFP and other agencies, within a proactive and intelligence-driven framework led by Airport Police Commanders.

Through each Airport Police Commander, the Aviation function has enhanced strategic partnerships and engagement with aviation stakeholders, including airport operators and other government agencies. This engagement has ensured the alignment of strategic security priorities and operational focus in a coordinated manner across the 11 major airports.

During 2008–09 this was achieved by active participation and leadership in a number of forums. These forums included the Australian Government Agency Airport Security Committee and the Airport Security Committee chaired by the CEO of the airport operator. The Australian Government Agency Airport Security Committee is chaired locally by each Airport Police Commander and supported administratively by the AFP. These committees report to the Australian Government Transport Security Policy Committee which provides whole-of-government coordination in the development and implementation of transport security policy.

### Significant activities in 2008–09:

- Working towards migrating to a leave-without-pay model for state and territory police as a result of the Unified Policing Model review. Under present arrangements state and territory police are attached to the AFP under two separate models: either through leave without pay or secondment. During 2008–09, Victoria Police signed a new Memorandum of Understanding with the AFP, transitioning across

to a leave without pay model similar to Queensland Police, WA Police and SA Police. This model gives Airport Uniform Police staff access to comparable AFP remuneration terms and conditions. The AFP will negotiate with remaining jurisdictions and seek to migrate them to the leave without pay model also, aiming for all Airport Uniform Police members to be on a single determination based on AFP terms and conditions.

- Progressing the recruitment of state and territory police to the agreed numbers. By the end of 2009, it is anticipated that all jurisdictions will have met their full commitment of police numbers to the Airport Uniform Police.
- Developing an Aviation Operations Manual, which is designed to focus activity and ensure consistency of operations across all 11 airports.
- Developing Individual Station Protocols for each major airport.
- Implementing the national Man Portable Air Defence System project, which counters the ability of terrorists to use surface-to-air weaponry to attack aircraft from a distance.
- Continuing development of the incident preparedness model, leading to the rollout of a series of scenario-based desktop exercises at all 11 major airports. This has enhanced the knowledge of AFP members and exercised their capacity to respond to an airport emergency incident.
- Successfully piloting a canine currency detection dog program, leading to the graduation of a class of canine currency and narcotic detection dogs and handlers.

The Unified Policing Model had a higher workload in 2008–09, with over 38,800 reported cases dealt with across all functions of the 11 airports. This includes cases that are categorised as crime and non-crime. This significant increase in

reporting is the result of consolidation activities across the 11 major airports, an increased awareness of the role of the AFP in the aviation environment and the implementation of enhanced governance arrangements within the Unified Policing Model. Overall, the number of criminal incidents at Australian airports is not believed to be rising, but more incidents are being reported at airports because of the increased AFP presence.

In responding to both crime and non-crime incidents at Australian airports the Unified Policing Model has achieved set targets for overall timeliness in responding to differing categories of incidents. This and other activities within the airports have provided the AFP with an overall client satisfaction rating of 89 per cent for its Aviation Services function.

Through 2008–09, the AFP Aviation function also made a significant contribution to whole-of-government responses to several major international events. Following the terrorist attacks in Mumbai, India, on 27 November 2008, the AFP facilitated the repatriation of dead, injured and displaced Australian citizens through Australian airports. Between April and June 2009, the Aviation function contributed to a whole-of-government response to the swine influenza pandemic. The AFP supported Australian Customs and Border Protection Service officers and health responders by providing a response capability at in-bound passenger screening points.



Airport Uniform Police assist travellers.

## Counter-terrorist first response

AFP Protective Service officers provide a counter-terrorist first response capability at the 11 major Australian airports under the Unified Policing Model. The counter-terrorist first response capability provides a uniformed, armed and visible presence at major airports to deter, prevent and, if necessary, respond to acts of terrorism.

The delivery of this capability varies according to the threat. Supporting counter-terrorist first response deployments is a national framework articulated in the AFP's Counter-Terrorist First Response National Plan. The framework includes proactive activities designed to detect, deter and prevent reconnaissance by politically motivated or terrorist groups, including at vulnerable areas during peak periods.

During 2008–09, the Counter-Terrorist First Response National Plan has been further refined and incorporated into the Aviation Operations Manual.

The counter-terrorist first response capability is an essential component of national aviation security, with its core responsibilities being to:

- provide a first response capability to an actual, potential or threatened act of terrorism or incident
- contain such an incident if it occurs.

The resolution of terrorist incidents remains the responsibility of state and territory police in line with the National Counter-Terrorism Plan protocols. However, the counter-terrorist first response capability plays a vital role in deterring terrorism and, where necessary, providing the first response to contain any threat of attack.

The counter-terrorist first response teams include firearms and explosives detection canine teams and bomb appraisal officers. In 2008–09, the group responded to 21,657 incidents, ranging from suspicious packages to weapons at airports.

## Regional rapid deployment teams

Regional rapid deployment teams are able to deploy to regional airports throughout Australia, providing an active deterrent against terrorist threats and a counter-terrorist first response capacity. Based at Brisbane, Melbourne, Perth and Sydney airports, each team has the capability to deploy with up to eight Protective Services officers, which can include a firearms explosive detector canine team and a bomb appraisal officer.

In 2008–09, four regional rapid deployment teams completed 295 deployments to 62 airports throughout Australia. Team deployments to regional airports further enhance the layers of security at these locations. During these deployments the teams liaise with the regional airport stakeholders to provide:

- a random, highly visible law enforcement presence
- activities to ensure compliance with security procedures and Aviation Security Identification Cards
- education to regional aviation stakeholders in contemporary security measures
- counter-terrorist attack planning strategies
- contributions to the overall terrorist deterrence strategy.

The teams participated in 14 joint agency training exercises, ranging from Airport Security Committee meetings and discussion exercises through to practical field exercises. Of particular note was the multi-jurisdictional exercise Mercury 08 (MJEX 08), which took place in October 2008. This exercise ran simultaneously on the eastern and western seaboard of Australia with the Perth Regional Rapid Deployment Team deployed to Karratha for the western component of the exercise.

## Enhanced canine capability

In 2008–09, the National Canine Training Facility continued to train explosive detection canine teams, fulfilling its obligation to provide canine teams to the major airports. In addition to this, National Canine Operations worked to validate its detection capabilities across the total range of explosives known. A total of 17 teams were successfully validated throughout the year. Three training courses were also conducted, with the result that the National Canine Program now has 45 trained canine teams.

National Canine Operations provided high-level support to National Youth Week in Sydney through the attendance of canine explosives detection teams. Teams were assembled from throughout Australia to provide 24-hour coverage to support NSW Police.

A pilot program training canines to detect Australian and foreign currency in amounts over AU\$10,000 was completed in July 2008. The training, which is the first of its kind in Australia, was highly successful, with the graduate canine team contributing to seizures approaching AU\$1 million for state police agencies and the AFP. Based on this success, a decision was made to equip national AFP canine police handlers with additional canines trained to detect both currency and drugs. The first eight of these handlers and canines graduated in June 2009.



AFP training canines at the Canine Facility, Majura ACT.

The AFP's canine expertise has become increasingly recognised both domestically and internationally. This has resulted in a number of requests for information and assistance with training. In December 2008, two members attended the Tasmanian Corrective Services Risdon Prison Complex in Hobart to provide validation of their canine drug detection capabilities. As a result of the exercise, the AFP has undertaken to provide a drug detection canine to Tasmanian Corrective Services.

### Bomb appraisal officers

Bomb appraisal officers help protect people and critical infrastructure at designated places through bomb threat mitigation, deterrence strategies, operational planning, search of vulnerable areas, education, and appraisal of unattended or suspicious objects. When unattended or suspicious objects are found, bomb appraisal officers conduct a bomb threat appreciation and technical analysis to determine whether the object contains explosives or an Improvised Explosive Device.

In 2008–09, the Bomb Appraisal Officer program continued to support the Unified Policing Model at Australia's 11 major airports and the selected establishments of importance to the Australian Government.

In addition to providing a first response to unattended or suspicious items and bomb threats, bomb appraisal officers also contribute to the counter-terrorist first response groups' deterrence strategies through targeted actions.

In 2008–09, bomb appraisal officers assessed more than 53 unattended or suspicious items each month across Australia. AFP members qualified as bomb appraisal officers are part of the full time counter-terrorist first response structure and are also deployed with the regional rapid deployment teams.

### Airport Uniform Police

At the Council of Australian Governments meeting in September 2005, all Australian state and territory governments agreed to allocate police officers to provide Airport Uniform Police at designated airports.

The Airport Uniform Police function comprises state and territory police engaged to perform duties with the AFP throughout Australia at the 11 major airports. Airport Uniform Police members retain their respective state and territory police powers and are designated as AFP Special Members, which enables them to investigate Commonwealth offences.

In 2008, a review of the Unified Policing Model was conducted at the direction of the National Counter-Terrorism Committee. The review investigated the possibility of revising the model and implementing a more sustainable airport policing model. It reported its findings to the Council of Australian Governments in November 2008, which endorsed the report's recommendations. The review identified that the Airport Uniform Policing component of the Unified Policing Model could operate more efficiently with a reduced staffing commitment of 328, down from 333.

Additionally, as a result of the Council of Australia Governments' consideration of the Unified Policing Model review, a range of strategies were adopted during 2008–09 to enhance the diversity of the role of Airport Uniform Police members. These enhancements included:

- introducing a Special Investigations Team, consisting of Airport Uniform Policing personnel
- carrying out interchange duties at major airports within Australia
- temporarily assigning duties with the Joint Airport Investigation Team and the Joint Airport Intelligence Group
- participating in emergency and incident-management exercises

- participating in intelligence-gathering projects
- contributing to national projects.

The role of Airport Uniform Police teams is to provide an immediate-response capacity to community policing matters within an airport domain, including:

- responding to and resolving simple offences
- proactively targeting general criminality as a result of intelligence-led strategies
- resolving public disorder incidents
- investigating theft and property damage offences
- responding to excess and counterfeit currency incidents
- providing an initial response to suspected illicit drug importations
- participating in joint targeting operations with Commonwealth, state and territory government agencies.

Throughout 2008–09, Airport Uniform Operation activities across the 11 major airports resulted in 1775 people being dealt with in relation to 2279 offences.



Airport policing.

Of these, there were:

- 380 people arrested
- 656 people cautioned
- 726 people charged before the court or summonsed.

The placement of Airport Uniform Police within Australia’s 11 major airports increased throughout 2008–09 and it is expected that all state and territory police numbers will be met by late 2009.

The following table illustrates the status of Airport Uniform Police deployed members as at 30 June 2009.

**Table F: Airport Uniform Police deployed members as at 30 June 2009**

Airport	COAG revised commitment (2008)	Operationally deployed AUP	In training	Anticipated vacancies 30 June 2009	Comments
Adelaide	21	18		3	Agreement still under negotiation. Extensions expected from 30 June 2009.
Alice Springs	8	4		4	
Darwin	25	21	2	2	
Brisbane	51	35	7	9	
Cairns	24	15		9	
Gold Coast	24	17	3	4	
Canberra	12	12			Commitment met.
Hobart	11	11			Commitment met.
Melbourne	50	33	15	2	2 members scheduled for training in August.
Perth	36	22	1	13	13 members scheduled for July 2009. Commitment will be met.
Sydney	66	44	11	10	
<b>Total</b>	<b>328</b>	<b>232</b>	<b>38</b>	<b>59</b>	

## Joint Airport Investigation teams and Joint Aviation Intelligence groups

The establishment of Joint Airport Investigation teams in November 2005 created a specific investigations capacity under the Unified Policing Model with teams located at five major airports (Adelaide, Brisbane, Melbourne, Perth and Sydney). The mission of the teams is to proactively target serious and organised criminality and trusted insiders such as aviation employees who exploit, or aim to exploit, infrastructure and security vulnerabilities at the 11 major airports.

The staffing model for the joint airport investigations teams embodies the collaborative nature of the Unified Policing Model, with personnel being made up of 30 sworn AFP police officers, 10 Australian Customs and Border Protection Service officers and 10 state police officers from across Australia. The teams also rely on close liaison and cooperation with state and territory law enforcement agencies, government agencies and the aviation industry.

In 2008–09, the joint airport investigation teams were responsible for 75 apprehensions, resulting in 253 charges for a variety of offences including drug importations, theft, threats to aviation security and offences committed by airline or airport employees.

The AFP Aviation function is supported by the Intelligence function, which provides both strategic and operational intelligence through the joint airport intelligence groups located at designated airports. Each Joint Airport Intelligence Group has a core staff made up of AFP members, state or territory police and Australian Customs and Border Protection Service officers. There are also visiting representatives to the groups from the Australian Quarantine Inspection Service, the Australian

Crime Commission, the Australian Security Intelligence Organisation, the Department of Immigration and Citizenship and the Office of Transport Security.

The joint airport intelligence groups maintain responsibility for providing Unified Policing Model components with actionable intelligence products to inform the deployment of personnel and resources to counter general security threats or other aviation vulnerabilities. Additionally, each group provides operational intelligence support to the joint airport investigation teams through target development and assessment of high-level criminality at airports. As part of this role the joint airport intelligence groups analyse the data obtained to identify trends and convergences in the aviation operating environment.

The joint airport intelligence groups are guided by agreed Intelligence Collection Plans and National Priorities for Aviation. The groups continue to provide intelligence support to the Unified Policing Model, resulting in over 100 separate intelligence deliverables, including in support of Joint Airport Investigation Team investigations. Operational and tactical support has also been provided which has led to a strengthening of the aviation security environment and the disruption of criminal activities. In addition, work completed at the strategic level in the assessment of risk has seen improved information-sharing and the establishment of processes with government and industry partners to monitor the aviation security environment.

## Air Security Officer program

The Air Security Officer program was established by the Australian Government in 2001 to enhance aviation security and address gaps in Australia's counter-terrorism capabilities.

Air security officers provide an intelligence-led deterrence capability on selected domestic and international flights to safeguard Australian-registered aircraft against in-flight attack. Air security officers maintain an in-flight response and resolution capacity in the event of an attack.

In 2008 the Air Security Officer program introduced the Risk Assessment Model to influence domestic and international operational deployments. The model was developed by AFP Intelligence in cooperation with the CSIRO. The model develops a risk score against flight sectors which, when combined with operational intelligence, provides a basis for determining deployment patterns for Air Security officers. During 2008–09 these officers were deployed on both domestic and international flights.

The deployment of these officers demonstrates Australia's commitment to the international standards and procedures adopted by the International Civil Aviation Organisation.

Australia has a number of reciprocal deployment arrangements in place with key international partners.

### Aviation Incident Preparedness Team

The Aviation Incident Preparedness Team exercises the Unified Policing Model by designing, coordinating and presenting exercises across Australia's 11 major airports. This ensures AFP and airport stakeholders understand the command, control, and coordination issues that are important to achieving an effective and efficient response to aviation incidents. These activities enhance inter-agency operability and test unified command structures in response to critical incidents.

During 2008–09 the team presented over 30 airport exercises, developed and trained airport incident preparedness officers in exercise delivery, and purchased cutting edge exercise facilitation software to increase exercise effectiveness.

### Whole-of-government and industry approach to aviation security

The AFP has positively engaged stakeholders from the aviation industry and central government agencies to actively enhance and shape aviation security policy and arrangements. At this strategic level, the AFP has participated in a range of aviation and national security forums, including:

- Homeland and Border Security Policy Coordination Group
- Australian Government Transport Security Policy Committee
- Aviation Security Advisory Forum
- National Counter-Terrorism Committee
- Secretaries Transport Security Working Group.

In support of these and other forums, the Aviation Services function regularly participates in, and contributes to, a range of sub-committees, working groups and regional aviation stakeholder meetings.

### Aviation training

The Aviation and Protection Training Team designs, develops and delivers training for Airport Uniform Police and Protective Service officers attached to the Aviation Services and Protection portfolios.

Training for Aviation Services staff is divided into delivery programs for:

- Airport Uniform Police
- Counter-Terrorist First Response

- Protective Service Officer Development Program
- Specialist bomb appraisal officer training and bicycle courses.

During 2008–09 the Aviation training program delivered:

- Airport Uniform Police programs. This six-week program was delivered to 83 members
- Airport Uniform Rotation courses. This three-day course was delivered to 12 members
- Protective Services Officer Development workshops. This five-day course was delivered to 532 members
- Senior Protective Service Officer Skills Enhancement program. This five-day workshop was delivered to 63 members from the Aviation and Protection functions
- Protection Specialist Training—Bicycle course. This four-day course was delivered to nine members
- Protection Specialist Training—Bomb Appraisal Officer course. This five-week program was delivered to 10 members.

## Significant Events

### Homicide at Sydney Airport and Wilkins Review

- On 22 March 2009, a disturbance occurred at Terminal 3 of Sydney Airport which resulted in the death of one man. The NSW Police has ongoing responsibility for the investigation of the homicide. The Federal Government appointed Mr Roger Wilkins AO, Secretary of the Attorney-General's Department, to undertake an independent review of the AFP's first response to this incident.

- The Report of a Review of the AFP's Response to an Incident at Sydney Airport on 22 March 2009 concluded that the AFP response was undertaken in accordance with existing standards, procedures and protocols. The report recommended a number of procedural actions which were accepted by the AFP and are under implementation.

### Enhanced cooperative intelligence-sharing

- Under the chair of the AFP, revised terms of reference have been ratified by the Australian Government Transport Security Policy Committee for the Airports Intelligence Joint Working Group. The working group is a management-level committee established to support the operational arrangements for information and intelligence-sharing. The working group has brought about an improvement in relationships with government partners through the conduct of quarterly meetings and the sharing of knowledge. These relationships will facilitate the achievement of cooperative intelligence outcomes nationally in the aviation security environment.
- The AFP and Australian Crime Commission have agreed to more closely align the Commission's Aviation Criminal Assessment Team and the AFP Aviation Intelligence Team. This alignment will assist in formulating agreed aviation intelligence collection priorities and the development of a suite of strategic products that meets stakeholder needs.
- Aviation Intelligence has also developed an Aviation Intelligence Plan. Through the plan, the AFP will be well placed at the forefront of understanding the criminal and security environment in the aviation context. It will assist in informing

strategic, operational and tactical Aviation Services and Unified Policing Model decision-making and, through enhanced partnerships with other agencies, avoid duplication of intelligence collection and analysis.

### Disruption of drug shipment in air cargo

As a result of close relationships developed by the Perth Joint Airport Investigation Team and training provided to freight staff in detecting suspicious packages, Australia Air Express in Perth referred a matter to the AFP. It was identified that a number of suspicious air cargo packages had recently arrived from Adelaide via Perth, which were to be forwarded to two addresses in Broome, Western Australia. Examination of the boxes revealed they contained 25 kilograms of cannabis. The matter was referred to WA Police who arrested two Broome men after conducting a controlled delivery. The men admitted to supplying the cannabis to local indigenous communities in the Kimberley.

### Outlaw motorcycle gang movements

Between 30 April and 3 May 2009, the Rebels Outlaw Motorcycle Gang conducted a national run for its members in Adelaide, along with planned protest activity against the South Australian Anti-Crime Gang legislation with other outlaw motorcycle gangs. Many of the Rebels members travelled on domestic airlines to Adelaide to participate. To manage the arrival and departure of this significant number of outlaw motorcycle gang members through Adelaide Airport and collect intelligence on these people, Project Billboard was implemented.

Adelaide Airport Station staff were supplemented by 10 members from a uniform surge supplement and worked closely with the South Australian Police.

As a consequence of this activity no incidents occurred at Adelaide Airport involving outlaw motorcycle gang members and 82 people who had not previously been identified as being associated with this group were identified. The intelligence gained was provided to both the South Australian Police and the Australian Crime Commission as part of ongoing investigations into outlaw motorcycle gangs.

### Emergency landing of flight QF72

On 7 October 2008 Qantas Airlines flight QF72 experienced a dramatic loss of altitude and was forced to make an emergency landing at the Learmonth Air Force Base. The flight—which had departed from Singapore and was travelling to Perth—had 292 passengers onboard. Eleven of these passengers were seriously injured and transferred to Perth via the Royal Flying Doctor Service. The remaining passengers were subject to triage assessment.

The command, control and coordination of the rescue, recovery and repatriation phases of this incident were managed by the AFP at Perth Airport with the assistance of Western Australian Police, which established a forward command at Learmonth. This particular incident evolved over 12 hours and the unit was complemented by representatives from the Australian Customs and Border Protection Service, the Australian Quarantine and Inspection Service, the Red Cross Department of Community Protection, Westralia Airport Corporation and Qantas.

## Drugs seizure

Joint Airport Investigation Team officers provided assistance to Victoria Police and New South Wales Police in a drugs trafficking operation between the two states by conducting physical surveillance within their major airports. This operation resulted in the arrest of a suspect carrying about \$300,000 worth of heroin.

## Significant investigations and arrests

### Operation Scenery

Operation Scenery targeted theft in the aviation freight industry in Brisbane, and resulted in prosecutions against offenders working inside the industry. Additionally, it identified a number of vulnerabilities within the airfreight sector which have been passed on to industry to help members improve their business practices. These internal industry changes have resulted in a significant reduction in theft within the aviation freight sector in the Brisbane region.

### Operation Precipice

Operation Precipice was a Perth Joint Airport Investigation Team investigation into narcotics trafficking by a Darwin Airport Qantas baggage handler and associated criminal syndicate. The investigation identified the trafficking of MDMA between Perth and Darwin and involved the combined resources of five Australian law enforcement agencies coordinated by the Perth team. Officers from the Australian Customs and Border Protection Service, Northern Territory Police, Western Australian Police, Queensland Police and the AFP were involved. A total of six offenders were arrested and convicted in relation to drug possession and trafficking charges. The offenders received custodial sentences of between 18 months and four and a half years. Over two kilograms of cocaine and 10,500 ecstasy tablets were seized during the investigation.

## Operation Alawa

AFP members at the Gold Coast Airport provided extensive assistance to New South Wales Police during Operation Alawa, an investigation into the large-scale supply of prohibited drugs in northern New South Wales and the Gold Coast. Evidence gathered during the investigation and supplied to New South Wales Police assisted in the successful disruption of supply and the prosecution of two offenders. In May 2009 the offenders were sentenced to 24 and nine years imprisonment.

### Unauthorised access to Commonwealth data

An employee of the Australian Customs and Border Protection Service was successfully prosecuted for accessing restricted data without authorisation. As a result of this investigation the offender is no longer employed by the Service.

### Property theft from vehicles at Melbourne Airport

Investigations were carried out into targeted and high volume thefts from motor vehicles in the long-term car park at Melbourne Airport. Alleged offenders were identified, arrested and charged with 72 counts of theft, conduct endangering life and the possession of drugs. Since the arrest of these alleged offenders, no further instances of thefts from motor vehicles have been reported at Melbourne Airport.

## Output 1.7: High Tech Crime Operations

### Workload:

- 602 new cases
- 207 new support cases
- 697 finalised cases
- 156 finalised support cases
- 462 cases on hand at the close of the financial year
- 503 support cases on hand at the close of the financial year.

### Performance measures:

- 98 per cent of time attributed to High Tech Crime Operations cases were directed to high and very high impact cases
- 18 community and government forums were conducted
- 58 online safety presentations were delivered
- client satisfaction was 93 per cent.

The High Tech Crime Operations portfolio is a relatively new addition to the AFP structure, having been established in March 2008. It provides the AFP with an enhanced capability to combat technology-enabled crime. It does this through the provision of centrally coordinated technical support targeting information and communications technologies and by driving innovation and stakeholder relationships affecting internet crime. The portfolio's technical teams have responsibility for delivering advanced surveillance, interception and radio support to all AFP teams. The High Tech Crime Operations portfolio also has specialist investigative responsibilities targeting online child abuse, online financial fraud and threats

against national information and critical infrastructure. These crimes are at the forefront of online criminal developments and offer a window through which the AFP can assess and respond to emerging threats driven by information and communication technologies.

To address technical advances and emerging online threats, the portfolio also engages in policy development and legislative reform on technology and internet crime, develops technical capabilities through collaboration with partner agencies, and undertakes crime prevention and education.

The High Tech Crime Operations team emphasises innovation in technology and investigative approaches, industry and community outreach, and the delivery of reliable, high quality surveillance that keeps abreast of information and communications technology market developments.

High Tech Crime Operations members also work with stakeholders to build new technical tools and investigative methods that will effectively tailor responses to a given crime. These solutions may include prevention, disruption and mitigation strategies as well as investigation and prosecution.

The portfolio is headed by a National Manager who has responsibility for two branches: Investigations and Business Delivery and High Tech Technical Systems Delivery.

Investigations and Business Delivery consists of six units:

- Future Technologies
- High Tech Investigations Support
- Child Protection Operations
- Crime Prevention
- High Tech Crime Investigations
- Business Delivery.

High Tech Technical Systems Delivery consists of five units that focus on delivering technical support to all AFP investigations:

- Telecommunications Interception
- Technical Operations
- Radio and Electronic Support
- Technical Capability Delivery
- Enhanced Technical Surveillance.

High Tech Crime Operations has responsibility for a number of New Policy Initiatives including the E-Security National Agenda, Cyber Safety, Enhanced Technical Surveillance and Telecommunications Interception.

These initiatives address diverse topics, reflecting the scope of the portfolio's charter. All New Policy Initiatives include detailed project programs, which span a broad spectrum of activities from crime prevention to technical innovation. Most are multi-agency initiatives, ensuring officers engage with a broader government framework to establish stakeholder relationships to aid project delivery. The work programs for the New Policy Initiatives have been built into the outputs of the relevant High Tech Crime Operations teams. The portfolio also supports other AFP New Policy Initiatives, including in the Aviation function.

## Investigations and Business Delivery

This division contains a mix of investigative teams targeting prominent online crime and teams focusing on improving the operating environment for investigators through the provision of business services, enhanced technical tools and new technologies and trends. These teams also undertake crime prevention activities focusing on strengthening consumer awareness of internet risks, build stakeholder relationships, and invest in training.

## High Tech Crime Investigations

### National Information Infrastructure Investigations Team

The National Information Infrastructure Investigations Team's primary focus is on combating electronic attacks against key network elements in critical service industries such as telecommunications, banking and finance, transport and distribution, energy and utilities, and defence and emergency management. The team works collaboratively with industry and other government agencies and works closely with the Australian intelligence community through the Joint Operating Arrangement. The team has developed close collaboration with international law enforcement agencies to identify offenders and mitigate the impact of attacks. International collaboration is important, given that such attacks are frequently transnational in nature.

Through the E-Security National Agenda New Policy Initiative, the team undertook training and capacity building projects in the Asia-Pacific region. Examples are working with the Jakarta Centre for Law Enforcement Cooperation (JCLEC) and holding a cybercrime workshop in October 2008.

During 2008–09, the team facilitated or attended a number of significant forums, including:

- Cyber Crime Working Group
- Anti-Phishing Working Group
- Financial Sector presentations.



Deputy Commissioner Tony Negus talks to young children about online safety at the Today's Youth forum.

## Joint Banking and Financial Sector Investigation Team

The Joint Banking and Financial Sector Investigation Team is a collaborative team combining the resources of the Australian financial sector and the AFP. Through co-location, effective data sharing and proactive intervention techniques, the team mitigates the impact of online fraud on the Australian community. Collaboration with international law enforcement agencies is integral to mitigating online fraud offences.

In June 2009, an agreement was signed between the Australian Bankers Association and the AFP for five secondees from the financial sector to work within the Joint Banking and Financial Sector Investigation team. In late 2008, teams consisting of sworn AFP members, personnel seconded from financial institutions and technical specialists were established in the AFP's Melbourne and Sydney offices.

## Child Protection Operations

In combating transnational and online child sexual exploitation the AFP forged strong relationships with the international law enforcement community. Key international stakeholders include Interpol, the United States Federal Bureau of Investigation, Immigration and Customs Enforcement Service and the United Kingdom Child Exploitation and Online Protection (CEOP) Centre. These relationships are further strengthened through the AFP's membership in the Virtual Global Taskforce.

Child Protection Operations continues to contribute to significant child protection forums and during 2008–09 facilitated or attended:

- the inaugural Child Protection Operations Program

- the Australian New Zealand Policing Advisory Agency Child Protection Committee
- the Virtual Global Taskforce (VGT)
- an AFP/CEOP VGT-branded child protection workshop at JCLEC.

In collaboration with its international partners, the AFP successfully identified and charged numerous offenders for child sexual exploitation and child sex tourism offences.

Close working relationships were also forged with Australian state police services. Members of Child Protection Operations have co-located with Western Australia Police to form a Joint Online Child Exploitation Team. This team works collaboratively on Commonwealth and state child protection investigations.

Similarly, Child Protection Operations members in the AFP's Brisbane office work in close cooperation with their Queensland counterparts through an AFP member co-located with the Queensland Police Service. A large portion of the work carried out by Child Protection Operations is conducted in conjunction with members from state and territory law enforcement agencies to ensure that child protection matters receive a high level of attention and contributes to wider child protection efforts.

## National projects

Child Protection Operations is also responsible for managing and delivering a number of national projects, for example the Australian Government's Cyber Safety initiative. The AFP, in collaboration with all Australian police agencies, also has responsibility for delivering the Australian National Victim Image Library. Work is continuing on the implementation of a tracking system which will further complement law enforcement cooperation in online child exploitation and abuse.

## Internet Policing Team

The Internet Policing Team provides a crucial tool for supporting all types of investigations, including child protection, money laundering, intellectual property and ACT Policing offences. The team also provides training in online engagement to state, territory and international law enforcement agencies.

## Future Technologies

Future Technologies was established to create innovative information and communications technology solutions to support technology-enabled crime investigations. This includes the development of customised hardware and the provision of new analytical software. The team trials new capabilities within the High Tech Crime Operations team, then seeks to assist with wider AFP implementation as appropriate.

Following a systems audit of the High Tech Crime Operations portfolio's information and communications technology capabilities, Future Technologies refurbished a research and development network. This will be used to trial emerging technologies.

## High Tech Investigations Support

High Tech Investigations Support was established later in the portfolio's development to support AFP investigators in understanding and prosecuting crimes involving new or unique information communications technology. Since its inception the team has successfully supported operations in the following AFP portfolios: High Tech Crime Operations, Counter-Terrorism, Intelligence, Border and International, and Protection.

In addition, support was provided to two state law enforcement agencies and two Federal Government agencies. In consultation with Future Technologies, High Tech Investigations Support began a targeted educational program focused on High Tech Crime Operations investigators to upskill on technology and emerging developments. High Tech Investigations Support also established an annual High Tech Crime Conference which was jointly hosted with the University of Technology in Sydney in June 2009. The conference brought together Commonwealth, state and territory law enforcement agencies with academic and legal experts from the high tech crime field and included a number of international speakers.

## Crime Prevention

The Crime Prevention Team develops and implements crime prevention strategies that are both internal and external to the AFP, using education, awareness-raising and community engagement activities. The team also contributes to increasing the skills of AFP and non-AFP investigators and analysts in technology-enabled crime through delivery of educational presentations and training. Crime Prevention is a key component of the High Tech Crime Operations' approach. Technology-enabled crime is vast and diverse and any engagement in it—whether for investigation, disruption or target-hardening activities—may involve numerous government regulators, consumers of different ages with differing levels of expertise, and commercial providers. Crime Prevention assists to build relationships, awareness and practical knowledge for consumers about potential risks online. It also provides a conduit for the AFP to engage with younger voices in the internet generation.

## Significant activities in 2008–09:

- Participating in the International Youth Advisory Congress in London. The team sponsored 10 Canberra-based young people to attend, joining over 150 young people from countries around the world in working to creating a safe online environment.
- Sponsoring an Australian young person to present the Children and Young Persons Global Online Charter at the World Congress III Against Sexual Exploitation of Children and Adolescents in Rio de Janeiro, Brazil.
- Delivering 58 internet safety and security awareness-raising presentations to schools in the ACT and regional NSW. The presentations were aimed at empowering students to recognise risks and work to reduce them.
- Training the Starlight Foundation’s Livewire moderators.
- Delivering a pilot of the ThinkUKnow cyber-safety educational program in NSW, Victoria and the ACT. Forty-six presentations were delivered and outreach activities reached 2300 parents, carers and teachers.
- Participating in National E-Security Awareness Week in June 2009.
- Participating in community cyber-safety awareness-raising events at the Canberra Show, the Gungahlin Parenting Expo Youth InterACT Forum, and HealthBeyond E-Health Consumer Day.
- Sponsoring various media initiatives to raise awareness of child sex tourism and cyber-safety, including through the Qantas in-flight magazine and the Livewire website.

## Business Delivery

The Business Delivery Team provides a range of administrative, financial and human resource services to support the work of the High Tech Crime Operations portfolio. The team assists the Executive with business planning and development of whole-of-operations instruments such as the introduction of SPOKES, the portfolio intranet portal. The team also provides assistance with governance arrangements, engagement in AFP science and technology forums, New Policy Initiative reporting and the development and coordination of ministerial and other briefings.

## High Tech Technical Systems Delivery

### Telecommunications Interception Division

The Telecommunications Interception Division supports investigations with monitoring, record keeping and report services in accordance with the *Telecommunications (Interception and Access) Act 1979* and a record keeping and report service in accordance with the *Surveillance Devices Act 2004*. The Telecommunications Interception Division also facilitates inspections by the Commonwealth Ombudsman’s Office to ensure legislative compliance and is also responsible for the management of lawfully intercepted product and the provision of evidentiary packages in support of AFP prosecutions.

## Technical Operations

Technical Operations consists of eight teams based in five locations around Australia, incorporating the Police Technical Teams and the Technical Operations Team. The teams are responsible for conducting overt and covert technical operations in support of AFP national and international investigations and ACT Policing. The teams' functions include technical surveillance through the provision of audio, imagery data or tracking product on people or places of interest, equipment procurement, and training and policy development. Technical Operations also provides advice, training, equipment and capability development to the AFP's law enforcement partners in the Asia-Pacific region.

## Technical Capability Delivery

Technical Capability Delivery is made up of three teams that support technical surveillance operations through telecommunications interception and surveillance devices legislation. This specialised work has primarily supported Border, Counter-Terrorism and Child Protection operations. Significant new technical capabilities were developed within the area and the team also contributed to the AFP's response to the Gershon Review and subsequent information and communications technology reviews.



Commander Kevin Zuccato discusses online safety with children at the Today's Youth forum.

## Enhanced Technical Surveillance

In 2008–09 the Enhanced Technical Surveillance project tendered for the new integrated technical surveillance system. The selected system was trialled between February and August 2009 to ensure the system met with the AFP's requirements. On completion of the trial, a report was tabled to the Enhanced Technical Surveillance project board with a recommendation on whether to proceed to a full production system in the next financial year. The project team is working closely with key internal and external stakeholders. A project agreement has been signed for the provision of advanced analytical tools under the AFP and Defence Science and Technology Organisation Memorandum of Understanding.

## Radio and Electronic Support

Radio and Electronic Support manages the AFP's mobile radio communications, tracking and taped record-of-interview systems throughout Australia and overseas. While the Radio and Electronic Support Team provides services to the whole of the AFP, it provides particular training and technical support to the AFP Operations Coordination Centre, the International Deployment Group and Physical Surveillance teams through the provision of training and technical support. The AFP is a full member of the Law Enforcement and Security Radio Spectrum Committee and provides technical advice to the Australian Government on the National Coordination Committee for Government Radio.

## Significant activities in 2008–09:

### Operation Centurion

This operation began in December 2007 following a referral from the Croatian Police via Interpol and has resulted in 138 people being charged with allegedly downloading child abuse images.

### Operation Resistance

This operation originated with a referral from Brazil's Departamento de Polícia Federal via Interpol and led to the arrest of 22 people for downloading and sharing child abuse material. This operation seized more than 15,000 videos and 500,000 images of child abuse.

### Operation Hercules

This operation is a multi-agency investigation with the Royal Thai Police which aims to tackle the problem of international paedophiles operating in Pattaya, Thailand, and will potentially identify paedophile networks operating in the area. This joint investigation by the Royal Thai Police and the AFP has resulted in two arrests being made in Thailand and one in Australia. Several foreign nationals were also identified and later arrested by the Thai police for their involvement in child sexual abuse.

### Operation Glatton

This international operation resulted in the identification and referral for investigation of a significant network of high-level child offenders trading in child exploitation material and committing child sex offences. This operation also resulted in the identification and removal of a child being abused by one of these networked offenders in the Philippines.

## Other key achievements in 2008–09:

- Engaging with the Virtual Global Taskforce. The taskforce remains a leading forum for international collaboration on child protection matters.
- Piloting the ThinkUKnow campaign. In 2008–09, High Tech Crime Operations engaged with the ThinkUKnow campaign pilot which delivered cyber safety education material to schools in NSW, Victoria and the ACT.
- Progressing the Enhanced Technical Surveillance project. Technical surveillance systems underpin all AFP investigations and the AFP is in the process of upgrading its capabilities with a world-first central delivery system.
- Establishing a presence on online social networking sites and participating in the International Youth Advisory Congress in London and the Children and Young Persons Global Charter at the World Congress III Against Sexual exploitation of children and adolescents in Rio De Janerio, Brazil.
- Building technical and investigative capacity through supporting a range of AFP investigations. By providing quality surveillance, training in technology-enabled crime and innovation in the field of information and communications technology, the portfolio assisted with key issues such as data interpretation and working covertly online.
- Collaborating on present and emerging high tech crime issues through the 2009 Australian High Tech Crime Conference. This is an annual event involving Australian and International law enforcement agencies.

# Performance Details

Close Support

# 04



## Intelligence

### Workload:

- 318 new cases
- 373 new support cases
- 307 finalised cases
- 369 finalised support cases
- 459 cases active as at 30 June 2009
- 732 support cases active as at 30 June 2009.

### Performance measures:

- client satisfaction was 58 per cent
- satisfaction with assistance provided on AFP intelligence products was 86 per cent.

The primary focus of Intelligence in 2008–09 was to continue to provide high-quality intelligence support by delivering accurate and timely tactical, operational and strategic intelligence. Intelligence has continued to:

- provide current and predictive intelligence product to both internal and external clients and advice to AFP decision-makers
- provide covert policing services, including recruitment and management of human sources, in support of investigations
- support AFP operational outcomes and work closely with domestic and international partner agencies
- ensure timely and secure collection, analysis and production of intelligence both domestically and internationally
- identify, develop and use key national and international partnerships and alliances through which intelligence capabilities are shared

- develop and adopt best-practice Intelligence training and leadership
- develop cooperative engagement with national and international law enforcement agencies.

### Key Initiatives

Intelligence provides varying levels of domestic and international intelligence support to aligned government initiatives. Key initiatives for Intelligence throughout 2008–09 included:

- providing tactical support as part of the integrated whole-of-government response to people smuggling
- establishing Intelligence Priorities Matrices to consolidate the intelligence requirements of functional national managers to focus Intelligence resources on priority work and to entrench a common understanding of requirements and outputs
- implementing the New Policy Initiative on the collection, assessment and storage of sensitive intelligence
- assisting regional partners to better disrupt terrorist organisations under the Fighting Terrorism at its Source initiative and providing quality intelligence support to counter-terrorism operations
- strengthening and maintaining multi-agency intelligence capabilities and providing ongoing support and assistance to the establishment of a policing and security capability in the aviation sector under the Joint Airport Intelligence Group New Policy Initiative
- establishing an Australian-based Afghanistan Intelligence Team to support the counter-narcotics mission in Afghanistan under Operation Contego and Operation Synergy
- strengthening intelligence-sharing capabilities and methodologies

with clients and stakeholders both domestically and internationally

- improving the targeted and effective use of human source and covert policing capabilities throughout the AFP.

### Significant Outputs

In 2008–09 Intelligence produced a number of significant outputs in capacity building and capability development. Intelligence worked through a major review of its service delivery to functional streams and to the AFP senior executive. The review led to the realignment of the Intelligence structure to reflect the AFP functional model and resulted in enhanced intelligence support to the functional streams and the Executive. Intelligence now provides a rate of effort for tactical intelligence (80 per cent), operational intelligence (15 per cent) and strategic intelligence (5 per cent). In particular:

- **Aviation Intelligence** established the full capability of Aviation Intelligence and the Joint Airport Intelligence Groups in support of the Unified Policing Model. Aviation Intelligence developed and introduced a major risk assessment initiative to inform the deployment of security resources in the aviation sector.
- **Counter-Terrorism Intelligence** provided improved quality of intelligence support to counter-terrorism operations through secure and timely analysis and dissemination of intelligence relating to terrorist threats to Australian interests domestically and internationally. The unit maintained and enhanced relationships with clients and partners both domestically and internationally to consolidate intelligence support to AFP Counter-Terrorism. Significant work was done to strengthen those linkages.

- The **Collection Assessment and Storage of Sensitive Information (CASSI) Program** delivered an Intelligence Registry, enhanced intelligence vault staffing, current intelligence teams, intelligence processing teams and an enhanced collection management capability. Provisional accreditation of the AFP Secret Network was achieved and a regional office Top Secret vault was completed. Additionally, the program contributed to the development of Top Secret facilities at the new AFP National Headquarters within the Edmund Barton Building. It also continued implementation of access to Australian Intelligence Community information via a secure information and communications technology network. Experienced program and project managers were engaged to deliver the remainder of the CASSI program.
- **Human Source Management** implemented new intelligence and administrative processes which have increased the AFP's ability to target high value human sources for recruitment. Human Source Management realised a 16 per cent increase in the number of human sources registered by the AFP, increased the AFP's international human source capability, and hosted the first AFP-International Liaison Officer seminar on source management to build inter-agency cooperation and enhance understanding.
- **International Deployment Group Intelligence** delivered a tactical intelligence unit within the Operations Response Group in support of rapid and stability response operations under the mandate of the International Deployment Group. It increased its engagement with intelligence partners, including the Defence Working Group on Intelligence Interoperability. International Deployment Group Intelligence has also deployed a senior analyst to Samoa to conduct transnational crime assessments, provided criminal intelligence capabilities in support of the Prosecutor General for the Republic of Timor-Leste for the investigation into the attempted assassination of President and Prime Minister, and personnel to the Solomon Islands and Afghanistan.
- **Intelligence Executive Support and Planning** negotiated a number of significant Memoranda of Understanding and Exchanges of Letters with partner agencies.
- The **Leadership in Criminal Intelligence Program** continued to facilitate the development of best-practice in the national and international law enforcement environments. It developed a number of online forums, which continue to aid communication and sharing between agencies, as well as facilitating the Intelligence Management Development Program. The Leadership in Criminal Intelligence Program also conducted an international colloquium on Financial Intelligence. The primary focus of the colloquium was identifying the key effective features of financial intelligence programs used by law enforcement internationally, and exploring how these could be applied by law enforcement in Australia to make the most effective use of financial intelligence.
- **National Target Evaluation** was formed in late 2008 to produce operational target intelligence and to deliver specialist criminal intelligence advice on matters of interest. National Target Evaluation has focused on developing methods to identify convergences in criminal information and a system for effectively prioritising organised

crime targets. A new system, the Target Enforcement Prioritisation Index, has been developed for this purpose. The index also provides a visualisation tool that allows for decision makers to rapidly assess the relative merits of different targets. National Target Evaluation conducted seven major transnational organised crime target development projects. Each of these investigations identified targets for future investigation in money laundering, drug trafficking, fraud and transnational sexual exploitation.

- **Protection Intelligence** provides direct intelligence support to Protection Operations and ACT Policing. Protection Intelligence works closely with other Australian Government departments and agencies that have responsibility for safeguarding Commonwealth interests. It actively contributes to fulfilling Australian Government obligations in preserving the safety and dignity of Australian high office holders, diplomats and visiting dignitaries. Protection Intelligence provided intelligence support to Protection Operations that contributed to the success of a number of significant events and high level visits to Australia, including the Beijing Olympics and World Youth Day in Sydney.
- **Strategic Intelligence Services** informs and supports broader AFP decision-making and resource prioritisation. Strategic Intelligence Services made significant contributions to the work done under the auspices of Project Wickenby and the international multi-agency Policing Futures project. The work undertaken on the Policing Futures project will assist the AFP to develop a strategic plan for combating crime during the next 10 years.
- **Headquarters Tactical Intelligence Support** provides support to operational activities within assessed priorities for the High Tech Crime Operations, Border and International, Economic and Special Operations and Child Protection Operations portfolios. Headquarters Tactical Intelligence Support provides intelligence support as part of the integrated whole-of-government response to people smuggling through Border Protection Command. This support extends to tactical intelligence relevant to people smuggling activities on Christmas Island and Indonesia. In 2008–09 Headquarters Tactical Intelligence Support coordinated over 488 Overseas Liaison Communication tasks from International posts, disseminated 266 Intelligence products and more than 177 referrals considered by Child Protection Operations.
- **Local Office Intelligence teams** work in AFP offices nationally to provide operational and tactical intelligence support in the areas of transnational sexual exploitation and trafficking, money laundering, economic and special operations, child protection operations, drugs, counter-terrorism, people smuggling, human source management and protection intelligence. Notable outputs include the collation of an organised crime target list with state and Federal partner agencies, close engagement with Australian Customs and Border Protection Command on criminal infiltration of the waterfront, liaison with partner agencies to produce a national Balkan Organised Crime assessment to inform future investigations, and target development and operational-level engagement in investigations that were successfully resolved such as Operations Pyxis and Innuo. In 2008–09 Local Office Intelligence

teams also worked to increase human source reporting on offshore transnational crime issues such as people smuggling and border related matters, and conducted Regional Security Intelligence Committee weekly meetings which encouraged information-sharing between operational representatives from the Australian Customs and Border Protection Service, state and territory police, the Australian Security Intelligence Organisation, the Department of Immigration and Citizenship and other agencies.

## AFP Operations Coordination Centre

The AFP Operations Coordination Centre (AOCC) provides centralised monitoring, initial response, coordination and communications services. The teams have dual roles: to provide close operations support to operational and intelligence teams located in, or managed from, Headquarters, and to provide a range of coordinating services for the broader organisation. The AOCC coordinates the AFP response to a significant incident or major investigation

by activating an Incident Coordination Centre which provides communication and coordination across the organisation. The AOCC also has responsibility for reporting and providing briefings on the status of the AFP's activities internally and externally. The AOCC's business is managed through six business lines and supported by a group of Duty Officers.

### ■ **Communications and Central Monitoring Support Services**

provides a 24/7 centralised monitoring, coordination and communication support role for all functions within Outcome 1, in particular Aviation and Protection. Communications and Central Monitoring Support Services has established the AOCC's Emergency Services Facility, which provides the centre more flexibility in managing, reporting and coordinating operational response activities. The AOCC is now an active participant in the National Emergency Communications Working Group, which is the national emergency services body established to oversee standards and practices for all emergency call centres.

**Table G: Key Communications and Central Monitoring Support Services performance achievements during 2008–09**

Incident dispatches to Airport Uniform Police and Counter-Terrorist First Response at the 11 major airports	33,092
Total calls received at the call centre on dedicated lines including:	25,521
■ 131 AFP (131 237)	20,493
■ 1300 AFPOPS (1300 237 677)	4375
■ Interpol and the National Security Hotlines	653
Total alarms activated and responses managed by Central Monitoring Support personnel	93,432
Alarms activated of significance to the Commonwealth	61,018
Commercial alarm activations	32,415

- Intelligence and Operations Support Services** consists of the Passenger Analysis Clearance Evaluation Team, Response Business Support Team, Information Processing Team and the Operations Support Team.

The Passenger Analysis Clearance Evaluation Team is responsible for the receipt and management of alert requests from AFP operational areas, state and territory police and Government departments. The team played a crucial role in informing the Customs Enhanced Passenger Assessment and Clearance Core Design Team in their development of new and improved processes for alerts management.

The Response Business Support Team was created to assist and centralise administrative work for the operational teams. The team has assumed responsibility for Interpol Diffusions, the Coordination of Seconded Employees Program and the AOCC Secretariat. It also has responsibility for the administration and allocation of International Deployment Group personnel based in the Centre, the facilitation of reports to external stakeholders and the administration of Australian National Child Offenders Register requests and amendments. The team registered and disseminated 15,091 Interpol Diffusion Messages on internationally wanted persons to partner agencies.

Information Processing is responsible for processing National Security Hotline reports, Outcome 1 Information Report registration, External Agency Information Report processing and written public enquiries. In 2008–09, Information Processing dealt with 5233 National Security Hotline Reports and 3804 Information Reports. Information Processing also processes and disseminates External Agency Information reports from the Australian Crime Commission, the Australian Customs and Border Protection Service, the Department of Immigration and Citizenship, state and territory police forces and international law enforcement agencies.

The Operations Support Team is primarily responsible for the receipt, registration and initial management of Family Law Recovery Orders and Family Law Arrest Warrants issued under the *Family Law Act 1975*. In 2008–09 the Operations Support Team received 522 orders and warrants. 151 (28.9 per cent) were referred to AFP regional offices for action and the remaining were coordinated through state and territory police.

The Australian National Central Bureau of Interpol operates from the AOCC and supports all Interpol enquiries to and from Australia. 3100 Interpol communications were actioned by the bureau in 2008–09.

**Table H: Passenger Analysis Clearance Evaluation Team alerts during 2008–09**

Australian National Child Offender Register alerts	2263
Family Law alerts	2549
Other alerts	4690
Total Passenger Analysis Clearance Evaluation alerts	7239

- **Investigations Support Services** consists of the Client Liaison Team, Legislation Compliance Team, External Enquiries Team, Intelligence Dissemination Team, Vault Team and Office Vaults Team. Investigations Support Services evaluates investigation referrals from client agencies and partners, receives, records and facilitates requests for assistance or AFP information from the Australian Crime Commission and Australian Customs and Border Protection Command, facilitates external enquiry requests from government and non-government organisations, and disseminates AFP and external agency intelligence products to internal and external clients.

The transfer to Investigations Support Services of previous intelligence functions encompassing product dissemination, requests for information and the management of nationally classified material created a significant realignment of team roles and responsibilities. Consolidation of the responsibility for processing all external enquiry requests for Outcome 1, which was originally assumed in May 2008, has resulted in significant savings through the adoption of streamlined and standardised processes, coupled with a team structure that ensures the highest priority tasks are actioned regardless of the task's geographic origin. Strategies were also developed and implemented to maximise the workflow benefits arising from the implementation of the Customs National Operations Centre. This has ensured that intelligence is captured and decisions can be made to action matters in accordance with functional priorities.

- **Business Systems Support and Reporting** supports all Outcome 1 operational and intelligence areas in accessing the various (non-ACT Policing) domains of the PROMIS computer system. Business Systems Support and Reporting performs the same role for external users who have authorised access to the PROMIS system and ensures that the administrative management of a wide range of information systems is enhanced and that the functionality of those systems is continually improved. Business Systems Support and Reporting produces a suite of reports (both regular and ad hoc) to the senior executive and functional management teams on emerging issues and performance data.

- **Capability Support Services** provides support and development services to the wider AOCC through the Business Administration Team, Capability Development Team, Training Team and project officers. These teams enhance the AOCC's effectiveness through the research, development and implementation of new technology and capabilities. Significant projects include the refurbishment and accreditation of the AFP audio secure conference room, the implementation of status boards across the AOCC's teams and the Counter-Terrorism Executive, and the creation and implementation of online forms to streamline and improve the AOCC's business practices.

Project officers have also been dedicated to coordinating the design and relocation of the AOCC to the new AFP Headquarters at the Edmund Barton Building, the delivery of a communications strategy, and enhancing the AFP Hub site.

- **Property and Exhibits**

**Management** plays a key role in the development, implementation, training, auditing and compliance management of organisational policies, procedures and guidelines for the handling of property and exhibits. The National Coordinator Property and Exhibits liaises with external agencies to ensure best-practice, while also providing guidance, assistance and training. In 2008–09 Property and Exhibits Management completed and implemented all but one of 23 recommendations arising from the AFP Audit Committee’s 100 per cent property and exhibit stock-take conducted in 2006. The unit also completed and signed off on the new National Guideline for Property and Exhibits.

- **Duty Officers** provide advice and support to the functional teams—through the AFP Operations Coordination Centre—to ensure that the AFP is able to achieve results in a timely and effective manner. The Duty Officer group also provides executive briefings on significant events and potential emerging incidents which may require an AFP or whole-of-government response.

The Duty Officers also monitor other operational activities for the AFP including monitoring significant entries in PROMIS, International inquiries, Passenger Analysis Clearance Evaluation alert activations, Australian National Child Offender Register alert activations and communications for airports and the Protection portfolio.

### Significant activities in 2008–09:

- Identifying a number of convergences relating to Australian-based people involved in international cyber crime.
- Significantly contributing to investigations across multiple crime types, including within the aviation environment.
- Conducting a transnational crime assessment on Samoa.
- Providing criminal intelligence support that led to the identification, capture and successful prosecution of those responsible for the attempted assassination of the President and Prime Minister of Timor-Leste.
- Establishing draft joint working arrangements to increase the level of AFP and ADF intelligence interoperability.
- Implementing Intelligence Support Plans for International Deployment Group missions in Afghanistan and Papua New Guinea.
- Establishing and developing engagement with the Security Advisory Group Criminal Intelligence Advisory Group for Afghanistan.



Intelligence officers.

# Forensic and Data Centres

## Workload:

- 144 new cases
- 1089 new support cases
- 70 finalised cases
- 909 finalised support cases
- 139 cases on hand at the close of the financial year
- 1434 support cases on hand at the close of the financial year.

## Performance measures:

- client satisfaction was 82 per cent.

The Forensic and Data Centres function comprises:

- Forensic Operations, including:
  - Chemical Criminalistics
  - Biological Criminalistics
  - Fingerprint Identification
  - Firearm Identification and Ballistics
  - Document Examination
  - Crime Scene Sciences
  - Computer Forensics
  - Imaging
  - Facial Recognition.
- Data Centres, including:
  - Australian Bomb Data Centre
  - Australian Chemical, Biological, Radiological and Nuclear Data Centre
  - Forensic Drug Support.
- Forensic and Data Centres Business Support.

In 2008–09 the Forensic and Data Centres made a significant contribution to AFP activities by providing specialist support to national operations, ACT Policing operations, regional deployments and training and capacity building projects with regional partners.

## Significant activities

Forensic disaster victim identification specialists, ACT Policing and the International Deployment Group coordinated an AFP-wide deployment of personnel to Victoria in February 2009 to assist Victoria Police with the disaster victim identification process following the Black Saturday bushfires. In addition to the physical recovery of the remains of fire victims and the investigation of fatal fire scenes, Forensic and Data Centre personnel also facilitated the recording of victims' details on the PlassData computer system, which is specifically designed to assist with disaster victim identification and the reconciliation of victim data. The PlassData system was purchased by the AFP last financial year and installed in all Australian jurisdictions. Over 60 Forensic and Data Centres and ACT Policing personnel were involved in this aspect of the AFP's response, completing the identification process within three months.

The AFP is also working more closely with the Australian Defence Force to provide additional specialist capability such as forensic support for investigations. This support has ranged from assistance with internal investigations to the examination of exhibits from operational theatres for fingerprints, DNA and other trace evidence. Further support has been provided in identifying the remains of Australian soldiers killed in action in various theatres as far back as World War I.

The Australian Bomb Data Centre maintains strategic relationships with a number of Bomb Data Centres internationally, including the newly established Singapore Police Force Bomb Data Centre. On behalf of the AFP, the Australian Bomb Data Centre signed a Cooperative Arrangement with the Singapore Bomb Data Centre on 3 November 2008. The Cooperative Arrangement will assist both parties in their continuing efforts to work collaboratively, and will ensure the maximum benefit is gained from the enhancement of the Singapore Bomb Data Centre's capabilities and the sharing of information.

From February to May 2009, the AFP's forensic facilities underwent an external reaccreditation conducted by the National Association of Testing Authorities, Australia. The laboratory holds accreditation under International Standard ISO/IEC 17025:2005 in the fields of fingerprints, document examination, chemical criminalistics, signal processing, biological criminalistics, firearms and crime scene examination.

In May 2009 the Forensic and Data Centres group signed a Memorandum of Understanding with the Abu Dhabi Police Forensic Evidence Department. The memorandum covers principles of cooperation and collaboration in academic and professional matters relating to the practice, teaching and promotion of forensic science and in allied disciplines such as technical intelligence.

In June 2009 the AFP officially handed over the Jakarta DNA laboratory to the Indonesian National Police. This laboratory was funded by the Australian Government to assist with the capture of the perpetrators of the Australian Embassy bombing in Jakarta in 2004. The Forensic and Data Centres group facilitated the construction of the laboratory, provided forensic scientific

analysis equipment and training and mentoring for Indonesian laboratory staff. The laboratory has been developed over the past four years and the project concluded in June 2009.

In July 2008, the Australian Government provided funding for the AFP to train 244 Iraq Police Service personnel in forensic disciplines and police management over a three-year period. During 2008–09, 40 Iraqi police forensic personnel completed forensic training programs in Canberra and undertook courses in advanced crime scene examination, bomb data awareness, laboratory management and advanced fingerprint examination. In June 2009 the first three-week police leadership program for the Iraqi police commenced at the Australian Institute of Police Management in Manly, NSW.

In November 2008, Forensic and Data Centre personnel participated in the four-day CAPEX08 capability exercise. The event, which is held every two years, brings together relevant agencies to exercise capability in chemical, biological and radiological counter-terrorism response, and involves participants from Australia, Canada, the United Kingdom and the United States of America. CAPEX08 was hosted by the Australian Defence Force Incident Response Regiment and held at Holsworthy Army Base in south-west Sydney. During this exercise, Forensic and Data Centres personnel demonstrated their capability in chemical, biological, radiological and nuclear crime scene management and sampling techniques. The Forensic and Data Centres' mobile laboratory was deployed on the exercise and practised the rapid analysis and provision of advice on chemical, biological, radiological and nuclear agents.

The Forensic and Data Centres' mobile laboratory also supported operations throughout 2008–09, including providing analysis sampling in response to white powder incidents at the Iraqi Embassy

and Australian Intelligence Security Organisation headquarters in Canberra.

The Forensic Operations Computer Forensic teams continued their contribution to significant AFP operations involving money laundering, narcotic importation, child exploitation, fraud and counter-terrorism. The Computer Forensic teams were also involved in a number of technology innovation projects to assist investigators with their work. This included the roll out of the GalaxyNet evidence network across all national offices of the AFP in collaboration with the High Tech Crime and Economic and Special Operations portfolios. This network enables investigators to identify relevant electronic evidence from modern day communications technologies. This year a continued increase in the volume of electronic evidence seized for examination also occurred. It is now commonplace for any given investigation to have in excess of a terabyte of electronic evidence stored on a number of networked computers and other media.

Based on an increased operational demand, the Chemical Criminalistics Team hosted a four-day workshop on textile fibre damage examination which involved participants from a number of forensic agencies from across Australia and New Zealand.

The Forensic and Data Centres group is actively involved in research and development through in-house research and development and through collaboration with other government departments and research facilities. In particular during 2008–09, the group signed a Memorandum of Understanding with the Commonwealth Scientific Industrial Research Organisation to foster future research and development in new science and technology.

Five members of the Forensic and Data Centres group completed their doctorates in a variety of forensic

disciplines during 2008–09 and a number of others within the portfolio had papers published in peer-reviewed scientific journals and books. Forensic and Data Centres personnel also contributed a total of 29 chapters to the recently released Encyclopaedia of Forensic Sciences, published by Wiley and Sons in the United Kingdom.

In 2008–09 the Forensic and Data Centres group also contributed substantially to regional forensic and data centre capability by:

- providing forensic discipline training and equipment to the Royal Thai Police Forensic Sciences Department under the Department of Foreign Affairs and Trade-led Regional Counter-Terrorism Capacity Building initiative
- funding consumable equipment and providing mentoring for scientists from the Indonesian National Police DNA Laboratory
- continuing the development of the Indonesian Bomb Data Centre
- continuing mentoring of the Thai Bomb Data Centre (Bangkok) and the satellite Bomb Data Centre (Yala)
- establishing a satellite Bomb Data Centre in Davao in the Philippines and continuing mentoring of the Philippines Bomb Data Centre in Manila
- providing key reference materials to support the development of drug profiling in Pakistan and carrying out general information exchange with other jurisdictions through the AFP Overseas Liaison Network
- providing forensic and technical intelligence training to regional law enforcement agencies in:
  - post-blast investigation
  - post-blast incident management
  - fingerprints
  - forensic biology

- data centre management
- fire scene investigation
- chemical, biological, radiological and nuclear awareness
- forensic incident management
- electronic evidence investigation and analysis
- ballistics identification and analysis training.



Laboratory entrance to the Indonesian National Police DNA Laboratory, a capacity building project of the AFP Forensic and Data Centres function.

## Data Centres

Collectively, the Data Centres responded to 185 requests for information during 2008–09. Partly in response to these requests, the Data Centres issued 106 formal products to the AFP, law enforcement and national security partners. The Australian Bomb Data Centre provided 49 of these products, the Australian Chemical, Biological, Radiological and Nuclear Data Centre provided 38, and the Australian Illicit Drug Intelligence Program provided 19 formal products.

The Data Centres engaged with a wide range of international, Commonwealth and state jurisdictional partners both bilaterally and through participation in some 22 groups and committees.

## Australian Bomb Data Centre

The Australian Bomb Data Centre commemorated its 30th anniversary of service on 1 July 2008. The anniversary

was marked with a symposium hosted by the National Manager Forensic and Data Centres and attended by guest speakers from the Australian Bomb Data Centre's client and partner agencies.

The 17th Australian Bomb Data Centre Annual Conference was held at the Hotel Realm in Canberra in December 2008. More than 250 delegates from nine countries attended. The conference also attracted interest from commercial companies wishing to exhibit their products to a specialist audience.

The Australian Bomb Data Centre hosted two Regional Bomb Data Centre Working Group meetings involving the six countries in which the AFP has established Bomb Data Centres. The Australian Bomb Data Centre also facilitated the attendance of personnel from these regional Bomb Data Centres at the annual International Bomb Data Centre Working Group.

During 2008–09 the Australian Bomb Data Centre conducted a number of power of explosives demonstrations for the benefit of investigators, intelligence officers, forensic officers and allied staff from a variety of law enforcement and national security agencies. The purpose was to provide staff with an opportunity to expand their knowledge and awareness of explosives characteristics, recognition and effects. Attendees included representatives from the:

- Australian Federal Police
- Department of the Prime Minister and Cabinet
- Attorney-General's Department
- Department of Foreign Affairs and Trade
- Department of Defence
- Office of Transport Security
- Commonwealth Director of Public Prosecutions.

## Australian Chemical, Biological, Radiological and Nuclear Data Centre

The Chemical, Biological, Radiological and Nuclear Data Centre celebrated its first anniversary on 2 July 2008 and is continuing to develop its holdings of chemical, biological and radiological-related information using reporting from Australian states and territories, Australian state and Commonwealth regulators, overseas contacts, and technical and intelligence resources.

During 2008–09, the Centre produced 17 technical and intelligence papers, five event bulletins and warnings and 16 reports, as well as several papers for the new Encyclopaedia of Forensic Sciences.

The Chemical, Biological, Radiological and Nuclear Data Centre has supported training courses in a number of jurisdictions, including the Counter-Terrorism Investigators Workshop and the West Australian Chemical, Biological and Radiological Management Course. The Centre has been interacting with the Chemical, Biological and Radiological committees from different jurisdictions through regular road shows, and also engaged with professional groups such as the Chemical Warfare Agents Laboratory Network, the Public Health Laboratory Network and the Australasian Fire and Emergency Service Authorities Council.

The Centre provided ongoing support to the Department of Health and Ageing on the Security Sensitive Biological Agents Regulatory Scheme, including through membership of the Implementation Advisory Committee and the delivery of briefs to the Department of Health and Ageing's national road shows. The Centre also worked with the Attorney-General's Department to develop the risk assessment of the Chemicals of Security Concerns, and is a member of the National Government Advisory Group on Chemicals of Security Concern and

the National Industry Reference Group. The Centre also advised the Australian Radiation Protection and Nuclear Safety Agency and the Implementation Advisory Committee on the security regulations for radiological sources.

The Chemical, Biological, Radiological and Nuclear Data Centre is the lead agency in Australia for facilitating development, access and population of the Global Knowledge Centre project. This project attempts to create joint platforms for the exchange of technical information on chemical and biological agents with the US Department of Homeland Security. The first phase of the Global Knowledge Centre project has now been completed and an Unclassified/For Official Use Only portal is open between Australia and the Department of Homeland Security Biodefense Knowledge Management System. The Australian Chemical, Biological, Radiological and Nuclear Data Centre has also been working with the Department of the Prime Minister and Cabinet on a project on Burkholderia—a bacteria that causes disease in animals and humans—which will assist with a proposal by the United States Department of Homeland Security to establish a microbial forensics/biological forensics collaboration.

The Chemical, Biological, Radiological and Nuclear Data Centre is a member of multi-agency weapons of mass destruction counter-proliferation groups, and has worked with the AFP's Special Operations group on several requests to provide investigative support to the enforcement of sanctions by the Department of Foreign Affairs and Trade.

The Chemical, Biological, Radiological and Nuclear Data Centre also supported the development of the scenario and briefs for the Mercury08 Bioterrorism Discussion Seminar which was conducted on 8 and 9 September 2008. This seminar brought senior decision-makers from Federal and

jurisdictional law enforcement agencies with security, health and emergency management agencies together to share information on roles and to identify gaps and redundancies in responding to bioterrorism preparation or attendance. After Mercury08, the Chemical, Biological, Radiological and Nuclear Data Centre hosted an interactive workshop with the National Institute of Forensic Science. This workshop included a discussion exercise which focussed on multi-agency preparations and responses to bioterrorism for Federal and jurisdictional counter-terrorism investigators, public health laboratory scientists and forensic laboratory staff. Guest speakers from the United States Federal Bureau of Investigation also participated in this workshop.

The Chemical, Biological, Radiological and Nuclear Data Centre has continued its involvement in activities that seek to improve chemical, biological and radiological security in the South-East Asian region. The Centre supported several activities organised by the Department of Foreign Affairs and Trade including bio-security workshops and a chemical safety and security workshop held in Kuala Lumpur, Malaysia, in October 2008. This workshop was held under the tri-lateral agreement signed by Australia, the United States and Japan on countering terrorism in the region. The Centre was also involved in the International Atomic Energy Agency regional training on transport security for radiological sources. The Centre is assessing the interest of neighbouring nations in the law enforcement aspects of chemical, biological, radiological and nuclear threats and issues. Further, during the meeting of the South-East Asia Bomb Data Centre Working Group in Thailand in May 2009, the Centre organised a two-day workshop for working group members. Drawing on the success of the regional Bomb Data Centres, this workshop discussed the possibility of setting up chemical,

biological, radiological and nuclear desks within these centres, and highlighted the need for more training in the chemical, biological and radiological fields.

The Chemical, Biological, Radiological and Nuclear Data Centre is a member of the Interpol Bioterrorism Expert Group and has been working with Interpol to review the Bioterrorism Incident Response Guide. The Centre also participated in a series of train-the-trainer modules for combating bioterrorism in 2009.

The Chemical, Biological, Radiological and Nuclear Data Centre also provided the Australian head-of-delegation to the law enforcement sub-group of an international Scientific and Technical Intelligence Group and hosted an information exchange with counterparts in November 2008. The head-of-delegation also led discussions on related investigative issues during the plenary meeting held in Canada in May 2009.



An AFP forensic scientist commences initial examination of an exhibit in the controlled environment of the mobile laboratory 'glove box'.

## Forensic Drug Support

Forensic Drug Support manages the AFP's partnership with the National Measurement Institute through the Australian Illicit Drug Intelligence Program. This program coordinates routine analysis of drugs seized by the AFP at the Australian border and the profiling of other samples.

Between 1 July 2008 and 31 March 2009, 1728 samples from drugs seized by the AFP at the border were submitted

for analysis. Turnaround targets for the analysis and reporting of results have been met, with over 90 per cent of results returned within 21 days and all certificates of analysis provided to AFP investigators for AFP briefs of evidence. The following provides a breakdown of the samples by drug type:

- 22 per cent cocaine
- 21 per cent pseudoephedrine/ephedrine
- 14 per cent heroin
- 9 per cent methylamphetamine
- 6 per cent MDMA
- 2 per cent cannabis
- 1 per cent dimethylamphetamine
- 9 per cent other
- 12 per cent no prohibited substance detected.

Where possible, chemical profiling analysis has been undertaken on cocaine, heroin, methylamphetamine and MDMA samples. This has helped to determine the origin of the drug and the method of production for selected seizures, as well as facilitating comparisons between seizures.

In 2008–09 Forensic Drug Support developed approximately 19 products, including information sheets relating to novel or high-interest drug compounds, and comparison of logos and concealment methods. It also contributed to the Australian Illicit Drug Intelligence Program Chemical Profiling annual report and provided tactical comparisons of drug cases. Forensic Drug Support also provided personnel to Crime Scene Sciences for 10 cases during 2008–09.

Forensic Drug Support is also developing a database to improve the automation of information-sharing and the development of a chemical and physical database of AFP seizures that have been profiled by Forensic Drug Support.

Working with the Attorney-General's Department, Forensic Drug Support led the AFP's contribution in developing a business case for the Building Illicit Drug Forensic Capacity Across Australia initiative. This initiative was developed in response to a report by the National Institute of Forensic Science. Following consultation with the states and forensic laboratory directors, the concept was supported by the Police Commissioner's Conference in Darwin in November 2008. A briefing paper was presented to the Inter-Departmental Committee on Drugs and will also be presented to the Ministerial Council on Drug Strategy later in 2009.

The identification of a number of illicit drug analogues—known as designer drugs—has resulted in significant additional work for the National Measurements Institute. This work includes the production of corresponding reference materials to enable quantitation of the drugs for court proceedings. While the process of producing these initial reference materials is lengthy, once established the materials enable the rapid detection of these new drugs.

As part of investigating ways to improve illicit drug intelligence, Forensic Drug Support is running a pilot project which uses the Laboratory Information Management System to capture forensic data on parcel post seizures that are currently treated as 'no further action' cases. This collection of forensic drug intelligence on a large number of seizures will possibly improve the connection of those seizures to each other. It will also aid the identification of new substances that may initially be imported in small quantities. This pilot is being carried out in conjunction with the AFP's Sydney Parcel Post team.

Forensic Drug Support continues to pursue samples from selected international locations to further develop intelligence on illicit drug sources. To assist with this sampling program the

unit is developing prototype kits which will enable this sampling to be done in a routine and consistent manner.

## Significant domestic operations

In 2008–09, Forensic and Data Centres specialists applied their expertise to many domestic investigations:

- an alleged terrorist incident in Brisbane
- in collaboration with state and territory counterparts, retrieved forensic exhibits from a vessel that had been carrying asylum seekers which exploded off Ashmore Reef
- relics found in a grave on Christmas Island that had been believed to have belonged to a member of the crew of the HMAS Sydney
- material from hundreds of suspects connected with a major international child pornography ring during Operation Centurion and other child protection operations in several locations throughout Australia. Many of these operations identified children at risk who were subsequently removed from their environments. One suspect had in excess of 1.5 million images and videos, with approximately 80 per cent of the images located in encrypted containers
- a large volume of electronic evidence connected with alleged major offshore and onshore tax avoidance schemes such as those being investigated under Project Wickenby
- various types of evidence, both electronic and physical, from the investigation into the alleged criminal activities of a senior member of the NSW Crime Commission
- a large number of exhibits, both physical and electronic, seized in relation to Operation Inca, the largest drug importation recorded by the AFP

- several drug importations concealed in a number of different ways. They included 820 kilograms of pseudoephedrine, which was concealed in wooden statues and furniture; in excess of half a tonne of cocaine, methylamphetamine and MDMA concealed in fibreglass foot spas; cocaine concealed in batteries for fork lift trucks; cocaine concealed in concrete cylinders (which was uncovered in a joint operation with US Customs)
- several suspicious deaths in the ACT, including the death of two people in Downer that was complicated by a subsequent fire at the premises, and the death of two people in Calwell
- several serious offences against individuals, including assaults and sexual assaults.

In addition to these activities, both the Australian Bomb Data Centre and the Australian Chemical, Biological, Radiological and Nuclear Data Centre assisted with a number of domestic operations with advice and investigative support. Most notably, the Australian Bomb Data Centre assisted a state jurisdiction police service with the exploitation and analysis of improvised explosive devices recovered from a property associated with an outlaw motorcycle gang. The Chemical, Biological, Radiological and Nuclear Data Centre also provided early warnings to those jurisdictions which host a US Consulate following advice from the FBI concerning a suspicious powder threat which emanated from Texas.

Forensic and Data Centres personnel were involved in Operation Pendennis, Australia's largest domestic counter-terrorism investigation to date. This investigation resulted in several arrests in Melbourne and Sydney in November 2006, and all areas of the Forensic and Data Centres group now support requests for examination and

clarification of evidence relating to the legal process. Forensic and Data Centres expert witnesses also attend court to provide expert testimony across a range of physical and electronic evidence disciplines.

### Significant international operations

Forensic and Data Centres specialists lent their expertise to several neighbouring countries to assist in the examination and understanding of criminal activities taking place within their jurisdictions. Notable investigations included:

- recovery and repatriation of two Australian citizens killed in a light aircraft crash in a remote region of Nepal
- collection of samples and assistance within country as part of the AFP's response to the terrorist attacks in Mumbai, India on 26 November 2008 and the collection of electronic evidence from Australians who witnessed the attacks as they returned to Australia
- examination of a fire scene at the Stade prison, Port Vila, Vanuatu, that was started during a prisoner break out
- examination and comparison of firearms cartridge cases and bullets related to the attempted assassination of Timor-Leste President Ramos-Horta. Twenty-four AFP personnel were later honoured with the Timor-Leste Medal of Merit by President Ramos-Horta
- chemical analysis of an ignitable liquid in the investigation into a fatal bus crash in Fiji
- examination of video footage of the Marriott Hotel bombing in Pakistan to assist local authorities in determining a sequence of events for the incident. Explosive residue swabs were also analysed in relation to other explosive incidents in the region
- provision of forensic assistance to the investigation into the emergency landing of a Qantas flight in the Philippines in July 2008
- provision of support to partner agencies in Pakistan and Vietnam on the source of heroin and other information relating to illicit drug intelligence signatures.



Iraqi Police forensic students examine a crime scene using poilight technology, a component of the Iraqi Police Service training on advanced crime scene examination.





Corporate Services is made up of areas administered by the Chief of Staff and the Chief Operating Officer. These services provide the governance, administrative and technical support for operational and support areas.

## Chief of Staff

The Chief of Staff is directly responsible to the AFP Commissioner. The function provides support to the Commissioner and the two Deputy Commissioners and manages a number of AFP governance and executive services.

The function is made up of the following areas:

- Ministerial Liaison
- National Media
- National Marketing and Communications

- Recognition and Ceremonial
- Executive Services and Commissioner's office.

In 2008–09, the function also:

- managed the hosting arrangements for the Asia-Pacific Group on Money Laundering Secretariat
- coordinated a number of organisational reviews
- coordinated the SAG (Strategic Alliance Group) Secretariat and hosted the 2009 Principals Meeting.

## Ministerial Liaison

The Ministerial Team is the primary point of contact between the AFP and the offices of the Attorney-General and the Minister for Home Affairs.

Ministerial is responsible for the coordination of all parliamentary documents, estimates briefings, answers to questions on notice, committee documents and the Cabinet Liaison function.

The AFP has a Law Enforcement Liaison Officer in the office of the Minister for Home Affairs who provides a single point of contact for Ministerial staff from the offices of the Minister for Home Affairs and the Attorney-General. This officer maintains a key operational relationship with both Ministerial offices to provide

timely advice on law enforcement matters. This officer also works closely with, and is supported by, the Ministerial team.

Following the resignation of the Hon Bob Debus MP, the Hon Brendan O'Connor MP was sworn in as Minister for Home Affairs on 9 June 2009.

**Table I: Ministerial work progressed**

	2006–07	2007–08	2008–09
Ministerial briefings, including PPOs/QTBs/MOBs	1061	805	996
Items of Ministerial correspondence	558	520	701
Questions on Notice	33	9	9
Senate Estimates briefs, including answers to Questions on Notice	311	152	241

## National Media

As the Commonwealth’s law enforcement agency, the AFP has a prominent media profile. Activities both nationally and internationally have created a substantial profile for the AFP in all forms of media. The National Media team is therefore central to fulfilling the AFP’s public relations, public accountability and information management roles. National Media operates seven days a week and maintains a 24-hour on-call capability to effectively manage a large volume of media enquiries and portfolio media releases.

National Media provides advice and training to AFP members and senior executive on media management matters. In 2008–09 team members conducted numerous internal and external presentations, including to the AFP Leadership Development Program, the AFP Senior Executive Induction

Program, and at the Australian Institute of Police Management.

In 2008–09 the National Media team managed a high volume of media inquiries and activities, including:

- more than 19,000 references to AFP activities in the broadcast and press media
- 252 media releases
- 227 interview requests
- 498 sets of talking points for spokespeople
- 14 media conferences.

During the year National Media also worked on significant operations with relevant portfolio groups to prepare and deliver in excess of 20 major media strategies. The team also prepared a substantial number of additional operational media strategies.

The National Media Team prepared and delivered AFP program strategies for the following major events:

- International Missing Children's Day launch
- Think-U-Know launch
- International Youth Advisory Congress
- disaster victim identification deployment to Nepal
- Victoria bushfires
- people smuggling operations
- Wilkins Review (incident at Sydney Kingsford Smith Airport)
- Mumbai terrorist attacks
- National Police Remembrance Day
- Australian Institute of Police Management open day
- Iraqi Police training program.

In 2008–09 the AFP also moved to a future strategies model to promote understanding of AFP operations, roles and responsibilities both in the media and in the community.

The National Media Team actively engaged stakeholders and played an extensive role in the management and coordination of joint agency media strategies. During the year, the team worked with state police media teams, non-government agencies and state and federal government agencies in developing media strategies and events. They included the Department of Immigration and Citizenship, the Australian Customs and Border Protection Service, the Attorney-General's Department, the Minister for Home Affairs Office and the Prime Minister's office.

In 2008–09 the AFP also conducted a review into the operations of the National Media Team and initiated the implementation of a revised structure which will be fully in place in the next reporting period. While these strategies have been developed to promote a broader understanding of the role the AFP plays in the national and international community, plans have also been implemented to increase opportunities for staff members in the unit and to ensure a sustainable future for employees in a rapidly changing technological environment.

## National Marketing and Communications

National Marketing and Communications works with internal and external stakeholders to inform and promote the AFP's work within the community. The team achieves this by managing the AFP brand, providing advice and assistance in managing strategic communications about the AFP and its functions, and special event management. The team also manages the Australian Federal Police Museum and oversees the delivery of marketing-related services for the International Deployment Group.

During 2008–09, National Marketing and Communications serviced an increasing demand from within the AFP for the development and implementation of communications projects promoting AFP roles and functions.

These projects involved the creation and distribution of various communications materials such as multimedia, online and printed materials, static displays and strategic communications advice.

In 2008–09, the team oversaw the development of a number of campaigns targeting internal and external audiences about a broad range of law enforcement issues. Among these were National

Missing Persons Week, National Youth Week, World Mental Health Day and the launch of the Think-U-Know internet safety website.

The 2008–09 National Missing Persons Week was the biggest held to date and included a national media advertising campaign, online advertising, social networking, development of a MySpace profile and email and the redevelopment of the National Missing Persons website.

In May 2009, the AFP partnered with the International Centre for Missing and Exploited Children to launch a global campaign aimed at educating the community about the plight of missing children around the world and the tragic consequences of this issue. This was the first campaign of its type and involved a range of media and awareness-raising activities in nine countries.

During the year, the National Marketing and Communications team also forged several important partnerships to combat online child exploitation and child sex tourism. These included partnerships with:

- Microsoft, for the launch of a child exploitation tracking system
- Qantas, for the placement of print advertisements in the airline's in-flight magazine
- ChildWise, to support its ASEAN campaign to eliminate child sex tourism.

An educational supplement was also produced about child protection and safety issues targeted at primary school children.

The team also developed a number of internal communications campaigns to further educate AFP members about subjects ranging from financial crime and business change to internal communications and new information technology programs.

During the year, the team was responsible for the publication of *Platypus* magazine, maintenance of the AFP Commissioner's webpage and the staff news bulletin *AFP News Online*, as well as production of the AFP's annual reports. The team also began work on plans to commemorate the AFP's 30th anniversary in October 2009.

A range of marketing and communications services were also provided to the International Deployment Group during the year. These services included the development and implementation of mission communications and marketing strategies, consultation with other agencies on a number of strategic communication guidance papers and publications as well as public relations support and activities for the International Association of Peacekeeper Training Centre, Forces Entertainment and the Australian Peacekeeping Memorial Project.

## The Australian Federal Police Museum

The Australian Federal Police Museum is charged with collecting, preserving and interpreting the AFP's museum collection to make it accessible to its members and a wider audience, thus enhancing the public's understanding of the significant work carried out by the AFP.

During 2008–09 the museum added 496 new objects to its collection, mostly from past and present members keen to see the AFP's work and history represented. It also received a large collection of material relating to the investigations of a letter bombing campaign in 1997 and the Canberra Hospital implosion.

The museum's touring exhibition—*When the roof became stars*—was exhibited at the Victoria Police Museum in Melbourne from September 2008 to March 2009. It then moved to the Qantas Founders Museum in Longreach,

Queensland, where it will remain on display until August 2009. Other exhibition opportunities were also pursued, with the foyer of the Canberra AFP headquarters being used to display the Olympic-themed Good Sports display in August 2008. The AFP also provided assistance to the Canberra Museum and Gallery for its Caught in the ACT exhibition.

During 2008–09 museum staff also responded to 68 research enquiries and worked on significant in-house research projects on the museum's vehicles, a 30th anniversary booklet, the AFP's role in peacekeeping and the 1997 letter bombings.

## Recognition and Ceremonial

The Recognition and Ceremonial unit coordinates formal recognition processes for the AFP. This includes facilitating the AFP Internal Awards Framework, awards granted under the Australian Honours System, and awards conferred through other bodies.

The unit is also responsible for other recognition projects that highlight the achievements of the AFP to the general public and coordinates all AFP ceremonial events and other community events.

The Recognition and Ceremonial unit provides secretariat functions for the following groups:

- National Awards and Recognition Committee
- National Police Memorial Coordination Committee
- National Uniform Committee
- Former Member's Network
- Australian Capital Territory Community Protection Medal.

## Recognition

The Recognition Team prepares nominations for the AFP Internal Awards Framework for consideration by the National Awards and Recognition Committee. The committee also makes biannual recommendations to the AFP Commissioner, and awards are announced in both the Foundation Day Honours List on 19 October and the Commissioner's Honours List on 2 April.

## Awards

In 2008–09, the National Awards and Recognition Committee considered 419 individual or group nominations. Of these nominations, 83 AFP employees and members of other organisations were recognised with awards.

The team also facilitated the recommendation of 1368 AFP employees for consideration for other forms of recognition under the Australian Honours System, the ACT Government awards framework, and other external recognition providers.

Within the AFP Internal Awards Framework, the Recognition and Ceremonial unit processed 808 Service Medals for current and former employees.

## Other recognition projects

In 2008–09 the Recognition Team coordinated nine award presentations both nationally and internationally to recognise AFP employees, state jurisdictional police and other government agencies.

In July 2008 a new contract was signed for the supply and manufacture of the AFP's internal awards.

The Recognition Team is currently working with the Department of the Prime Minister and Cabinet to ensure the smooth introduction of the new National Police Service Medal.

## Ceremonial

The Ceremonial Team coordinates all AFP ceremonial events, as well as providing advice on ceremonial and protocol governances.

### Significant activities in 2008–09:

- Coordinating the National Police Remembrance Day service at the National Police Memorial.
- Coordinating three police funerals and supporting several funerals for former AFP members.
- Providing ceremonial support to the ACT Fire Brigade for the funeral of David Balfour.
- Supporting official visits to the ACT and the National Police Memorial for international law enforcement agencies.
- Providing ceremonial training for new and existing members of the Ceremonial and Protocol Officer Network.
- Attending interstate policing-related ceremonial events such as the commissioning of the NSW Police launch *Nemesis*.
- Coordinating the Sydney Christmas Parade in conjunction with the NSW Police Force.
- Coordinating a number of public awareness activities such as school visits, police station open days and the Canberra Show.

To support these activities the Ceremonial Team works with the Ceremonial and Protocol Officer Network, the AFP Ceremonial Mounted Cadre and the AFP Pipes and Drums.

## AFP Pipes and Drums

The AFP Pipes and Drums is a volunteer group of musicians drawn from the membership of the Canberra City Pipes and Drums which includes a number of current and former AFP members. For more than a decade the group has performed at a wide range of public and ceremonial events in support of the AFP.

Based on its growing musical reputation, the band has been invited to perform at the Edinburgh Military Tattoo in August 2009. In November 2008 AFP Pipes and Drums members also performed in the grand finale of Andre Rieu's concerts in Melbourne and Sydney, playing to audiences of more than 300,000.

## AFP Ceremonial Mounted Cadre

The AFP Ceremonial Mounted Cadre consists of a small number of volunteer riders who contribute to the training and exercise of seven AFP troop horses. Ceremonial events requiring the horses are managed and coordinated by two members of the Ceremonial team who have extensive equestrian experience.

The AFP Ceremonial Mounted Cadre is a valuable resource for ongoing ceremonial activities and public relations.

In 2008–09 the cadre provided ceremonial support to the following events:

- Australia Day celebration at Commonwealth Park
- Camp Quality
- Royal Canberra Show
- Government House Open Day
- Jervis Bay Community Fete
- UN Peacekeeping Memorial dedication to NSW Police
- UN Day
- Anzac Day
- Bersheeba Day
- National Police Memorial Day

- Zone 16 Pony Club Camp
- Numerous school visits
- FM 106 Breakfast for the Kids (monthly)
- Day for Daniel charity walk.

The Ceremonial Mounted Cadre has been involved in the following training courses:

- Operational Support Group training at Goulburn Police Academy
- Operational Support Group training at Weston Police Complex
- AFP riding assessment at NSW Mounted Police
- AFP Ceremonial Mounted Cadre training course.

The Ceremonial Mounted Cadre is available as a resource to all AFP areas where a strong community focus and the maintenance of public order is important.

## Customs and Traditions Team

The Customs and Traditions Team maintains the AFP Former Members Network, manages the In the Line of Duty travelling exhibition, progressively collates the AFP's history and provides administrative and secretariat support to the portfolio. The team also continued compiling the history of the AFP. This information will provide a succinct overview of the law enforcement and corporate development of the AFP and will be released to coincide with the AFP's 30th anniversary in October 2009.

## Former Members' Network

The AFP Former Members' Network was established to enable regular communication between the AFP and former employees. The network aims to provide ready contact with a pool of people who possess skills the AFP can call on, and also aims to provide a range of social, professional and practical benefits to both its members and to the

AFP. In 2008–09 membership of the network grew to more than 600.

## In the Line of Duty exhibition

This travelling exhibition is a timeline of policing in Australia since 1788 and is a joint project by all Australian police jurisdictions. The travelling exhibition helps promote the dedicated service of all Australian police to their communities. It also promotes National Police Remembrance Day and the service held at the National Police Memorial in Kings Park, Canberra, on 29 September each year.



The mounted cadre on parade at the Anzac Day March in Bungendore.

## Chief Operating Officer

The Chief Operating Officer oversees those AFP areas concerned with corporate governance and accountability.

The function includes:

- Internal Audit and Business Analysis
- Chief Financial Officer
- Information Services
- Human Resource Management
- Spectrum Program
- Security
- Policy and Future Strategies
- Legal.

## Internal Audit and Business Analysis

The Internal Audit and Business Analysis Unit supports the leadership and management of the AFP through the provision of an effective business performance and accountability framework. This framework is delivered through an independent, evidence-based assessment methodology aimed at improving the decision-making capacity of managers within the AFP.

This improved decision-making capacity is facilitated by the Internal Audit and Business Analysis Unit by:

- using internal and external expertise
- taking advantage of business intelligence
- adhering to the AFP's governance framework
- enhancing understanding of the business environment in which the AFP operates
- enhancing relationships with other AFP corporate service providers such as the Policy and Future Strategies, Finance and Human Resources units.

In 2008–09, the Internal Audit and Business Analysis Unit successfully integrated internal audit and business analysis, further refined the performance analysis framework, introduced a hybrid Business Activity Analysis model that focuses the executive's attention on strategic management issues and delivered the AFP's internal audit program.

The Internal Audit and Business Analysis Unit's challenge is to continue to build capability to deliver an effective business performance and accountability framework in the context of the financial position of the organisation, changes in organisational structure, changing government accountability requirements, findings from external reviews and audits and community expectation.

## Chief Financial Officer

The function of the Chief Financial Officer provides a range of corporate support services, including financial, building and accommodation and commercial revenue activities.

The function includes:

- Commercial Support
- Business Environments
- Building and Accommodation
- Procurement, Contract Management and Logistics
- Financial Services
- Budgets and Reporting
- Shared Services
- Criminal Records and Security Risk Management
- Business Improvement.

### Commercial Support

The Commercial Support Section oversees the professional services and commercial business functions for the AFP. This business area is made up of three streams:

- Business Environments
- Building and Accommodation
- National Procurement and Contracts.

### Business Environments

The Business Environments Unit manages the AFP's major capital works projects.

### National Headquarters Project

The AFP has entered into an agreement for lease of its new national headquarters the Edmund Barton Building in Barton, Canberra. The building's owner is currently refurbishing the building ahead of the AFP fit-out, which is expected to commence in August 2009. Approximately 2200 staff from multiple

sites across Canberra are expected to be relocated to the building by mid-2010.

The consolidation of headquarters functions will improve efficiency by centralising staff, and provide a building that meets the needs of a modern law enforcement agency. The Edmund Barton Building also has the advantage of being located within the parliamentary precinct, close to other key government agencies such as the Attorney-General's Department and the Department of the Prime Minister and Cabinet.

The lease for the Anzac Park West Building, previously identified as the AFP headquarters building, has now been extinguished with the agreement of the Department of Finance and Deregulation.

### **Majura complex**

The Majura complex accommodates the International Deployment Group, the National Canine Kenneling and Training facility, a nine lane, indoor, 25-metre firing range, an International Deployment training village and high ropes training tower and limited driver training facilities. The AFP developed a master plan and scoping study report for the development of facilities at Majura in 2008. This detailed examination of the site recommended the construction of special-purpose training, technical and educational facilities. The Majura business case will be subject to the future consideration by government.

### **Australian Institute of Police Management**

In the 2004–05 Federal Budget, the Australian Government provided capital funding for the redevelopment of the Australian Institute of Police Management site at Manly in NSW.

On 20 March 2009, the NSW Minister for Planning, the Hon Kristina Keneally MP, signed a notice of determination under the *NSW Environmental Planning and Assessment Act 1979* declaring project approval and authorising the Australian Institute of Police Management redevelopment application.

The Assessment Report of the NSW Department of Planning was referred to the Commonwealth for determination by the Minister for the Environment, Heritage and the Arts in accordance with the requirements of the *Environmental Protection and Biodiversity Conservation Act 1999* on 14 April 2009.

Following approval of the redevelopment, the AFP intends to proceed with the project. The design will achieve an enhanced training facility, improve the natural environment, maintain and ensure the productive use of heritage buildings and preserve the habitat for resident populations of wildlife.

### **Building and Accommodation**

The Building and Accommodation Unit is responsible for optimising the AFP's existing property function across more than 200 sites in Australia and internationally, through lease and facilities management (commercial and residential) and management of the major outsourced supplier relationship with the AFP's preferred property agent. The Building and Accommodation Unit administers the AFP's Domestic Property Operating Expense Budget and carries out minor capital projects. It ensures that AFP properties are effectively maintained and day-to-day operating problems are dealt with in a professional and responsive manner.

The unit also manages tactical workspace issues resulting from moves and organisational changes, and also manages longer-term transitional changes arising from site rationalisation while optimising the AFP's rental expenditure.

The Building and Accommodation Unit is managing the project which will provide aviation security accommodation in airports around Australia. The unit is also continuing a three-year program to upgrade physical and electronic security throughout the AFP's office locations in its International Network. This program is due for completion in 2010–11.

## Procurement and Contract Management

While procurement is generally devolved to a functional business area level, the AFP has a dedicated National Procurement and Contracts Team which provides a central point of contact for advice and assistance on tendering and contract management. The team is also responsible for carrying out and overseeing all major procurement.

In 2008–09, the AFP conducted a number of major tender processes including for:

- a managing contractor for the fit-out of its new headquarters
- transcription services
- ballistic equipment
- in-car computing
- health services
- a panel of providers for information and communications technology products and services
- logistic support services for the Regional Assistance Mission to Solomon Islands
- cleaning services in Victoria.

The AFP Commissioner's Financial Instructions are regularly reviewed by the National Procurement and Contracts team and updated to ensure that the AFP's procurement framework is consistent with the Commonwealth Procurement Guidelines. In addition, the AFP has a National Guideline on Procurement and Contracting and standard tendering and contracting documentation that provides practical assistance to business areas undertaking procurement. This guideline was updated in December 2008 to incorporate changes resulting from the updated Commonwealth Procurement Guidelines and the Australian National Audit Office's better-practice guide on developing and managing contracts.

The National Procurement and Contracts Team continues to provide regular presentations and training on procurement and contract management to internal groups.

The AFP uses the AusTender system to publish its annual procurement plan, to advertise business opportunities and to report procurement contracts, including standing offer arrangements. Information on the value of contracts, including consultancies, is available on [www.tenders.gov.au](http://www.tenders.gov.au). The AFP regularly reviews its annual procurement plan and during 2008–09 issued five updates.

The AFP also publishes the Senate Order on Departmental and Agency Contracts on its website. In 2008–09 the AFP did not let any contracts of \$100,000 or more which did not provide for the Auditor-General to have access to the contractor's premises.

## Consultancies

During 2008–09, 63 new consultancy contracts were entered into (including five contracts valued at under \$10,000). The total actual expenditure on new

consultancy contracts in 2008–09 was \$1,678,365. In addition, 23 ongoing consultancy contracts were active in 2008–09, involving a total actual expenditure of \$1,079,942.

**Table J: Expenditure on consultants for the three most recent financial years**

	2006–07	2007–08	2008–09
New contracts let	60	66	63
Total Expenditure (new and ongoing contracts)	\$2,084,179	\$3,040,572	\$2,758,307

## Exempt contracts

During 2008–09 the AFP did not publish the details of 34 contracts with a total value of \$4,120,554 on AusTender. These contracts were not published on the basis that their details would disclose exempt matters under the *Freedom of Information Act 1982*.

capital budgets, external budgets and new policy proposal preparation and assistance.

## Financial Controller Branch

The Financial Controller Branch supports the AFP in ensuring the ongoing financial health of the AFP through the delivery of a sound financial management framework and high quality financial services, including the provision of effective decision support. The Financial Controller Branch specifically contributes to this objective through:

- financial management reporting services, including the tax, assets, governance, financial reporting and treasury teams
- operational budgets and reporting services, including preparation of internal financial management reports with analysis and forecasts
- strategic budgets and reporting services, including the development and maintenance of the AFP's four-year operating budget, the development and maintenance of

## Financial performance

The AFP's \$1,240 million departmental operating revenue budget for 2008–09 was comprised of \$1,006 million in government appropriation, \$124 million from the ACT Government for policing services and \$112 million in other externally-generated revenue. The AFP also received administered operating revenue of \$7.7 million in 2008–09.

In 2008–09, the AFP incurred an operating deficit of \$0.235 million. This result included a one-off expense of \$10.4 million resulting from the impact of falling long-term interest rates on the AFP's long service leave provisions.

Audited financial statements appear in the Financial Statements section later in this report and show the AFP's financial position.

## Financial Services

The Financial Services Group provides a range of support activities including financial policy, financial governance, asset management, treasury, taxation compliance and external financial reporting.

## Significant achievements in 2008–09:

- Continuing enhancement of taxation management.
- Continuing support of AFP members deployed to international missions.
- Continuing process improvements to Fringe Benefits Tax data capture and reporting.
- Streamlining processes to produce internal management reports within two days of a month's end.
- Automating the authorisations under regulation 10 of the Financial Management Act.
- Improving asset management and policies.
- Providing costing support and advice for the development of a number of new policy proposals, including improvements in the costing template.
- Implementing a contemporary budgets and reporting management system to improve budget development, financial management and forecasting capabilities.
- Starting work to implement changes associated with the Government's reforms under Operation Sunlight, designed to enhance budget transparency and accountability.
- Improving the AFP's capital budget development process and governance.
- Carrying out ongoing development of the internal budget process, including the development of the AFP's Four Year Internal Budget.

## Budgets and Reporting

The Budgets and Reporting Unit provides support and advice to the AFP on budget and reporting issues, primarily by:

- developing and maintaining the AFP external budget framework through to internal funding allocations to business units
- developing and maintaining effective reporting to the senior executive (through the Finance Committee) and to all business areas through the deployment of management accountants
- providing detailed analysis and forecasting to the AFP to assist management at all levels in making well informed financial decisions
- developing and maintaining New Policy Initiative processes in conjunction with business areas and at the direction of the senior executive.

## Significant activities in 2008–09:

- Continuing support to the Budgets and Monitoring Committee, which is actively engaged in the AFP's internal budget processes and monitors the agency's performance against budgets on an ongoing basis.
- delivery of payroll services
- human resource administration
- accounts processing
- simple procurement
- credit card management
- salary-packaging administration
- corporate-system support, training and administration.

## Business Services

The Business Services Group provides a range of support services including shared services (payroll and accounts processing, and the SAP financial and human resources system administration), business improvement and related capability development (under the banner of Program Hummer and the Cost Attribution Model), risk management, criminal records and security advisory services.

## Shared Service Centre

The AFP uses a Shared Service Centre to provide transactional support services to the AFP, including:

## Payroll

In addition to routine payroll functions, a major review and validation of the superable salaries and superannuation contributions was completed. All motor vehicle salary packaging accounts were reviewed and audited to ensure compliance with salary packaging provisions.

## Accounts and Finance Processing

The Accounts and Finance Processing Unit directly processed in excess of 43,000 invoices. This number represents a substantial reduction on prior years due to initiatives to automate invoice processing with larger suppliers, which account for more than 30,000 invoice payments.

The SAP team manages the administration of the AFP corporate system and the business processes within the system, including staff training. The team has worked with all business areas and Program Hummer in streamlining processes.

## Criminal Records and Security Risk Management Consultancy

The AFP provides Australian law enforcement agencies with access to Criminal Record information for authorised purposes. Subject to certain criteria, this information is also provided for non-law enforcement purposes, including security and employment vetting.

Approximately 400,000 criminal history checks were carried out in 2008–09. The AFP continued working with CrimTrac and the other state and territory police jurisdictions in scoping a centrally managed model for the delivery of all criminal history background checking services. This project is expected to span a number of years.

The Security Risk Management Consultancy provides advisory services

to numerous government bodies including the Social Security Appeals Tribunal, Department of Climate Change, Old Parliament House and the Australian Electoral Commission. The consultancy also continued to support the Art Indemnity Australia scheme by conducting risk assessments of major exhibitions such as Degas and American Impressionism at participating venues such as the National Gallery of Australia and the Queensland Art Gallery.

## Business Improvement

Following the upgrade in 2008 of the SAP financial and human resource information system, the AFP began re-engineering and automating many of its manual business processes through its ongoing Project Hummer improvement program. In future, Project Hummer is expected to create a more contemporary model of corporate services delivery to the AFP.

During 2008–09 this improvement program consisted of several corporate initiatives:

- restructuring the AFP's human resources organisation structure, including alignment to the cost centre structure and the development of a contracts and regulatory compliance recording system
- automation of assignment of duties processes, including higher duties allowance transfers
- developing an online purchase request system
- developing online assets transfer and disposal processes.

In the second half of the year a review of shared services commenced in conjunction with the Attorney-General's Department. This review will explore the feasibility and benefits of an integrated, cross-portfolio shared services capability. The outcomes of this review will be considered in early 2009–10.

The first stage in the establishment of an AFP Cost Attribution Model was successfully completed. This focused on the attribution of corporate service costs within the AFP, and demonstrated the potential value of the model as a financial and broader business and performance management tool.

Further development of the model to attribute all AFP costs will occur during 2009–10 and 2010–11. The focus of the project in 2009–10 will be on the close operational support components of the AFP.

## Information Services

Information Services delivers integrated and secure information and communications systems to the AFP.

Information Services is made up of:

- Information Services Delivery
- Business Information Solutions
- Information Services Support.

During the year, Information Services focused on functional capability enhancement.

### Significant activities in 2008–09:

- Consolidating project management and project prioritisation.
- Providing, managing and improving AFP infrastructure and applications, including through the establishment of a new data centre.
- Establishing a panel of external service providers.
- Carrying out significant design work and planning for the communications network in the new AFP Headquarters at the Edmund Barton Building.
- Virtualising the AFP Intel-based server environment.
- Providing ongoing advice and assistance to Spectrum Program.

- Extending information and communications technology traineeship programs across more teams within Information Services and operational areas.
- Developing a new and more secure standard operating environment for AFP workstations and laptops.
- Developing a sustainable and flexible solution delivery model to support major information and communication technology projects such as Spectrum, CASSI and Hummer.
- Developing a revised service management framework based on internationally recognised best practice such the Control Objectives for Information and Related Technology (CobiT®) and the IT Infrastructure Library (ITIL®).

## Information Services Project Management Office

The Information Services Project Management Office continued to align its work to the AFP Strategic Direction document and the 2008–09 Information Services Business Plan. The office remained focused on improving the core capability and skills of Information Services and addressing organisational risk. The outcomes achieved by the Information Services Capability Enhancement Program contributed to this focus.

The Information Services Project Management Office continued to improve and refine project management guidance and processes within Information Services and throughout AFP business areas. Office staff also provided input and advice to the Forensic and Data Centres portfolio and the Program Monitoring and Oversight Team within the Chief Operating Officer's portfolio.

Projects managed and completed by the Information Services Project Management Office during the year included:

- storage for telephone intercept (RADARS) tracking data
- a networked solution for the Facial Recognition system
- the Minimum Nationwide Person Profile project interface with CrimTrac
- ACT Automated Vehicle Locator system
- a replacement database for Telephone Intercept Division warrants
- introduction of an improved Entity Profile reporting feature to PROMIS
- AFP Missing Persons database
- development of a Performance Development Agreement tool set.

## Governance

Based on input from managers, coordinators and team leaders, Information Services has developed a framework for measuring its performance. An Information Services Outcome has been closely aligned with AFP outcomes and provides the focus of the performance framework.

Key Performance Indicators have been identified to enable Information Services' performance to be measured from four different perspectives: stakeholder, finance, organisation and information and communications technology services. Each performance indicator has a number of performance measures, providing a holistic view of how well Information Services is performing. A colour coding system allows each objective in individual Performance Development Agreements to be linked directly to the appropriate performance indicator.

The performance framework was approved for use in Information Services in June 2009.

The Enterprise Architecture team revised the existing Enterprise Architecture Guidelines to make them more business-focused. The team also documented how these principles are to be applied in the delivery of information and communications technology solutions. The Guidelines will give a more consistent and strategic approach to the application of technology in the AFP as well as impacting upon process and information management.

The Enterprise Architecture Team also compiled detailed models of the AFP's current and future architectures. These models are the first of their kind in the AFP and give an aggregated view of organisational structures, activities and systems as well as their interaction and dependencies. These models will be of considerable value to Information Services teams and the wider AFP, and will assist in organisational planning, the design of new systems and identifying the impact of change.

Other governance initiatives undertaken by Information Services included the development of an information and communications technology services prospectus, the development of an Information Services policy statement and the development of a customer service charter.



An aerial view of the Edmund Barton Building—taken by John Tomati in High Tech Crime Operations.

---

## Information Services Capability Enhancement Program

To improve the capacity of Information Services to undertake large-scale technology projects on behalf of the AFP, a number of capability enhancement projects were grouped together under the umbrella of the Information Services Capability Enhancement Program.

### Significant activities in 2008–09:

- Developing an enhanced business requirement management capability, which allows business requirements to be traced throughout the entire information and communications technology system development lifecycle to ensure the delivery of business benefits.
- Developing a suite of common standards for AFP operating environments and user experience guidelines that focus on the user-centred design philosophy as a foundation for the system design and development process.
- Establishing a Services Orientated Architecture development capability, enabling Information Services to undertake large scale system development.
- Developing AFP-specific logical data models, validated by AFP business groups, to meet the current and emerging organisational needs.
- Identifying appropriate and consistent security principles and rules, as well as certifying and accrediting requirements for AFP software applications.
- Starting construction of enhanced System Development, Testing and Training environments to enable Information Services to undertake large scale and complex system development.
- Analysing the AFP's current Identity and Access Management processes, and proposals for the development of an effective and efficient authentication and authorisation system for AFP software applications.

## Information Services product and enhancements

A Service Management Improvement Project was established to develop and implement a service management capability for Information Services based on ITIL® and CobiT® which would manage service delivery in a consistent, repeatable and reliable way. The project will improve the current service delivery capabilities, processes, tools and skills of Information Services, enhance the information and communications technology support of AFP operations and administration and support the outcomes of major programs such as Spectrum Program.

Information Services continued to maintain and enhance the Police Real Time Online Management Information System (PROMIS) and contributed significantly to AFP operational projects such as:

- **Nationwide Police Reporting System Search Application—** Information Services developed a web application that provides information through a search tool that accesses the CrimTrac database to AFP investigators and intelligence officers on persons of interest.
- **Entity Profile Reporting—** Information Services developed an enhanced reporting tool-set that is capable of being customised for AFP investigators and intelligence officers to extract data directly from PROMIS about vehicles, people, locations and contact details. It also provides an enhanced capacity to supplement data from other investigative sources.

- **Missing Persons**—Information Services created an enhanced capability for data input for missing persons cases to provide more accurate and timely information to other policing jurisdictions through the CrimTrac Nationwide Police Reference System database. This project directly supported the AFP's commitment to the National Missing Persons Policy.

Information Services also contributed to AFP financial and human resource management initiatives under the auspices of Project Hummer such as:

- developing and implementing online employee self-service tools for Environment Health and Safety functions such as incident and hazard reporting and employee medical questionnaires
- introducing the SAP contract management system to support the management of AFP procurement processes
- developing enhanced assignment of duties self-service functions for employees and managers, including functions for higher duties and transfers
- developing an online employee/manager self-service tool to automate asset management transactions such as transfers and disposals.

## Training and Communications

The Training and Communications Team coordinated and delivered 46 information services training courses between December 2008 and June 2009. The team also delivered nationwide police reference system training to over 300 AFP members during the rollout of that system in late 2008. In addition, the team established a user experience baseline, which provides a frame of reference for projects and informs future

bodies of work to improve the overall AFP user experience. Components of this resource include:

- Operating Environment and Characteristics Report
- User Interface Directions and Drivers
- User Experience Principles
- User Experience Requirements
- Accessibility Requirements
- User Interface Guidelines and Patterns.

## SharePoint Organisational Knowledge Exchange System (SPOKES)

The introduction of Microsoft Office SharePoint and its supporting technologies has improved communication and collaboration within the AFP by automating business processes in operational and corporate areas. It has improved business practices, reduced workloads and improved visibility and accountability for information within the AFP.

## Collaboration with external agencies

Through the delivery and support of the Case Management Information System to overseas law enforcement partners, Information Services contributed to the counter-terrorism capacity building initiative.

Information Services also designed and coordinated the fit-out of a new AFP data centre, which forms part of a facility constructed in partnership with the Department of Finance and Derogulation.

Information Services continues to share knowledge with other government departments on the implementation of SharePoint and its ongoing management and governance. Also, Information Services continued to provide advice and assistance to other government

departments and agencies establishing information and communications technology traineeship programs.

## Significant Achievements

### Acceleration of data transfer

In December 2008 the AFP Chief Information Officer announced a significant upgrade of the AFP computer network which carries operational, surveillance and normal computer data between AFP sites within Australia and overseas. The upgrade provides data transfer rates up to 16 times greater than previous capacity. In addition to the upgrade, the Information Services unit installed accelerators to the Wide Area Network in larger centres, airport sites nationally and the Solomon Islands.

The increased performance of the system has provided many benefits, including enabling all users remote from Canberra to open Outlook attachments faster, halving the time required for system back-ups, file restoration and the start-up of some high-use web applications, and a reduced loss of system performance for interstate travellers.

### Increased operational efficiency

The 2008 AFP's Nationwide Police Reference System—developed by Information Services—has cut the time spent conducting records checks by approximately 70 per cent. The system is the primary application now used within the AFP for obtaining information on the CrimTrac database of persons of interest.

As more members become aware of the Nationwide Police Reference System's functionality it is becoming an essential tool for operational officers.

In developing the Nationwide Police Reference System, Information Services employed the principles of user-centred design. These principles provided high-quality user information to the project team and ensured the system was designed, developed and delivered with operational needs in mind.

### GalaxyNet

In December 2008 the Australia-wide GalaxyNet evidence network was rolled out to seven sites throughout Australia. The new network, which was the product of a joint project between Information Services, Forensic and Data Centres, High Tech Crime Operations and Economic and Special Operations, allows Computer Forensic Team members and investigators to work together to analyse investigation data and evidence through an interconnected network.

GalaxyNet delivers sensitive materials for a range of crime types through a high-level security and auditing program in accordance with Information Technology Security and Professional Standards guidelines. As investigators become more involved in the analysis of forensically-sound electronic evidence the network will have a profound impact on the way investigations are conducted. In time, the network will facilitate the examination of electronic evidence for all types of crime.



Commissioner Keelty and Manager Commercial Support Justin Sawyers at an Edmund Barton Building site visit on 26 June 2009.

## Human Resources Management

Modern policing confronts an ever-expanding breadth of crime types, necessitating a broad range of skills in a diverse and effective workforce. The purpose of human resource management is to provide responsive and forward-looking human resource policies, strategies and systems to support AFP business. This requires the recruitment and development of a healthy, skilled and diverse workforce through employee services and the implementation of the HR Customer Service Model, derived through management and leadership initiatives.

Human Resources Management is made up of:

- People Strategies
- Learning and Development
- Medical Services
- AFP Wellbeing Services
- Professional Standards.

### People Strategies

#### Significant activities in 2008–09:

- Disseminating an online Human Resources Managers Toolkit through the AFP Hub.
- Developing the AFP Health and Safety Management Arrangement 2007–12.
- Introducing a robust workforce planning and reporting regime, including a quarterly strategic human resources report exploring key human resources issues, workforce profile and data trends analysis and monthly Full Time Equivalent reports analysing current and forecast workforce data, both for the AFP as a whole and for each portfolio area.
- Developing a revised AFP position-based organisation structure which is better aligned with the AFP's cost centre structure. This provides managers with a more disciplined organisational framework for managing the organisation's structure, facilitates the introduction of automated higher duties and staff transfers processes, delivers improved data integrity and assists with monitoring budget capability.
- Introducing an enhanced e-recruit system, providing for online application, testing and panel selection processes for both sworn and unsworn engagements and internal advancement processes.
- Introducing a rigorous succession-planning framework and linked coaching and higher order development opportunities for senior AFP managers.
- Re-engineering specific business areas of the AFP, including facilitating a sizeable redundancy arrangement.
- Contributing to organisational and leadership capability by reinforcing performance management requirements for AFP team leaders and managers.
- Completing a tender process to select coaching and mentoring providers who will service the AFP's needs for the next three years.
- Developing and implementing the AFP coaching and mentoring strategy, with particular focus on the Band 9 cohort and Senior Executive Service.
- Implementing a 360-degree feedback process for the Band 9 cohort and the subsequent development of a succession planning matrix.

- Identifying suitable development opportunities for the Band 9 cohort, informed by analysis of the 360-degree feedback process and succession planning matrix.
- Providing a range of coaching programs—both individual and group—for the Band 9 cohort.
- Providing individual coaching sessions for the Senior Executive Service to enhance the skills and performance of the AFP's senior managers.
- Producing workforce planning and development data to inform decision-making processes at the fortnightly Workforce Planning meeting of the National Managers.
- Recruiting an additional 30 Federal Agent investigators under the Additional 500 New Policy Initiative.
- Producing an AFP Workforce Strategy to develop a strategic human resources framework and an integrated workforce planning framework.
- Implementing a professional development strategy for the AFP's senior managers, including the provision of executive coaching and mentoring services and enhanced succession planning.

## Workforce Strategies

The Workforce Strategies Unit provides information on the AFP's future workforce needs, implements recruitment strategies to meet staffing requirements and develops and implements whole-of-AFP recruitment and diversity strategies.

## Significant activities in 2008–09:

- Delivering enhanced strategic and tactical workforce planning information.
- Commencing a partnering program with business areas to analyse their specific future workforce needs and develop related business planning and modeling to inform targeted recruitment strategies.
- Conducting a successful pilot recruitment campaign aimed at attracting women, Indigenous and local applicants to fill Protective Service Officer roles in remote areas.
- Implementing an electronic fringe benefit tax data collection process for staff relocation costs.
- Developing and augmenting exit survey processes by drawing upon organisation-wide experience and external provider design experience.
- Improving the e-recruitment strategy, including through the introduction of e-recruitment processes, paperless recruitment and advancement workflows.
- Completing the pilot 2008 graduate program with nine participants, and commencing the 2009 graduate program with a further four graduates.
- Recruiting two Indigenous graduates and entry level employees under the Australian Public Service Commission's Pathways Program.
- Attending various careers fairs and regional indigenous employment career expos.

A detailed breakdown of selected staff demographics can be found at Appendix 4—People Strategies.

## Recruitment and Diversity Strategies

The Recruitment and Diversity Strategies Team was formed in early 2009 to develop an enhanced strategic approach to embedding diversity policies and principles in the workplace. The team's primary deliverable is to develop, implement, inform and promote the AFP diversity strategy and related Action Plans, in conjunction with AFP managers. The AFP's draft Diversity Strategy for 2009–10 is currently in the consultation phase and will be implemented during the next reporting period. The strategy is designed to attract, engage and retain a more diverse, harmonious and flexible workforce.

AFP People Networks are voluntary employee groups and include the Gay and Lesbian Liaison Officer Network, the Mulunggang Indigenous Officer's Network, and the Canberra Women's Network. The People Networks are evolving to more closely reflect the AFP's strategic direction and undertake a range of activities aimed at delivering on their respective mandates to better inform and supplement the AFP's whole-of-organisation diversity strategy.

The Recruitment and Diversity Strategies Team delivers presentations to all AFP recruit programs, new staff induction programs and conducts ad hoc presentations to various groups within the AFP as required. The aim of the team's presentations is to increase awareness of all aspects of diversity in the workplace, and to address topics such as inclusive practices, compliance with legislation, work-life balance, bullying and harassment and discrimination. The presentations include guest speakers from the Gay and Lesbian Liaison Officer Network and the Mulunggang Indigenous Officer's Network who highlight the work of their respective groups.

The networks also assist the AFP by providing input into strategies for recruitment.

The AFP has continued its commitment to the Contemporary and Traditional Aboriginal Leadership and Conflict Resolution training project in the Northern Territory known as the Mawul Rom Program. Applications have been sought from staff who wish to attend this cross-cultural learning experience, both for their personal development and organisational benefit, in the second half of 2009. More recently, National Manager Human Resources has appointed a permanent Diversity and Cultural Officer to assist in the ongoing coordination and development of diversity and culture policies and initiatives.

## Employee Relations

The AFP continues to streamline and simplify the terms and conditions which apply to employees both in Australia and overseas. The 2008–09 financial year has been a period of consolidation and review, of management strategies through the employment framework and through identification of future opportunities for improvement.

A renewed focus on consultation has maintained the low levels of industrial disputation achieved through the implementation of the current collective agreement and associated dispute resolution processes.

With significant components of the *Fair Work Act 2009* due to commence on 1 July 2009, the AFP has been reviewing and updating management strategies both for immediate implementation and to inform future bargaining positions.

A renewed approach to the employment framework will be developed within the next round of collective bargaining scheduled for 2010–11. In the interim, supplementary arrangements are being used to recognise additional

role requirements over and above those currently provided for in the AFP Collective Agreement 2007–11.

### Executive Development Services

The AFP Commissioner determines the remuneration and conditions of service for senior executives within the AFP, with each senior executive entering into an individual agreement at the commencement of their employment.

Where the Commissioner determines that a senior executive has produced outstanding results in achieving objectives or additional outcomes for the organisation a bonus payment may be made.

Performance bonuses paid to senior executives during 2008–09 are included in Table 12, Appendix 4.

### Occupational Health and Safety

During the year the AFP continued to comply with its legal obligations under the *Occupational Health and Safety Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*. This was achieved in day-to-day business by adhering to AFP policies, guidelines and standard operating procedures which are aligned to the requirements of the legislation. Some AFP governance documents focus specifically on occupational health and safety matters, which is easily accessible on the AFP intranet.

During 2008–09, 725 occupational health and safety training courses were carried out across the organisation.

Throughout 2008–09 the AFP continued to maintain occupational health and safety structures and systems as specified under legislation.

Various health monitoring and prevention programs are also in place to target specific hazards:

- medical services for recruits and members deployed to special operations and overseas missions
- medical services for employees exposed to particular hazards such as hazardous substances, bodily fluids and noise during the course of their duties
- welfare, employee assistance, psychological counseling and chaplain support services for employees to minimise psychological impacts from work situations
- programs to help identify the optimal ergonomic set-up of employee workstations
- flu vaccinations.

### Significant activities in 2008–09:

- Implementing the AFP Occupational Health, Safety and Rehabilitation Strategic Plan 2009–12 and the Work Plan Calendar Year 2009.
- Implementing an online system for reporting workplace hazards and incidents.
- Developing a national guideline for the management of occupational health and safety risks.
- Developing an online occupational health and safety induction training program.
- Hosting the October meeting of the National Police Benchmarking Forum.

During 2008–09, 125 incidents were notified to Comcare under section 68 of the *Occupational Health and Safety Act 1991*.

Comcare has begun investigations into six incidents, which includes the unauthorised discharge of a firearm and a serious personal injury sustained during an incident on Lake Burley Griffin.

Further, a Comcare investigation into the exposure of employees to formaldehyde and total volatile organic compounds in container living accommodation in Northern Territory was satisfied with the action taken by the AFP.

There were no provisional improvement notices issued by health and safety representatives.

The AFP was not subjected to any investigations by the Australian Radiation Protection and Nuclear Safety Agency during 2008–09.

Consistent with the set national target, the AFP continued to achieve an improvement in the number of incapacity weeks lost due to injury and disease. This improvement is attributed to the development and implementation of an internal standard of service delivery for rehabilitation case managers. The AFP strives to implement best practice in return-to-work options and the sourcing of suitable duties for injured or ill members to enable a reduction in incapacity weeks.

### AFP Confidant Network

In 1996 the Confidant Network was created after recommendations made by the Ombudsman and the AFP on the treatment of employees who came forward with reports of misconduct. The initial development of the program was modified to incorporate the findings from the Wood Royal Commission into the NSW Police Service, which highlighted the problems encountered by whistleblowers when reporting inappropriate behaviour within that organisation.

The purpose of the Confidant Network is to provide information, options and support to AFP personnel about the reporting and management of behaviours that may be contrary to the professional standards of the AFP. The Confidant Network is one option for employees to

report criminal or corrupt behaviour and behaviour that breaches the core values of the AFP.

The Coordinator Confidant Network is directly accountable to the Manager People Strategies. The network oversees the Confidant Network Coordination Team, which in turn supports approximately 220 trained confidants throughout the AFP who are located both nationally and internationally.

### Significant activities in 2008–09:

- Promoting and marketing the Confidant Network to AFP personnel.
- Promoting the Confidant Network to external agencies, including the Australian Customs and Border Protection Service and the Department of Environment, Water, Heritage and the Arts.
- Enhancing reporting and the capability of the case management information system.
- Training 13 new confidants and development programs for 61 ongoing confidants.
- Instructing 765 participants in 39 information-awareness sessions conducted in Canberra, on the Gold Coast, in Brisbane, Hobart and Melbourne.
- Providing an information session to the Commonwealth Ombudsman's Office.

### Statistics

In 2008–09, the Confidant Network received 152 referrals as indicated by the following reporting categories:

- Bullying: 18
- Conflict: 21
- Corruption: 0
- Discrimination: 9
- Governance: 29
- Harassment: 13

- Integrity: 28
- Management Action: 11
- Performance Development Agreement: 6
- Security: 1
- Sexual harassment: 3
- Victimization: 0
- Wellbeing: 13.

During the reporting period 126 referrals were finalised with 26 referrals remaining active at the end of the financial year.

Fifty-one of the referrals to the Confidant Network were resolved through management action at team leader level and above. Twenty-seven matters were referred to Professional Reporting Standards and 16 to the Wellbeing Network. One matter was referred to the AFP Association for resolution. The remaining finalised matters were resolved without further referral.

## Learning and Development

Learning and Development designs and delivers products and services to support the AFP and its law enforcement partners. Partnerships are crucial in ensuring high-quality training is delivered to both AFP and client agencies. Partners include:

- Australian Commission for Law Enforcement Integrity
- Commonwealth Ombudsman
- Attorney-General's Department
- Australian Defence Force
- Australian Customs and Border Protection Service
- Commonwealth departments
- international law enforcement agencies
- Australian state and territory police services
- consultants
- Charles Sturt University
- Monash University
- other higher education providers that recognise AFP training programs.

In 2008–09, Learning and Development redirected resources from new member training to concentrate on the delivery of in-service training. The following key strategies were introduced to meet organisational demands:

- Learning and Development's advanced engagement with functional areas through new and established Consultative Working Groups has improved program alignment with functionally endorsed priorities. Learning and Development contributes to consultative committees convened within the Counter-Terrorism, High Tech Crime Operations, International, Aviation Services, Protection Services, International Deployment Group, ACT Policing and Intelligence portfolios while formalised relationships are proposed with Border and Economic and Special Operations. Learning and Development continues to chair the Investigators Advisory Group, which is the primary forum for the development of best practice investigative methodology in the workplace.
- Outcomes from Learning and Development working groups include the creation of a training continuum framework for Intelligence practitioners and the development and delivery of specific programs to enhance the skills and performance of members. Such programs include the Constables Development Program, Senior Protective Services Officer workshops, E-crime, Leadership Awareness, C3 Hot Seat training and SES induction programs.
- Program evaluation has been strengthened through the implementation of an online quality assurance and program feedback system using the SharePoint Online.

- The SPOKES platform has contributed to the delivery of improvements and efficiencies within Learning and Development to better use training resources.
- A new e-learning solution named iAspire has been introduced. This program will enhance the learning experience by providing a more user-friendly interface and enhanced reporting functionality and help identify skill/knowledge gaps and develop more targeted training programs. Mandatory training requirements, such as the Investigator Knowledge Assessment, and discretionary initiatives within specific portfolios have manifested in a 900 per cent increase in the take-up and completion of e-learning programs and a 500 per cent increase in the number of online programs available. This growth rate is expected to continue. The development of the SPOKES system has also contributed to the delivery of improvements and efficiencies within Learning and Development, which will help use training resources better.
- Learning and Development has undertaken a major review and re-engineering of Investigations and Leadership training in the AFP. Learning and Development will implement the concept in close consultation with functional managers and focus groups throughout the organisation. Learning and Development is working collaboratively with People Strategies in developing governance and policy to underpin and maintain this shift in career path for investigators. Key concepts of the initiative include:
  - learning in the workplace that is reinforced by deployment to heavy traffic areas and incorporates a structured quality assurance framework involving workplace champions
  - crime-specific assessment regimes to complement the Investigator Knowledge Assessment
  - promoting judicial advocacy capabilities
  - developing a mechanism to confirm proficiency is inherent within promotional processes
  - aligning the Leadership and Management continuum.

Learning and Development will refine the business delivery model in an effort to identify efficiencies and economies of scale. This will allow scarce resources to be redirected to business areas within the college to support the prioritisation of this initiative.

Learning and Development continues to contribute to international engagement strategies and overseas capacity building through the delivery of specialist training to overseas law enforcement agencies. Programs include Intelligence, Surveillance, Close Personal Protection, Command and Control, Leadership and International Management of Serious Crime.

Learning and Development has developed Memorandums of Understanding with Monash and Charles Sturt universities, and dialogue to establish formal agreements with at least three other tertiary institutions is ongoing.

## Investigations Training

The Investigations Training Team is responsible for the design, development and delivery of investigations training programs for both the AFP and client agencies. As a result of a number of operational reviews, the Strategic Leaders Group has emphasised the importance of maintaining and enhancing the investigator capability. In response to this challenge, the Investigators' Development Continuum Project has been established to deliver a framework that maps the ongoing professional and skills development of a sworn member, incorporating investigations, leadership and management training.

Core and crime-specific training programs are delivered by regionally-based personnel trainers and encompass:

- ACT Community Policing
- Counter Terrorism Investigations
- Cyber Safety
- Financial Investigations
- Basic and Advanced Investigations
- Sexual Offences.

The suite of training programs is continually developed in consultation with stakeholders to improve AFP capabilities in the workplace.

New Policy Initiative funding for cyber safety was implemented in 2008–09, which resulted in the development of a Tier 2 e-crime training program using new methodology that allows investigators to gather evidence in the field without specialist intervention and to present this evidence in court. Five Tier 2 programs and nine Tier 1 programs were delivered during the year.

An Electronic Evidence Investigations Training program was also delivered to the heads of commonwealth operational law enforcement agencies, with participants being drawn from the Australian Crime Commission,

the Australian Customs and Border Protection Service, the Australian Securities and Investment Commission, the Australian Taxation Office and the Australian Competition and Consumer Commission.

For the first time, the Advanced Counter-Terrorism Investigations Program was run in parallel with the Management of Serious Crime Program. Three Investigative Interviewing programs were delivered to personnel from the Counter-Terrorism and Child Protection Operations portfolios, while 15 Money Laundering Investigations programs were delivered throughout the Asia-Pacific region. Three Tier 1 Proceeds of Crime Investigations programs and two Tier 2 programs were also delivered during the year.

Other crime-specific programs were delivered, including a Transnational Sexual Exploitation Investigations Program, an Integrity Investigations Program and a Child Protection Operations Program. Recommendation 8a of the Street Review was also implemented in the form of shared induction training between the AFP and the Australian Security and Intelligence Organisation, capturing 281 AFP personnel and 30 Australian Security Intelligence Organisation personnel. A sound working relationship exists between respective training areas, both of which report their activity through the Street Review Sub Committee.

Learning and Development have taken a holistic approach with the intent of providing operational improvements to the whole organisation, which also captures the recommendation of external reviews such as the Clarke Inquiry.

## Leadership and Management Training

Leadership and Management Training is responsible for enhancing the leadership and management capability of the AFP. The team is responsible for the design, development, delivery and evaluation of a range of programs aimed at adding to the leadership and management strategic capability of AFP members and some external stakeholders.

Leadership and Management Training is also responsible for delivering Command, Control and Coordination (C3) workshops. Such programs enhance the knowledge, skill and confidence of members in managing critical incidents and provide a comprehensive understanding of Australian Emergency Service command and control arrangements.

Leadership and Management Training provides four main areas of training:

1. Management training (five day workshop)
2. Leadership training (five day workshop)
3. Command, Control and Coordination training (five day workshop)
4. Command, Control and Coordination Hot Seat and Incident Control and Coordination System training (two day workshop).

Since the introduction of these workshops the Leadership and Management Training Unit has delivered Management Module training workshops to 296 members, Leadership Awareness training workshops to 43 members, C3 training workshops to 527 members and C3 Hot Seat and Incident Control Coordination training workshops to 11 members. Further development is continuing on new leadership development programs, which will be aimed at AFP Team Leaders and Coordinators.

Project Management training was provided to 42 members at the Certificate IV and Diploma levels.

The Leadership and Management Training Unit developed and delivered an induction program for newly appointed Senior Executive Service Level One members, during which participants were exposed to a variety of challenges associated with the expectations of their new roles. The portfolio also delivered a week-long management and strategic thinking workshop for a visiting delegation of senior Bangladeshi Police.

## Specialist and International Training

Specialist and International Training provides education and training services to the wider AFP, Australian law enforcement agencies and international Law Enforcement agencies. The tasking of Specialist and International Training occurs through three main processes:

1. Core training, which is centrally funded and scheduled on a calendar year plan for each of the teams in consultation with the respective portfolio areas.
2. Contracted training for Australian law enforcement agencies under the Fraud Control and similar schemes, as well as under various New Policy Initiatives and functional engagement strategies.
3. Contracted training for international law enforcement agencies through the International Liaison Network and as a service provider to other Australian agencies with an interest in law enforcement.

Specialist and International Training is made up of seven schools which are cross discipline in nature including:

*Forensic Training, including E-Crime Training Team*—comprises Learning and Development members supplemented by forensic

discipline experts seconded to the team to ensure the high level of professionalism required to deliver the current workplace best practices and procedures.

The team's responsibility is to coordinate forensic discipline-specific training to members of Forensic Services and the delivery of forensic awareness training to the organisation, other Commonwealth Government Law Enforcement agencies and International Law Enforcement agencies.

*Covert Policing Training*—the establishment of a new School of Covert Policing brought AXIOM and Human Source Management Training into the college. The Advanced Human Source Handling Course was developed with the assistance of the Police Service of Northern Ireland, and has been further refined inline with the AFP-endorsed Human Source Management Strategy to ensure currency with AFP Human Source Management practices.

With the first students from the newly established Advanced Diploma of Government Surveillance graduating this year, the AFP is seen as the market leader in the development and delivery of surveillance training

*Law Enforcement Intelligence Training*—conducts programs which develop the skills and knowledge of participants to support investigations or undertake specific intelligence taskings to assist managerial decision-making. Through liaison with the Intelligence function, training programs are developed and delivered to meet the workplace requirements. The programs provide a range of conceptual and methodological applications to develop the skills of participants within the Intelligence field.

A training-needs analysis was conducted by Law Enforcement Intelligence Training in consultation with the Intelligence function and a significant number of recommendations have been made. The principal benefit of the analysis will realise a developmental continuum for intelligence practitioners.

*External Agencies Training*—the Federal Law Enforcement Training Coordination Centre provides Australian Government law enforcement agencies with access to quality law enforcement training in a variety of disciplines including Investigations, Law Enforcement Intelligence and Surveillance, delivered with a view to enhancing their investigational skills in relation to offences against the Australian Government.

*International Training Team*—provides a range of training programs to Australia's offshore, regional law enforcement agency partners under the auspices of the Law Enforcement Cooperation Program. In addition, the team facilitates visits by international law enforcement delegations to the AFP College. Programs are developed to meet the challenges and issues faced by each country or region and the environment in which the program is conducted.

During the year, the International Training Team provided training in several different countries. Highlights included:

- 100 participants in five Financial Investigation Programs in Indonesia
- 147 participants in seven Intelligence Officers Analyst Development Programs in Indonesia
- 64 participants in three Intelligence Officers Programs in Thailand
- 94 participants in two Intelligence Officers Programs in China

- 27 participants in the Advanced Intelligence Program in Thailand
- 25 participants in IMCAC and CTCAC Intelligence Training courses in Singapore
- 48 participants in three International Liaison Officer programs in Canberra
- Case Management Intelligence System training in Thailand, China, Malaysia and Indonesia
- Computer-based Intelligence Program to 23 Iraqi Police Facilitated MPS Chinese ALA Program (joint delivery with Wollongong University in Canberra/Wollongong/Sydney—15 participants).

A curriculum review was undertaken of the Vietnamese Police Law Degree on behalf of the United Nations Office on Drugs and Crime. This review provided the Vietnamese with some opportunities to improve their training practices and benchmark against Australian practice.

*Culture and Language Centre*—was established in July 2006 to deliver culture and language training programs to the AFP. The Centre is funded through the Counter-Terrorism New Policy Initiative *Fighting Terrorism at its Source*.

The Centre contributes to the activities of functional areas that have a demonstrated requirement for improved levels of staff proficiency in culture and foreign languages.

The Centre delivered training to:

- 208 AFP personnel and 108 state and Commonwealth personnel on Islamic cultural awareness
- 140 AFP new employees and 90 members on general cultural awareness
- 38 members on country-specific cultural awareness workshops during pre-deployment training on the International Liaison Officer Program, and for 37 family members for 17 countries

- 46 AFP personnel on language training across five key languages
- eight AFP personnel on language training in other languages as required by International.

## Recruit Training

The Recruit Training portfolio is responsible for all new employee training programs. This includes Police Recruit programs, Protective Service Officer programs, lateral programs, Constable Development programs and induction programs.

In 2008–09 the portfolio managed the completion of the following programs:

- four ACT Federal Police Development Programs (78 participants)
- one Protective Services Officer Program (21 participants)
- seven International Deployment Group Future Strategy Lateral Programs (143 participants)
- five Constable Development Programs (83 participants)
- seven Staff Induction Programs (359 participants).

Recruit numbers were lower in 2008–09, resulting in the Recruit Training portfolio shifting its business focus to developing programs for existing members in line with the AFP's focus on continued improvement.

Programs carried out by the portfolio included:

- developing and implementing the Constable Development Program. This program aims to consolidate and enhance core policing knowledge and skills which will build on leadership capability within the AFP
- developing and implementing a two day face-to-face induction program for all new employees to replace the previous online program. To date, 174 members have undertaken this

- program including recruits, lateral and Airport Uniform Police members
- aligning the Protective Services Officer Recruit Training Program to external qualifications such as the Certificate IV in Security and Response
- developing a Band 9 Lateral Program. The program was developed with extensive stakeholder involvement to ensure cross functional alignment between business areas
- fully implementing the Consultative Committee concept established at the end of last financial year. Since its inception, the Consultative Committees have commenced a review of the ACT Program to ensure the program meets ACT Policing business practices.
- Protection Specialist Training Bike course—delivered to nine members
- Protection Specialist Training Bomb Appraisal Officer Course—delivered to 10 members.

The Commonwealth continues to work bilaterally with state and territory jurisdictions to ensure it meets the revised target of 328 police for the Airport Uniform Police.

### Management of Serious Crime

The Management of Serious Crime portfolio is dedicated to providing an appropriate forum for senior investigational managers to share their skills and experience in the management and leadership of serious and complex criminal matters. The area also coordinates delivery of the six Management of Serious Crime programs throughout the year—three domestic and three international.

Management of Serious Crime programs are delivered to a diverse cross section of the national and international law enforcement community as well as to the investigative areas of the AFP's Australian Government partners. This is also extended to international government partners with the inclusion of a New Zealand Customs officer on the 47th Management of Serious Crime program.

### Aviation and Protection Specialist Course

Aviation and Protection Training has responsibility for the design, development and delivery of training for Airport Uniform Police and Protective Service Officers attached to the Aviation Services and Protection Services portfolios.

The Aviation and Protection Training Unit delivered training to the following participants in 2008–09:

- Airport Uniform Police Program—six week program delivered to 83 members
- Airport Uniform Rotation Course—three day course delivered to 12 members
- new Protective Services Officer Development Workshop—five day course delivered to 532 members with 450 members having completed nearly all the sessions
- Senior Protective Service Officer Skills Enhancement Program—five day workshop delivered to 63 members

### Programs in 2008–09 included:

- International Management of Serious Crime Program, Jakarta 2008, on drugs—amphetamine-type stimulants. Seventeen participants from international law enforcement agencies successfully completed the program, including representatives from Indonesia, Australia, Korea, the Philippines, Malaysia, Hong Kong, Laos, Cambodia, Thailand and Singapore.

- Management of Serious Crime Program 45, on counter-terrorism. Twenty-one participants completed the program, including law enforcement representatives from every Australian state and territory police service except Tasmania, and eight international representatives from New Zealand, Northern Ireland, the United Arab Emirates, the Philippines, Thailand, Lebanon, the United States and England.
- International Management of Serious Crime, China 2008, on technology-enabled crime. Eighteen participants—including representatives from China, Australia, Singapore and Hong Kong—completed the program, which was held in both Australia and China.
- Management of Serious Crime Program 46, on organised crime—money laundering. Eighteen participants completed the program, including law enforcement representatives from most Australian state and territory police services and four international representatives from New Zealand, South Africa, the Philippines and Hong Kong.
- International Management of Serious Crime program, Singapore 2009, on Critical Incidents: A Regional Approach to Management and Investigation. Seventeen participants completed the program, including law enforcement representatives from Singapore, Indonesia, Australia, the Philippines, Malaysia, Timor-Leste, Bangladesh, Cambodia, Thailand, Vietnam, Brunei and Myanmar.
- Management of Serious Crime Program 47 concluded on 26 June 2009. The theme of the program was Serious Crime—Serial Offenders. Eighteen participants drawn from the AFP, state and territory police services and international representatives from New Zealand, Pakistan and Serbia completed the program.

The delivery of three offshore Management of Serious Crime programs created an added layer of complexity in achieving desired outcomes. However, with support from the AFP International Network and the relationships with international agencies fostered by the Management of Serious Crime Team, the success of these international programs continues to grow. The Management of Serious Crime Team is continuously striving to maintain best-practice through benchmarking and market evaluation.

## Operational Safety and Protection

The Operational Safety and Protection portfolio provides the AFP with the following core functions:

- operational safety training to all members engaged in recruit training
- operational safety training to lateral members recruited by the Aviation and International Deployment Group portfolios
- operational safety training to members deploying with the Regional Assistance Mission to Solomon Islands
- annual recertification of all sworn members from both the national and ACT policing sections
- close protection training.

The Operational Safety and Protection portfolio also provides operational safety training to other government departments and close protection training to police from international jurisdictions.

The portfolio is divided into four teams:

1. Operational Safety and Police Practices
2. International Deployment and Community Policing
3. Area Operational Safety Training
4. Close Protection Training.

During 2008–09, the Operational Safety and Protection portfolio delivered training to 42 members on recruit programs and 58 members of the Airport Uniform Police. It also provided more than 230 Operational Safety Assessments to qualify all AFP sworn employees and members of external agencies in the use of force. The Operational Safety and Protection portfolio also delivers specific training to functional areas that have courses aligned with the principles of operational safety techniques.

## Business and Academic Management

The Business and Academic Management portfolio provides enabling services to the Learning and Development portfolio and the wider AFP. The portfolio supports the Learning and Development portfolio in the areas of:

- College Coordination
- Resource Management
- Quality Assurance
- Program Development
- Technology Assisted Learning
- Professional Development
- Higher Education.

Personnel within the Business and Academic Management portfolio are appropriately skilled and qualified to lead the Learning and Development portfolio's academic and business responsibilities into the future.

A Memorandum of Agreement was signed with Monash University in August 2008 which recognises training programs offered by the AFP College and allows these to contribute towards tertiary qualifications. The existing Memorandum of Understanding with Charles Sturt University was reviewed and updated to include additional AFP College programs within the Qualifications Framework.

An enhanced scholarship program was implemented to provide financial support for members undertaking study in the areas of criminal justice, counter-terrorism, fraud and financial investigations, investigations management and criminal intelligence via flexible mode with our partner universities. Four scholarship recipients commenced study in 2008–09.

## AFP National Library

The AFP National Library delivers key information resources to support national and international operations, and contributes to the development of essential skills and knowledge for enhanced decision-making and effective policing.

The AFP National Library is located at the AFP College in Barton and is staffed by six full-time equivalent staff members during business hours. It also provides 24 hour a day online access to its products and services. The FirstPoint library catalogue is available via the AFP Hub, providing online users with equal access to the resources available onsite.

There is an extensive collection of digitised information available online to support the continual learning development of AFP members, both nationally and offshore. The AFP Library catalogue is a database of information with an estimated value of over \$1.3 million. The collection is developed by AFP librarians selecting and cataloguing new publications, books and articles relevant to the AFP against Priority Issues for Outcome 1 and Enabling Areas. There are currently 37,000 articles and 10,000 books listed on the library catalogue, of which 15,000 articles have a link to the full text. Subjects covered in the collection include forensic science, drug trafficking, training, criminology, the social sciences, policing and criminal justice.

## Medical Services

The Medical Services portfolio administers two major programs that contribute to the health, safety and wellbeing of all AFP employees.

## Medical Operational Readiness

The Medical Operational Readiness program provides a range of medical services and procedures for recruits on entry into training, offers periodic assessment and health monitoring of operational members and prepares AFP members for both short and long-term overseas deployments.

The Medical and Operational Readiness program supports the Recruitment and Selection, ACT Policing, Aviation and Protection portfolios, as well as the International Network, the International Deployment Group, specialist teams such as Counter-Terrorism and the Forensic and Data Centres, and all operational teams on standby for rapid response and critical incident deployments.

## Health and Fitness

The Health and Fitness program provides a system of physical competency assessments and testing against agreed standards for operational policing. It provides these services for recruits, operational members, specialist teams and those preparing for overseas deployment. Health promotion and education information sessions are also delivered to complement the National Public Health Promotion calendar of activities.

## Significant activities in 2008–09:

- Implementing and managing the phase one Electronic Medical Records database.

- Releasing and evaluating a national tender for the provision of medical services. Contract negotiations are currently underway with the preferred supplier.
- Releasing and evaluating a national tender for the provision of gymnasium equipment.
- Introducing highly trained physical fitness advisors within the Operational Response Group in Canberra and Brisbane.
- Implementing a specialised physical training regime including an enhanced focus on physical rehabilitation and injury prevention strategies.
- Reviewing governance instruments to support the delivery of medical, health and fitness programs.
- Developing targeted health promotion campaigns now captured under the LEAD Program. The LEAD program is an innovative model which incorporates a number of health promotion activities under the following headings:
  - L—Living Well—one hour—includes a lifestyle presentation
  - E—Energy Plus—four hours—includes a lifestyle presentation, health screening and a personal health report
  - A—Ahead of the Game—five hours—includes a lifestyle presentation, health screening, a personal health report and presentation on introduction to exercise and goal setting
  - D—Direct Action—seven hours—includes a lifestyle presentation, health screening, fitness assessment, presentation on introduction to exercise and goal setting and physical training gym circuit.

## AFP Wellbeing Services

The AFP Wellbeing Services Unit provides a range of services which support the AFP workforce and management. These services are organised into five areas:

1. Wellbeing Network
2. Psychology Services
3. Chaplaincy Services
4. Family Liaison Network
5. Employee Assistance Program.

### Wellbeing Network

The Wellbeing Network is staffed with qualified counselors and social workers and provides a range of individual counseling services to AFP members and their families. The network also provides advice to management in each of the AFP's larger state offices. Wellbeing officers support members on day-to-day issues, both at work and at home. The Wellbeing Network also provides support for a range of AFP training and education programs.

### Psychology Services

The AFP provides a range of professional psychology services to staff and management, including:

- psychometric testing
- individual counseling
- specific workplace interventions
- post-deployment debriefs
- psychological assessment.

Psychologists are involved in research which supports the Wellbeing Services and the AFP more broadly, as well as contributing to a number of AFP training courses.

## Chaplaincy services

AFP chaplains provide a range of pastoral and ecumenical support to AFP members within a non-denominational framework. Chaplains provide a ministry of presence to the AFP and are an important first point of contact for many AFP staff irrespective of their religious beliefs. The AFP employs a number of Christian chaplains and a Muslim cleric.

## AFP Family Liaison Network

AFP Family Liaison Officers provide support to the family members of personnel deployed overseas. They also support employees within the context of their family rather than their employment with the AFP.

### Employee Assistance Program

The confidential Employee Assistance Program is provided by Davidson Trahaire Corpsych, and provides support to AFP personnel and family members who do not wish to access other wellbeing services.

### Significant activities in 2008–09:

- Successfully trialing an AFP Wellbeing Peer Support Officer program across a number of sites and portfolios.
- Increasing proactive wellbeing services interventions, including presentations within Learning and Development unit courses and interventions within specific workplaces.

## Professional Standards

The term 'professional standards' has two meanings in an AFP context. It refers to the Commissioner's expectations of how AFP personnel will conduct themselves, while also being a functional business area that has responsibility for managing integrity and behavioural issues.

The AFP is a values driven organisation. The role of Professional Standards is to promote and maintain the professional standards of the AFP, which are underpinned by the AFP Core Values and the AFP Code of Conduct. The AFP Professional Standards Policy requires the incorporation of the AFP Core Values into all policies, practices and procedures. The Commissioner's Order on Professional Standards sets out the standards expected of AFP personnel in the conduct of their duties. It also incorporates the AFP Core Values and the AFP Code of Conduct. Other governance instruments provide further guidance regarding the specific expectations and responsibilities of AFP personnel.

The AFP's approach to organisational integrity and professional standards is supported by a twofold strategy based upon reactive complaint management through investigation and resolution, and proactive development and delivery of a robust Integrity Assurance Framework.

The senior executive recognises the importance of organisational integrity in enabling the AFP to discharge its responsibilities. This was emphasised during 2008–09 with both the Deputy Commissioners and the Chief Operating Officer delivering presentations to AFP personnel in all domestic locations on AFP Values.

During 2008–09 the AFP received a total of 868 complaints. This is a 14.57 per cent decrease on the previous year.

Further information can be found at Appendix 2—Corporate Integrity.

During the reporting period there was a significant focus on education and marketing strategies which has increased awareness of, and the need to adhere to, the AFP core values. There was also an increased focus through Team Leader, Coordinator and leadership forums on managing the performance of staff and dealing with potential issues prior to escalation to a formal complaint.

Members of the public made 510 of the 867 complaints, or almost 59 per cent, with 315 complaints made by AFP appointees (not including the 29 AFP appointees who self reported). Fourteen complaints (1.6 per cent) were reported anonymously.

Of the total 633 complaints finalised during 2008–09, 318 of the 1144 (27.8 per cent ) individual conduct issues raised from those complaints were established. The remaining 72.2 per cent were either withdrawn by the complainant, not established, or discretion was exercised not to proceed pursuant to section 40TF of the *Australian Federal Police Act 1979*.

In October 2008, Professional Standards was moved from the Chief of Staff portfolio to the Human Resources portfolio to better align its role with other human resources services and enhance synergies relating to people issues in the AFP.

The implementation of the new Security Portfolio on 1 January 2009 resulted in some minor restructuring of the Professional Standards group. This involved the transition of the Security Operations and Personnel Security Vetting business areas from the Professional Standards group to the Security Portfolio. The Professional Standards group now comprises three business areas:

- Investigations Unit
- Awareness and Prevention
- Operations Monitoring Centre.

As at 30 June 2009 there was a total of 68 AFP staff attached to Professional Standards.

The secondment of police officers from state and territory jurisdictions to the International Deployment Group, Joint Counter-Terrorism teams and the Airport Unified Policing Model highlights the increased interaction between the AFP and those jurisdictions. This has required regular liaison between the Professional Standards group and the professional and ethical standards commands in those jurisdictions. As a consequence, effective and productive relationships for the exchange of information relating to a range of professional standards issues are continuing to evolve and primarily formalised in a series of Exchange of Letters between the AFP and the various jurisdictions.

In February 2009, the Australia New Zealand Police Advisory Agency convened the inaugural Police Integrity Committee, which replaces the previous Australasian Police Integrity Forum. The Manager Professional Standards is the AFP's representative on the Police Integrity Committee.

## Complaint Management (Investigation and Resolution)

The AFP has primary responsibility for resolving complaints against AFP personnel. The Commonwealth and Law Enforcement Ombudsman oversees the AFP's management of complaints, and the Integrity Commissioner has the authority to investigate corruption matters involving AFP personnel. This tripartite approach provides a robust platform from which practices and procedures can continue to be streamlined, in accordance with the philosophy of the complaint management framework introduced in December 2006. A feature of this framework is an emphasis on early intervention and resolution of minor conduct matters.

The AFP complaint management framework is underpinned by a four tiered model grounded in Part V of the *Australian Federal Police Act 1979*:

- *Category One conduct issues* relate to minor management, customer service and performance matters.
- *Category Two conduct issues* include minor misconduct and unsatisfactory performance.
- *Category Three conduct issues* are serious misconduct matters that do not involve corruption but may give rise to employment termination, breaches of criminal law and serious neglect of duty.
- *Corruption issues* arise in circumstances where an AFP appointee has engaged, is engaging in, or may engage in, corrupt conduct. During 2008–09 there was a 4 per cent decrease in Category 0 (withdrawn) issues, a 10.4 per cent decrease in Category One conduct issues, an 116 per cent decrease in Category Two conduct issues, a 20.6 per cent decrease in Category Three serious misconduct matters and a 20.8 per cent decrease in corruption issues.

While the Professional Standards group has overall responsibility for the management of complaints against AFP appointees, various areas of the AFP and the Australian Commission for Law Enforcement Integrity have responsibility for delivery of the four-tiered model. Category One and Two conduct issues are managed by Complaint Management teams established in the AFP's local offices and functional areas. Category Three matters are investigated by the Professional Standards Investigation Unit. The Commissioner is required to notify the Integrity Commissioner of Category Four matters as soon as possible. The Integrity Commissioner may determine that the Australian Commission for Law

Enforcement Integrity will investigate the issue, the AFP and the commission will jointly investigate the issue, or the Commissioner may refer it back to the AFP to investigate with commission oversight (the Integrity Commissioner is provided with the final investigation report for consideration of the outcomes).

The Complaint Reporting and Management System is a purpose-designed and built information technology system which supports the management of complaints against AFP personnel. It was put in place in December 2006 and since that time a number of issues have been identified by the AFP and the Ombudsman. During 2008–09, AFP Information Services have been working to upgrade the functionality of the system to enhance complaint management and provide a better reporting capability to support the analysis of complaint and conduct trends.

In addition to determining whether an AFP member has engaged in conduct which is contrary to AFP professional standards, investigation and resolution actions are also focused on identifying organisational practice issues that may have contributed to the conduct.

### **Complaint Management Teams**

There are currently 16 Complaint Management Teams managing Category One and Category Two conduct issues. A key objective of these teams is to address and resolve Category One and Two conduct issues in the workplace through early intervention. During 2008–09, the teams managed a total of 531 Category One and Category Two complaints (189 Category One complaints and 342 Category Two complaints).

### **Complaint Coordination Team**

The Complaint Coordination Team is located in the Professional Standards Operations Management Centre and

is responsible for advising Complaint Management Teams and investigating officers. Further, the team administers the Complaint Reporting and Management System, provides advice on its use, provides quality assurance on all finalised Category One and Category Two matters, and liaises with the Ombudsman in relation to its oversight role and bi-annual reviews of the AFP's administration of Part V of the *Australian Federal Police Act 1979*. The Complaint Coordination Team also manages the AFP Complaints Hotline.

The Complaint Coordination Team conducted a National Complaint Management Team Forum on 6 May 2009. This forum aimed to ensure complaints were managed consistently in accordance with guidelines and to improve practices and procedures to enhance the complaints management framework.

### **Investigations Unit**

The Professional Standards Investigations Unit is constituted under section 40RD of the *Australian Federal Police Act 1979* and is responsible for investigating Category Three conduct and corruption issues. The Investigations Unit is made up of six investigation teams comprising 33 investigators. Two teams are based with Professional Standards in Canberra and have responsibility for the ACT geographical region, while individual teams are based in Brisbane, Sydney and Melbourne with responsibility for investigating complaints outside the ACT, including those against appointees deployed overseas. A sixth team is tasked with evaluating complaints referred to professional standards. Until December 2008, there was also a professional standards investigator deployed with the Participating Police Force of the Regional Assistance Mission to Solomon Islands.

During 2008–09, the Investigations Unit commenced investigations into a total of 293 Category Three complaints,

comprising a total of 624 individual conduct issues. This is additional to ongoing investigations into 154 complaints which were carried forward from 2007–08.

A dedicated position has been established within the Investigations Unit to manage AFP investigations of corruption matters and where required, liaise with the Australian Commission for Law Enforcement Integrity.

### External oversight

A key feature of the Commonwealth's law enforcement integrity framework is the oversight role of the Ombudsman and the Integrity Commissioner. Effective working relationships have been established between these senior officials as well as the practitioners of the three agencies.

The AFP has provided access to, and appropriate training on, the use of the Professional Standards Police Real Time Online Management Information System and the Complaint Reporting and Management System to staff from both the Ombudsman's Office and the Australian Commission for Law Enforcement Integrity.

### The Commonwealth Ombudsman

Under Part V of the *Australian Federal Police Act 1979*, the Commonwealth and Law Enforcement Ombudsman has certain oversight responsibilities regarding the manner in which the AFP manages complaints against it and its personnel. To discharge this responsibility, the Ombudsman conducts bi-annual reviews of the AFP's administration of Part V of the Act and reports his findings to Parliament annually. In addition to this legislative requirement, the Ombudsman can undertake investigations in response to a complaint (section 8 investigations) or on his own initiative (own motion investigations). More information can be found at chapter 6, Governance and Accountability.

The number of recommendations from the first Ombudsman's review (for the period 30 December 2006 to 24 May 2007) to the third Ombudsman's review (for the period 1 February 2008 to 31 July 2008) declined significantly, demonstrating that the current complaint management framework has been streamlined and improved, and is working well. The oversight role of the Ombudsman will continue to identify issues that may require enhancement to deliver effective complaint handling and resolution.

For further information see chapter 6, Governance and Accountability.

### Australian Commission for Law Enforcement Integrity

During 2008–09, the AFP Commissioner notified the Integrity Commissioner of Category Four conduct issues and 20 corruption conduct issues (four significant corruption issues and 16 non-significant corruption issues). The Professional Standards Investigations Unit and the Australian Commission for Law Enforcement Integrity were involved in three joint investigations of allegations of corrupt conduct by AFP appointees. These investigations are continuing. A total of three complaints representing seven corruption issues were finalised during 2008–09 with all being either not established or discretion not to proceed exercised.

### Awareness and Prevention

The AFP's Integrity Assurance Framework is a multi-faceted, proactive approach to developing, promoting and maintaining professional standards within the AFP. It incorporates professional standards policy development, analysis and reporting, professional standards education and awareness and the mandatory drug testing program.

During 2008–09, the AFP enhanced engagement with the Australian Commission for Law Enforcement Integrity and the Ombudsman on proactive awareness and prevention strategies. This engagement will continue into the future, particularly as the Australian Commission for Law Enforcement Integrity strengthens its capacity to identify corruption risks. The Commission’s expanding role is highlighted by its report *Resistance to corruption: A pilot review of the internal anti-corruption arrangements of the Australian Crime Commission and the Australian Federal Police*.

### **Drug testing**

The AFP remains committed to a drug-free workplace and the AFP Drug Testing Regime is a crucial element of the AFP’s overall Integrity Assurance Framework. The core component of the AFP drug testing strategy is random workforce drug testing (Mandatory Targeted Testing). Pre-employment drug tests are mandatory for recruits, unsworn appointees and contractors applying for employment with the AFP. AFP personnel are also subject to drug testing where they are involved in critical incidents and as part of certain professional standards investigations.

During 2008–09 the AFP conducted a total of 6890 tests. This is an 8.21 per cent decrease on the number of tests conducted in 2007–08. A total of four AFP members and applicants returned a positive test, which is 0.06 per cent of those tested. Mandatory Targeted Tests accounted for 92.41 per cent of the total tests conducted.

Further information can be found at Appendix 2—Corporate Integrity.

### **Education and awareness**

The AFP adopts a cradle to grave approach to promoting professional standards. A number of strategies are in place to ensure that members are regularly reminded of AFP professional

standards from the time they join the force until the time that they leave. The key strategy is a partnership between the Professional Standards and Learning and Development units to deliver professional standards awareness modules on all major AFP training programs. Professional standards information is incorporated into the Recruit and Induction training, Team Leader and Coordination Development programs, Leadership Awareness programs, International Deployment Group pre-deployment training, Protective Service Officer, Air Security Officer and Airport Uniform Police programs. Professional Standards personnel also deliver professional standards awareness programs in the AFP’s diverse geographical locations.

During 2008–09, the Professional Standards Unit delivered a total of 177 professional standards awareness programs.

Also during 2008–09, the Professional Standards Unit delivered the first and second Inter-Agency Integrity Investigators Programs, in partnership with the Learning and Development portfolio. The aim of these programs is to critically analyse contemporary and emerging issues within the integrity environment, to identify future trends and challenges and to implement strategies to address these issues. The programs were attended by senior integrity investigators from Commonwealth, state and territory law enforcement agencies and law enforcement oversight bodies. Representatives from law enforcement agencies in Papua New Guinea, Solomon Islands, Vanuatu and Indonesia also participated in these programs.

### **Early warning systems**

The AFP continues to develop its early warning system to target appointees, locations and roles within the organisation to detect corruption and conduct issues. A broad range of

indicators and data sources are relied upon to effectively report and act on risks and concerns in a timely manner. The Professional Standards Unit has conducted extensive research into data mining and integration tools which can meet the AFP's needs in terms of early warning systems. This research is ongoing, and in conjunction with a range of proactive integrity maintenance strategies, it will be a valuable tool in protecting the AFP.

### **Integrity testing**

In April 2009, the Strategic Leadership Group endorsed the development of an Integrity Testing Regime for the AFP. Integrity testing is an integrity framework tool which is increasingly being used by Australian and international law enforcement jurisdictions and oversight bodies to maintain organisational integrity through the early detection and prevention of corruption and unethical behaviour. The AFP is developing a consultancy-based Targeted Integrity Testing Model which is proposed to involve oversight by the Australian Commission for Law Enforcement Integrity to further strengthen the AFP's Integrity Assurance Framework. Work on the model is ongoing.

This concept is still under development and consultation with key stakeholders, including employee representative groups, will be undertaken in the near future.

The AFP has also been accepted as a member of the Integrity Testing Practitioners Working Group which the Australia New Zealand Policing Advisory Agency Board has endorsed as a sub-committee of the Police Integrity Commission.

## **Spectrum**

The Spectrum Program is a \$109 million new policy initiative which has been funded by the Australian Government. The Spectrum Program will deliver business and information technology projects to the AFP over the next four years and enable AFP operations to have a business as usual approach.

Spectrum projects will support the AFP's ever-increasing policing and intelligence responsibilities by working to improve and define best practice business processes. The projects will also provide the latest technology and intelligence systems to support these improved practices.

The AFP is taking a best-practice approach to this major program of change, and internationally recognised initiatives have been adopted to ensure the Spectrum Program delivers the required business outcomes. These include business-identified benefits informing project definition and delivery.

In December 2008, the Spectrum Program went through the Department of Finance and Deregulation's Gateway Two independent review process and passed with a green rating.

The Gateway Review report stated that the AFP's development of products in relation to benefits definition, tranche planning and architectural definition was exemplary. In particular, the report suggested that the AFP's work on benefits definition mapping was worthy of distribution to other government agencies as an example of best practice.

The Spectrum Program is now in the implementation phase and it is anticipated that the first group of 10 projects will be delivered in late 2009. The AFP has also commenced planning for the second group of projects.

The AFP's ongoing investment in strategic capabilities such as people, information, intelligence and technology will enable the agency to continue to provide dynamic and effective policing and intelligence to the people of Australia.

## Security

The AFP has increasingly become involved in national security matters over recent years. A significant increase in access to, and possession of, nationally classified information has necessitated changes to the clearance levels, security infrastructure and security culture of the organisation.

As a result of these changes, in late 2008 the AFP Strategic Leaders' Group took the decision to realign all protective security elements of the AFP within one organisational unit, now known as AFP Security. This unit now incorporates information and communications technology security, personnel security and operational security, and includes a security intelligence and security investigations capability.

The AFP complies fully with Australian Government Protective Security policy. The AFP Security Committee fills the Security Executive role and is responsible to the Commissioner for the ongoing development of security policy, oversight of security matters and creating and maintaining an appropriate security culture for the protection of AFP functions and official resources.

Serving as the Agency Security Advisor, the Manager Security is responsible for the implementation of security policy within the AFP including oversight of information and communications technology security.

The AFP is also a member of a number of protective security committees and forums such as the Inter-Agency Security Forum.

## Personnel Security

During 2008–09, the Personnel Security teams granted 2569 security clearances ranging from SITE ACCESS ONLY to TOP SECRET.

All AFP appointees must obtain and maintain some form of security clearance. Currently, 56 per cent of the AFP maintains a national security clearance ranging from CONFIDENTIAL to TOP SECRET. The remaining 44 per cent maintain a non-national security clearance ranging from SITE ACCESS ONLY to HIGHLY PROTECTED.

## Information and Communications Technology Security

During 2008–09, the Information and Communications Security Team continued to provide technical security advice and operational support for the management and development of the AFP's information technology systems. During the year, the Information and Communications Security Team delivered security awareness training to 80 per cent of the Information Services portfolio and rolled out the port control software Safend to better control use of USB devices within the AFP.

## Operational Security

The Operational Security Team provided strategic and tactical security advice and products to support operational activities. Extensive support was provided to the International Deployment Group to assist with security planning for offshore deployments.

The AFP also continued to build its capability to provide appropriate security support to domestic operations and liaison officer deployments.

In 2008–09, the Operational Security Team also contributed to a number of major physical security projects,

including the retrofit of AFP offices around the world and the development of the new AFP headquarters project.

## Security Capability and Coordination

The development of a central point of contact within the security portfolio has improved the AFP's ability to coordinate security activity and outcomes in a consistent and effective manner.

Security is in the process of updating all existing security governance instruments and AFP security training and education programs.

## Policy and Future Strategies

The Policy and Future Strategies portfolio serves the law enforcement policy development and organisational planning needs of the AFP. The portfolio works closely with internal stakeholders and a wide range of external partners to ensure the AFP's policy capability is responsive to the future needs of national and international law enforcement in a rapidly evolving security and crime environment.

To align its outcomes with the priorities of the AFP for 2008–09, the Policy and Future Strategies portfolio was restructured into the following sections:

- National Security Policy
- International Policy
- Domestic Policy
- Planning and Governance
- Strategic and Emerging Issues
- Strategic Futures
- Legislation.

## National Security Policy

The National Security Policy section provides policy advice and coordination in relation to the AFP's counter-terrorism, aviation, protection security, intelligence, and high-tech crime (including child protection and online child sex issues) functions, and on border security issues.

The National Security Policy section is responsible for the coordination of all AFP engagement with the National Security Committee of Cabinet, the Secretaries Committee on National Security, the Strategic Policy Coordination Group, the Homeland and Border Security Policy Coordination Group and the newly established Border Protection Committee and Border Protection Taskforce. It also coordinates senior intelligence forums, including the National Intelligence Coordination Committee and a range of bilateral meetings held with Australian Intelligence Community agencies. This includes provision of a Cabinet Liaison Officer to the National Security Committee.

In 2008–09, the National Security Policy section implemented the AFP-related recommendations arising from the Homeland and Border Security Review.

The National Security Policy section also coordinated the AFP's implementation of the law enforcement aspects of the Prime Minister's first National Security Statement, which was delivered on 4 December 2008. The National Security Statement identified organised crime as a key national security issue. The section managed several aspects of the AFP's engagement on this issue, including working closely with the Attorney-General's Department in developing the Organised Crime Strategic Framework and on legislative amendments designed to better attack organised crime. Further, the section worked closely with internal AFP stakeholders to develop a strategic overlay of AFP expertise on organised crime—particularly in relation to general investigative competencies

and financial investigations—and to capture its international focus and experience in targeting transnational crime. Finally, the National Security Policy section's work on organised crime was progressed at the national level through Commonwealth and state and territory forums including the Standing Committee of Attorneys-General, the Australia New Zealand Policing Advisory Agency and the Australian Crime Commission.

## International Policy

The International Policy section provides policy advice and coordinates the AFP's approach on major, sensitive, and emerging policy issues which impact on the AFP's international role. The section has focused on establishing networks with key external agencies as well as working closely with the AFP's International Deployment Group, International portfolio, and counter-terrorism areas. The section has also been involved in whole-of-government work being progressed on China, Pacific Security, Africa and Afghanistan.

The International Policy section's other areas of work include development of a whole-of-government strategy to increase the influence of middle level diplomacy and international civil deployments. Through the Department of the Prime Minister and Cabinet, the Department of Foreign Affairs and Trade and the Attorney-General's Department, the section also provides AFP input to a variety of United Nations forums on law enforcement and policing.

The International Policy section is also responsible for supporting the AFP Commissioner in his role as co-chair of the Asia-Pacific Group on Money Laundering. The forum has an expanding membership of 39 regional countries, and works on monitoring and influencing the uptake of international standards developed by the Financial Action Task Force. The Financial Action Task Force

seeks to limit opportunities for criminals to launder money and finance terrorism. In 2008–09, specific evaluations were carried out in a number of member jurisdictions, including Bangladesh, the Philippines, Korea, Vietnam, Pakistan, Cook Islands and New Zealand. The forum brings together legal, financial, and law enforcement experts from around the region and is provided with strong leadership by the AFP and Commissioner. This work culminates in an annual meeting, which was hosted by Indonesia in July 2008 and by Australia in July 2009.

The section also provides policy support and coordinates the AFP's approach on Australian Crime Commission issues in two areas. First, the section supports the Commissioner in his role as Chair of the Australian Crime Commission Board. Second, the section oversees policy issues arising from the relationship between the AFP and the Australian Crime Commission. During 2008–09, a tightening budget for the Australian Crime Commission required careful identification and management of its targeting priorities. However, improving the development, analysis, and dissemination of intelligence to increase understanding of national threats presented by organised criminal networks and the resourcing that underpins entrenched criminality remains a key area of focus for the Australian Crime Commission.

## Domestic Policy

The Domestic Policy section provides policy advice to the Minister for Home Affairs and senior AFP executive members to support their roles as representatives at peak Commonwealth and national law enforcement and drug policy forums. These forums include the Ministerial Council for Police and Emergency Management—Police and its Senior Officers' Group, the Conference of Police Commissioners of Australasia and the South West Pacific,

the Ministerial Council on Drug Strategy, and the Heads of Commonwealth Operational Law Enforcement Agencies group.

During 2008–09, the Domestic Policy section also supported the AFP Commissioner in his roles as:

- Chair of the Australian Institute of Police Management Board of Control
- Deputy Chair of the Australian National Council on Drugs
- member of the Australia New Zealand Policing Advisory Agency Board, the CrimTrac Board of Management and the Australasian Police Professional Standards Council.

The Domestic Policy section coordinates advice on domestic policy issues which impact on the AFP such as Indigenous justice issues. The section also supports AFP involvement in international drug policy forums.

#### Significant activities in 2008–09:

- Providing advice and briefings to the Australian delegation at the 52nd Session of the United Nations Commission on Narcotic Drugs in Vienna in March 2009 (including a high-level ministerial segment), where a new Political Declaration to enhance international illicit drug cooperation and future priorities was finalized.
- Representing the AFP on the Intergovernmental Committee on Drugs, the National Drug Law Enforcement Research Fund Board, the Standing Interdepartmental Committee on International Narcotics Issues, the National Working Group on the Diversion of Precursor Chemicals and the CrimTrac Strategic Issues Group.
- Coordinating internal AFP policy forums such as the AFP CrimTrac Advisory Group.

## Planning and Governance

The Planning and Governance section contributes to the strategic goals of the AFP by developing and maintaining the frameworks for organisational planning, risk management and governance instruments.

#### Significant activities in 2008–09:

- Developing a hierarchy of organisational plans with improved alignment between operational activity and the AFP's strategic direction, major initiatives, key capabilities and risk focus areas.
- Enhancing the AFP risk management framework, including embedding a high-level risk management tool, strengthening the risk champion network, developing and providing AFP-specific risk management training and increasing provision of risk management advisory services.
- Developing an enhanced business continuity management framework, including revised planning tools and templates, providing advisory services, facilitating planning workshops and desktop exercises and conducting business continuity training.
- Implementing internal policy by managing and assuring the quality of the AFP Governance Instrument Framework.

## Strategic and Emerging Issues

The Strategic and Emerging Issues section was established in August 2008 to drive and coordinate the AFP's policy approach to high priority emerging issues, which are identified through future analysis and environmental scanning, and to progress their effective transition into current policy and strategy action.

The Strategic and Emerging Issues section also coordinates and supports the meetings and retreats of the peak executive advisory body to the Commissioner, the Strategic Leaders' Group.

The section is responsible for coordinating and driving the AFP's input to the Commonwealth Budget process, including overseeing the development and submission of new policy proposals including whole-of-government proposals and proposals for the continuation of terminating and lapsing programs. During 2008–09 the section finalised a review of the AFP's new policy proposal processes and has since driven the introduction of a range of measures aimed at ensuring greater coordination and consultation on all new policy proposals submitted to the government.

The section also assumed responsibility for additional functions during the year, including internal sponsorship for the Centre of Excellence in Policing. The section's focus is on enhancing the AFP's partnership and strategic engagement with the Centre, and the secondment program with the Centre that commenced in May 2009 will also further this relationship. The Strategic and Emerging Issues section assumed project management responsibility for the Review of the Australasian Institute of Police Management during 2008–09.

## Strategic Futures

The Strategic Futures section provides high-level advice to the AFP Executive on the development of policy and corporate strategies to meet the challenges posed by the rapidly changing operational environment.

In 2008–09, this section supported the AFP Executive's strategic considerations and actions by:

- compiling the annual Environment Scan 2009–10 of the AFP's emerging operating environment
- advising on the potential future implications for the AFP of climate change-related government policy responses designed to abate and adapt to the consequences of climate change
- informing on relevant policy, technological and other developments nationally and internationally which have the potential to impact on the strategic future of the AFP
- contributing to the Pearls in Policing initiative which focused on developing relationships between the International Criminal Court and international law enforcement agencies to strengthen contributions to each others' strategic objectives.

## Legislation Program

The Legislation Program section coordinates AFP input into legislative review and reform processes. In particular, it gathers and consolidates information from within the organisation about issues arising in the operating environment that may warrant legislative treatment, coordinates AFP submissions to reviews of existing legislation, supports the Attorney-General's Department in its management of specific legislative reform relevant to the AFP, and assists the Attorney-General's Department in the scrutiny of proposals for enforcement powers by other Commonwealth agencies.

During 2008–09, the Legislation Program section coordinated the AFP’s participation in the government response to the Clarke Review, government reforms of Freedom of Information legislation, the Parliamentary Joint Committee on Intelligence and Security Review of Security Legislation and the Australian Law Reform Commission’s Reviews of Secrecy and Sedition. The Legislation Program section also supported the Minister for Home Affairs at the Federal Criminal Justice Forum and worked with the Australian Competition and Consumer Commission and the Department of Treasury developing criminal offences for cartel behaviour. In cooperation with the Attorney-General’s Department and the Department of Treasury, the section progressed a number of significant legislative amendments, including the Law and Justice Legislation Amendment (Identity Crimes and Other Measures) Bill 2008, the Extradition and Mutual Assistance in Criminal Matters Legislation Amendment Bill 2009, the Tax Laws Amendment (Confidentiality of Taxpayer Information) Bill 2009 and the Serious and Organised Crime Bill 2009.

## Legal

The AFP’s Legal practice provides legal advice and services to the AFP on a wide range of issues that affect the AFP, including operational and counter-terrorism activities, international policing, commercial, governance, employment, litigation and freedom of information matters.

The Legal practice also manages the AFP’s panel of external legal service providers which is made up of the Australian Government Solicitor, Clayton Utz and Phillips Fox. The AFP’s external expenditure on legal services is reported on the AFP’s website.

During 2008–09, the Legal practice provided advice on approximately

2942 matters and processed 270 freedom of information requests.

The Legal practice continues to support the AFP’s operations through the provision of legal support to the various functional portfolios, including High-Tech Crime, Border and International, Forensics and Aviation. The Legal practice has enhanced its provision of services to ACT Policing and the AFP’s Sydney and Melbourne offices by outposting officers to these locations.

The Legal practice continued its commitment to counter-terrorism activities during the year by providing dedicated specialist support to the Counter-Terrorism Executive and investigators on a variety of issues. The Legal practice provided advice during all stages of counter-terrorism investigations, as well as supporting criminal prosecutions. The practice also continued to make a significant contribution to the training of Commonwealth and state counter-terrorism officers in applicable powers and duties. Further, the practice contributed to the development of counter-terrorism governance arrangements, including by drafting joint agency documents. The practice also contributed to the AFP response to the Street Review and the Clarke Inquiry into the 2007 Haneef case.

The Legal practice has also been heavily engaged in supporting the International Deployment Group. A number of AFP lawyers were deployed to assist overseas missions in Timor-Leste and the Solomon Islands and legal advice has been provided on a broad range of issues arising from the activities of the International Deployment Group both within Australia and overseas. These issues have included training, operational, human resource, commercial and governance matters. The Legal practice has also been engaged in the provision of human rights training to AFP members.

All functional groups within the AFP continue to request commercial and governance legal assistance. The Legal practice has provided significant assistance in relation to establishing a new location for the AFP headquarters, establishing various panels for information services, and a number of tender processes relating to the supply of operational and technical equipment. The practice has also provided legal support to various logistic and support services, particularly in relation to ACT Policing, the International Deployment Group and the Forensic and Technical function.

Demand for governance-related legal assistance remained high throughout 2008–09 with the Legal practice continuing to advise on new and revised AFP governance instruments. This included assisting with the development of numerous memoranda of understanding and external agreements.

The Legal practice also continues to provide support to the AFP's human resources functions. Demand for advice on employment and industrial relations issues was high in anticipation of the introduction of the *Fair Work Act 2009*. The Legal practice also advised on and managed a number of claims against the AFP. This included managing a number of significant litigation matters before the NSW and ACT Supreme Courts relating to police duty-of-care issues. The practice also advised on complex freedom of information matters before the Administrative Appeals Tribunal. In 2008–09, the number of information disclosure processes such as subpoenas, summonses and Notices to Produce directed to the AFP increased from previous years.





## Key Committees Framework

The AFP Key Committees Framework sets out the agency's key decision-making groups and outlines their primary and specific responsibilities, membership, meeting frequency and accountabilities.

In April 2008, the Senior Leaders Group defined the AFP's key committees framework as follows:

### Executive Management

- Senior Leaders Group

### Strategic Committees

The Strategic Committees address issues which correspond to the specific responsibilities of the Senior Leaders Group and are expected to provide

regular and strategic information to the group. These committees are:

- Finance Committee
- Workforce Committee
- Audit Committee
- Security Committee
- Technology and Science Strategic Capability Committee.

### Governance Committees

The Governance Committees were established by the Senior Leader's Group to ensure cross-portfolio interaction on key corporate and organisational issues. These committees are:

- National Occupational Health and Safety Management Committee (under review)
- Business Change Review Board (under review).

## Operational Committees

The Operational Committees were established by the Senior Leaders Group to facilitate senior managers' operational awareness and prioritisation across the organisation as a whole without an undue emphasis on the priorities of any one function. This designation is also used for committees of such importance as to otherwise warrant this designation. These committees are:

- Witness Protection Committee
- AFP National Operations Committee
- Investigations Advisory Group
- Joint Operations Monitoring Centre Group.

## Insurance and Risk Management

The AFP embraces risk management as an integral part of its business and has adapted the Australia/New Zealand Standard of Risk Management to cater for its specific needs.

The AFP has policies and procedures for the management of insurance and risk. Risk management is also embedded into all AFP business planning practices.

The AFP focuses on specific areas of risk, including occupational health and safety, fraud control and financial and commercial practices. For example, it conducts risk assessments for all large procurement activities and assesses risk as part of the procurement and contract life cycle.

During 2008–09, the Strategic Risk Management Team within Policy and Future Strategies developed and implemented AFP-specific risk and business continuity management training at all levels of the organisation.

The AFP has business continuity plans in place for each of its key sites across Australia. Disaster recovery plans are also in place for crucial information

and communications technology services which support AFP operations. Planning for, and managing, business continuity in the event of an influenza pandemic is undertaken in a whole-of-government context and in line with the requirements of the Department of the Prime Minister and Cabinet. A number of business continuity exercises have been undertaken to ensure the effectiveness of these plans.

The AFP also plays a key role in the whole-of-government business continuity arrangements.

Comcover insurance arrangements are a key part of the AFP's risk mitigation strategies for managing financial risk. Comcover provides a range of insurance services for:

- public and professional indemnity liability
- property loss and business continuity
- AFP-owned motor vehicles in Australia and overseas
- short-term overseas travel encompassing both medical emergencies and personal effects.

The AFP maintained above-average performance in 2008–09 in regard to the Comcover Risk Management Benchmarking Survey, resulting in an 8 per cent discount to the AFP's Comcover insurance premium.

## Fraud Control and Anti-Corruption Plan

In accordance with the requirements of the Commonwealth Fraud Control Guidelines 2002, the AFP 2007–09 Fraud Control and Anti-Corruption Plan was implemented during 2008–09.

The Fraud Control and Anti-Corruption Plan addresses the fraud and corruption risks faced by the AFP and ensures that risk treatments are continually monitored and assessed for their effectiveness.

New and emerging risks are also identified and treated. To manage the risk of fraud and corruption across the organisation, all national managers, managers and coordinators maintain controls and commit to implementing the actions contained in the Fraud Control and Anti-Corruption Plan. Progress on the plan's implementation is reported to the Security Committee and the Attorney-General's Department each year throughout its life cycle.

### Commissioner's declaration

In accordance with guidelines 1.9 and 2.8 of the Commonwealth Fraud Control Guidelines 2002, the AFP Commissioner certified that appropriate fraud prevention, detection, investigation, reporting and data-collection procedures and processes were in place to comply with the Commonwealth Fraud Control Guidelines 2002.

## External Scrutiny

### Parliamentary committees

The AFP appeared before the Senate Standing Committee on Legal and Constitutional Affairs on three occasions in 2008–09. On 20 October 2008, the agency took part in the Supplementary Budget Estimates and was involved in the Additional Estimates hearings on 23 February 2009. The AFP also took part in a Budget Estimates hearing on 26 May 2009.

The AFP appeared before other Parliamentary committees on the following dates:

- 19 September 2008: Joint Parliamentary Standing Committee on Public Works. Inquiry into the fit-out for the Australian Federal Police of the Edmund Barton Building in the ACT.
- 2 October 2008: Parliamentary Joint Standing Committee on Foreign Affairs, Defence and Trade. Inquiry into Australia's relationship with ASEAN.
- 23 October 2008: House of Representatives Standing Committee on Legal and Constitutional Affairs. Inquiry into whistleblowing protections within the Australian Government public sector.
- 6 November 2008: Parliamentary Joint Committee on the Australian Crime Commission. Inquiry into legislative arrangements to outlaw serious and criminal organised crime groups.
- 21 November 2008: Senate Standing Committee on Foreign Affairs, Defence and Trade. Inquiry into the economic and security challenges facing Papua New Guinea and the island states of the southwest Pacific.
- 13 March 2009: Parliamentary Joint Committee on the Australian Commission for Law Enforcement Integrity. Examination of the Annual Report of the Integrity Commissioner 2007–08.

The AFP also made submissions to Parliamentary committees on the following dates:

- 8 July 2008 and 18 September 2008 (supplementary): Joint Parliamentary Standing Committee on Public Works. Inquiry into the fit-out for the Australian Federal Police of the Edmund Barton Building in the ACT.
- 29 August 2008: House of Representatives Standing Committee on Legal and Constitutional Affairs. Inquiry into whistleblowing protections within the Australian Government public sector.

- 17 October 2008: Senate Standing Committee on Foreign Affairs, Defence and Trade. Inquiry into the economic and security challenges facing Papua New Guinea and the island states of the southwest Pacific.
- Parliamentary Joint Committee on Foreign Affairs, Defence and Trade. Inquiry into Australia's relationship with ASEAN. Answers to Questions on Notice from hearing 2 October 2008.
- Parliamentary Joint Committee on the Australian Crime Commission. Inquiry into the legislative arrangements to outlaw serious and criminal organised crime groups. Answers to Questions on Notice from hearing 6 November 2008.

### Public hearings

- On 23 October 2008—House of Representatives Standing Committee on Legal and Constitutional Affairs public hearing into whistleblowing protections within the Australian Government public sector.
- On 13 March 2009 Parliamentary Joint Committee on Australian Commission for Law Enforcement Integrity Public Hearing into the Integrity Commissioner's Annual Report 2007–08.
- In March 2009, the Parliamentary Joint Committee on Australian Commission for Law Enforcement Integrity published its Report on its inquiry into Law Enforcement Integrity Models. The AFP contributed to the Government Response to the eight recommendations contained in this Report.

### Freedom of Information

The Freedom of Information Team facilitates public access to AFP

documents in keeping with the provisions of the *Freedom of Information Act 1982*. Under section 23 of the Act, the Freedom of Information team leader and senior team members are authorised to make initial decisions relating to Freedom of Information requests.

In 2008–09 there were 270 Freedom of Information requests.

Freedom of Information applicants generally seek access to information on past or present AFP investigations and investigations carried out by its predecessor organisations. These requests often require extensive searches of AFP information holdings and can involve the examination of many hundreds of pages of documents. These documents invariably require the careful and resource-intensive examination of all of the contents to respect the right of access by the applicants without unduly prejudicing personal privacy considerations and AFP law enforcement activities.

In particular, the Freedom of Information Team continued to process a number of requests resulting from a significant counter-terrorism operation in addition to numerous requests from the media. These requests are complicated by the shared information that the AFP holds from other agencies, some of which are classified as exempt agencies under the *Freedom of Information Act 1982* or are international agencies.

In 2008–09 the AFP submitted quarterly and annual returns under section 93 of the *Freedom of Information Act 1982* for the Department of the Prime Minister and Cabinet's report to Parliament. Detailed information about the AFP's Freedom of Information requests appears in Appendix 1, Table 1. Information on making Freedom of Information requests to the AFP can be found on the AFP's website at [www.afp.gov.au](http://www.afp.gov.au)

## Commonwealth Ombudsman Reports

During 2008–09 the Commonwealth and Law Enforcement Ombudsman undertook a number of reviews and investigations pursuant to its function.

### Review of AFP Complaint Management

The *Australian Federal Police Act 1979* requires the Ombudsman to conduct biannual reviews of the AFP's administration of Part V of the Act and report annually to Parliament on his activities under Part V of the Act. In November 2008, the Ombudsman tabled his report to Parliament covering his work and reviews during the period 2007–08. This report focused primarily on his first two reviews.

During 2008–09, the Ombudsman conducted two reviews. The first was conducted in September and October 2008 and examined finalised complaints for the period of 1 February to 31 July 2008. Through this review, the Ombudsman made three recommendations on improving AFP complaint management practices and procedures. The second review was conducted in March and April 2009 and covered the period of 1 August 2008 to 21 January 2009. The Ombudsman made two recommendations.

### Own Motion Investigations

#### Review of ACT Policing Regional Watch House Operations

In June 2007, the Ombudsman released a report on the joint Ombudsman/AFP investigation into the operation of the ACT Policing Regional Watch House. In March 2009, the ACT Chief Police Officer released a report on the implementation of the 17 recommendations and 79 action items stemming from that investigation.

### AFP's use of powers under the *Intoxicated People (Care and Protection) Act 1994 (ACT)*

In October 2008 the Ombudsman released a report on his investigation into the AFP's use of powers under the *Intoxicated People (Care and Protection) Act 1994 (ACT)*.

### Use of interpreters

In March 2009, the Ombudsman released a report on his investigation into the use of interpreters by four Commonwealth agencies. The AFP was one of the agencies examined in the investigation.

### Administrative deficiencies

The *Ombudsman Act 1976* lists the grounds on which the Ombudsman can formally make a report to an agency, and through this to the Prime Minister and Parliament. Most complaints to the Ombudsman are resolved informally, however the Ombudsman will record an administrative deficiency in some instances. The purpose of recording an administrative deficiency is not to reprimand the agency but to draw attention to possible issues that warrant further consideration. In 2008–09, the Ombudsman had cause to record an administrative deficiency against the AFP on four occasions, with a further matter still under consideration.

The administrative deficiency recorded on 28 August 2008 related to a complaint by a member of the public relating to a family law matter in 2005. The Ombudsman found that there was a procedural deficiency in the communication between the AFP and a Commonwealth department.

The administrative deficiency recorded on 9 January 2009 related to a request under the *Freedom of Information Act 1982* where the AFP failed to locate and provide emails as part of the request. The Ombudsman found that the failure to locate the emails was due to human error because relevant material was not identified.

The administrative deficiency recorded on 25 February 2009 related to a complaint by a member of the AFP about the conduct of another member of the AFP on the basis of unreasonable action or decision. This matter commenced in April 2006 and was dealt with by a manager in the workplace. The Ombudsman found that the AFP could have dealt with this matter more promptly and effectively.

The administrative deficiency recorded on 5 May 2009 related to a matter where Professional Reporting Standards made a determination in relation to the management of a conduct issue and that determination was based on a legal error.

### Integrity Commissioner reports

In 2008, the Integrity Commissioner submitted a report to the Minister for Home Affairs on his investigation into an allegation of corruption within the AFP. In his report, the Integrity Commissioner recommended that the AFP review its arrangements for handling politically sensitive matters. On 17 February 2009, the AFP Commissioner forwarded a report to the Integrity Commissioner on the AFP's review of current arrangements for dealing with politically sensitive matters. The Integrity Commissioner is currently considering the AFP's report into this review.

On 30 June 2009, the Integrity Commissioner submitted a report to the Minister for Home Affairs, Resistance to Corruption, relating to its pilot review of the internal anti-corruption arrangements of the Australian Crime Commission and the Australian Federal Police.

## Commonwealth Disability Program

The AFP periodically reviews its policies, protocols, guidelines and practices to ensure compliance with the *Disability Discrimination Act 1992*.

The AFP held a Diversity Forum in June 2009 to workshop the draft AFP Diversity Strategy and Action Plan 2009–12. The Diversity Strategy and Action Plan will provide guidance for the AFP's Executive, managers and staff on their responsibilities related to fostering diversity in the workplace. The *Disability Discrimination Act 1992* and the Commonwealth Disability Strategy are taken into consideration when new diversity policies are formulated. In the later half of 2009, further work will be done to finalise the revised draft Disability Strategy.

The AFP encourages all its members to provide employment opportunities for people from diverse backgrounds, which includes people with a disability. The AFP's Recruitment and Diversity Strategies Team continues to support and encourage interview panels to employ, in appropriate roles, staff with disabilities by explaining the benefits of employing people with a disability.

The team also liaises with external organisations such as the Diversity Council of Australia and the Australian Employers' Network on Disability. This ensures that the AFP understands contemporary diversity and disability issues. The CEO of Diversity Australia, Ms Nareen Young, was engaged to facilitate the AFP Diversity Forum in June 2009.

The Recruitment and Diversity Team regularly conducts presentations for staff and new recruits on issues relating to discrimination within the workforce, and on recruiting and working with employees with disabilities.

## Auditor-General Reports

In 2008–09, the Australian National Audit Office (ANAO) audited the AFP's financial statements and performance measures relating to the AFP's community policing contract with the ACT Government.

The Audit Committee assessed a number of relevant Auditor-General reports for potential to improve AFP business. Many reports were referred to appropriate business units for their consideration of ANAO recommendations. No issues were identified by the Audit Committee as needing follow-up action.

In 2008–09, the Auditor-General did not include the AFP as the primary subject of any report tabled in Parliament. However, the AFP was an active participant in three cross-agency audits:

- Number 14—Audit of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2008.
- Number 30—Management of the Australian Government's Action Plan to Eradicate Trafficking in Persons.
- Number 37—Online Availability of Government Entities' Documents Tabled in the Australian Parliament.

The AFP is also involved in two other cross-agency audits being undertaken by the Australian National Audit Office. These audits are:

- Government Agencies' Management of Small to Medium Size Contracts
- Fraud Control.

The reports for these audits are expected to be tabled in Parliament in 2009–10.

At the time of writing, the Australian National Audit Office was also undertaking a Limited Assurance Review of the AFP's National Missing Persons Week 2009 advertising campaign against government guidelines on campaign advertising.

## Ecological Sustainability Development and Environmental Performance

### Fleet

The AFP continues to monitor the energy efficiency of its fleet. Policies are in place to encourage the selection of four-cylinder vehicles for administrative duties and alternative fuels such as LPG and diesel. The AFP has 186 four-cylinder vehicles, making up 14.8 per cent of the fleet, which is 47 more than in 2007–08. It also has 74 dedicated LPG vehicles, making up 5.9 per cent of the fleet, which is five more than in 2007–08. Further, the fleet at ACT Policing's Gungahlin Station includes three dedicated LPG vehicles and three hybrid pool vehicles have also been introduced into the ACT Policing fleet.

### Major capital works

A number of ecologically sustainable development targets are being proposed and implemented for the AFP's infrastructure projects. These include:

- implementing the National Australian Built Environment Rating Scheme of 4.5 stars or more

- implementing the Greenstar rating scheme to promote the use of environmentally efficient design, sustainable materials and recyclable products
- adopting waste management systems to include segregation of waste into recyclable, organic and waste to landfill
- using energy-efficient lighting and lighting control systems
- adopting water conservation initiatives such as dual flush cisterns, water efficient fittings, flow restriction devices to all fixtures, and including rainwater harvesting for use in landscape watering and toilet flushing.





## ACT Policing

ACT Policing is a business unit of the Australian Federal Police responsible for delivering community policing services to the ACT. These services are provided in accordance with the policing arrangement approved in June 2006 between the then Commonwealth Minister for Justice and Customs and the ACT for the provision of police services to the ACT. This arrangement is valid for five years.

The policing arrangement provides for a purchase agreement to be established between the ACT Minister for Justice, Police and Emergency Services, the Chief Police Officer for the ACT and the Commissioner of the AFP, for the provision of policing services to the ACT. The agreement specifies the type and level of services required by the ACT Government on an annual basis and the agreed price of those services.

ACT Policing is directly accountable to the ACT Minister for Justice, Police and Emergency Services for achieving the policing outcome and for delivering outputs as defined in the annual purchase agreement and the Ministerial Direction issued by the Minister on 28 August 2008.

The annual agreement includes 34 specific performance measures by which ACT Policing's service to the community is assessed, including crime levels, response times, public confidence and road safety.

The Chief Police Officer for the ACT is Assistant Commissioner Michael Phelan APM.

Copies of ACT Policing annual reports are available from the ACT Policing Media and Marketing Team by phoning (02) 6256 7460 or by visiting **[www.afp.gov.au](http://www.afp.gov.au)**

Financial performance of ACT Policing can be found in Table B on page 19.





## Appendix 1: Disclosure of Information

### Freedom of Information

This appendix provides information required under section 8 of the *Freedom of Information Act 1982*.

The AFP releases documents pursuant to the Freedom of Information Act, the *Privacy Act 1988* and the AFP Regulations. Many documents are made available to the public via the AFP's website. Details of requests received by the AFP for information during 2008–09 are shown in Table 1.

### FOI Procedures and Contact Points

Requests for access to documents under the Freedom of Information Act, and requests for internal reviews of decisions made under the Freedom of Information Act, should be addressed to:

#### **Freedom of Information Team**

Australian Federal Police  
GPO Box 401  
Canberra ACT 2601

Requests for access to documents held by the AFP should include the following details:

- applicant's full name
- date of birth
- postal address in Australia
- detailed description of the documents requested.

Requests can be delivered to any AFP office or forwarded directly to the Freedom of Information team.

An application fee of \$30.00 applies to all requests made under the Freedom of Information Act. Further charges apply to the processing of applications. An application fee of \$40.00 applies to all applications for internal review of decisions made under the Act. Fees and charges may be reduced or remitted for any reason, including that payment would result in financial hardship to the applicant or that the provision of access to the documents is in the public interest.

The team leader and senior team member of the Freedom of Information team is authorised, pursuant to section 23 of the Freedom of Information Act, to make decisions concerning fees and charges and the release or exemption of documents under the Freedom of Information Act.

Should an applicant apply to view original documents held by the AFP, facilities will be made available, where possible, at the closest regional AFP office to the applicant's residential address.

Further information regarding any Freedom of Information matter can be obtained by contacting the Freedom of Information team by mail, email (at [freedomofinformation@afp.gov.au](mailto:freedomofinformation@afp.gov.au)) or by phoning (02) 6275 7288.

There are also different fees payable to access documents not covered by the Freedom of Information Act. For information on obtaining a copy of a motor vehicle accident or an incident report relating to a property offence in the Australian Capital Territory, phone (02) 6202 3243. For information on obtaining an incident report relating to an offence against a person in the ACT, phone (02) 6245 7432.

For information on obtaining a character check or criminal and traffic conviction report, phone (02) 6202 3333. Payment should be made payable to the Receiver of Public Monies.

For information relating to personal information under the Privacy Act, requests should be made to the Freedom of Information team.

## Types of documents

The AFP holds documents on a range of topics which are broadly categorised as:

- agenda, minutes and decisions, including internal and external meetings and ministerial, interdepartmental and general correspondence and papers
- internal administration papers, including accounting and financial records, legal records and staff and staffing records
- guidelines and training materials, including Commissioner's orders, national guidelines and practical guides relating to AFP operations and legislative procedures
- briefing papers, including briefs, submissions and reports to the AFP Executive and the Minister for Home Affairs. These generally relate to the development of AFP policy or are provided as background to particular administrative decisions in database records including computer files, printouts and statistical data.

## Documents available free of charge upon request

A range of publications are available free of charge through the Media Centre link at [www.afp.gov.au](http://www.afp.gov.au)

## Services and documents available for a fee

A list of services and documents available for a fee are available through the Services for Government link at [www.afp.gov.au](http://www.afp.gov.au)

**Table 1: AFP information requests 2008–09**

<b>Category</b>	<b>2008–09</b>	<b>2007–08</b>
Freedom of Information	200	279
General requests for documents under AFP Regulations	898	841
Requests for accident record documents under AFP Regulations	1940	2666
Requests for personal information under the Privacy Act	1	0
<b>Total</b>	<b>3109</b>	<b>3786</b>

## Appendix 2: Corporate Integrity

**Table 2: Complaints by category during 2008–09**

	Total Complaints	Codings with Complaints
Category 0	24	42
Category 1	189	305
Category 2	342	653
Category 3	293	624
Category 4	19	23
<b>Totals</b>	<b>867</b>	<b>1647</b>

Note:

Codings are individual issues identified within a complaint.

Multiple codings may be applied where two or more complaint issues are identified from information supplied by a complainant or where two or more members are subject to the complaint.

Category 0 refers to complaints withdrawn by the complainant.

**Table 3: Complaints by source during 2008–09**

	Total Complaints	Percentage
AFP appointee	316	36.33
Member of public	509	58.71
Anonymous	14	1.61
Self reporting	29	3.34
<b>Totals</b>	<b>867</b>	<b>100</b>

**Table 4: Complaints by status during 2008–09**

	Finalised	Outstanding	Total
Category 0	33	1	34
Category 1	160	59	219
Category 2	352	95	447
Category 3	85	447	532
Category 4	3	38	41
<b>Totals</b>	<b>633</b>	<b>640</b>	<b>1273</b>

Note: This table includes matters reported before 1 July 2008 that had not been finalised before that date.

**Table 5: Complaints by category and outcome during 2008–09**

<b>Coding</b>	<b>Established</b>	<b>Not established</b>	<b>Discretion not to proceed</b>	<b>Withdrawn</b>
<b>Category 1</b>				
Minor breach of the AFP Code of Conduct	1	2	2	0
Discourtesy	10	78	7	1
Inadequate service	11	50	5	1
Advice failure	7	15	1	0
Unreasonable delay	3	12	2	1
Failure to act	1	37	5	0
Breach of the AFP Code of Conduct	1	0	0	0
Fail to comply with direction or procedure	1	0	0	0
Supervision failure	1	0	0	0
Inappropriate behaviour	4	0	0	0
<b>Category 2</b>				
Breach of the AFP Code of Conduct	32	55	8	1
Excessive force (on property)	0	2	0	0
Threat of force (on person)	0	1	0	0
Fail to comply with direction or procedure	95	45	6	0
Unwarranted attention	3	68	13	2
Inappropriate behaviour	25	54	6	0
Driving misconduct	4	19	0	0
Traffic enforcement matters	1	3	0	0
Property holding failure	7	1	2	0
Property accounting failure	22	13	3	0
Property unauthorised use/removal of	0	0	1	0
Failure to record or report	18	9	0	0

<b>continued</b>				
Information misuse (access or inadvertent disclosure)	17	6	1	0
Inadequate investigation	3	14	3	0
Warrant administration	0	7	0	0
Poor performance	2	0	0	0
Supervision failure	3	1	0	0
Diligence failure	4	2	2	0
Advice failure	0	3	1	0
Unreasonable delay	1	5	0	0
Misuse of authority	0	1	0	0
Minor breach of AFP Code of Conduct	1	6	0	0
Inadequate service	2	12	0	0
Failure to act	2	11	0	0
Discourtesy	5	43	1	2
<b>Category 3</b>				
Serious breach of the AFP Code of Conduct	13	8	5	1
Serious breach of directions or procedures	1	13	11	0
Property misconduct	0	0	1	0
Excessive force (on person)	0	25	6	0
Threat of force (involving weapon)	0	0	0	0
Discharge firearm	8	0	0	0
Forgery	0	2	0	0
Fraud—Commonwealth	0	1	3	0
Criminal conduct	1	9	15	0
Unlawful discrimination	0	0	2	0
Sexual harassment	0	1	0	0
False information/statement	2	2	6	0

<b>continued</b>				
Information misuse	0	7	4	1
Information access	4	2	1	0
Death in custody	0	0	0	0
Misuse of authority	0	2	4	0
Neglect of duty	0	0	5	0
Intimidation	0	8	2	0
Drug misconduct	0	2	0	0
Driving misconduct	0	0	3	0
Breach of the AFP Code of Conduct	2	0	1	0
Discourtesy	0	2	0	0
Excessive force (on property)	0	0	2	0
Fail to comply with direction or procedure	0	2	0	0
Failure to act	0	0	1	0
Failure to record or report	0	0	1	0
Inadequate investigation	0	2	1	0
Inappropriate behaviour	0	1	0	1
Warrant administration	0	1	0	0
<b>Category 4</b>				
Bribery/corruption/blackmail/extortion	0	0	5	0
Perjury/pervert the course of justice	0	1	1	0
<b>Totals</b>	<b>318</b>	<b>666</b>	<b>149</b>	<b>11</b>

Note: This table only includes matters where the case is finalised.

**Table 6: Prohibited drug tests conducted during 2008–09**

Category	2007–08	2008–09
Mandatory applicant testing	1232	504
Mandatory targeted testing	6150	6367
Mandatory investigation and certain incident testing	24	19
Mandatory contractor testing	100	0
<b>Totals</b>	<b>7506</b>	<b>6890</b>

## Appendix 3: Advertising and Market Research

**Table 7: Media costs**

<b>Vendor</b>	<b>Amount</b>
Auspoll Total	18,181.82
L&L Design & Production Total	19,020.00
Crime Stoppers QLD Total	50,000.00
Haystac Total	15,000.00
Visual Jazz Total	49,350.00
McCann Worldgroup Total	294,972.18
Staging Connections Total	10,885.56
Child Wise Ltd Total	50,000.00
Swell Design Total	47,535.00
WIN Television Total	40,032.00
Royal National Capital Total	11,781.82
Corp Express Australia Total	12,244.30
<b>Grand Total</b>	<b>619,002.68</b>

<b>Vendor</b>	<b>Amount</b>
HMA Blaze Pty Limited Total	114,824.95
<b>Grand Total</b>	<b>114,824.95</b>

## Appendix 4: People Strategies

**Table 8: Ongoing, non-ongoing and casual staff as at 30 June 2009**

Employee Group	2008–09	2007–08	Difference
AFP Permanent Full-time	4759	4848	-89
AFP Permanent Part-time	230	203	27
AFP Temporary Full-time	70	171	-101
AFP Temporary Part-time	6	16	-10
AFP Casual	10	10	0
<b>AFP Total</b>	<b>5075</b>	<b>5248</b>	<b>-173</b>
PS Permanent Full-time	1217	1337	-120
PS Permanent Part-time	2	4	-2
PS Temporary Full-time	0	0	0
PS Temporary Part-time	0	0	0
PS Casual	0	0	0
PS Seconded Paid	0	0	0
<b>PS Total</b>	<b>1219</b>	<b>1341</b>	<b>-122</b>
APG Permanent Full-time	8		
APG Temporary Full-time	2		
<b>APG Total</b>	<b>10</b>		
AIPM Permanent Full-time	15		
AIPM Permanent Part-time	2		
AIPM Temporary Full-time	9		
AIPM Casual	2		
	28		
<b>Grand Total</b>	<b>6332</b>	<b>6589</b>	<b>-257</b>

Note: 07–08 Annual Report, APG numbers were included in AFP Totals. AIPM were not included.

**Table 9: AFP Senior Executive 2008–09**

<b>Executive</b>	<b>Management</b>	<b>AFP Sworn</b>	<b>AFP Unsworn</b>	<b>Total</b>
Deputy Commissioner Operations	Output 1.2 (ESO)	3		3
	Output 1.6 (IDG)	7	3	10
	National Manager Forensic and Data Centres		3	3
	High Tech Crime Centre	4		4
	Office of Deputy Commissioners	1		1
	Sydney	1		1
	Melbourne	1		1
	Perth	1		1
	Brisbane	1		1
	<b>Deputy Commissioner Operations Total</b>		<b>19</b>	<b>6</b>
Deputy Commissioner National Security	Output 1.1 (Border and International)	5		5
	Output 1.3 (CT)	2		2
	Output 1.4 (Prot)	2		2
	Output 1.5 (Aviation)	6	1	7
	Intelligence	3		3
	Office of Deputy Commissioners	1		1
	<b>Deputy Commissioner National Security Total</b>		<b>19</b>	<b>1</b>
Chief of Staff	Commissioner's Office	1		1
	Chief of Staff	1		1
<b>Chief of Staff Total</b>		<b>2</b>	<b>0</b>	<b>2</b>

<b>continued</b>				
Asia-Pacific Group			1	1
Australian Institute of Police Management			1	1
Chief Operating Officer	Chief Operating Officer—COO		1	1
	National Manager Human Resources	3	2	5
	Finance and Commercial		4	4
	Policy and Future Strategies		3	3
	Performance and Planning	1		1
	Legal		1	1
	Security		1	1
	Information Services	1	2	3
<b>Chief Operating Officer Total</b>		<b>5</b>	<b>14</b>	<b>19</b>
Chief Police Officer—ACT	ACT Policing	2	1	3
Chief Police Officer—ACT		2	1	3
<b>Grand Total</b>		<b>47</b>	<b>23</b>	<b>71</b>

**Table 10: AFP geographical distribution 2008–09**

Location	AFP Sworn		AFP Unsworn		AFP PSO		AIPM		APG		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
Australian Capital Territory	976	311	746	993	320	39	0	0	0	0	2042	1343	<b>3385</b>
Commonwealth Territories	14	2	6	3	0	0	0	0	0	0	20	5	<b>25</b>
New South Wales	328	92	55	83	238	16	12	16	4	6	637	213	<b>850</b>
Northern Territory	76	20	2	10	79	6	0	0	0	0	157	36	<b>193</b>
Overseas Posts	283	49	29	49	50	4	0	0	0	0	362	102	<b>464</b>
Queensland	201	41	40	49	126	10	0	0	0	0	367	100	<b>467</b>
South Australia	39	14	5	12	43	8	0	0	0	0	87	34	<b>121</b>
Tasmania	6	3	2	2	14	1	0	0	0	0	22	6	<b>28</b>
Victoria	212	76	37	59	133	7	0	0	0	0	382	142	<b>524</b>
Western Australia	86	13	24	27	116	9	0	0	0	0	226	49	<b>275</b>
<b>Total</b>	<b>2221</b>	<b>621</b>	<b>946</b>	<b>1287</b>	<b>1119</b>	<b>100</b>	<b>12</b>	<b>16</b>	<b>4</b>	<b>6</b>	<b>4302</b>	<b>2030</b>	<b>6332</b>

Note: M = Male, F = Female.

Note: There are currently 42 FPD recruits in College who are recorded in the Unsworn (22 recruits) and PSO (20 recruits) numbers.

Note: There are currently 22 PSO recruits in College who are recorded in the Unsworn numbers.

**Table 11: AFP Senior Executive performance bonus payments**

	Amount	Number
SES Level 3	\$ 55,296	3
SES Level 2	\$115,554	14
SES Level 1	\$342,650	51
<b>Total</b>	<b>\$513,500</b>	<b>68</b>

**Table 12: Years of service 2008–09**

Personnel Area	Executive	Service Group								Total
		0 yrs	01–05 yrs	06–10 yrs	11–15yrs	16–20 yrs	21–25 yrs	26+ yrs		
AFP Sworn	Deputy Commissioner Operations	34	487	435	58	107	151	136	1408	
	Deputy Commissioner National Security	3	64	165	47	50	90	80	499	
	Chief of Staff	0	3	5	2	2	4	7	23	
	Chief Operating Officer	0	12	63	17	22	31	24	169	
	Chief Police Officer—ACT	0	357	226	20	30	51	59	743	
<b>AFP Sworn Total</b>		<b>37</b>	<b>923</b>	<b>894</b>	<b>144</b>	<b>211</b>	<b>327</b>	<b>306</b>	<b>2842</b>	
AFP Unsworn	Deputy Commissioner Operations	44	439	211	31	33	15	10	783	
	Deputy Commissioner National Security	4	242	88	18	23	13	1	389	
	Chief of Staff	5	32	9	3	1	0	2	52	
	Chief Operating Officer	122	449	148	21	32	21	14	807	
	Chief Police Officer—ACT	37	124	28	3	6	3	1	202	
<b>AFP Unsworn Total</b>		<b>212</b>	<b>1286</b>	<b>484</b>	<b>76</b>	<b>95</b>	<b>52</b>	<b>28</b>	<b>2233</b>	
AFP PSO	Deputy Commissioner Operations	0	44	19	1	4	3	0	71	
	Deputy Commissioner National Security	0	521	407	42	81	50	2	1103	
	Chief of Staff	0	1	0	0	1	0	0	2	
	Chief Operating Officer	0	20	18	1	1	2	1	43	
<b>AFP PSO Total</b>		<b>0</b>	<b>586</b>	<b>444</b>	<b>44</b>	<b>87</b>	<b>55</b>	<b>3</b>	<b>1219</b>	
APG	APG	0	10	0	0	0	0	0	10	
AIPM	AIPM	10	11	5	2	0	0	0	28	
<b>Grand Total</b>		<b>259</b>	<b>2816</b>	<b>1827</b>	<b>266</b>	<b>393</b>	<b>434</b>	<b>337</b>	<b>6332</b>	

Note: There are currently 42 FPDF recruits in College who are recorded in the Unsworn (22 recruits) and PSO (20 recruits) numbers.

Note: There are currently 22 PSO recruits in College who are recorded in the Unsworn numbers.

**Table 13: AFP workforce composition 2008–09**

	AFP Sworn			AFP Unsworn			AFP PSO			AIPM			APG			Total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Band 1	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	2	2
Band 2	105	29	134	54	56	110	391	39	430	0	0	0	0	1	1	550	125	675
Band 3	385	132	517	177	354	531	403	33	436	2	5	7	0	1	1	967	525	1492
Band 4	510	174	684	166	333	499	162	16	178	1	4	5	0	3	3	839	530	1369
Band 5	473	113	586	73	113	186	125	6	131	1	2	3	0	0	0	672	234	906
Band 6	173	53	226	146	170	316	2	2	4	0	2	2	0	0	0	321	227	548
Band 7	329	82	411	130	139	269	15	3	18	1	0	1	0	0	0	475	224	699
Band 8	45	7	52	99	76	175	17	1	18	0	1	1	0	0	0	161	85	246
Band 9	160	24	184	77	37	114	4	0	4	5	1	6	3	1	4	249	63	312
SES	40	7	47	16	6	22	0	0	0	1	0	1	1	0	1	58	13	71
Statutory Office Holders	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Casual	1	0	1	8	1	9	0	0	0	1	1	2				10	2	12
<b>Total</b>	<b>2221</b>	<b>621</b>	<b>2842</b>	<b>946</b>	<b>1287</b>	<b>2233</b>	<b>1119</b>	<b>100</b>	<b>1219</b>	<b>12</b>	<b>16</b>	<b>28</b>	<b>4</b>	<b>6</b>	<b>10</b>	<b>4302</b>	<b>2030</b>	<b>6332</b>

Note: M = Male, F = Female.

Note: There are currently 42 FPD recruits in College who are recorded in the Unsworn (22 recruits) and PSO (20 recruits) numbers.

Note: There are currently 22 PSO recruits in College who are recorded in the Unsworn numbers.

**Table 14: Outposting to other agencies/police services, secondments, territories policy and peacekeeping**

Base Salary Group	0	1	2	3	4	5	6	7	8	9	SES	Total
<b>External Territories</b>												
Jervis Bay	0	0	0	1	1	1	0	1	0	0	0	4
Christmas Island	3	0	1	2	3	0	0	0	0	0	0	9
Cocos Island	3	0	0	0	0	1	0	1	0	0	0	5
Norfolk Island	0	0	0	0	0	2	0	1	0	0	0	3
<b>External Territories Total</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
<b>Stability/Capacity Building</b>												
Cyprus	0	0	0	0	6	6	2	0	0	1	0	15
Nauru	0	0	0	0	0	0	0	0	1	3	0	4
Timor-Leste—UN	0	0	0	1	16	22	4	6	0	1	0	50
Timor-Leste—TLPDP	0	0	0	0	7	8	14	4	2	5	1	41
Papua New Guinea	0	0	0	0	3	0	0	2	2	5	1	13
RAMSI (Solomon Islands)	1	0	21	31	49	34	6	22	5	15	1	185
Vanuatu	0	0	0	0	0	0	4	3	1	1	0	9
Tonga	0	0	0	0	0	0	0	2	0	1	0	3
Cambodia	0	0	0	0	0	0	0	0	0	1	0	1
Afghanistan	0	0	0	0	0	1	0	4	0	3	0	8
Sudan	0	0	0	0	1	6	1	1	0	1	0	10

continued												
Stability/Capacity Building Total	1	0	21	32	82	77	31	44	11	37	3	339
<b>Australian Crime Commission</b>												
Adelaide	0	0	0	0	1	0	0	0	0	0	0	1
Canberra	0	0	0	0	0	0	0	1	0	0	0	1
Perth	0	0	0	0	0	0	1	0	0	0	0	1
<b>Australian Crime Commission Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Centrelink</b>												
Adelaide	0	0	0	0	0	0	1	0	0	0	0	1
Brisbane	0	0	0	0	0	0	1	0	0	0	0	1
Canberra (Queanbeyan)	0	0	0	0	0	0	1	0	0	0	0	1
Darwin	0	0	0	0	0	0	1	0	0	0	0	1
Hunter Region (NSW)	0	0	0	0	0	0	1	0	0	0	0	1
Melbourne	0	0	0	0	0	0	2	0	0	0	0	2
Perth	0	0	0	0	0	0	1	0	0	0	0	1
Sydney	0	0	0	0	0	0	1	0	0	0	0	1
Townsville	0	0	0	0	0	0	1	0	0	0	0	1
<b>Centrelink Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>

continued

<b>Department of Environment and Water Resources</b>												
Canberra	0	0	0	0	0	0	0	0	1	0	0	1
<b>Department of Environment and Water Resources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Department of Foreign Affairs and Trade</b>												
Sydney	0	0	0	0	0	0	0	0	0	1	0	0
<b>Department of Foreign Affairs and Trade Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Australian Federal Police Association</b>												
Canberra	0	0	0	0	0	0	0	0	0	1	0	0
<b>Australian Federal Police Association Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Northern Territory Police</b>												
Operation THEMIS	0	0	1	3	26	37	7	6	0	1	0	81
<b>Northern Territory Police Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>26</b>	<b>37</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>81</b>
<b>National Threat Assessment Centre</b>												
Canberra	0	0	0	0	0	0	2	0	0	0	0	2
<b>National Threat Assessment Centre Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

continued												
<b>WA Crime Corruption Commission</b>												
Perth		0	0	0	0	0	0	0	0	1	0	2
<b>WA Crime Corruption Commission Total</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>							
<b>Australian and New Zealand Policing Advisory Agency</b>												
Melbourne		0	0	0	0	0	0	0	0	1	0	2
<b>Australian and New Zealand Policing Advisory Agency Total</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>							
<b>International</b>												
UNODC		0	0	0	0	0	0	0	0	1	0	1
UNHQ (New York)		0	0	0	0	0	0	0	0	0	2	2
Interpol		0	0	0	0	0	0	0	0	0	1	1
Metropolitan Police (UK)		0	0	0	0	0	0	0	0	0	1	1
Serious Organised Crime Agency (UK)		0	0	0	0	0	0	0	0	0	1	1
Federal Bureau of Investigation		0	0	0	0	0	0	0	0	0	1	1
Domestic												
Prime Minister and Cabinet		0	0	0	0	0	0	0	0	0	1	1
<b>International Total</b>		<b>0</b>	<b>1</b>	<b>5</b>	<b>8</b>							

# Appendix 5: Resource Statement

**Table 15: Agency resource statements—2008–09**

	Actual available appropriation 2008–09 (\$'000)	+	Payments made 2008–09 (\$'000)	Balance remaining (a)–(b)
	(a)		(b)	
<b>Ordinary Annual Services<sup>1</sup></b>				
<b>Departmental Appropriation</b>				
Prior year departmental appropriation	244,943		-	244,943
Departmental appropriation (No. 1 & 3)	1,009,351		984,362	24,989
Departmental appropriations reduced <i>(Appropriation Act section 10)</i>	(17,076)			(17,076)
S 31 relevant agency receipts <sup>3</sup>	244,958		244,958	-
<b>Total</b>	<b>1,482,176</b>		<b>1,229,320</b>	<b>252,856</b>
<b>Administered expenses<sup>4</sup></b>				
Outcome 1	9,688		6,825	
<b>Total</b>	<b>9,688</b>		<b>6,825</b>	
<b>Total ordinary annual services</b>	<b>1,491,864</b>		<b>1,236,145</b>	
<b>Other Services</b>				
<b>Departmental non-operating<sup>2</sup></b>				
Equity injections	285,684		23,738	
Previous years' outputs				
<b>Total</b>	<b>285,684</b>		<b>23,738</b>	
<b>Total other services</b>	<b>285,684</b>		<b>23,738</b>	
<b>Special Accounts<sup>5</sup></b>				
Opening balance	4,323			
Appropriation receipts	1,521			
Non-appropriation receipts to special accounts	9,115			
Payments made			9,118	
Closing balance				5,841
<b>Total Resourcing and Payments</b>	<b>1,777,548</b>		<b>1,259,883</b>	

continued

Less appropriations drawn from annual or special appropriations above and credited to special accounts and/or CAC Act bodies through annual appropriations

1,521

1,521

**Total net Resourcing and Payments**

**1,776,027**

**1,258,362**

<sup>1</sup> Appropriation Bill (No.1) 2008–09 and Appropriation Bill (No.3) 2008–09.

<sup>2</sup> Appropriation Bill (No.2) 2008–09 and Appropriation Bill (No.4) 2008–09.

<sup>3</sup> Section 31 relevant agency receipts—actual.

<sup>4</sup> Original 2008–09 Administered Appropriation less adjustments made during 2008–09.

<sup>5</sup> The Special Account section aggregates the total resources available through an agency's Special Accounts excluding accounts Other Trust Monies and Services for Other Government and Non-agency bodies (excluding AIPM) accounts as they do not constitute funds available to the agency for operations.



## Resources for Outcomes

**Table 16: Outcome 1**

Outcome 1	Budget <sup>1</sup> 2008–09 \$'000	Actual expenses 2008–09 \$'000	Variation \$'000
	(a)	(b)	(a)–(b)
<b>Output Group 1.1: Criminal Investigations—Border and International Network</b>			
Departmental outputs	160,021	163,717	-3,696
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,542	666
<b>Subtotal for Output Group 1.1</b>	<b>164,229</b>	<b>167,259</b>	<b>-3,030</b>
<b>Output Group 1.2: Criminal Investigations—Economic and Special Operations</b>			
Departmental outputs	117,044	112,501	4,543
Special accounts			
<i>Other Trust Monies Account</i>	4,209	3,542	667
<i>AFP Asia Pacific Group on     Money Laundering</i>	2,779	2,030	749
<b>Subtotal for Output Group 1.2</b>	<b>124,032</b>	<b>118,073</b>	<b>5,959</b>
<b>Output Group 1.3: Criminal Investigations—Terrorism</b>			
Departmental outputs	55,805	55,818	-13
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,542	666
<i>Services for Non-Government     and Non-Agency Bodies</i>	257	18	239
<b>Subtotal for Output Group 1.3</b>	<b>60,270</b>	<b>59,378</b>	<b>892</b>
<b>Output Group 1.4: International Deployment Services</b>			
Administered items			
<i>Timor-Leste Police Development     Program</i>	2,370	1,870	500
<i>Pacific Police Development Program</i>	5,164	4,865	299
Departmental outputs	265,218	283,452	-18,234
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,541	667
<b>Subtotal for Output Group 1.4</b>	<b>276,960</b>	<b>293,728</b>	<b>-16,768</b>
<b>Output Group 1.5: Protection Services</b>			
Departmental outputs	184,176	184,594	-418
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,542	666
<b>Subtotal for Output Group 1.5</b>	<b>188,384</b>	<b>188,136</b>	<b>248</b>

continued

<b>Output Group 1.6: Aviation Services</b>			
Departmental outputs	240,089	233,352	6,737
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,542	666
<b>Subtotal for Output Group 1.6</b>	<b>244,297</b>	<b>236,894</b>	<b>7,403</b>
<b>Output Group 1.7: High Tech Crime</b>			
Administered items			
<i>Cyber-Safety</i>	118	90	28
Departmental outputs	76,313	76,780	-467
Special accounts			
<i>Other Trust Monies Account</i>	4,208	3,541	667
<b>Subtotal for Output Group 1.7</b>	<b>80,639</b>	<b>80,411</b>	<b>228</b>
<b>Total for Outcome 1</b>	<b>1,138,811</b>	<b>1,143,879</b>	<b>(5,068)</b>
<b>Departmental</b>	1,131,159	1,137,054	(5,895)
<b>Administered</b>	7,652	6,825	827
<b>Average staffing level (number)</b>		<b>5,323</b>	

<sup>1</sup> Full-year budget, including any subsequent adjustments made to the 2008–09 Budget.

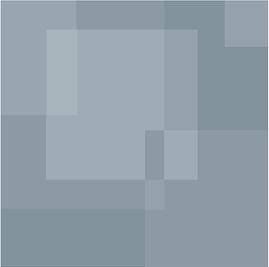
**Table 17: Outcome 2**

<b>Outcome 2</b>	<b>Budget<sup>1</sup></b>	<b>Actual</b>	<b>Variation</b>
	<b>2008–09</b>	<b>expenses</b>	
	<b>\$'000</b>	<b>2008–09</b>	<b>\$'000</b>
	<b>(a)</b>	<b>(b)</b>	<b>(a)–(b)</b>
<b>Output Group 2.1: Policing activity creates a safe and secure environment in the ACT</b>			
Revenues from other sources (s. 31)	129,826	132,243	-2,417
<b>Subtotal for Output Group 1.1</b>	<b>129,826</b>	<b>132,243</b>	<b>-2,417</b>
<b>Total for Outcome 2</b>	<b>129,826</b>	<b>132,243</b>	<b>-2,417</b>
<b>Average staffing level (number)</b>	<b>-</b>	<b>950</b>	<b>-</b>

<sup>1</sup> Full-year budget, including any subsequent adjustments made to the 2008–09 Budget.



# Financial Statements





## INDEPENDENT AUDITOR'S REPORT

To the Minister for Home Affairs

### Scope

I have audited the accompanying financial statements of the Australian Federal Police for the year ended 30 June 2009, which comprise: a Statement by the Commissioner of Police and Chief Finance Officer; Income Statement; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; Schedule of Contingencies; Schedule of Administered Items, and Notes to and forming part of the Financial Statements.

### *The Responsibility of the Commissioner of Police for the Financial Statements*

The Commissioner of Police is responsible for the preparation and fair presentation of the financial statements in accordance with the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*, including the Australian Accounting Standards (which include the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian Federal Police's preparation and fair presentation of the financial statements in order to design audit procedures that are

GPO Box 707 CANBERRA ACT 2601  
18 National Circuit BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777

appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian Federal Police's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner of Police, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### ***Independence***

In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

### **Auditor's Opinion**

In my opinion, the financial statements of the Australian Federal Police:

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*, including the Australian Accounting Standards; and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian Federal Police's financial position as at 30 June 2009 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Simon Kidman  
Executive Director

Delegate of the Auditor-General

Canberra  
3 September 2009

**Statement by the Commissioner of Police and Chief Finance Officer**

---

In our opinion, the attached Financial Statements for the year ended 30 June 2009 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*, as amended.



---

M. J. Keelty  
Commissioner

Date: 02/09/09



---

J Brocklehurst  
Chief Finance Officer

Date: 2 Sept '09

**AUSTRALIAN FEDERAL POLICE  
INCOME STATEMENT**

*for the period ended 30 June 2009*

	Notes	2009 \$'000	2008 \$'000
<b>INCOME</b>			
<b>Revenue</b>			
Revenue from Government	3A	1,005,774	983,028
Sale of goods and rendering of services	3B	227,773	219,733
Rental income	3C	981	1,618
Other revenue	3D	1,577	1,277
<b>Total revenue</b>		<u>1,236,105</u>	<u>1,205,656</u>
<b>Gains</b>			
Other gains	3E	6,118	5,876
<b>Total gains</b>		<u>6,118</u>	<u>5,876</u>
<b>Total Income</b>		<u>1,242,223</u>	<u>1,211,532</u>
<b>EXPENSES</b>			
Employee benefits	4A	736,662	678,970
Suppliers	4B	435,872	508,880
Depreciation and amortisation	4C	65,299	60,081
Finance costs	4D	594	578
Write-down and impairment of assets	4E	3,950	11,135
Loss from asset sales	4F	81	(207)
<b>Total Expenses</b>		<u>1,242,458</u>	<u>1,259,437</u>
<b>Deficit before income tax</b>		<u>(235)</u>	<u>(47,905)</u>
Income tax expense	5	312	-
<b>Deficit</b>		<u>(547)</u>	<u>(47,905)</u>
<b>Deficit attributable to the Australian Government</b>		<u>(547)</u>	<u>(47,905)</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE**  
**BALANCE SHEET**  
*as at 30 June 2009*

	Notes	2009 \$'000	2008 \$'000
<b>ASSETS</b>			
<b>Financial Assets</b>			
Cash and cash equivalents	6A	6,926	7,943
Trade and other receivables	6B	557,950	423,797
Other financial assets	6C	5,041	5,026
<b>Total financial assets</b>		<u>569,917</u>	<u>436,766</u>
<b>Non-Financial Assets</b>			
Land and buildings	7A	90,728	76,715
Infrastructure, plant and equipment	7B	130,565	120,774
Intangibles	7D	23,509	24,422
Inventories	7F	2,929	3,220
Other non-financial assets	7G	9,576	11,171
<b>Total non-financial assets</b>		<u>257,307</u>	<u>236,302</u>
<b>Total Assets</b>		<u>827,224</u>	<u>673,068</u>
<b>LIABILITIES</b>			
<b>Payables</b>			
Suppliers	8A	67,342	61,704
Dividends	8B	364	-
Other payables	8C	17,733	28,737
Tax liabilities	8D	2,171	2,100
<b>Total payables</b>		<u>87,610</u>	<u>92,541</u>
<b>Provisions</b>			
Employee provisions	9A	182,937	157,079
Other provisions	9B	13,114	21,323
<b>Total provisions</b>		<u>196,051</u>	<u>178,402</u>
<b>Total Liabilities</b>		<u>283,661</u>	<u>270,943</u>
<b>Net Assets</b>		<u>543,563</u>	<u>402,125</u>
<b>EQUITY</b>			
Contributed equity		531,207	403,871
Reserves		32,902	17,894
Accumulated deficit		(20,546)	(19,640)
<b>Total Equity</b>		<u>543,563</u>	<u>402,125</u>
<b>Current Assets</b>		582,037	449,787
<b>Non-Current Assets</b>		245,187	223,281
<b>Current Liabilities</b>		253,247	242,630
<b>Non-Current Liabilities</b>		30,414	28,313

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE**  
**STATEMENT OF CHANGES IN EQUITY**  
*for the year ended 30 June 2009*

Item	Retained Earnings		Asset Revaluation Reserves		Total Reserves		Contributed Equity/Capital		Total Equity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Opening balance</b>										
Balance carried forward from previous period										
Adjustment for errors	(19,640)	24,716								
Adjustment for changes in accounting policies	\$ 37	37							\$ 37	
<b>Adjusted opening balance</b>	(19,603)	28,265	17,894	12,208	17,894	12,208	403,871	313,123	402,125	350,047
<b>Income and Expense</b>										
Revaluation adjustment	n/a	n/a	15,008	5,686	15,008	5,686	n/a	n/a	15,008	5,686
<b>Sub-total income and expenses recognised directly in equity</b>	n/a	n/a	15,008	5,686	15,008	5,686	n/a	n/a	15,008	5,686
Surplus (Deficit) for the period	(547)	(47,905)	n/a	n/a	n/a	n/a	n/a	n/a	(547)	(47,905)
<b>Total Income and Expenses</b>	(547)	(47,905)	15,008	5,686	15,008	5,686	-	-	14,461	(42,219)
<b>Transactions with owners</b>										
<i>Distributions to owners</i>										
Returns on capital:										
Dividends	(364)	-	-	-	-	-	-	-	(364)	-
<b>Contributions by Owners</b>										
Appropriations (equity injections)										
Other										
<b>Sub-total transactions with owners</b>	(364)	-	-	-	-	-	-	-	(364)	-
<b>Closing balance as at 30 June</b>	(20,546)	(19,640)	32,902	17,894	32,902	17,894	531,207	403,871	543,563	402,125
<b>Closing balance attributable to the Australian Government</b>	(20,546)	(19,640)	32,902	17,894	32,902	17,894	531,207	403,871	543,563	402,125

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE**  
**CASH FLOW STATEMENT**  
*for the period ended 30 June 2009*

	Notes	2009 S'000	2008 S'000
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Goods and services		244,834	232,086
Appropriations		996,765	1,005,110
Net GST received		27,979	37,138
Other cash received		-	583
<b>Total cash received</b>		<u>1,269,578</u>	<u>1,274,917</u>
<b>Cash used</b>			
Employees		716,539	642,420
Suppliers		459,861	529,744
Other cash used		-	-
Competitive neutrality payments		241	2,798
Cash transferred to OPA		38,891	44,000
<b>Total cash used</b>		<u>1,215,532</u>	<u>1,218,962</u>
<b>Net cash from operating activities</b>	10	<u>54,046</u>	<u>55,955</u>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of property, plant and equipment		124	1,077
<b>Total cash received</b>		<u>124</u>	<u>1,077</u>
<b>Cash used</b>			
Purchase of property, plant and equipment		69,487	91,365
Purchase of intangibles		9,324	13,478
Purchase of inventory		-	6,839
Payments to make good		113	-
<b>Total cash used</b>		<u>78,924</u>	<u>111,682</u>
<b>Net cash used by investing activities</b>		<u>(78,800)</u>	<u>(110,605)</u>
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity		23,737	46,311
<b>Total cash received</b>		<u>23,737</u>	<u>46,311</u>
<b>Cash used</b>			
Dividend paid		-	(1,084)
<b>Total cash used</b>		<u>-</u>	<u>(1,084)</u>
<b>Net cash from financing activities</b>		<u>23,737</u>	<u>45,227</u>
<b>Net decrease in cash held</b>		<u>(1,017)</u>	<u>(9,423)</u>
Cash and cash equivalents at the beginning of the reporting period		7,943	17,366
<b>Cash and cash equivalents at the end of the reporting period</b>	6A	<u>6,926</u>	<u>7,943</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE  
SCHEDULE OF COMMITMENTS**

*as at 30 June 2009*

	2009 S'000	2008 S'000
<b>BY TYPE</b>		
<b>Commitments receivable</b>		
GST recoverable on commitments	<u>(55,829)</u>	<u>(38,592)</u>
<b>Total commitments receivable</b>	<u>(55,829)</u>	<u>(38,592)</u>
<b>Commitments payable</b>		
<b>Capital commitments</b>		
Land and buildings <sup>1</sup>	17,570	12,788
Infrastructure, plant and equipment <sup>2</sup>	3,081	1,966
Intangibles	<u>1,533</u>	<u>-</u>
<b>Total capital commitments</b>	<u>22,184</u>	<u>14,754</u>
<b>Other commitments</b>		
Operating leases <sup>4</sup>	507,558	208,670
Project commitments	939	-
Other commitments <sup>3</sup>	<u>128,843</u>	<u>217,543</u>
<b>Total other commitments</b>	<u>637,340</u>	<u>426,213</u>
<b>Net commitments by type</b>	<u>603,695</u>	<u>402,375</u>
<b>BY MATURITY</b>		
<b>Commitments receivable</b>		
<b>Other commitments receivable</b>		
One year or less	(12,493)	(20,173)
From one to five years	(20,623)	(15,777)
Over five years	<u>(22,713)</u>	<u>(2,642)</u>
<b>Total other commitments receivable</b>	<u>(55,829)</u>	<u>(38,592)</u>
<b>Commitments payable</b>		
<b>Capital commitments</b>		
One year or less	21,903	14,270
From one to five years	281	484
Over five years	<u>-</u>	<u>-</u>
<b>Total capital commitments</b>	<u>22,184</u>	<u>14,754</u>
<b>Operating lease commitments</b>		
One year or less	76,737	72,259
From one to five years	184,782	105,169
Over five years	<u>246,039</u>	<u>31,242</u>
<b>Total operating lease commitments</b>	<u>507,558</u>	<u>208,670</u>
<b>Other commitments</b>		
One year or less	75,035	136,461
From one to five years	50,447	81,082
Over five years	<u>4,300</u>	<u>-</u>
<b>Total other commitments</b>	<u>129,782</u>	<u>217,543</u>
<b>Net commitments by maturity</b>	<u>603,695</u>	<u>402,375</u>

NB: Commitments are GST inclusive where relevant.

**AUSTRALIAN FEDERAL POLICE  
SCHEDULE OF COMMITMENTS (continued)**

*as at 30 June 2009*

- <sup>1</sup> Outstanding contractual payments for buildings under construction (including leasehold improvements).
- <sup>2</sup> Contracts for the purchase of equipment for overseas deployment and other operational activities.
- <sup>3</sup> Contracts for the purchase of a variety of goods and services including logistics support for overseas deployments.
- <sup>4</sup> Operating leases included are effectively non-cancellable and comprise:

<b>Nature of lease</b>	<b>General description of leasing arrangement</b>
Leases for office accommodation	Lease payments are subject to terms as detailed in the lease agreement and the initial periods of office accommodation are still current and may be renewed at the AFP's option.
Agreements for the provision of motor vehicles to executive officers	No contingent rentals exist and there are no renewal or purchase options available to the AFP.
Leases in relation to computer and other equipment	The lessor provides computer and other equipment to the AFP; no contingent rentals exist; and there are no renewal or purchase options available to the AFP.

The above schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE  
SCHEDULE OF CONTINGENCIES**  
*as at 30 June 2009*

	Guarantees		Indemnities		Claims for damages/costs		TOTAL	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Contingent Assets</b>								
Balance from previous period	-	-	-	-	175	86	175	86
New	-	-	-	-	167	80	167	80
Re-measurement	-	-	-	-	103	9	103	9
Assets recognised	-	-	-	-	(98)	-	(98)	-
Expired	-	-	-	-	-	-	-	-
<b>Total Contingent Assets</b>					<b>347</b>	<b>175</b>	<b>347</b>	<b>175</b>
<b>Contingent Liabilities</b>								
Balance from previous period	-	-	-	-	5,448	5,200	5,448	5,200
New	-	-	-	-	350	198	350	198
Re-measurement	-	-	-	-	(3,248)	150	(3,248)	150
Liabilities recognised	-	-	-	-	-	-	-	-
Obligations expired	-	-	-	-	-	(100)	-	(100)
<b>Total Contingent Liabilities</b>					<b>2,550</b>	<b>5,448</b>	<b>2,550</b>	<b>5,448</b>
<b>Net Contingent Assets (Liabilities)</b>					<b>(2,203)</b>	<b>(5,273)</b>	<b>(2,203)</b>	<b>(5,273)</b>

The above schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE  
SCHEDULE OF ADMINISTERED ITEMS**

	Notes	2009 \$'000	2008 \$'000
<b>Income administered on behalf of Government</b>			
<i>for the year ended 30 June 2009</i>			
<b>Revenue</b>			
<b>Total income administered on behalf of Government</b>		<u>-</u>	<u>-</u>
<b>Expenses administered on behalf of Government</b>			
<i>for the year ended 30 June 2009</i>			
Suppliers	15	<u>6,825</u>	<u>-</u>
<b>Total expenses administered on behalf of Government</b>		<u>6,825</u>	<u>-</u>
This schedule should be read in conjunction with the accompanying notes.			
<b>Assets administered on behalf of Government</b>			
<i>as at 30 June 2009</i>			
<b>Financial assets</b>			
Receivables	16	<u>163</u>	<u>-</u>
<b>Total financial assets</b>		<u>163</u>	<u>-</u>
Other non-financial assets	16	<u>8</u>	<u>-</u>
<b>Total assets administered on behalf of Government</b>		<u>171</u>	<u>-</u>
<b>Liabilities administered on behalf of Government</b>			
<i>as at 30 June 2009</i>			
<b>Payables</b>			
Suppliers	17	<u>2,001</u>	<u>-</u>
<b>Total payables</b>		<u>2,001</u>	<u>-</u>
<b>Total liabilities administered on behalf of Government</b>		<u>2,001</u>	<u>-</u>

This schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE**  
**SCHEDULE OF ADMINISTERED ITEMS (continued)**

	<b>2009</b>	2008
	<b>\$'000</b>	<b>\$'000</b>
<b>Administered Cash Flows</b>		
<i>for the year ended 30 June 2009</i>		
<b>OPERATING ACTIVITIES</b>		
<b>Cash received</b>		
Net GST received	157	-
<b>Total cash received</b>	<b>157</b>	<b>-</b>
<b>Cash used</b>		
Suppliers	5,152	-
<b>Total cash used</b>	<b>5,152</b>	<b>-</b>
<b>Net cash flows used by operating activities</b>	<b>(4,995)</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>		
<b>Cash received</b>		
<b>Total cash received</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>		
<b>Total cash used</b>	<b>-</b>	<b>-</b>
<b>Net cash flows from (used by) investing activities</b>	<b>-</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>		
<b>Cash received</b>		
<b>Total cash received</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>		
<b>Total cash used</b>	<b>-</b>	<b>-</b>
<b>Net cash flows from (used by) financing activities</b>	<b>-</b>	<b>-</b>
<b>Net Decrease in Cash Held</b>	<b>(4,995)</b>	<b>-</b>
Cash from Official Public Account for:		
- Appropriations	5,159	-
Cash to Official Public Account for:		
- Appropriations	(164)	-
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>16</b>	<b>-</b>

This schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN FEDERAL POLICE**  
**SCHEDULE OF ADMINISTERED ITEMS (continued)**

	2009	2008
	\$'000	\$'000
<b>Administered Commitments</b>		
<i>as at 30 June 2009</i>		
<b>BY TYPE</b>		
<b>Commitments receivable</b>		
GST recoverable on commitments	(744)	-
<b>Total commitments receivable</b>	<u>(744)</u>	<u>-</u>
<b>Commitments payable</b>		
<b>Other commitments</b>		
Project commitments <sup>1</sup>	8,185	-
<b>Total other commitments</b>	<u>8,185</u>	<u>-</u>
<b>Net commitments by type</b>	<u><u>7,441</u></u>	<u><u>-</u></u>
<b>BY MATURITY</b>		
<b>Commitments receivable</b>		
<b>Other commitments receivable</b>		
One year or less	(741)	-
From one to five years	(3)	-
Over five years	-	-
<b>Total other commitments receivable</b>	<u>(744)</u>	<u>-</u>
<b>Commitments Payable</b>		
<b>Other commitments</b>		
One year or less	8,150	-
From one to five years	35	-
Over five years	-	-
<b>Total other commitments</b>	<u>8,185</u>	<u>-</u>
<b>Net commitments by maturity</b>	<u><u>7,441</u></u>	<u><u>-</u></u>

NB: All commitments are GST inclusive where relevant.

<sup>1</sup> The nature of project commitments is management fees for the construction of the Nauru police station and the provision of services and personnel to the Governments of Timor-Leste and Samoa.

This schedule should be read in conjunction with the accompanying notes.

## Index to the Notes of the Financial Statements

Note 1:	Summary of Significant Accounting Policies	218
Note 2:	Events after the Balance Sheet Date	227
Note 3:	Income	228
Note 4:	Expenses	229
Note 5:	Income Tax Expense (Competitive Neutrality)	231
Note 6:	Financial Assets	231
Note 7:	Non-Financial Assets	233
Note 8:	Payables	239
Note 9:	Provisions	240
Note 10:	Cash Flow Reconciliation	242
Note 11:	Contingent Liabilities and Assets	243
Note 12:	Executive Remuneration	244
Note 13:	Remuneration of Auditors	244
Note 14:	Financial Instruments	245
Note 15:	Expenses Administered on Behalf of Government	249
Note 16:	Assets Administered on Behalf of Government	249
Note 17:	Liabilities Administered on Behalf of Government	249
Note 18:	Administered Reconciliation Table	250
Note 19:	Administered Financial Instruments	251
Note 20:	Appropriations	252
Note 21:	Special accounts	255
Note 22:	Compensation and debt relief	258
Note 23:	Reporting of outcomes	259

**Note 1: Summary of Significant Accounting Policies**

**1.1 Objectives of Australian Federal Police**

The Australian Federal Police (AFP) is an Australian Public Service organisation. The objectives of the AFP are to enforce Commonwealth criminal law and protect Commonwealth and national interests from crime in Australia and overseas. In order to achieve these objectives, the AFP is structured to meet two outcomes:

*Outcome 1: National - International Focus*

The investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

*Outcome 2: ACT Community Policing Focus*

Policing activity creates a safe and secure environment in the Australian Capital Territory (ACT).

AFP activities contributing toward these outcomes are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the AFP in its own right. Administered activities involve the management or oversight by the AFP, on behalf of the Government, of items controlled or incurred by the Government.

Departmental activities are identified under eight Outputs.

The following seven outputs relate to Outcome 1:-

- Output 1.1 Criminal Investigations - Border and International Network;
- Output 1.2 Criminal Investigations - Economic and Special Operations;
- Output 1.3 Criminal Investigations - Terrorism;
- Output 1.4 International Deployment Services;
- Output 1.5 Protection Services;
- Output 1.6 Aviation Services; and
- Output 1.7 Criminal Investigations - High Technology Crime.

The following output relates to Outcome 2:-

- Output 2.1 Services to the ACT Government.

The AFP commenced the following administered activities in 2008-09: Cyber-safety plan, Timor-Leste Police Development Program and Pacific Police Development Plan.

The continued existence of the AFP in its present form, and with its present programs, is dependant on Government policy and on continuing appropriations by Parliament for the AFP's administration and programs.

## Notes to and forming part of the Financial Statements

### 1.2 Basis of Preparation of the Financial Report

The Financial Statements and notes are required by section 49 of the *Financial Management and Accountability Act 1997* and are a General Purpose Financial Report.

The former Minister for Finance and Administration and the former Minister for Justice and Customs entered into an agreement that applies under regulation 28(3) of the FMA Regulations. The Agreement concerns the provision of annual financial statements by the AFP and states that the AFP will prepare its financial statements in accordance with the relevant Orders, except in relation to AFP covert activities.

Except for the modified disclosure of covert activities agreed to between the former Minister for Finance and Administration and the former Minister for Justice and Customs, the financial statements and notes have been prepared in accordance with:

- Finance Minister's Orders (or FMOs) for reporting periods ending on or after 1 July 2008; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial report has been prepared on an accrual basis and is in accordance with the historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial report is presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an accounting standard or the FMO, assets and liabilities are recognised in the balance sheet when and only when it is probable that future economic benefits will flow to the entity or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under Agreements Equally Proportionately Unperformed are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the income statement when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

Administered revenues, expenses, assets and liabilities and cash flows reported in the Schedule of Administered Items and related notes are accounted for on the same basis and using the same policies as for departmental items, except where otherwise stated at Note 1.21.

### 1.3 Significant Accounting Judgement and Estimates

In the process of applying the accounting policies listed in this note, the AFP has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of land and buildings has been taken to be the market value of similar properties as determined by an independent valuer. In some instances, the AFP buildings are purpose built and may in fact realise more or less in the market.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amount of assets and liabilities within the next accounting period.

## Notes to and forming part of the Financial Statements

---

### 1.4 Changes in Australian Accounting Standards

#### Adoption of new Australian Accounting Standard requirements

No accounting standard has been adopted earlier than the application date as stated in the standard.

No new accounting standards issued prior to the signing of the statement by the Commissioner and Chief Financial Officer applicable to the current reporting period had a significant financial impact on the AFP.

#### Future Australian Accounting Standard requirements

No accounting standards issued prior to the signing of the statement by the Commissioner and the Chief Financial Officer that are applicable to future reporting periods have a significant financial impact on the AFP.

### 1.5 Revenue

#### Revenues from Government

Amounts appropriated for departmental output appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue when the agency gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

Appropriations receivable are recognised at their nominal amounts.

#### Other Types of Revenue

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the seller retains no managerial involvement nor effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the entity.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the entity.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance. Collectability of debts is reviewed at balance date. Allowances are made when collectability of the debt is no longer probable.

### 1.6 Gains

#### Other Resources Received Free of Charge

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

## Notes to and forming part of the Financial Statements

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government agency or authority as a consequence of a restructuring of administrative arrangements (Refer to Note 1.7).

Resources received free of charge are recorded as either revenue or gains depending on their nature.

### Sale of Assets

Gains from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

## 1.7 Transactions with the Government as Owner

### Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

### Dividends

The 1995 Memorandum of Understanding between the then Department of Finance and Administration and the then Australian Protective Service (APS), now Australian Federal Police – Protective Service – (AFPPS) was revoked. However the Government's position on seeking profit share via dividend arrangements has not been altered. AFPPS will be able to earn nominal interest to offset against competitive neutrality and dividend payments.

## 1.8 Employee Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of balance date are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

### Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the AFP is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will apply at the time the leave is taken, including the AFP's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary. Actuarial reviews are conducted on a regular basis with the most recent having been carried out as at 30 June 2007. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation. Based on an analysis of the historic average annual increase in base salary costs and an assessment of the likely cost increase over future financial years, taking into account known changes under the AFP's 2007-2011 Collective Agreement, the salary growth rate used to value the long service leave provision as at 30 June 2009 is 5.00%. The liability for long service leave is also calculated with reference to the 10 year Government bond rate. As at 30 June 2009, the bond rate was 5.52% (2008: 6.45%).

## Notes to and forming part of the Financial Statements

---

### Prior period error - revision to long service leave

In calculating the liability for long service leave for the year end 30 June 2008, a salary growth rate of 4.50% was used. Based on new information available, the salary growth rate has been re-assessed and a rate of 5.00% used. The effect of this is that employee benefits in the prior years profit and loss was understated by \$5,008,000. In addition, the provision for employee entitlements in the balance sheet was also understated by \$5,008,000. This prior period adjustment has been reflected in prior year comparatives.

### Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The AFP recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

### Superannuation

Staff of AFP are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulated plan (PSSap).

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the Department of Finance and Deregulation as an administered item.

The AFP makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of the AFP's employees. The AFP accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

The AFP Adjustment Scheme (AFPAS) is a payment scheme which was established under the AFP Act 1990 to compensate AFP employees for loss of tenure. Following the introduction of a new certified agreement for AFP employees and changes to the AFP Act during the 2000-01 financial year, the AFPAS scheme ceased accruing on 5 January 2000 and is being progressively paid out to AFP employees. As the liability is in the process of being paid out it is shown at its current value rather than its discounted value as shown in the years prior to the scheme ceasing.

## **1.9 Leases**

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased non-current assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is capitalised at either fair value of the lease property or, if lower, the present value of minimum lease payments at the inception of the contract and a liability recognised at the same time and for the same amount.

The discount rate used is the interest rate implicit in the lease. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a straight line basis which is representative of the pattern of benefits derived from the leased assets.

## Notes to and forming part of the Financial Statements

### 1.10 Borrowing Costs

All borrowing costs are expensed as incurred.

### 1.11 Cash

Cash and cash equivalents includes notes and coins held and any deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

### 1.12 Financial Assets

The AFP classifies its financial assets as 'loans and receivables'.

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Financial assets are recognised and derecognised upon trade date.

#### Effective Interest Method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets that are recognised at fair value through profit or loss.

#### Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non current assets. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

#### Impairment of Financial Assets

Financial assets are assessed for impairment at each balance date.

- *financial assets held at amortised cost* - if there is objective evidence that an impairment loss has been incurred for loans and receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Income Statement.

### 1.13 Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities.

Financial liabilities are recognised and derecognised upon 'trade date'.

#### Other Financial Liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

## Notes to and forming part of the Financial Statements

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

### 1.14 Contingent Liabilities and Contingent Assets

Contingent Liabilities and Contingent Assets are not recognised in the Balance Sheet but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

### 1.15 Financial Guarantee Contracts

Financial guarantee contracts are accounted for in accordance with AASB 139 *Financial Instruments: Recognition and Measurement*. They are not treated as a contingent liability, as they are regarded as financial instruments outside the scope of AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

### 1.16 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor agency's accounts immediately prior to the restructuring.

### 1.17 Property, Plant and Equipment

#### Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the Balance Sheet, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'makegood' provisions in property leases taken up by the AFP where there exists an obligation to restore the property to its original condition. These costs are included in the value of the AFP's leasehold improvements with a corresponding provision for the 'makegood' recognised.

#### Revaluations

Fair values for each class of asset are determined as shown below:

<i>Asset Class</i>	<i>Fair value measured at</i>
Land	Market selling price
Buildings exc. Leasehold improvements	Market selling price
Leasehold improvements	Depreciated replacement cost
Infrastructure, plant and equipment	Market selling price and depreciated replacement cost

## Notes to and forming part of the Financial Statements

Following initial recognition at cost, property plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through operating result. Revaluation decrements for a class of assets are recognised directly through operating result except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

### Depreciation

Depreciable property plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to AFP using, in all cases, the straight-line method of depreciation.

Leasehold improvements are depreciated on a straight-line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	<u>2009</u>	<u>2008</u>
Buildings on leasehold land	2 to 40 years	10 to 40 years
Buildings on freehold land	1 to 52 years	1 to 37 years
Leasehold improvements	1 mth to 13 years	1mth to 16 years
Plant and Equipment	1 to 25 years	1 to 25 years

### Impairment

All assets were assessed for impairment at 30 June 2009. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the AFP were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

### **1.18 Intangibles**

AFP's intangibles comprise internally developed and externally acquired software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of AFP's software is 1 to 13 years (2007-08 – 1 to 13 years)

All software assets were assessed for indications of impairment as at 30 June 2009.

### 1.19 Inventories

Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

When inventories held for distribution are distributed, the carrying amount of those inventories are recognised as an expense. Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

### 1.20 Taxation / Competitive Neutrality

The AFP is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST:

- except where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- except for receivables and payables.

#### Competitive Neutrality

The Protective Services Portfolio within the AFP provides services on a for-profit basis. Under Competitive Neutrality arrangements, Protective Services is required to make Australian Income Tax Equivalent payments to the Government, in addition to payments for FBT and GST.

### 1.21 Reporting of Administered Activities

The AFP commenced the following administered activities in 2008-09: Cyber-safety plan, Timor-Leste Police Development Program and Pacific Police Development Plan.

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the schedule of administered items and related notes.

Except where otherwise stated below, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

#### Administered Cash Transfers to and from Official Public Account

Revenue collected by AFP for use by the Government rather than the agency is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance and Deregulation. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the agency on behalf of the Government and reported as such in the statement of cash flows in the schedule of administered items and in the administered reconciliation table in Note 18: Administered Reconciliation Table. The schedule of administered items largely reflects the Government's transactions, through the agency, with parties outside the Government.

#### Receivables

Where receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, derecognition and amortisation are recognised through surplus and deficit.

**1.22 Accounting for The Australian Institute of Police Management**

The Australian Institute of Police Management (AIPM) provides senior management, executive development, education and consultancy services to Australasian Police. The AIPM is administered by the AFP. It also reports on its performance to a Board of Control that is composed of Police Commissioners from Australia and New Zealand.

The AIPM operates within the corporate governance framework of the AFP, and their policies apply in all aspects of the AIPM's corporate service function. All staff at the AIPM are staff members of the AFP. In addition the operations of the AIPM are partly funded from AFP annual departmental appropriations. It has been assessed that the AFP has effective control of the AIPM and should therefore be consolidated into the financial statements of the AFP. AIPM transactions are included within the AFP financial statements from 1 July 2008, including prior year comparatives.

**Note 2: Events after the Balance Sheet Date**

No significant events have occurred since the reporting date requiring disclosure in the financial statements.

Notes to and forming part of the Financial Statements

	2009 S'000	2008 S'000
<b>Note 3: Income</b>		
<i>Revenue</i>		
<b>Note 3A: Revenue from Government</b>		
Appropriations:		
Departmental outputs	1,006,775	992,919
Less: Appropriations to be returned	<u>(1,001)</u>	<u>(9,891)</u>
<b>Total revenue from Government</b>	<b><u>1,005,774</u></b>	<b><u>983,028</u></b>
<b>Note 3B: Sale of Goods and Rendering of Services</b>		
Provision of goods - related entities	2	8
Provision of goods - external parties	8	11
Rendering of services - related entities	70,951	81,824
Rendering of services - external parties	<u>156,812</u>	<u>137,890</u>
<b>Total sale of goods and rendering of services</b>	<b><u>227,773</u></b>	<b><u>219,733</u></b>
<b>Note 3C: Rental Income</b>		
Operating lease:		
Sublease	<u>981</u>	<u>1,618</u>
<b>Total rental income</b>	<b><u>981</u></b>	<b><u>1,618</u></b>
<b>Note 3D: Other revenue</b>		
Reduction in provisions	342	70
Asset recognition	660	77
Other	<u>575</u>	<u>1,130</u>
<b>Total other revenue</b>	<b><u>1,577</u></b>	<b><u>1,277</u></b>
<b>Note 3E: Other Gains - Resources Received Free of Charge</b>		
ANAO audit services	372	390
ACT Government provision of Police Stations	5,636	5,486
Other	<u>110</u>	<u>-</u>
<b>Total other gains</b>	<b><u>6,118</u></b>	<b><u>5,876</u></b>

	2009 S'000	2008 S'000
<b>Note 4: Expenses</b>		
<b>Note 4A: Employee benefits</b>		
Wages and salaries	516,436	492,563
Superannuation:		
Defined contribution plans	20,850	16,240
Defined benefit plans	68,030	59,583
Leave and other entitlements	113,378	93,750
Separation and redundancies	8,610	8,368
Other employee expenses	9,358	8,466
<b>Total employee benefits</b>	<b>736,662</b>	<b>678,970</b>
<b>Note 4B: Suppliers</b>		
Provision of goods - related entities	119	353
Provision of goods - external entities	39,106	39,589
Rendering of services - related entities	23,000	28,820
Rendering of services - external entities	276,826	336,713
Operating lease rentals - external entities:		
Minimum lease payments	75,167	83,348
Contingent rentals	4,030	-
Other supplier expenses	339	710
Workers compensation premiums	17,285	19,347
<b>Total supplier expenses</b>	<b>435,872</b>	<b>508,880</b>
<b>Note 4C: Depreciation and amortisation</b>		
Depreciation:		
Infrastructure, plant and equipment	37,728	31,124
Buildings	1,252	1,340
<b>Total depreciation</b>	<b>38,980</b>	<b>32,464</b>
Amortisation:		
Leasehold improvements	16,092	17,968
Intangibles:		
Computer software	10,227	9,649
<b>Total amortisation</b>	<b>26,319</b>	<b>27,617</b>
<b>Total depreciation and amortisation</b>	<b>65,299</b>	<b>60,081</b>
<b>Note 4D: Finance Costs</b>		
Unwinding of discount	594	578
<b>Total finance costs</b>	<b>594</b>	<b>578</b>

Notes to and forming part of the Financial Statements

	2009 S'000	2008 S'000
<b>Note 4E: Write-Down and Impairment of Assets</b>		
Asset write-downs and impairments from:		
Impairments from trade and other receivables	127	457
Buildings write-down	3,026	9,689
Impairment on property, plant and equipment	553	770
Revaluation decrement - Intangibles	-	18
Makegood adjustment	244	201
<i>Total write-down and impairment of assets</i>	<u>3,950</u>	<u>11,135</u>
<b>Note 4F: Losses from Assets Sales</b>		
Land and buildings		
Proceeds from sale	-	(1,015)
Carrying value of assets sold	-	716
Infrastructure, plant and equipment		
Proceeds from sale	(124)	(62)
Carrying value of assets sold	205	154
<i>Total loss/(profit) from disposal of assets</i>	<u>81</u>	<u>(207)</u>

Notes to and forming part of the Financial Statements

	2009 S'000	2008 S'000
<b>Note 5: Income Tax Expense (Competitive Neutrality)</b>		
CN - Commonwealth Tax Equivalent Expense	312	-
<b>Total income tax expense</b>	<u>312</u>	<u>-</u>

The Protective Service part of the AFP provides services on a 'for-profit' basis and is subject to the Australian Government's Competitive Neutrality Policy. The above amount has been calculated as being payable to the Australian Government in the form of company income tax under the *Income Tax Assessment Acts* had they applied. These amounts have been paid or is payable by the AFP to the Official Public Account.

**Note 6: Financial Assets**

**Note 6A: Cash and Cash Equivalents**

Special accounts	1,777	4,277
Other	5,149	3,666
<b>Total cash and cash equivalents</b>	<u>6,926</u>	<u>7,943</u>

**Note 6B: Trade and Other Receivables**

Goods and services - related entities	4,523	21,652
Goods and services - external parties	4,055	3,770
<b>Total receivables for goods and services</b>	<u>8,578</u>	<u>25,422</u>
Appropriations receivable:		
Departmental - existing outputs	272,662	238,261
Departmental - additional outputs	4,609	-
Equity	261,946	158,347
Less: Appropriations to be returned	(1,001)	(9,891)
<b>Total appropriations receivable</b>	<u>538,216</u>	<u>386,717</u>
GST receivable from the Australian Taxation Office	4,404	1,673
Other:		
Other receivables	7,165	10,690
<b>Total other receivables</b>	<u>11,569</u>	<u>12,363</u>
<b>Total trade and other receivables (gross)</b>	<u>558,363</u>	<u>424,502</u>
Less impairment allowance account:		
Goods and services	413	705
<b>Total trade and other receivables (net)</b>	<u>557,950</u>	<u>423,797</u>

All receivables are current assets.

Receivables are aged as follows:

Not overdue	555,719	420,052
Overdue by:		
Less than 30 days	1,243	606
30 to 60 days	269	1,675
61 to 90 days	130	171
More than 90 days	1,002	1,998
<b>Total receivables (gross)</b>	<u>558,363</u>	<u>424,502</u>

Notes to and forming part of the Financial Statements

	2009 \$'000	2008 \$'000
The impairment allowance account is aged as follows:		
Not overdue	-	-
Overdue by:		
Less than 30 days	6	-
30 to 60 days	13	-
61 to 90 days	12	-
More than 90 days	<u>382</u>	<u>705</u>
<b>Total impairment allowance account</b>	<b><u>413</u></b>	<b><u>705</u></b>

**Reconciliation of the impairment allowance account:**

Movements in relation to 2009

	Goods and services 2009 \$'000	Other receivables 2009 \$'000	Total 2009 \$'000
Opening balance	705	-	705
Amounts written off	(419)	-	(419)
Amounts recovered and reversed	-	-	-
Increase/decrease recognised in net deficit	127	-	127
<b>Closing balance</b>	<b>413</b>	<b>-</b>	<b>413</b>

Movements in relation to 2008

	Goods and services 2008 \$'000	Other receivables 2008 \$'000	Total 2008 \$'000
Opening balance	262	-	262
Amounts written off	(14)	-	(14)
Amounts recovered and reversed	-	-	-
Increase/decrease recognised in net deficit	457	-	457
<b>Closing balance</b>	<b>705</b>	<b>-</b>	<b>705</b>

**Note 6C: Other Financial Assets**

Accrued revenue	<u>5,041</u>	<u>5,026</u>
<b>Total other financial assets</b>	<b><u>5,041</u></b>	<b><u>5,026</u></b>

All accrued revenue recognised is a current asset.

	2009 S'000	2008 S'000
<b>Note 7: Non-Financial Assets</b>		
<b>Note 7A: Land and Buildings</b>		
<b>Land</b>		
leasehold land - at fair value	803	132
<b>Total land</b>	<u>803</u>	<u>132</u>
<b>Buildings:</b>		
<b>Buildings on freehold land</b>		
at fair value	2,911	3,501
accumulated depreciation	-	(2,354)
<b>Total buildings on freehold land</b>	<u>2,911</u>	<u>1,147</u>
<b>Buildings on leasehold land</b>		
at fair value	15,902	8,192
accumulated depreciation	-	(604)
<b>Total buildings on leasehold land</b>	<u>15,902</u>	<u>7,588</u>
<b>Work in progress</b>	<u>1,915</u>	<u>686</u>
<b>Total buildings</b>	<u>20,728</u>	<u>9,421</u>
<b>Leasehold improvements:</b>		
at fair value	40,319	81,422
accumulated depreciation	-	(33,984)
work in progress at cost	28,878	19,724
<b>Total leasehold improvements</b>	<u>69,197</u>	<u>67,162</u>
<b>Total land and buildings (non-current)</b>	<u>90,728</u>	<u>76,715</u>

All revaluations are conducted in accordance with the revaluation policy stated at Note 1. In June 2009 an independent valuer, CB Richard Ellis, conducted the revaluations.

Revaluation increments of \$671,000 (2008: \$0) for land, \$282,059 (2008: \$0) for buildings on freehold land, \$854,972 (2008: \$0) for buildings on leasehold land and \$11,659,000 (2008: \$0) for leasehold improvements were credited to the asset revaluation reserve and included in the equity section of the balance sheet.

**Note 7B: Infrastructure, Plant and Equipment**

<b>Infrastructure, plant and equipment:</b>		
Gross carrying value (at fair value)	149,235	112,512
Accumulated depreciation	(38,032)	(212)
Work in progress	19,362	8,474
<b>Total infrastructure, plant and equipment (non-current)</b>	<u>130,565</u>	<u>120,774</u>

All revaluations were conducted in accordance with the revaluation policy stated at Note 1. In June 2008, an independent valuer, the Australian Valuation Office conducted the revaluations.

Revaluation decrement of \$894,000 relates to an adjustment for prior year revaluations.

Revaluation increments of \$5,496,106 for plant and equipment in 2008 was credited to the asset revaluation reserve by asset class and included in the the non-financial asset section of the balance sheet.

No indicators of impairment were found for infrastructure, plant and equipment.

Notes to and forming part of the Financial Statements

Note 7C: Analysis of Property, Plant and Equipment

TABLE A - Reconciliation of the opening and closing balances of property, plant and equipment (2008 - 2009)

Item	Leasehold Land		Buildings on Leasehold Land		Buildings - Leasehold Improvements		Total Land and Buildings		Other IP&E		Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>As at 1 July 2008</b>											
Gross book value	132	3,501	8,878	101,146	113,657	120,986	234,643				
Accumulated depreciation/amortisation and impairment	n/a	(2,354)	(604)	(33,984)	(36,942)	(212)	(37,154)				
<b>Net book value 1 July 2008</b>	132	1,147	8,274	67,162	76,715	120,774	197,489				
Additions:											
by purchase	-	288	915	19,414	20,617	49,544	70,161				
Revaluations and impairments through equity	671	282	855	11,659	13,467	(894)	12,573				
Impairments recognised in the operating result	-	-	-	-	-	(553)	(553)				
Reclassifications	-	1,256	8,963	(9,836)	383	(373)	10				
Depreciation/amortisation expense	n/a	(62)	(1,190)	(16,092)	(17,344)	(37,728)	(55,072)				
Disposals:											
Disposals	-	-	-	-	-	(205)	(205)				
Write-offs	-	-	-	(3,110)	(3,110)	-	(3,110)				
<b>Net book value 30 June 2009</b>	803	2,911	17,817	69,197	90,728	130,565	221,293				
<b>Net book value as of 30 June 2009 represented by:</b>											
Gross book value	803	2,911	17,817	69,197	90,728	168,597	259,325				
Accumulated depreciation/amortisation and impairment	n/a	-	-	-	-	(38,032)	(38,032)				
	<b>803</b>	<b>2,911</b>	<b>17,817</b>	<b>69,197</b>	<b>90,728</b>	<b>130,565</b>	<b>221,293</b>				

## Notes to and forming part of the Financial Statements

TABLE A - Reconciliation of the opening and closing balances of property, plant and equipment (2007 - 2008)

Item	Leasehold	Freehold	Buildings on	Buildings -	Total Land	Other IP&E	Total
	Land	Land	Leasehold	Leasehold	and		
	\$'000	\$'000	Land	Improvements	Buildings	\$'000	\$'000
<b>As at 1 July 2007</b>							
Gross book value	132	360	18,759	64,934	88,081	120,665	208,746
Accumulated depreciation/amortisation and impairment	n/a	n/a	(293)	(16,500)	(18,157)	(28,494)	(46,651)
<b>Net book value 1 July 2007</b>	132	360	18,466	48,434	69,924	92,171	162,095
Additions:							
by purchase	-	-	6,338	29,049	35,387	56,304	91,691
Revaluations and impairments through equity	-	-	-	-	-	5,496	5,496
Reclassification	-	-	(16,219)	17,378	1,159	(1,164)	(5)
Depreciation/amortisation expense	n/a	n/a	(311)	(17,968)	(19,308)	(31,124)	(50,432)
Other movements	-	-	-	7	7	-	7
Disposals:							
Other disposals	-	(360)	(356)	(9,738)	(10,454)	(909)	(11,363)
<b>Net book value 30 June 2008</b>	132	-	8,274	67,162	76,715	120,774	197,489
<b>Net book value as of 30 June 2008</b>							
represented by:							
Gross book value	132	-	8,878	101,146	113,657	120,986	234,643
Accumulated depreciation/amortisation and impairment	n/a	n/a	(604)	(33,984)	(36,942)	(212)	(37,154)
	132	-	8,274	67,162	76,715	120,774	197,489

Notes to and forming part of the Financial Statements

	2009 S'000	2008 S'000
<b>Note 7D: Intangibles</b>		
Computer software at cost:		
Internally developed - in progress	6,543	6,344
Internally developed - in use	37,479	31,740
Accumulated amortisation	<u>(27,983)</u>	<u>(20,418)</u>
<i>Total internally developed computer software</i>	<u>16,039</u>	<u>17,666</u>
Externally acquired	16,931	13,619
Accumulated amortisation	<u>(9,461)</u>	<u>(6,863)</u>
<i>Total externally acquired computer software</i>	<u>7,470</u>	<u>6,756</u>
<i>Total intangibles (non-current)</i>	<u>23,509</u>	<u>24,422</u>

No indicators of impairment were found for intangible assets.

## Note 7E: Analysis of Intangibles

TABLE B - Reconciliation of the opening and closing balances of intangibles (2008 - 2009)

Item	Computer software internally developed S'000	Computer software purchased S'000	Total S'000
<b>As at 1 July 2008</b>			
Gross book value	38,084	13,619	51,703
Accumulated depreciation/amortisation and impairment	(20,418)	(6,862)	(27,280)
<b>Net book value 1 July 2008</b>	<b>17,666</b>	<b>6,757</b>	<b>24,423</b>
Additions			
by purchase or internally developed	5,617	3,706	9,323
Reclassifications	322	(332)	(10)
Amortisation	(7,501)	(2,726)	(10,227)
Other movements	(65)	65	-
Disposals:			
Disposals - gross book value	-	(62)	(62)
Disposals - accumulated amortisation	-	62	62
<b>Net book value 30 June 2009</b>	<b>16,039</b>	<b>7,470</b>	<b>23,509</b>
<b>Net book value as at 30 June 2009 represented by:</b>			
Gross book value	44,023	16,931	60,954
Accumulated depreciation and amortisation	(27,984)	(9,461)	(37,445)
	<b>16,039</b>	<b>7,470</b>	<b>23,509</b>

TABLE B - Reconciliation of the opening and closing balances of intangibles (2007 - 2008)

Item	Computer software internally developed S'000	Computer software purchased S'000	Total S'000
<b>As at 1 July 2007</b>			
Gross book value	27,625	11,092	38,717
Accumulated depreciation/amortisation and impairment	(13,225)	(4,461)	(17,686)
<b>Net book value 1 July 2007</b>	<b>14,400</b>	<b>6,631</b>	<b>21,031</b>
Additions			
by purchase or internally developed	10,459	2,593	13,052
Reclassifications	-	6	6
Amortisation	(7,193)	(2,456)	(9,649)
Disposals			
Gross Book Value	-	(74)	(74)
Accumulated Amortisation	-	57	57
<b>Net book value 30 June 2008</b>	<b>17,666</b>	<b>6,757</b>	<b>24,423</b>
<b>Net book value as of 30 June 2008 represented by:</b>			
Gross book value	38,084	13,619	51,703
Accumulated amortisation and impairment	(20,418)	(6,862)	(27,280)
	<b>17,666</b>	<b>6,757</b>	<b>24,423</b>

Notes to and forming part of the Financial Statements

	2009 S'000	2008 S'000
<b>Note 7F: Inventories</b>		
Inventories held for distribution	<u>2,929</u>	<u>3,220</u>
<b>Total inventories (current)</b>	<u><b>2,929</b></u>	<u><b>3,220</b></u>

All departmental inventories are current assets.

During 2008-09 \$2,905,728 of inventory held for distribution was recognised as an expense (2008: \$5,788,800)

During 2008-09 \$102,943 write-up of inventory held for distribution was recognised as revenue (2008: \$18,901 of write-down of inventory held for distribution was recognised as an expense).

No items of inventory are recognised at fair value less cost to sell.

**Note 7G: Other Non-Financial Assets**

Prepayments	<u>9,576</u>	<u>11,171</u>
<b>Total other non-financial assets</b>	<u><b>9,576</b></u>	<u><b>11,171</b></u>
Other non-financial assets are represented by:		
Current	<u>9,191</u>	<u>9,801</u>
Non-current	<u>385</u>	<u>1,370</u>
<b>Total other non-financial assets</b>	<u><b>9,576</b></u>	<u><b>11,171</b></u>

No indicators of impairment were found for other non-financial assets.

	2009 \$'000	2008 \$'000
<b>Note 8: Payables</b>		
<b>Note 8A: Suppliers</b>		
Trade creditors	65,785	61,321
Operating lease rentals	<u>1,557</u>	<u>383</u>
<b>Total supplier payables</b>	<u>67,342</u>	<u>61,704</u>
Supplier payables - related entities are represented by:		
Current	10,672	2,568
Supplier payables - external parties are represented by:		
Current	55,270	58,808
Non-Current	<u>1,400</u>	<u>328</u>
<b>Total supplier payables</b>	<u>67,342</u>	<u>61,704</u>

Settlement is usually made net 30 days.

**Note 8B: Dividends**

Payable to the Australian Government	<u>364</u>	-
<b>Total dividends</b>	<u>364</u>	-

All dividends are current liabilities.

**Note 8C: Other Payables**

Prepayments received/unearned income	1,820	6,539
Salaries and wages	12,371	11,916
Other payables	1,168	1,718
Superannuation	1,310	932
Separations and redundancies	<u>1,064</u>	<u>7,632</u>
<b>Total other payables</b>	<u>17,733</u>	<u>28,737</u>

Other payables are represented by:

Current	17,733	28,737
Non-current	-	-
<b>Total Other Payables</b>	<u>17,733</u>	<u>28,737</u>

Payables for salary and wages, superannuation and separations / redundancies in 2007-08 were disclosed at Note 9A - Employee Provisions. Prior year comparatives have been amended.

**Note 8D: Tax Liabilities (Competitive Neutrality)**

Tax liabilities equivalents	<u>2,171</u>	<u>2,100</u>
<b>Total tax liabilities (competitive neutrality)</b>	<u>2,171</u>	<u>2,100</u>

All tax liabilities are current liabilities

## Notes to and forming part of the Financial Statements

	2009 \$'000	2008 \$'000
<b>Note 9: Provisions</b>		
<b>Note 9A: Employee Provisions</b>		
Leave	182,531	156,418
Other	<u>406</u>	<u>661</u>
<b>Total employee provisions</b>	<b><u>182,937</u></b>	<b><u>157,079</u></b>
Employee provisions are represented by:		
Current	160,622	134,109
Non-current	<u>22,315</u>	<u>22,970</u>
<b>Total employee provisions</b>	<b><u>182,937</u></b>	<b><u>157,079</u></b>

The classification of current employee provisions includes amounts for which there is not an unconditional right to defer settlement by one year, hence in the case of employee provisions the above classification does not represent the amount expected to be settled within one year of reporting date. Employee provisions expected to be settled in twelve months from the reporting date are \$73,400,168 (2008: \$61,212,078), and in excess of one year \$109,537,040 (2008: \$95,866,775)

Comparatives for 2007-08 have been amended to reflect the disclosure of salary and wages, superannuation and separations/redundancies payables to Note 8C.

Notes to and forming part of the Financial Statements

	2009 \$'000	2008 \$'000
<b>Note 9B: Other Provisions</b>		
Restoration obligations	7,673	9,798
Provision for legal settlements	150	11,525
Provision for building leases	5,291	-
<b>Total other provisions</b>	<b>13,114</b>	<b>21,323</b>
Other provisions are represented by:		
Current	6,415	16,308
Non-current	6,699	5,015
<b>Total other provisions</b>	<b>13,114</b>	<b>21,323</b>

	Provision for Building Lease \$'000	Provision for Legal Settlements \$'000	Provision for restoration \$'000	Total \$'000
<b>Carrying amount 1 July 2008</b>	-	11,525	9,798	21,323
Additional provisions made	5,291	-	-	5,291
Amounts used	-	(11,375)	(113)	(11,488)
Amounts reversed	-	-	(171)	(171)
Revaluation	-	-	(2,435)	(2,435)
Unwinding of discount or change in discount rate	-	-	594	594
<b>Closing balance 2009</b>	<b>5,291</b>	<b>150</b>	<b>7,673</b>	<b>13,114</b>

The AFP currently has 55 agreements for the leasing of premises which have provisions requiring the AFP to restore the premises to their original condition at the conclusion of the lease. The AFP has made a provision to reflect the present value of this obligation. At 30 June 2009 a revaluation adjustment of \$2,435,000 was recorded against the provision for restoration to reflect the 30 June 2009 valuation, conducted by CB Richard Ellis.

The AFP currently has claims for damages/costs against it, for which the AFP has made a provision to reflect the estimate of the obligation based on precedent cases.

By 31 March 2010, staff from various AFP sites across Canberra will move into the new headquarters facility, the Edmund Barton Building. A provision for building lease representing rent payable from April 2010 on buildings to be vacated to the end of their lease term has been recognised.

## Notes to and forming part of the Financial Statements

2009  
\$'000

2008  
\$'000

### Note 10: Cash Flow Reconciliation

#### Reconciliation of cash and cash equivalents as per Balance Sheet to Statement of Cash Flows Statement

##### Report cash and cash equivalent as per:

Cash flow statement	6,926	7,943
Balance sheet	<u>6,926</u>	<u>7,943</u>
<i>Difference</i>	<u>-</u>	<u>-</u>

##### Reconciliation of operating result to net cash from operating activities:

Operating result	(547)	(47,905)
Depreciation / amortisation	65,299	60,081
(Gain)/Loss on disposal of assets	81	(207)
Net write-down of non-financial assets	3,823	10,477
Reduction in provisions	(345)	1,485
Asset recognition	(660)	(77)
Finance costs	594	578
(Increase) / decrease in net receivables	(30,554)	(32,001)
(Increase) / decrease in inventories	291	661
(Increase) / decrease in prepayments	1,595	(2,218)
(Increase) / decrease in accrued revenue	(15)	4,442
Increase / (decrease) in employee provisions	25,858	34,735
Increase / (decrease) in supplier payables	5,643	11,857
Increase / (decrease) in other payables	(11,004)	3,340
Increase / (decrease) in other provisions	(6,084)	11,405
Increase / (decrease) in competitive neutrality payments payable	<u>71</u>	<u>(698)</u>
<i>Net cash from operating activities</i>	<u>54,046</u>	<u>55,955</u>

**Note 11: Contingent Liabilities and Assets**

**Quantifiable Contingencies**

The Schedule of Contingencies reports contingent liabilities and assets in respect of claims for damages/costs of \$2.5m (2008: \$5.4m) and \$347k (2008: \$175k) respectively. The amount represents an estimate of the AFP's asset or liability based on precedent cases. The AFP is defending the claims.

**Unquantifiable Contingencies**

At 30 June 2009, the AFP had a number of legal claims against it in relation to unlawful discrimination, negligence and operational matters. The AFP is defending the claims. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these claims.

On 5 July 2007, the AFP made a voluntarily disclosure to the Australian Taxation Office (ATO) that certain allowances in relation to international deployments were not correctly treated for Pay As You Go Withholding tax purposes. To date no settlement has been made with the ATO in relation to potential penalties and these are currently unquantifiable. Corrective action was taken by the AFP to ensure compliance from 1 July 2007.

**Remote Contingencies**

The AFP currently has a small number of pending claims/recovery in relation to a range of operational and personal injury claims. The likely success and likelihood of settlement of these claims is assessed as remote.

The AFP has a number of property leases where it has indemnified the Landlord from and against all claims, losses and damage that the Landlord may become liable for as a result of negligence or misuse by the AFP resulting in loss, damage or injury to property and/or person. Most of these indemnities are uncapped, but the benefits of these arrangements outweigh any potential loss or damage which may arise through the indemnification of the building owner by the AFP. The likelihood that any of these indemnities will be called is assessed as remote.

The Australian Government has entered into indemnity agreements with Australian airlines that agree to fly aircraft with Air Security Officers on board. The indemnity agreements limit the Australian Government's exposure up to a maximum of \$2 billion per incident. The indemnity applies to the extent that any loss is not covered by existing relevant insurance policies held by the airline and only applies where the airline(s) can prove that an action on the part of an Air Security Officer under or in connection with the Air Security Officer programme caused a loss.

Notes to and forming part of the Financial Statements

**Note 12: Executive Remuneration**

	2009	2008
The number of senior executives who received or were due to receive total remuneration of \$130,000 or more:		
\$130,000 to \$144,999	2	4
\$145 000 to \$159 999	3	-
\$160 000 to \$174 999	1	2
\$175 000 to \$189 999	4	4
\$190 000 to \$204 999	4	10
\$205 000 to \$219 999	18	6
\$220 000 to \$234 999	13	11
\$235 000 to \$249 999	3	6
\$250 000 to \$264 999	5	10
\$265 000 to \$279 999	3	7
\$280 000 to \$294 999	3	-
\$295 000 to \$309 999	1	1
\$310 000 to \$324 999	4	1
\$325 000 to \$339 999	-	1
\$340 000 to \$354 999	1	2
\$400 000 to \$414 999	1	1
\$460 000 to \$474 999	1	-
\$475 000 to \$489 999	-	1
<b>Total</b>	<u>67</u>	<u>67</u>

The aggregate amount of total remuneration of senior executives shown above, \$15,671,385 \$15,860,569

The aggregate amount of separation and redundancy/termination benefit payments during the year to executives shown above, \$872,722 \$0

**Note 13: Remuneration of Auditors**

	2009 \$'000	2008 \$'000
Financial statement audit services are provided free of charge to the AFP.		
The fair value of audit services provided was:		
Australian Federal Police	372	355
Australian Institute of Police Management	-	35
	<u>372</u>	<u>390</u>
Additional services provided and charged by the Auditor-General:		
ACT Policing	68	65
Australian Institute of Police Management	35	-
	<u>103</u>	<u>65</u>

No other services were provided by the Auditor-General.

## Notes to and forming part of the Financial Statements

### Note 14: Financial Instruments

#### Note 14A: Categories of financial instruments

	2009 \$'000	2008 \$'000
<b>Financial Assets</b>		
Loans and receivables:		
Cash & cash equivalents	6,926	7,943
Trade receivables	8,578	25,442
Other receivables	7,165	10,690
Accrued revenue	<u>5,041</u>	<u>5,026</u>
<i>Carrying amount of financial assets</i>	<u>27,710</u>	<u>49,101</u>
<b>Financial Liabilities</b>		
Supplier & Other Payables		
Trade creditors	67,342	61,704
Other creditors	1,168	1,718
Competitive neutrality payments payable	<u>2,535</u>	<u>2,100</u>
	<u>71,045</u>	<u>65,522</u>
Other Financial Liabilities		
Provision for restoration obligations	<u>7,673</u>	<u>9,798</u>
<i>Carrying amount of financial liabilities</i>	<u>78,718</u>	<u>75,320</u>

#### Note 14B: Net income and expense from financial assets

Loans and receivables		
Impairment	<u>(127)</u>	<u>(457)</u>
Net loans and receivables	<u>(127)</u>	<u>(457)</u>
Net loss from financial assets	<u>(127)</u>	<u>(457)</u>

The net expense from financial assets not at fair value through profit and loss is \$126,643

#### Note 14C: Net income and expense from financial liabilities

Financial liabilities - at amortised cost		
Unwinding of discount	<u>(594)</u>	<u>(578)</u>
Net financial liabilities - at amortised cost	<u>(594)</u>	<u>(578)</u>

The net expense from financial liabilities not at fair value through profit and loss is \$593,943

#### Note 14D: Fair Value of Financial Instruments

The carrying value of all financial instruments in the balance sheet approximates fair value.

## Notes to and forming part of the Financial Statements

### Note 14E: Credit Risk

The AFPs exposure to credit risk is minimal and relates to trade receivables. Management has endorsed policies and procedures for debt management to reduce the incidence of credit risk on trade receivables. Additionally, management has assessed the risk of default on payment and has made an impairment allowance of \$413,378 (2008: \$705,174).

The following table illustrates AFP gross exposure to credit risk, excluding any collateral or credit enhancement

	2009 \$'000	2008 \$'000
Loans and receivables		
Trade receivables	8,578	25,442
<b>Total</b>	<b>8,578</b>	<b>25,442</b>

The AFP holds no collateral to mitigate against credit risk

#### Credit quality of financial instruments not past due or individually determined as impaired.

	Not Past Due Nor Impaired 2009 \$'000	Not Past Due Nor Impaired 2008 \$'000	Past due or impaired 2009 \$'000	Past due or impaired 2008 \$'000
Trade receivables	5,935	20,985	2,643	4,457
<b>Total</b>	<b>5,935</b>	<b>20,985</b>	<b>2,643</b>	<b>4,457</b>

#### Ageing of financial assets that are past due but not impaired for 2009

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade receivables	1,243	269	130	1,002	2,644
<b>Total</b>	<b>1,243</b>	<b>269</b>	<b>130</b>	<b>1,002</b>	<b>2,644</b>

The credit risk on the AFPs trade receivables is considered minimal. At 30 June 2009, the AFP assessed \$413,378 of trade receivables to be impaired and therefore in doubt of recovery. All other trade receivables are considered recoverable.

#### Ageing of financial assets that are past due but not impaired for 2008

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade receivables	606	1,675	171	1,998	4,450
<b>Total</b>	<b>606</b>	<b>1,675</b>	<b>171</b>	<b>1,998</b>	<b>4,450</b>

## Notes to and forming part of the Financial Statements

### Note 14F: Liquidity Risk

The AFP is a Commonwealth agency that is primarily budget funded and has internal policies and procedures in place to ensure budget funded resources are available to meet its financial obligations as and when they fall due. As such, the AFP's exposure to liquidity risk is not significant.

The following tables illustrates the maturities for financial liabilities

#### Maturities for financial liabilities 2009

	On demand 2009 \$'000	within 1 year 2009 \$'000	1 to 2 years 2009 \$'000	2 to 5 years 2009 \$'000	> 5 years 2009 \$'000	Total 2009 \$'000
Trade creditors	-	67,342	-	-	-	67,342
Other creditors	-	1,168	-	-	-	1,168
Competitive neutrality payable	-	2,535	-	-	-	2,535
Restoration obligations	-	974	1,381	3,242	2,076	7,673
<b>Total</b>	-	72,019	1,381	3,242	2,076	78,718

#### Maturities for financial liabilities 2008

	On demand 2008 \$'000	within 1 year 2008 \$'000	1 to 2 years 2008 \$'000	1 to 2 years 2008 \$'000	> 5 years 2008 \$'000	Total 2008 \$'000
Trade creditors	-	61,704	-	-	-	61,704
Other creditors	-	1,718	-	-	-	1,718
Competitive neutrality payable	-	2,100	-	-	-	2,100
Restoration obligations	-	4,783	3,095	-	1,920	9,798
<b>Total</b>	-	70,305	3,095	-	1,920	75,320

**Note 14G: Market Risk**

The AFP's exposure to market risk is minimal and relates only to basic financial instruments held such as foreign currencies and provision for restoration obligations.

**Interest rate risk**

Interest rate risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The AFP is exposed to interest rate risk primarily from its provision for restoration obligations.

The following table details the interest rate sensitivity analysis of the AFP at the reporting date, holding all other variables constant. A 75 basis point change is deemed to be a possible change and is used when reporting the risk.

The sensitivity analysis of the AFP's exposure to interest rate risk at the reporting date has been determined based on the Department of Finance & Deregulation's analysis of possible change.

The method used to arrive at the possible change of 75 basis points was based on the analysis of the absolute nominal change of the Reserve Bank of Australia's (RBA) monthly issued cash rate. Historical rates indicate that for the past five financial years, there was a bias towards an increase in interest rate ranging between 0 and 75 basis points. It is considered that 75 basis points is a 'reasonably possible' estimate as it accommodates for the maximum variations inherent in the interest rate movement over the past five years.

**Foreign currency risk**

Foreign currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The AFP is exposed to foreign currency risk primarily through undertaking certain transactions denominated in foreign currency.

The AFP is exposed to currencies denominated in US Dollar, Indonesian Rupiah, Euro, Papua New Guinea Kina and Vanuatu Vatu.

The following table details the effect on the profit and equity as at 30 June from 12 per cent favourable/unfavourable change in the AUS dollar against the above currencies with all other variables held constant.

The sensitivity analysis of the AFP's exposure to foreign currency risk at the reporting date has been determined based on the Department of Finance and Deregulation's calculated average of the five main currencies the Commonwealth is exposed to, being USD, EUR, GBR, JPY and NZD. For each of the five currencies an average of the past five years annual standard deviation, calculated from the observed daily movements of AUS dollar against currency. Three standard deviations were selected as a 'reasonably possible' change as it accommodates for 99 per cent of the variation in the movement of historical foreign exchange rates.

	Risk variable	Change in risk variable %	Effect on	
			Profit and loss 2009 \$'000	Equity 2009 \$'000
Currency risk	Exposed currency	12.00	55	-
Interest rate risk	Interest	0.75	-	176

	Risk variable	Change in risk variable %	Effect on	
			Profit and loss 2008 \$'000	Equity 2008 \$'000
Currency risk	Exposed currency	10.00	29	-
Interest rate risk	Interest	0.50	-	124

	2009 \$'000	2008 \$'000
<b>Note 15: Expenses Administered on Behalf of Government</b>		
<b>Suppliers</b>		
Provision of goods - external parties	16	-
Rendering of services - external parties	6,809	-
<b>Total suppliers</b>	<b>6,825</b>	<b>-</b>
<b>Total Expenses Administered on Behalf of Government</b>	<b>6,825</b>	<b>-</b>
<b>Note 16: Assets Administered on Behalf of Government</b>		
<b><u>Financial Assets</u></b>		
<b>Receivables</b>		
GST receivable from the Australian Taxation Office	163	-
<b>Total receivables (net)</b>	<b>163</b>	<b>-</b>
Receivables were aged as follows:		
Not overdue	163	-
Overdue by:		
Less than 30 days	-	-
30 to 60 days	-	-
60 to 90 days	-	-
More than 90 days	-	-
<b>Total receivables (net)</b>	<b>163</b>	<b>-</b>
Goods and services receivables are with entities within the Australian Government. Credit terms were net 28 days (2008: 28 days).		
<b>Total Financial Assets Administered on Behalf of Government</b>	<b>163</b>	<b>-</b>
<b><u>Non-financial Assets</u></b>		
<b>Other non-financial assets</b>		
Prepayments	8	-
<b>Total other non-financial assets</b>	<b>8</b>	<b>-</b>
<b>Total Assets Administered on Behalf of Government</b>	<b>171</b>	<b>-</b>
<b>Note 17: Liabilities Administered on Behalf of Government</b>		
<b><u>Payables</u></b>		
<b>Suppliers</b>		
Trade creditors	2,001	-
<b>Total suppliers</b>	<b>2,001</b>	<b>-</b>
All creditors are entities that are not part of the Australian Government. Settlement is usually made net 30 days.		
<b>Total Payables</b>	<b>2,001</b>	<b>-</b>
<b>Total Liabilities Administered on Behalf of Government</b>	<b>2,001</b>	<b>-</b>

Notes to and forming part of the Financial Statements

	2009 \$'000	2008 \$'000
<b>Note 18: Administered Reconciliation Table</b>		
<i>Opening administered assets less administered liabilities as at 1 July</i>	-	-
Adjustment for change in accounting policies	-	-
Adjustments for errors	-	-
<b>Adjusted opening administered assets less administered liabilities</b>	-	-
Less: Administered expenses (non CAC)	(6,825)	-
Payments to CAC Act bodies	-	-
Appropriation transfers from OPA	-	-
Annual appropriations for administered expenses (non CAC)	5,159	-
Transfers to OPA	(164)	-
Restructuring	-	-
<i>Closing administered assets less administered liabilities as at 30 June</i>	<u>(1,830)</u>	-

<b>2009</b>	<b>2008</b>
<b>\$'000</b>	<b>\$'000</b>

**Note 19: Administered Financial Instruments****Note 19A: Categories of Financial Instruments****Financial Assets**

## Loans and receivables:

GST receivable

163 -

Carrying amount of financial assets

163 -**Financial Liabilities**

## Supplier &amp; Other Payables:

Other Payables

2,001 -

Carrying amount of financial liabilities

2,001 -**Note 19B: Fair Value of Financial Instruments**

The carrying value of all financial instruments in the balance sheet approximates fair value.

**Note 19C: Credit Risk**

The AFP's exposure to credit risk is nil as it relates to GST receivable from the Australian Taxation Office and cash at bank.

**Note 19D: Liquidity risk**

The AFP is a Commonwealth agency that is primarily budget funded and has internal policies and procedures in place to ensure budget funded resources are available to meet its financial obligation as and when they fall due. As such, the AFP's exposure to liquidity risk is not significant.

The following tables illustrates the maturities for financial liabilities

	On demand	within 1	1 to 2 years	2 to 5 years	> 5 years	Total
	2009	year	2009	2009	2009	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade creditors	-	2,001	-	-	-	2,001
Total	-	2,001	-	-	-	2,001

Notes to and forming part of the Financial Statements

Note 20: Appropriations

Table A: Acquital of authority to draw cash from the Consolidated Revenue Fund for ordinary annual services appropriations

Particulars	Administered Expenses				Departmental Outputs		Total	
	Outcome 1		Payments to CAC Act bodies					
	2009 S'000	2008 S'000	2009 S'000	2008 S'000	2009 S'000	2008 S'000	2009 S'000	2008 S'000
Balance brought forward from previous period (Appropriation Acts)	-	-	-	-	244,943	221,706	244,943	221,706
Appropriation Act:								
Appropriation Act (No. 1) 2008 - 2009 as passed	9,688	-	-	-	1,009,351	975,801	1,019,039	975,801
Appropriation Act (No. 3) 2008 - 2009 as passed	-	-	-	-	-	9,717	-	9,717
Appropriation (Northern Territory Emergency Response) Act No. 1	-	-	-	-	-	7,401	-	7,401
Departmental appropriations reduced <sup>a</sup>	-	-	-	-	(17,076)	-	(17,076)	-
FMA Act:								
Repayment to the Commonwealth (FMA Act section 30)	58	-	-	-	6,545	5,672	6,603	5,672
Appropriations to take account of recoverable GST (FMA Act section 30A)	324	-	-	-	30,686	37,123	31,010	37,123
Relevant agency receipts (FMA Act s31)	-	-	-	-	244,958	216,489	244,958	216,489
<b>Total appropriations available for payments</b>	<b>10,070</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,519,407</b>	<b>1,473,909</b>	<b>1,529,477</b>	<b>1,473,909</b>
Cash payments made during the year (GST inclusive)	5,152	-	-	-	1,231,837	1,228,975	1,236,979	1,228,975
Appropriations credited to Special Accounts (excluding GST)	-	-	-	-	4,038	(9)	4,038	(9)
Balance of Authority to Draw Cash from the Consolidated Revenue Fund for Ordinary Annual Services Appropriations and as represented by:								
Cash at bank and on hand	4,918	-	-	-	283,542	244,943	288,460	244,943
Departmental appropriations receivable	-	-	-	-	6,926	3,666	6,926	3,666
Undrawn, unexpired administered appropriations	4,861	-	-	-	272,662	238,261	272,662	238,261
Receivables - GST receivable from customers	-	-	-	-	347	1,367	347	1,367
Receivables - GST receivable from the ATO	163	-	-	-	4,438	1,660	4,601	1,660
Payables - GST payable	(106)	-	-	-	(831)	(11)	(937)	(11)
Undrawn, unexpired administered appropriations	-	-	-	-	-	-	-	-
<b>Total as at 30 June</b>	<b>4,918</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>283,542</b>	<b>244,943</b>	<b>288,460</b>	<b>244,943</b>

Notes to and forming part of the Financial Statements

Note 20: Appropriations (continued)

Table A: Acquittal of authority to draw cash from the Consolidated Revenue Fund for ordinary annual services appropriations (continued)

Particulars	Administered Expenses				Departmental Outputs			Total	
	Outcome 1		Payments to CAC Act bodies		2009	2008	2009		2008
	2009	2008	2009	2008					
	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Reduction in administered items<sup>2</sup></b>									
Total administered items appropriated	9,688,000	-						9,688,000	
Less: administered items required by the agency per Appropriation Act s11; <sup>3</sup>									
Appropriation Act (No. 1) 2008-2009	6,824,392	-						6,824,392	
Appropriation Act (No. 3) 2008-2009	-	-						-	
Appropriation Act (No. 5) 2008-2009	-	-						-	
Other annual appropriation acts	-	-						-	
Total administered items required by the agency	6,824,392	-						6,824,392	
<b>Total reduction in administered items - effective 2009-2010</b>	<b>2,863,608</b>	<b>-</b>						<b>2,863,608</b>	

<sup>1</sup> In 2008-09 (and the comparative for 2007-08), this represents the amount calculated under the relevant Appropriation Acts section 8 determination, during the year, in respect of the previous years administered items.

<sup>2</sup> This is the first year of administered items being reduced under section 11. Numbers in this section of the table are not rounded.

<sup>3</sup> Administered items for 2008-09 are reduced to these amounts when these financial statements were tabled in Parliament as part of the AFP's 2008-09 annual report. This reduction is effective in 2009-10 and the amounts in the Total Reduction row are reflected in the top section of Table A in the 2009-10 financial statements in the row 'Administered appropriations reduced (non-CAC)'.  
 - section 9 Appropriation Act (No.1) 2007-08: \$5,598,000  
 - section 9 Appropriation Act (No.1) 2007-08: \$3,888,005  
 - section 10 Appropriation Act (No.1) 2008-09: \$7,590,087

<sup>4</sup> Departmental and non-operating appropriations do not lapse at financial year-end. However, the responsible Minister may decide that part or all of a departmental or non-operating appropriation is not required and request the Finance Minister to reduce that appropriation. The reduction in the appropriation is effected by the Finance Minister's determination and is disallowable by Parliament. On 12 November 2008 and 26 June 2009, the Finance Minister determined reductions in departmental outputs following requests by the Minister of Home Affairs. The amount of the reductions determined are:

- section 9 Appropriation (Northern Territory Emergency Response) Act No.1 2007-08: \$5,598,000  
 - section 9 Appropriation Act (No.1) 2007-08: \$3,888,005  
 - section 10 Appropriation Act (No.1) 2008-09: \$7,590,087

Notes to and forming part of the Financial Statements

Note 28: Appropriations (continued)

Table B: Accrual of authority to draw cash from the Consolidated Revenue Fund for other than ordinary annual services appropriations

Particulars	Operating						Non-operating						Total				
	APPs		A/E		Payment to CAC for Audits		Equity		Loans		Previous year's obligations		Liabilities and debts		Total		
	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Balance brought forward from previous period (Appropriation Act)							198,346	114,076						198,346	114,076		
Appropriation Act																	
Appropriation Act (No. 2) 2008 - 2009 as passed							131,281	80,366						131,281	80,366		
Appropriation Act (No. 1) 2008 - 2009 as passed								541							541		
Appropriation Act (No. 6) 2008 - 2009 as passed																	
Other annual appropriations																	
Departmental appropriations reduced (Appropriation Act section 12)																	
Administrative appropriations (Appropriation Act section 8)																	
Refrunds (Appropriation Act section 26A)																	
Appropriations to take account of reimbursable GST (FMA s30A(4)(a)(5))																	
Adjustment of appropriations on change of agency function (FMA Act 137)																	
Total appropriations available for payments							198,346	204,643						198,346	204,643		
Each payment made during the year (GST included)																	
Appropriations (included in special accounts) (GST excluded)																	
Balance of authority to draw cash from the consolidated revenue fund for other than ordinary annual services appropriations and as represented by:																	
Departmental appropriations receivable																	
Departmental appropriations payable - Operating (rights withheld by the Finance Minister) (FMA s27(4))																	
Partial reductions of appropriations received																	
Adjustments under s11(1) of the Finance Minister's Orders not reflected above																	
Adjustments under s11(1) of the Finance Minister's Orders not reflected above																	
<b>Total as at 30 June</b>							<b>261,626</b>	<b>156,316</b>						<b>261,626</b>	<b>156,316</b>		

Departmental and non-operating appropriations do not lapse at financial year-end. However, the responsible Minister may decide that part or all of a departmental or non-operating appropriation is required and request the Finance Minister to reduce that appropriation. The reduction in the appropriation is effected by the Finance Minister's determination and is disallowable by Parliament. On 26 June 2009, the Finance Minister determined a reduction in departmental outputs appropriations following a request by the Minister for Home Affairs. The amount of the reductions determined under Appropriation Act (No.2) of 2008-09 was \$3,944,608.

The AFP has been provided with \$3,084,000 of funding for previous year's outputs under Appropriation Act (No.2) of 2009-10. Additionally, the AFP has been provided funding on a "no win/no loss" basis. This ensures that the AFP is reimbursed for agreed additional costs ("no loss") or is required to return funds not used ("no win") for specified outcomes. For 2008-09, the net amount of funding to be provided to the AFP on a "no win/no loss" basis is \$524,339.

## Note 21: Special accounts

Other Trust Monies Account (Departmental)	2009	2008
	\$	\$
Legal Authority: <i>Financial Management and Accountability Act 1997</i> ; s20		
Appropriation: <i>Financial Management and Accountability Act 1997</i> ; s21		
Purpose: For the receipt of moneys temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth.		
This account is interest bearing		
Balance carried from previous period	13,201,350	11,222,208
Appropriation for reporting period	-	-
Costs recovered	-	-
GST credits (FMA Act s30A)	-	-
Realised investments	-	-
Other receipts	20,929,736	17,258,414
<b>Total credits</b>	<b>34,131,085</b>	<b>28,480,622</b>
Payments made to suppliers	24,791,747	15,279,272
Payments debited from the special account (FMA Act s28)	-	-
Investments debited from the special account (FMA Act s39)	-	-
<b>Total debits</b>	<b>24,791,747</b>	<b>15,279,272</b>
<b>Balance carried to next period and represented by:</b>	<b>9,339,338</b>	<b>13,201,350</b>
Cash - transferred to the Official Public Account	-	-
Cash - held by the agency	9,339,338	13,201,350
<b>Total balance carried to the next period</b>	<b>9,339,338</b>	<b>13,201,350</b>

Note: OTM comprises of the following sub-accounts:

- 1 AFP Official Exhibit & Seized Monies and Manual Cheque Issue Exempt SPM Account
- 2 AFP Official MPR & Warrants and Manual Cheque Issue SPM Accounts
- 3 AFP Official Salary Packaging Exempt SPM Account
- 4 AFP Official Comecare SPM Trust Account
- 5 Timor Leste Police Development Program

## Notes to and forming part of the Financial Statements

### Note 21: Special accounts (continued)

Services for other Governments and Non-Agency Bodies Account (Departmental)	2009	2008
	\$	\$
<i>Legal Authority: Financial Management and Accountability Act 1997; s20</i>		
<i>Appropriation: Financial Management and Accountability Act 1997; s21</i>		
<i>Purpose: For the payment of moneys in connection with services performed on behalf of other governments and non-agency bodies.</i>		
This account is interest bearing		
Balance carried from previous period	3,937,903	4,121,462
Appropriation for reporting period	-	-
Costs recovered	-	-
GST credits (FMA Act s30A)	-	34,799
Realised investments	-	-
Other receipts	8,650,375	7,174,838
<b>Total credits</b>	<b>12,588,278</b>	<b>11,331,099</b>
Payments made to suppliers	7,198,375	7,393,196
Repayments debited from the special account (FMA Act s28)	-	-
Repayments debited from the special account (FMA Act s39)	-	-
<b>Total debits</b>	<b>7,198,375</b>	<b>7,393,196</b>
<b>Balance carried to next period and represented by:</b>	<b>5,389,903</b>	<b>3,937,903</b>
Cash - transferred to the Official Public Account	4,000,000	-
Cash - held by agency	1,389,903	3,940,929
GST - payable to the ATO	-	(3,026)
<b>Total balance carried to the next period</b>	<b>5,389,903</b>	<b>3,937,903</b>

Note: SOG comprises of the following sub-accounts:

- 1 AFP Official National Police Memorial Exempt SPM Trust Account
- 2 AFP Trust Account - Australasian Disaster Victim Identification Committee
- 3 AFP Official ADVI Database Exempt SPM Account
- 4 AFP Official ADVI Comtrain Exempt SPM Account
- 5 AFP Official Interpol 2020 SPM Account
- 6 Australian Institute of Police Management

## Notes to and forming part of the Financial Statements

### Note 21: Special accounts (continued)

Asia Pacific Group on Money Laundering Special Account - formerly Financial Action Task Force - Asia Pacific Group Secretariat Account	2009	2008
	\$	\$
<i>Legal authority: Financial Management and Accountability Act 1997; s20</i>		
<i>Appropriation: Financial Management and Accountability Act 1997; s21</i>		
<i>Purpose: For expenditure relating to providing secretariat support in relation to the detection and prevention of money laundering in the Asia Pacific region and carrying out activities that are incidental to this purpose.</i>		
This account is interest bearing		
Balance carried from previous period	682,703	703,918
Appropriation for reporting period	-	-
Costs recovered	2,000,964	1,921,156
GST credits (FMA Act s30A)	18,121	15,095
Realised investments	-	-
Other receipts	-	-
<b>Total credits</b>	<b>2,701,788</b>	<b>2,640,169</b>
Payments made	2,030,385	1,957,466
<b>Total debits</b>	<b>2,030,385</b>	<b>1,957,466</b>
<b>Balance carried to next period and represented by:</b>	<b>671,403</b>	<b>682,703</b>
Cash - transferred to the Official Public Account	-	-
Cash - held by agency	669,425	682,551
GST receivable from the ATO	1,978	152
<b>Total balance carried to the next period</b>	<b>671,403</b>	<b>682,703</b>

## Notes to and forming part of the Financial Statements

### Note 22: Compensation and debt relief

2009	2008
\$	\$

#### Departmental

One 'Act of Grace' expenses were incurred during the reporting period (2008: No expenses).	<u>29,891</u>	<u>-</u>
No waivers of amounts owing to the Australian Government were made pursuant to subsection 34(1) of the <i>Financial Management and Accountability Act 1997</i> (2008: No payments made).	<u>-</u>	<u>-</u>
Three payments were made under the 'Defective Administration Scheme' during the reporting period (2008: No payments made).	<u>88,273</u>	<u>-</u>
No payments were made under s73 of the Public Service Act 1999 during the reporting period (2008: No payments made).	<u>-</u>	<u>-</u>
No ex-gratia payments were provided for during the reporting period (2008: Two payments provided for).	<u>-</u>	<u>80,000</u>

**Notes to and forming part of the Financial Statements**

**Note 23: Reporting of outcomes**

**Note 23A: Net cost of outcome delivered**

	Outcome 1		Outcome 2		Payments to CAC Act bodies		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Expenses</b>								
Administered	6,825	-	-	-	-	-	6,825	-
Departmental	1,110,215	1,137,240	132,243	122,197	-	-	1,242,458	1,259,437
<b>Total expenses</b>	<b>1,117,040</b>	<b>1,137,240</b>	<b>132,243</b>	<b>122,197</b>	<b>-</b>	<b>-</b>	<b>1,249,283</b>	<b>1,259,437</b>
Costs recovered from provision of goods and services to the non government sector								
Administered	-	-	-	-	-	-	-	-
Departmental	30,853	20,310	125,967	117,591	-	-	156,820	137,901
<b>Total costs recovered</b>	<b>30,853</b>	<b>20,310</b>	<b>125,967</b>	<b>117,591</b>	<b>-</b>	<b>-</b>	<b>156,820</b>	<b>137,901</b>
<b>Other external income</b>								
Administered	-	-	-	-	-	-	-	-
Departmental	-	-	-	-	-	-	-	-
Goods and services income from related entities	71,934	83,450	-	-	-	-	71,934	83,450
Other income	2,059	1,635	5,636	5,518	-	-	7,695	7,153
Total departmental	73,993	85,085	5,636	5,518	-	-	79,629	90,603
<b>Total other external income</b>	<b>73,993</b>	<b>85,085</b>	<b>5,636</b>	<b>5,518</b>	<b>-</b>	<b>-</b>	<b>79,629</b>	<b>90,603</b>
<b>Net cost/(contribution) of outcome</b>	<b>1,012,194</b>	<b>1,031,845</b>	<b>640</b>	<b>(912)</b>	<b>-</b>	<b>-</b>	<b>1,012,834</b>	<b>1,030,933</b>

Outcomes 1 and 2 are described in Note 1.1. Net costs shown include intra-government costs that are eliminated in calculating the actual Budget outcome.

\* Payments to CAC Act bodies are not related to outcomes. They are included here so the total can agree to the resourcing table.

Notes to and forming part of the Financial Statements

Note 23 Reporting of outcomes (continued)

Note 23B: Major classes of departmental income and expenses by outputs

Outcome 1	Output 1.1		Output 1.2		Output 1.3		Output 1.4	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Departmental expenses</b>								
Employee	89,553	97,236	71,254	72,092	34,409	36,064	156,212	100,293
Supplier	64,930	68,582	34,803	44,806	16,820	23,042	116,258	168,418
Depreciation	8,329	6,876	5,797	5,925	4,225	3,781	11,449	9,691
Other	906	1,456	647	1,537	365	630	(467)	127
<b>Total departmental expenses</b>	<b>163,718</b>	<b>174,150</b>	<b>112,501</b>	<b>124,360</b>	<b>55,819</b>	<b>63,517</b>	<b>283,452</b>	<b>278,529</b>
<b>Funded by:</b>								
Government	154,304	132,233	109,781	134,300	51,355	54,328	247,928	270,050
Goods and services	4,052	6,799	5,465	12,174	2,283	2,832	24,344	16,897
Other	492	544	1,767	2,033	262	245	183	99
<b>Total departmental income</b>	<b>158,848</b>	<b>139,576</b>	<b>117,013</b>	<b>148,507</b>	<b>53,900</b>	<b>57,405</b>	<b>272,455</b>	<b>287,046</b>

Outcome 1 (continued)	Output 1.5		Output 1.6		Output 1.7		Outcome 1 Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Departmental expenses</b>								
Employee	113,644	130,102	129,664	124,961	40,652	28,680	635,388	589,428
Supplier	60,478	58,658	89,425	96,254	24,727	18,846	407,441	478,606
Depreciation	9,479	8,799	12,568	14,641	10,939	8,026	62,786	57,739
Other	992	3,606	1,694	3,487	463	624	4,600	11,467
<b>Total departmental expenses</b>	<b>184,593</b>	<b>201,165</b>	<b>233,351</b>	<b>239,343</b>	<b>76,781</b>	<b>56,176</b>	<b>1,110,215</b>	<b>1,137,240</b>
<b>Funded by:</b>								
Government	147,945	156,342	238,279	235,775	56,182	-	1,005,774	983,028
Goods and services	54,776	54,260	8,305	8,803	2,581	377	101,806	102,142
Other	174	249	97	36	65	47	3,040	3,253
<b>Total departmental income</b>	<b>202,895</b>	<b>210,851</b>	<b>246,681</b>	<b>244,614</b>	<b>58,828</b>	<b>424</b>	<b>1,110,620</b>	<b>1,088,423</b>

Notes to and forming part of the Financial Statements

Note 23 Reporting of outcomes (continued)

Note 23B: Major classes of departmental income and expenses by outputs (continued)

	Outcome 2					
	Output 2.1		Output 2.1		Outcome 2 Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Departmental expenses</b>						
Employee	101,274	89,542	101,274	89,542	101,274	89,542
Supplier	28,431	30,274	28,431	30,274	28,431	30,274
Depreciation	2,513	2,342	2,513	2,342	2,513	2,342
Other	25	39	25	39	25	39
<b>Total departmental expenses</b>	<b>132,243</b>	<b>122,197</b>	<b>132,243</b>	<b>122,197</b>	<b>132,243</b>	<b>122,197</b>
<b>Funded by:</b>						
Goods and services	125,967	117,591	125,967	117,591	125,967	117,591
Other non-taxation income	5,636	5,518	5,636	5,518	5,636	5,518
<b>Total departmental income</b>	<b>131,603</b>	<b>123,109</b>	<b>131,603</b>	<b>123,109</b>	<b>131,603</b>	<b>123,109</b>

Notes to and forming part of the Financial Statements

Note 23 Reporting of outcomes (continued)

Note 23C: Major Classes of Departmental Assets and Liabilities by Output Groups and Outputs

	Outcome 1		Outcome 2		Not attributed*		Total	
	2009 S'000	2008 S'000	2009 S'000	2008 S'000	2009 S'000	2008 S'000	2009 S'000	2008 S'000
<b>Departmental assets</b>								
Cash and cash equivalents	2,289	4,721	-	-	4,637	3,222	6,926	7,943
Trade and other receivables	530,526	400,326	23,037	21,815	4,387	1,656	557,950	423,797
Other financial assets	5,041	5,026	-	-	-	-	5,041	5,026
Land and buildings	90,504	76,588	224	127	-	-	90,728	76,715
Infrastructure, plant and equipment	125,821	116,990	4,744	3,784	-	-	130,565	120,774
Intangibles	23,158	24,331	351	91	-	-	23,509	24,422
Inventories	2,848	3,246	81	(26)	-	-	2,929	3,220
Other financial assets	9,555	11,093	21	78	-	-	9,576	11,171
<b>Total Departmental assets</b>	<b>789,742</b>	<b>642,321</b>	<b>28,458</b>	<b>25,869</b>	<b>9,024</b>	<b>4,878</b>	<b>827,224</b>	<b>673,068</b>
<b>Departmental liabilities</b>								
Suppliers	61,682	59,831	2,233	1,865	3,427	8	67,342	61,704
Dividends	364	-	-	-	-	-	364	-
Other payables	15,003	23,185	2,739	3,940	(9)	1,612	17,733	28,737
Tax liabilities	2,171	2,100	-	-	-	-	2,171	2,100
Employee provisions	160,126	137,787	22,811	19,038	-	254	182,937	157,079
Other provisions	11,700	19,143	1,414	2,180	-	-	13,114	21,323
<b>Total Departmental liabilities</b>	<b>251,046</b>	<b>242,046</b>	<b>29,197</b>	<b>27,023</b>	<b>3,418</b>	<b>1,874</b>	<b>283,661</b>	<b>270,943</b>

\* Assets and liabilities that can not be reliably attributed to outcomes.

Outcome 1 and 2 are described in Note 1.1. Net costs shown include intra-government costs that were eliminated in calculating the actual Budget outcome.

Notes to and forming part of the Financial Statements

Note 23 Reporting of outcomes (continued)

Note 23D: Major Classes of Administered Income, Expenses, Assets and Liabilities by Outcomes

	Outcome 1		Outcome 2		Not attributed		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Administered expenses								
Suppliers expense	6,825	-	-	-	-	-	6,825	-
Total Administered expenses	6,825	-	-	-	-	-	6,825	-
Administered assets								
Receivables	163	-	-	-	-	-	163	-
Prepayments	8	-	-	-	-	-	8	-
Total Administered assets	171	-	-	-	-	-	171	-
Administered liabilities								
Suppliers payable	2,001	-	-	-	-	-	2,001	-
Total Administered liabilities	2,001	-	-	-	-	-	2,001	-



# Glossary and Indexes



# Glossary

## List of shortened forms

ANAO	Australian National Audit Office
ASEAN	Association of Southeast Asian Nations
ASEANAPOL	ASEAN Chiefs of National Police
CASSI	Collection Assessment and Storage of Sensitive Information Program
LECP	Law Enforcement Cooperation Program
PROMIS	Police Real Time Online Management System
RAMSI	Regional Assistance Mission to Solomon Islands
TLDP	Timor Leste Police Development Program
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNODC	United Nations Office on Drugs and Crime
UNHQ	United Nations Headquarters
UPM	Unified Policing Model

# Subject Index

## A

- academic partners, 65, 76, 78, 151
- accountability, 168–174
- accounts and finance processing, 132
- acronyms, 216
- ACT Policing, 59, 60, 100, 105, 110, 143, 172, 176, 177
- administrative deficiencies, 172
- advertising and market research, 49, 123, 174
- Afghanistan, personnel deployed in, 4, 66, 74, 75, 196
- AFP Operations Coordination Centre (AOCC), 100, 106–109
- Agency Resource Statement, 198
- Air Security Officers, 83, 90, 91
- Airport Police Commanders, 84
- Airport Uniform Police, 84, 87, 88, 91, 149
- amphetamine-type stimulants, 5, 22–24, 149
- Anti-Money Laundering and Counter-Terrorism Financing Act 2006*, 43
- Anzac Day ceremonies, 61, 80, 125
- appropriations, 186
- ASEAN, 28, 123
- ASEAN Chief of Police (ASEANAPOL), 28, 34
- Asia-Pacific Group (APG) on Money Laundering, 43, 120, 162, 187, 212
- asset forfeiture teams, 6, 44, 51, 52
- Attorney-General's Department, ii, 8, 27, 28, 42, 45, 46, 48, 56, 73, 92, 113, 116, 120, 121, 128, 132, 143, 161, 164, 165, 170
- Auditor-General's reports, 174
- AusAid, 38, 65, 70, 71, 73, 74, 76, 78
- Australia Pacific Civil-Military Centre of Excellence, 65, 78
- Australian Bomb Data Centre, 110, 111, 113, 117
- Australian Chemical Biological Radiological Nuclear Data Centre, 110, 113–115, 117
- Australian Commission for Law Enforcement Integrity (ACLEI), 143, 155, 157, 158, 159
- Australian Crime Commission, 5, 21, 22, 39, 42, 45, 48, 90, 92, 93, 107, 108, 145, 158, 172, 173, 197
- Australian Customs and Border Protection Service, 5, 21–23, 27, 45, 47, 48, 85, 90, 93, 94, 105, 106, 108, 142, 145
- Australian Defence Force, assistance to, 50 investigation capability, 50 interoperability, 78 forensic, 110, 111 liaison officers, 76, 78 partnership with, 65, 143 Uniform Protection Services to, 81
- Australian Federal Police, Act, 9, 154, 155, 157, 172 Ceremonial Mounted Cadre, 125, 126 College, 29, 147, 151 Museum, 123, 124 objectives of, 9, 10 Operations Coordination Centre, 100, 106, 109, overview of, 9 Pipes and Drums, 125 use of interpreters, 172 use of powers, 172 Wellbeing Services, 153
- Australian High Tech Crime Centre, 191, 202
- Australian Illicit Drug Intelligence Program, 24, 113, 115, 116
- Australian Institute of Police Management, 39, 66, 111, 121, 122, 128, 163, 191

Australian National Child Offender Register, 107

Australian National Victim Image Library, 97

Aviation Incident Preparedness Team, 91

aviation intelligence, 103

Aviation and Protection Specialist Course, 149

aviation services, 17, 18, 83–88, 91, 93, 149, 188

aviation training, 91, 92

awards, 124

## B

balance sheet, 214

Beijing Olympics, 61, 105

Bomb Appraisal Officers, 17, 81, 85, 87, 92, 149

Border and International Network, 14, 20–40, 187

border operations, 21–33

border protection, 5, 6

Brazil, investigations in, 4, 99, 101,

bribery investigations, 41, 46

budgets and reporting, 127, 131

building and accommodation, 128

business activity analysis, 82, 127

business analysis, 127

business and academic management, 151

Business Delivery Team, 99

business environments, 127, 128

Business Improvement, 132

business management team, 82

business review, 8, 9

business services, 131

business systems support and reporting, 108

## C

Cambodia, 3, 4, 5, 21, 23, 28, 35, 39, 63, 74, 149, 196,

Criminal Justice Assistance Program, 74

Canine Kenneling and Training Facility, 128

canine teams, 17, 85, 86

cannabis, 25, 39, 93, 116

capability support services, 108,

capacity building, 96, 110, 113

capital works, 127, 174, 175

Case Management Information System, 136, 142

Case Management Intelligence System, 40, 63, 148

CASSI Program, 104

Chaplaincy services, 153

Chief Financial Officer, 13, 127–130

Chief of Staff, 11, 13, 120–124, 154, 191, 194

Chief Operating Officer, 11, 13, 126

Child Exploitation Tracking System, 123

child protection operations, 97, 100, 105, 117, 145,

China, activities in, 25, 39, 147, 148, 150

Christmas Island, policing services to, 65, 75, 196

Clarke Inquiry, 3, 6, 56, 57, 145, 165

client satisfaction, 20, 40, 54, 64, 79, 85, 95, 102, 110

close personal protection, 16, 79, 80, 144

Close Personal Protection Security Liaison Officer, 80

cocaine, 5, 21, 24, 25, 30, 31, 34, 38, 94, 116

Cocos (Keeling) Islands, policing services to, 65, 75

Coercive Powers Team, 45

Cole Inquiry, 45

- collaboration with external agencies, 136, 137
  - collection, assessment and storage of sensitive intelligence, 103
  - collective agreement, 140, 141
  - Colombia, operations in, 37, 39
  - Comcover insurance, 169
  - Command, Control and Coordination Workshop, 146
  - commercial support, 127
  - Commissioner's declaration, 170
  - Commonwealth Disability Program, 173
  - Commonwealth Disability Strategy, 173
  - Commonwealth Ombudsman reports, 172, 173
  - communications and central monitoring support services, 106
  - community engagement, 22, 58, 59, 98
  - complaints, 182–184
  - Complaint Coordination Team, 156
  - complaints management, 154, 155–157, 172, 181, 182
  - Complaint Management Team, 156
  - Confidant Network, 142, 143
  - consultancies, 130
  - Cook Islands, engagement with, 73, 77, 162
  - Coordinator Confidant Network, 142
  - corporate governance and executive support, 82
  - corporate integrity, 181
  - corporate services, 120–167
  - corruption, 46, 155–159, 173, 184
  - counter-radicalisation, 59
  - counter-terrorism, 15, 54, 55, 60
    - domestic, 55, 56
    - intelligence, 103, 105
    - international, 61–64
    - legal support, 165
    - offshore rapid response, 61
  - counter-terrorist first response, 17, 85, 86, 91, 106
  - covert policing training, 147
  - crime prevention, 95, 98, 99
  - criminal records, 127, 132
  - crystal methamphetamine, *see also* methamphetamine, 23
  - Culture and Language Centre, 148
  - Customs and Traditions Team, 126
  - Cyprus, United Nations mission to, 65, 71, 196
- ## D
- Data Centres, 113
  - Day for Daniel, 126
  - Debus, Bob, 8, 121
  - Deputy Commissioner positions, 13
  - Disaster Victim Identification, 7, 55, 63
    - team deployments, 4, 110, 122
    - training, 36
  - Discussion exercises (DISCEX), 60
  - DNA Laboratory, Indonesia, 55, 63, 111–113
  - dog trainers and handlers, *see also* Canine teams, 84
  - domestic policy, 162
  - Drennan, Peter, 13
  - driver training, 128
  - Drug Harm Index, 14, 20, 25
  - drug seizures, 25, 29–31, 93, 94
  - drug testing, 157, 158
  - Dutch Liaison Officer, 22
  - Duty officers, 109
- ## E
- E-Crime training, 143, 145, 146
  - early warning systems, 158
  - E-Security initiative, 96
  - East Timor, *see also* Timor-Leste
  - economic and special operations, 5, 10, 15, 40–53, 65, 105, 143, 187

ecstasy, *see also* MDMA, 5, 21, 94  
Edmund Barton Building, 8, 104, 108,  
127, 128, 133  
ecological sustainability development and  
environmental performance, 174  
emergency landing, flight QF72, 93  
Employee Assistance Program, 153  
employee relations, 140, 141  
enhanced canine capability, 86, 87  
enhanced cooperative intelligence  
sharing, 92  
enhanced technical surveillance, 96, 100,  
101  
entity profile reporting, 134, 135  
environmental crime, 41, 46, 47  
Europol, 34, 80  
Executive development services, 141  
Executive Review, 2–9  
Executive Services and Commissioner’s  
Office, 129  
Executive Team, 13  
exempt contracts, 130  
expenses, 14, 186, 187, 189, 212  
external agencies, collaboration with, 18,  
76, 109, 136, 137, 142, 147  
External Enquiries Team, 108  
external oversight, 157  
external scrutiny, 170  
external territories policing, 9, 65, 75,  
196

## F

Family Investigative Liaison Officer  
Program, 57, 58  
family law, 41, 47, 48, 107, 172  
Family Liaison Officers, 153  
Federal Bureau of Investigation, United  
States, 97, 115, 199, 211  
Federated States of Micronesia, 38, 39,  
73, 77

Fighting Terrorism at its Source initiative,  
61, 103, 148  
Fiji, capacity building, 39, 77, 118  
Financial Action Task Force, 38, 39  
Financial Controller Branch, 130  
financial investigation awareness  
campaign, 43  
Financial Investigations teams, 43  
financial performance, 130  
financial services, 127, 130, 131,  
Financial statements, 203–264  
Firearms and Explosives Detection  
Canine teams, 85, 86  
fleet, 174  
Forensic and Data Centres, 13, 110–118,  
133, 137  
Forensic Drug Support, 115  
Forensic Explosives Laboratory,  
Philippines, 54  
forensic training, 111, 146  
Former Members’ Network, 126  
fraud, 5, 6, 10, 26, 32, 34, 37, 40, 41–43,  
50–53, 105, 112, 174, 183  
Fraud Control and Anti-Corruption Plan,  
169, 170  
Fraud Liaison Forum, 41  
Freedom of Information requests, ii, 165,  
171  
future technologies, 95, 98

## G

GalaxyNet, 137  
Gay and Lesbian Liaison Officer  
Network, 140  
geographical distribution of staff, 193  
governance, 55, 57, 60, 82, 85, 99, 120,  
126, 127, 134, 141, 154, 163, 168,  
175  
Governance committees, 168

## H

- Headquarters Joint Operations Command, 81
  - Headquarters Tactical Intelligence Support, 105
  - health and fitness, 152
  - health and safety management arrangements, 138
  - heroin, 21, 24, 25, 29, 30, 37, 94, 116, 118
  - High Tech Crime Operations, 3, 10, 13, 28, 45, 95, 96, 98–101, 105, 137, 143
  - high tech investigations support, 98
  - high tech technical systems delivery, 99
  - Hong Kong, activities in, 5, 6, 21, 29, 37, 48, 51–53, 149, 150
  - Howard, John, protection of, 80
  - Human Resources Management, 126, 136, 138–160
  - Human Source Management, 104
- I
- ICMEX 'Sudden Impact', 60
  - identity crime, 5, 40, 41, 45, 52
  - identity security strike teams, 6, 45, 52, 53
  - illegal foreign fishing, 47
  - illicit drugs, 21–24
  - Integrity Assurance Framework, 157–159
  - Integrity Commissioner reports, 173
  - integrity testing, 159
  - In the Line of Duty exhibition, 126
  - Indonesia, 35, 36
    - deployments to, 36, 47, 80
    - operations in, 32, 36, 52, 58, 105
    - training and capacity building, 3, 4, 26, 27, 39, 55, 61, 62, 63, 111, 112
  - information and communications technology security, 160
  - Information Services, 126, 133–137, 156, 160
  - insurance and risk management, 169
  - intellectual property, 10, 41, 47, 48, 98
  - Intelligence, 13, 15, 90, 91, 102–109, 147, 191
  - intelligence executive support and planning, 104
  - intelligence and operations support services, 107
  - internal audit and business analysis, 126, 127
  - Internal Awards Framework, 124
  - International Deployment Group, 4, 10, 13, 16, 64, 65, 76–78, 104, 107, 110, 122, 128, 155, 162, 165, 166
  - intelligence, 104
  - learning and development, 77
  - operations and missions, 66
  - International Drug Control Program Project, 39
  - international focus, 3, 4
  - International Liaison Officer Network, 22
  - International Management of Serious Crime course, 34, 39, 144, 149, 150
  - International Network, 26, 33, 54, 63, 150
  - Internet Policing Team, 98
  - international policy, 162
  - Interpol, 4, 9, 27, 35, 97, 101, 106, 107, 115, 199
  - investigations and business delivery, 96
  - Investigations Support Capability Coordination Sub-Committee, 59, 60
  - investigations support services, 108
  - investigations training, 145
  - Investigations Unit, 156
  - Intellectual Property Enforcement Consultative Group, 48

## J

Jakarta Centre for Law Enforcement Cooperation, 3, 4, 7, 26, 55, 62, 63, 69, 96

Jervis Bay, policing services to, 65, 75, 196

Joint Airport Intelligence Group, 87, 90, 103

Joint Airport Investigation teams, 87, 90, 93, 94

Joint Asian Crime Group, 5, 22

joint aviation intelligence groups, 17, 90

Joint Banking and Financial Sector Investigation Team, 97

joint counter-terrorism teams, 7, 54–57, 155

Joint Online Child Exploitation Team, 97

Joint Statement on Enhanced Global and Security Cooperation, 38

## K

Keelty, M J, iii, 2, 13, 34, 137

Key Committees Framework, 168, 169

key locations, iv

key statistics, 14–19

Kiribati, capacity building, 38, 73, 77

## L

Laboratory Information Management System Project, 116

labour exploitation, 21, 27

Laurie, Will, 11

Law Enforcement Cooperation Program, 33, 39, 147

law enforcement intelligence training, 147

law enforcement liaison officers, 121

leadership and management training, 146

Leadership in Criminal Intelligence Program, 104

learning and development, 138, 143–146, 151, 153, 158

Lebanon, 7, 62, 63, 150

Legal, 165–168

Legislation Program, 41, 164

letter of transmittal, iii

Library, 151

local office intelligence teams, 105

## M

Majura Complex, 128

Malaysia, engagement with, 4, 26, 28, 35, 37, 61, 63, 115, 148, 149

Management of Serious Crime Course, 34, 39, 144, 149, 150

Marshall Islands, capacity building, 38, 39, 73, 77

Mawul Rom, 140

McLean, David, 13

MDMA, 5, 21, 23–25, 31, 34, 94, 116, 117

media

missing persons campaign, 49, 50

relations with, 99, 121–123, 171

spending on, 186

medical operational readiness, 152

medical services, 138, 152

Memoranda of Understanding, 35

methamphetamine, 21–23, 29, 35, 51

methylenedioxymethamphetamine, *see also* MDMA, 21

Micronesia, Federated States of, capacity building, 38, 73

Micronesia Transnational Crime Unit, 38, 39

Ministerial Council on Drug Strategy, 116, 163

Ministerial Direction, 10, 11

Ministerial Liaison, 82, 120

missing persons, 49, 50, 136

campaigns, 49, 50, 123, 174

mission component, 64  
 money laundering, 5, 6, 10, 32, 40–45,  
 51–53, 98, 105, 112, 120, 145, 150  
 multi jurisdictional exercises, 60, 86  
 Multi-National Operations Support Team,  
 61  
 Mulunggang Indigenous Officer's  
 Network, 140

## N

National Canine Operations, 86  
 National Canine Training Facility, 86  
 National Central Bureau for Interpol, 9,  
 35, 107  
 National Community Engagement  
 Strategy, 58  
 National Counter-Terrorism Committee,  
 7, 56–60, 83, 87, 91  
 National Drug Strategy, 21  
 National E-Security Awareness Week, 99  
 National Headquarters Project, 127, 161  
 National Identity Security Strategy, 45  
 National Information Infrastructure  
 Investigations Team, 96  
 National Managers, 13  
 National Marketing and Communications,  
 120, 122, 123  
 National Media Team, 121, 122  
 National Missing Persons Coordination  
 Centre, 41, 48, 49  
 National Missing Persons Week, 49, 123,  
 174  
 National Police Remembrance Day, 122,  
 125, 126  
 national security, 3, 6, 7, 13, 160  
 National Target Evaluation, 104  
 Nauru, capacity building, 72, 73, 77, 196  
 Nauru Police Project, 72  
 Negus, Tony, 13, 96  
 new employee programs, 148

Niue, capacity building, 73, 77  
 non-financial assets  
 Norfolk Island, policing services to, 65,  
 75, 196  
 Northern Mariana Islands, capacity  
 building, 38  
 Northern Territory Emergency  
 Intervention, 65, 66, 75, 122

## O

O'Connor, Brendan, 121  
 Occupational Health and Safety, 141  
 Oil-for-Food Taskforce, 45  
 Operation Alawa, 94  
 Operation Balsam, 50  
 Operation Bootham-Moko-Inca, 51  
 Operation Bridie, 52  
 Operation Cadence, 51  
 Operation Centurion, 4, 101, 117  
 Operation Contego, 103  
 Operation Distal, 51  
 Operation Glatton, 101  
 Operation Gosport, 65  
 Operation Hercules, 101  
 Operation Inca, 5, 21, 117  
 Operation Innuo, 105  
 Operation Mein, 52  
 Operation Narwee, 52  
 Operation Orford, 64  
 Operation Pendennis, 7, 63, 117  
 Operation Pendennis-Eden, 64  
 Operation Pleach, 122  
 Operation Precipice, 94  
 Operation Pyxis, 105  
 Operation Resistance, 4, 101  
 Operation Scenery, 94  
 Operation Starlifter, 53  
 Operation Steerforth, 52  
 Operation Sunlight, 131

Operation Tarpan, 52  
Operation Themis, 75, 198  
Operation Tornado, 53  
Operation Trona, 53  
Operation Tropical, 50  
operational committees, 169  
operational deployment teams, 81  
operational outputs, 20–118  
operational review, 3–8  
operational security, 160, 161  
Operational Response Group, 75–77  
Operations Coordination Centre, 106  
Operations Response Group, 104  
operations support, 82  
organisation structure, 12  
outlaw motorcycle gangs, 93, 117  
outcomes, 10, 18, 19, 186–189  
outpostings, 196–199  
outputs summary, 14–19  
overview of the AFP, 9  
Own Motion Investigations, 172

## P

Pacific Islands Chiefs of Police, 38, 39  
Pacific Police Development Program, 73  
Pacific Transnational Crime Network, 38, 39  
Palau, capacity building, 38, 73, 77  
Pakistan, assistance to, 37  
Papua New Guinea–Australia Policing Partnership, 73, 74  
Passenger Analysis Clearance and Evaluation Team, 107  
Parliament House Mobile Response Model, 81  
parliamentary committees, 170  
payroll, 132

peace operations and doctrine, 78  
people smuggling, 3, 21, 25–27, 32, 33, 35, 36, 103, 105, 106  
operations, 27  
People Smuggling Strike Team, 3, 25, 27  
People Strategies, 138, 139  
performance  
Aviation Services, 83  
Border and International Network, 20  
Economic and Special Operations, 40  
Forensic and Data Centres, 110  
High Tech Crime Operations, 95  
Intelligence, 102  
International Deployment Services, 64  
Protection Services, 79  
personnel security, 160  
Phelan, Michael, 13  
Philippines, capacity building, 3, 28, 39, 54, 55, 60, 63, 112, 118, 149, 150, 162  
planning and development, 76  
planning and governance, 161, 163  
PlassData software, 110  
Platypus magazine, 123  
Police Aviation Liaison Officers, 17  
Police Consultative Group on Missing Persons, 50  
Police Real Time Online Management Information System, 108, 109, 134, 135, 157  
price of agency outputs, 18  
Probationary Constables, 72  
proceeds of crime, 3, 15, 33, 41, 43, 44, 51–53, 145  
procurement and contract management, 127, 129  
professional standards, 138, 154–159  
program analysis, 76  
prohibited drug tests, ix, 185

Project Wickenby, 6, 42, 53, 105, 117  
 PROMIS, 108, 109, 134, 135, 157  
 property and exhibits management, 109  
 property theft, 94  
 protection intelligence, 105  
 protection services, 16, 18, 79, 81, 82,  
 149, 188  
 pseudoephedrine, 5, 21, 23, 29, 36, 116,  
 117  
 psychology services, 153

## Q

Qualifications Framework, 151

## R

radio and electronic support, 96, 100  
 Recognition and Ceremonial, 120, 124  
 recruitment and diversity strategies, 140  
 recruit training, 148  
 Regional Assistance Mission to the  
 Solomon Islands, 4, 66, 67, 75, 76,  
 129, 156  
 Regional Bomb Data Centres, 55, 113,  
 115  
 regional law enforcement counter-  
 terrorism liaison and capacity  
 building, 60, 63  
 regional rapid deployment teams, 86, 87  
 reporting structure, 10  
 revenue, 14, 18, 19, 130, 187–189  
 review of AFP complaints management,  
 172  
 Review of ACT Policing Regional Watch  
 House Operations, 172  
 risk management, 163, 169  
 Rudd, Kevin, protection of, 80

## S

Samoa, capacity building, 38–39, 73, 76,  
 77, 104  
 security capability and coordination, 161  
 security clearances, 160  
 security risk management, 127, 132  
 Senate Standing committees, 170, 171  
 Senior Executive, ix, 141, 191  
 sentencing decisions, 29–33  
 serious and complex fraud, 41–43  
 sexual servitude, 21, 27  
 Shared Services Centre, 131  
 SharePoint Online Knowledge Exchange  
 System, 136, 143  
 slavery offences, 3, 33  
 Smith, Ric, 11  
 Solomon Islands, capacity building, 4, 39,  
 66, 68, 75–77, 104, 150, 156, 158,  
 165, 196  
 special accounts  
 Special Operations, viii, 40, 41, 46, 114  
 specialist and international training, 146  
 Specialist Response Amphetamine Type,  
 Stimulants Team, 5, 23  
 Spectrum Program, 7, 57, 126, 135, 159  
 Sri Lanka, people smuggling from, 26  
 Stability Response Team, 77  
 strategic and emerging issues, 163  
 strategic committees, 168  
 strategic intelligence services, 105  
 Strategic Leaders Group, 11, 145, 160,  
 164  
 strategic plan, 11, 72  
 strategic futures, 161, 164  
 Street Review, 6, 55, 56, 145, 165  
 Sudan, United Nations mission to, 65,  
 70, 71, 196  
 summary of outputs, 14–19

## T

tables and charts, viii

'talk b4u walk' campaign, 60

tax evasion, 6, 42, 117

technical capability delivery, 96, 100

Technical Operations Team, 100

Telecommunications Interception Division, 96, 99

terrorism, *see also* counter-terrorism, 18, 43, 45, 54–64

Thailand,  
capacity building, 5, 28, 35, 36, 55, 61, 63, 115, 147–150  
operations with, 29, 32, 101

ThinkUKnow campaign, 99

Timor-Leste,  
capacity building, 69, 70, 77, 104  
personnel deployed in, 4, 69, 70, 118, 165  
Police Development Program, 4, 69, 70

Tonga,  
capacity building, 4, 39, 72, 73, 196  
Police Development Program, 71

training and communications, 136

Transnational Crime Coordination Centre, 38, 39

Transnational Sexual Exploitation and Trafficking Team, 27, 32

Tuvalu, capacity building, 77

## U

unauthorized access to Commonwealth data, 94

Unified Policing Model, 17, 83–85, 87, 90, 91, 103, 155

uniform protection, 79, 81

United Nations peacekeeping missions,  
in Cyprus, 71  
in Sudan, 70, 71  
in Timor-Leste, 71

Unity Cup, 58

United States, joint investigation with, 38, 97

## V

Vanuatu, capacity building, 39, 42, 53, 77, 118, 158, 196

Vanuatu Police Force Capacity Building Project, 70

## W

war crimes, 46, 47

whole-of-government role, 27, 28

Wilkins Review, 8, 92, 122

witness protection, 80

Wood, Andrew, 13

Woomera, 81

workforce strategies, 139

workload,  
Aviation Services, 83  
Border and International Network, 20  
Economic and Special Operations, 40  
Forensic and Data Centres, 110  
High Tech Crime Operations, 94  
Intelligence, 102  
International Deployment Services, 64  
Protection Services, 79  
Terrorism, 54

World Youth Day 80

## Y

years of service, 192

# Compliance Index

## Reader Access

A.4	Letter of transmittal <i>Mandatory</i> .....	iii
A.5	Table of contents <i>Mandatory</i> .....	v–vii
A.5	Index <i>Mandatory</i> .....	267–276
A.5	Contact officer(s) <i>Mandatory</i> .....	ii
A.5	Internet homepage address and Internet address for report <i>Mandatory</i> .....	ii

## Review

9.1	Executive Review <i>Mandatory</i> .....	2–11
9.2	Summary of significant issues and developments <i>Suggested</i> .....	
	<ul style="list-style-type: none"> <li>■ Commissioner’s Review..</li> <li>■ Significant Events.....</li> </ul>	2–8 3–8
9.2	Overview of department’s performance and financial results <i>Suggested</i> .....	
	<ul style="list-style-type: none"> <li>■ Commissioner’s Review..</li> <li>■ Financial results.....</li> </ul>	2–8 18, 19
9.2	Outlook for following year <i>Suggested</i> .....	8
9.3	Significant issues and developments <i>Suggested</i> .....	8, 9

# Departmental Overview

10.1	Departmental Overview— Description of department <i>Mandatory</i> .....	9–11
10.1	Role and functions <i>Mandatory</i> .....	10, 11
10.1	Organisational structure <i>Mandatory</i> .....	12
10.2	Where outcome and output structures differ from PBS format, details of variation and reasons for change <i>Mandatory</i> .....	not applicable
10.3	Portfolio structure—Portfolio departments <i>Mandatory</i> .....	10, 11

## Report on Performance

11.1	Review of performance during the year in relation to outputs and contribution to outcomes <i>Mandatory</i> .....	Chapters 2, 3, 4
11.1	Actual performance in relation to performance targets set out in PBS/PAES <i>Mandatory</i> .....	Table A, 14 and Table B, 18
11.1	Performance of purchaser/ provider arrangements—if applicable <i>Mandatory</i> .....	not applicable
11.1	Where performance targets differ from the PBS/PAES <i>Mandatory</i> .....	not applicable
11.1	Narrative discussion and analysis of performance <i>Mandatory</i> .....	throughout Chapters 1, 2, 3, 4, 5
11.1	Trend information <i>Suggested</i> .....	throughout Chapters 1, 2, 3, 4, 5

11.1	Factors, events or trends influencing departmental performance <i>Suggested</i> .....throughout ..... Chapters 1, 2, 3, 4, 5
11.1	Significant changes in nature of principal functions/services <i>Suggested</i> ..... Accommodation 8, ..... 127 Security 160 Spectrum Program 7, 57, 160
11.1	Performance against service charter customer service standards, complaints data, and the department’s response to complaints. <i>Mandatory</i>  Professional Standards..... 154 Complaints statistics .....181–184
11.1	Social justice and equity impacts <i>Suggested</i> ..... throughout ..... Chapters 3 and 4
11.2	Discussion and analysis of the department’s financial performance <i>Mandatory</i>  Discussion and analysis..... 130, 131 Table B ..... 18
11.2	Discussion of any significant changes from the prior year or from budget <i>Suggested</i> ..... not applicable
11.3	Summary resource tables by outcomes <i>Mandatory</i> ..... 18
11.4	Developments since the end of the financial year that have affected or may significantly affect the department’s operations or financial results in future—If applicable, <i>Mandatory</i> ..... not applicable

## Management Accountability

12.1	Corporate Governance Statement of the main corporate governance practices in place <i>Mandatory</i> ..... 9–11
12.1	Names of the Senior Executive and their responsibilities <i>Suggested</i> ..... 13
12.1	Senior management committees and their roles <i>Suggested</i> .....11, 168
12.1	Corporate and operational planning and associated performance reporting and review <i>Suggested</i>  Planning and Governance ..... 163 Business Analysis ..... 126
12.1	Approach adopted to identifying areas of significant financial or operational risk and arrangements in place to manage risks <i>Suggested</i> ..... 169
12.1	Agency heads are required to certify that their agency complies with the Commonwealth Fraud Control Guidelines <i>Mandatory</i> ..... iii, 170
12.1	Policy and practices on the establishment and maintenance of appropriate ethical standards <i>Suggested</i>  Professional Standards..... 154 Confidant Network ..... 142
12.1	How nature and amount of remuneration for SES officers is determined <i>Mandatory</i>  determined by ..... 141 amounts .... Appendix 4, Table 14, 193

12.2	External Scrutiny—Significant developments in external scrutiny <i>Mandatory</i> .....	170, 171	12.3	Certified Agreements <i>Mandatory</i> .....	140
12.2	Judicial decisions and decisions of administrative tribunals <i>Mandatory</i> .....	172, 173	12.3	Performance pay <i>Mandatory</i> .....	141
12.2	Reports by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman <i>Mandatory</i> .....	174	12.4	Assets management—Assessment of effectiveness of assets management, if applicable, <i>Mandatory</i> .....	Not applicable
12.3	Management of human resources assessment of effectiveness in managing and developing human resources to achieve departmental objectives <i>Mandatory</i> .....	138–159	12.5	Purchasing—Assessment of purchasing against core policies and principles <i>Mandatory</i>	
12.3	Workforce planning, staff turnover and retention <i>Suggested</i> .....	138, 139		Procurement .....	129
12.3	Impact and features of certified agreements and AWAs <i>Suggested</i> Collective Agreement....	140, 141	12.6	Consultants <i>Mandatory</i>	
12.3	Training and development undertaken and its impact <i>Suggested</i>  Learning and Development .....	143–150		Consultancies.....	130
12.3	Occupational health and safety performance <i>Suggested</i> .....	141–143	12.7	Competitive Tendering and Contracting—Competitive tendering and contracting contracts let and outcomes <i>Mandatory</i> .....	129
12.3	Productivity gains <i>Suggested</i>  Shared Services (SAP integration) .....	131	12.7	Absence of contractual provisions allowing access by the Auditor-General <i>Mandatory</i> .....	not applicable
	Budgets and Reporting .....	131	12.8	Exempt contracts <i>Mandatory</i> .....	130
	Criminal Records .....	132	12.9	Commonwealth Disability Strategy Report on performance in implementing the Commonwealth Disability Strategy <i>Mandatory</i> .....	173
	Recruitment .....	140			
	Security Vetting.....	160			
12.3	Statistics on staffing <i>Mandatory</i> .....	Appendix 4, ..... Table 14, 193			

## Financial statements

Financial Statements <i>Mandatory</i> .....	202–264
--	---------

## Other Information

14.1	Occupational health and safety (section 74 of the <i>Occupational Health and Safety Act 1991</i> ) <i>Mandatory</i> .....	141–143	14.1	Ecologically sustainable development and environmental performance (section 516A of the <i>Environment Protection and Biodiversity Conservation Act 1999</i> ) <i>Mandatory</i> .....	174, 175
14.1	Freedom of Information— (subsection 8(1) of the <i>Freedom of Information Act 1982</i> ) <i>Mandatory</i> .....	178–180	14.2	Other—Discretionary Grants <i>Mandatory</i> .....	none given
14.1	Advertising and Market Research (section 311A of the <i>Commonwealth Electoral Act 1918</i> ) <i>Mandatory</i> .....	186	14.3	Correction of material errors in previous annual report—if applicable <i>Mandatory</i> .....	not applicable







**Contact officer for this report**

General enquiries about this report should be directed to:

**Coordinator National Marketing and Communications**

Australian Federal Police  
Marketing and Communications  
GPO Box 401  
Canberra ACT 2601

**Email:** [marketing@afp.gov.au](mailto:marketing@afp.gov.au)

**Website:** [www.afp.gov.au](http://www.afp.gov.au)

ISSN 0728-4691



**[www.afp.gov.au](http://www.afp.gov.au)**