

Chapter 1

Executive Review

BY COMMISSIONER MICK KEELTY



The Australian Federal Police (AFP) has delivered outstanding operational results for 2005–06 in Australia and overseas through innovative approaches to the law enforcement needs of our nation. This result has been assisted by the development and maintenance of strong partnerships, both domestically and abroad and the provision of a positive, flexible working environment that continually adjusts to changing conditions to achieve more effective use of resources.

In 2005–06, the AFP continued to provide strategic solutions to complex crime issues affecting Australia and its people. Our role in the neighbouring region intensified during this time, reflecting the Australian Government's desire to assist the stability of its neighbouring countries.

This involvement offshore has presented the AFP with many new challenges requiring sizeable resources to be relocated overseas while managing our commitment to our domestic obligations. The AFP's resources in 2005–06 were also directed to investigating areas having a high impact on the



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Australian community including: terrorism, trafficking in illicit drugs, money laundering, sexual slavery offences, child sex tourism, online child exploitation and ensuring the Commonwealth's protective security obligations were met.

The specific details of significant operational outcomes for 2005–06 can be found in the body of this report, but in general included:

- high-profile counter-terrorism investigations
- undertaking airport security
- the arrest and conviction of high profile criminal identities
- involvement in the closure of what is suspected to be the third largest clandestine laboratory ever discovered in the world
- dismantling of major fraud syndicates
- assistance in the seizure of millions of dollars of proceeds of crime assets.
- responding to the instability within our region.

OPERATIONAL AGILITY — INTERNATIONAL

In 2005–06, the International Deployment Group (IDG) was funded by the Australian Government to establish a designated group of 500 people taking part in international deployments. This deployment concept has enabled us the flexibility and professionalism to deploy large numbers of officers quickly to assist in whole-of-government solutions to emerging events.

Our rapid response ability was tested following street protests in the Solomon Islands during April 2006 and Timor-Leste in June 2006. Violence erupted in the streets of Honiara on 17 April following the announcement of democratic election results and parliament's selection of a new prime minister. The protests that followed wrought destruction on many public buildings and injured 31 Australian police. Unlike the civil unrest that occurred prior to the arrival of the Regional Assistance Mission to the Solomon Islands (RAMSI) in 2003, this disturbance saw no loss of life, due in part to the absence of readily

available firearms collected in the first wave of the mission.

Similarly, Timor-Leste experienced major incidents of public disorder during June 2006, following a general uprising that resulted in widespread destruction of property and loss of life. Working to the Australian Defence Force, the AFP assisted in re-establishing security and continues to serve in Timor-Leste as this report is presented.

Providing support to emerging nations

Nation building is a complex process involving small and considered steps and the AFP is committed to long-term solutions for the region by working with local law enforcement agencies towards that result. Every mission has its unique challenges requiring an approach that is considerate of local conditions, customs and heritage. The AFP adjusts its approach to suit particular missions having gained the experience to know what works in one country may not necessarily work in another. In addition to missions with our near neighbours, we provided personnel for the United Nations Mission in Sudan (UNMIS), for Iraqi police officer training in Jordan and maintained our contribution to the United Nations force in Cyprus.

Response to terrorist incidents

In 2005–06, we continued to develop our rapid response capability to terrorist activity. This included the ongoing development of the Counter-Terrorism Offshore Rapid Response teams which provide the capacity and resources necessary to respond to the results of terrorist activities, including disaster victim identification, crime-scene forensics, post-bomb blast investigation, financial investigation, intelligence and technical support.

Countering terrorism remains the AFP's highest priority. On 7 July 2005, there were four coordinated explosions in central London's underground rail and bus networks, targeting peak-hour commuters and crippling London's central business district. Part of the local law enforcement's rapid response to this situation included an invitation to the AFP to participate in the investigation. We sent six representatives to London enabling them to

gain valuable knowledge and experience that is assisting Australian authorities to manage future incidents of this kind.

Three explosions in Bali on 1 October 2005 resulted in 22 deaths including four Australians. Within one hour of this tragedy, the Indonesian National Police (INP) invited the AFP to participate in the response. The AFP provided 43 members to the INP investigation providing skills which included operations support, forensics, disaster victim identification, bomb data, protection and security, and counter-terrorism intelligence. The subsequent arrest of several key suspects by the INP is an indication of the robustness of this partnership.

OPERATIONAL AGILITY – DOMESTIC

The AFP and partner agencies again prevented more than 1 tonne of illicit drugs reaching Australian streets during 2005–06. Indications are that the level of heroin supply remained reduced while demand for MDMA and other ATS, and their precursors, continued to be strong over the period. Working in partnership with other Australian and international agencies, the AFP focused on reducing organised crime’s capacity to meet this demand. These actions included seizing a single import of more than 350kg of MDMA, dismantling one of the largest clandestine laboratories detected in Australia, assisting in the closure of an overseas super-laboratory, and dismantling one of the largest precursor smuggling syndicates to target Australia.

In 2005 the Australian Government commissioned the Independent Review of Airport Security and Policing by Sir John Wheeler (the Wheeler Review). From the AFP’s perspective, key recommendations arising from the review included the establishment of a Unified Policing Model (UPM) at Australia’s 11 Counter Terrorist First Response (CTFR) designated airports.

This new model incorporates immediate response to security issues as well as counter-terrorist response created to bring about a more proactive and preventative response needed to keep Australian skies safer.

During 2005–06, there were 338 deployments of the Regional Rapid Deployment Teams at 103 regional

airports, across all states, to assess threats to security. Joint Airport Investigation Teams were also involved in 37 investigations including alleged theft and drug trafficking by airport/airline employees, and supplying false particulars in support of security pass applications.

Prevention

The AFP devotes significant resources to the prevention and investigation of terrorism offences, and to developing response capacity, at home and overseas, to help protect Australia from acts of terrorism. The primary vehicle for the AFP’s domestic response to terrorism continues to be the Commonwealth, state and territory joint counter-terrorism teams (JCTTs). The 12 JCTTs established in each capital city in Australia were initially funded under the Australian Government’s initiative to prevent and disrupt those who would do harm to Australians. These teams have had much success in the disruption of potential terrorist activity.

While it is difficult to fully measure the success of prevention, we can outline our success in various investigations into the disruption of terrorist activity. In 2005–06, the AFP played a pivotal role in leading and participating in several groundbreaking joint investigations which resulted in the first convictions in Australia under new anti-terrorism laws.

In 2005–06, the AFP continued to provide advice and input to the Attorney-General’s Department in the formulation of legislation affecting law enforcement.

A review of the Commonwealth counter-terrorism legal framework, and new provisions arising from the Council of Australian Governments (COAG) meetings have been instrumental in the development and amendment of legislation that directly affects the AFP’s ability to prevent terrorist activity on Australian soil.

Along with other federal, state and territory government departments and agencies in the national security arena, the AFP has participated in counter-terrorism exercises to test our response and recovery frameworks. The largest counter-terrorism exercise ever held in Australia – Mercury 2005 (MJEX) – was held in the reporting period.

The exercise was based on domestic and international scenarios including a siege in Bendigo, a possible bomb threat at Adelaide airport and scenarios in Victoria directly relating to the Commonwealth Games.

Participation in such exercises is a good way to test response and inter-operability arrangements in the event of a domestic terrorist incident or a terrorist incident overseas involving Australian interests.

The growing threat of such criminal activity in public arenas has seen the AFP called on to provide support in a preventive capacity during major international events on a regular basis. During 2005–06, the AFP positioned members in various locations for:

- 2006 Anzac Day commemorations at Gallipoli
- the 2006 Torino Winter Olympics and Paralympics
- the 2006 World Cup Football tournament in Berlin
- the anniversary commemorations for the October 2002 Bali bombings.

The AFP's international efforts have focused on the mitigation of the terrorist threat through developing sound relationships with overseas law enforcement agencies and contributing to whole-of-government capacity-building initiatives in our region.

PARTNERSHIPS – INTERNATIONAL

As the AFP grows with the emerging national and international security environment, the ability to sustain our capacity is aided by the development of strategic and robust partnerships between traditional law enforcement agencies, federal and state agencies, and the domestic and international private sector.

One of the key elements of our international partnership development is the International Liaison Network. The network is designed to increase the AFP's capacity to drive investigations concerning Australian interests by sharing intelligence relating to transnational crime, identifying capacity-building initiatives, and seeking strategic engagement opportunities to ensure the

AFP is best placed to effectively disrupt and dismantle transnational crime syndicates.

The network, consisting of 86 officers in 31 locations in 26 countries, has proved extremely successful in developing the links necessary to deliver better law enforcement results.

In 2005–06, the AFP continued to take the fight against crime affecting Australia offshore focusing sharply on reducing the range of transnational crimes by developing sound relationships with overseas law-enforcement agencies. Examples of this include the signing of a number of agreements during that period with law enforcement agencies in Indonesia, Thailand, Cambodia, Singapore, the People's Republic of China, Japan and South Korea.

Of particular note was the AFP becoming the first Western law enforcement agency in the world to sign a memorandum of understanding with the Vietnamese Police.

These memorandums of understanding have underpinned the success of a number of operations. These operations have included the seizure of counterfeit currency; closure of the world's third largest clandestine laboratory and the seizure of precursor chemicals that were destined for Australian shores; the arrest of high ranking members of a transnational narcotic trafficking syndicates; numerous drug seizures throughout the region.

Jakarta Centre for Law Enforcement Cooperation

Just as the AFP is committed to increasing its capacity for better law enforcement outcomes, it is also committed to the delivery of capacity-building projects in the region. Involvement in the Jakarta Centre for Law Enforcement Cooperation (JCLEC) strengthened in 2005–06. JCLEC is an international education and training institution aimed at increasing the capacity of regional countries to manage complex multi-jurisdictional investigations into transnational crimes, particularly terrorism.

The AFP managed facility reflects the shared priority given to regional cooperation on a variety of contemporary

security issues. More than 1 140 participants from around the world have attended courses at the centre since its opening in 2004. This year's major event, the Terrorism Prevention–Law Enforcement Information Sharing workshop, involved 23 jurisdictions from Asia, South-East Asia, the United States, the Pacific and Europe.

In addition to training, a number of bilateral arrangements have proved beneficial in developing the capacity of the region and to counter transnational crime. Also based in Jakarta is the AFP–AusAID funded Transnational Crime Coordination Centre and the Jakarta Operations Centre. The Jakarta Operations Centre has assisted the Indonesian National Police (INP) in tracking, locating, and in many cases arresting key suspects with terrorist network links. In the Philippines, the AFP has again joined with AusAID to fund a Counter Terrorism Capacity Building Project.

During 2005–06, this project achieved a major milestone with the official opening of the Philippines Bomb Data Centre. The dedication of AFP staff to this project was recognised this year with two Australian Bomb Data Centre personnel awarded the Philippines National Police Medalya Ng Katangitanging Gawa (Philippines National Police Outstanding Achievement Medal) in recognition of their work on this project.

Indonesia, the Philippines, Singapore and Thailand have received similar projects, with further training and equipment expected to be provided to Fiji, Sri Lanka and Malaysia during 2006–07.

Australian High Tech Crime Centre

Another world-class model for partnership with law enforcement, government agencies, industry groups and private organisations is the AFP-hosted Australian High Tech Crime Centre (AHTCC).

Collaboration between Commonwealth, state and international agencies achieved significant results in investigations and intelligence operations including electronic commerce fraud; computer intrusions; creation and distribution of computer viruses; and threats against Australia's critical national information infrastructure.

Traditional crimes that have found new means of existence in the virtual world are no less abhorrent or acceptable than the real world crimes they emulate. This is why the work of the Virtual Global Taskforce remains of particular significance this year. The mission for this task force, of which the AHTCC is a founding member, is for law enforcement to work together globally to reduce the incidence and impact of online child sexual exploitation. The taskforce has made significant progress in raising awareness of online abuse and the development of new national and international partnerships and strategies to reduce the sexual exploitation of children.

Recognition by the Commonwealth of the significance of the impact of child sexual exploitation led to the establishment of the Online Child Sexual Exploitation Team (OCSET) in March 2005. OCSET is the operational arm for the delivery of Commonwealth policy on combating online child sexual exploitation, in partnership with state, territory and overseas agencies. Success in this area has been instant with a number of arrests made and 2 1,781 child pornography images and 4 16 movies located in 2005–06.

PARTNERSHIPS – DOMESTIC

Proactive collaboration between the AFP, state and territory police, the Australian Intelligence Community and other law enforcement agencies, also allows for the better coordination of information and methodologies to counter criminal activities within Australia.

The benefits of this collaborative approach were proven this year with a number of significant investigations disrupting organised crime on Australian soil.

Counter terrorism

Operation Pendennis is a major ongoing investigation, drawing on the resources of the AFP, Victoria Police, NSW Police, NSW Crime Commission and ASIO. While several people are facing charges before courts in Sydney and Melbourne, Operation Pendennis continues to be a high priority for the AFP.

Similarly, Joint Counter Terrorist Teams provided assistance to Queensland and NSW Police Services in

the investigation into alleged terrorist activities in both states.

The AFP remains vigilant to the real threat of terrorism to the Australian community. Of course this vigilance extends to all crime threatening the security of Australian citizens.

Identity crime

The growth and wide-scale impact of identity crime has become glaringly apparent. Identity crime impacts on all levels of the community and government with false and stolen identities used to facilitate many serious crimes, including fraud, illegal migration, narcotic importation and even terrorism.

The AFP has responded to this trend through hosting the Identity Crime Task Force (ICTF) in NSW. The ICTF involves collaboration across a number of law enforcement and government agencies and is responsible for the investigation of serious and organised identity crime-related offences in NSW.

The ability of this taskforce to conduct investigations and disrupt criminal syndicates came to the fore this past year with the disruption of the largest fraud syndicates in Australia. In April and May 2006, 13 offenders were arrested.

The success of this task force will see it replicated in Melbourne, Brisbane and Perth through the creation of Identity Security Strike Teams in the coming year.

Major frauds

Investigations into a major fraud committed against the Commonwealth Superannuation Scheme (CSS) resulted in six people being charged. This investigation identified approximately \$150 million had been fraudulently transferred by an Australian accounting firm to four overseas bank accounts held in Greece, Switzerland and Hong Kong.

Information gathered during another investigation and data obtained from the Australian Transactions Reports and Analysis Centre (AUSTRAC), showed that \$300 million in Commonwealth tax revenue was at risk through the participation of Australians in

offshore structures designed to avoid or evade tax. This information led to the largest ever joint investigation between the Australian Crime Commission (ACC), the AFP, the Australian Tax Office (ATO) and the Commonwealth Director of Public Prosecutions (CDPP). In June 2005, search warrants were executed at 48 sites in four states with another 37 sites visited using the ATO's access powers.

This investigation is a multi-agency response to combat what was assessed to be a significant threat to the integrity of the Australian taxation system.

MEASURING OUR PERFORMANCE

Innovative partnerships have also been developed with universities and private consultants to develop more effective measures of our performance.

Building on a previous AFP study, a comprehensive return-on-investment study of illicit drug investigations was conducted during the reporting period. The results indicate that for the five-year period from 2000 to 2005 the estimated overall return to the community from illicit drug investigations was \$5.80 for every dollar invested. The study concluded that the investment return from joint investigations were even greater with the joint Australian Customs Service (Customs) investigations returning \$6.00, and investigations where Intelligence and the International Network contributed providing returns of \$7.90 and \$8.80 respectively for each dollar invested.

In line with the AFP's commitment to direct resources to serious and complex crime, the economic evaluation confirmed that drug investigations with a very high or high impact on the Australian community returned \$9.20 for each dollar invested.

EMPLOYER OF CHOICE

The AFP has in place a number of work practice arrangements to facilitate the needs of both the organisation and employees by creating a flexible working environment. This enables the AFP to become an employer of choice and retain a highly skilled and flexible workforce to meet business outcomes.

Despite the difficulties of policing, its continually changing environment and increasing demands on our workforce, we continue to see a high demand from people who wish to be part of our organisation.

Apart from being an increasingly high-profile organisation, the AFP can offer an opportunity for careers to be realised in community, national and international environments with the support of a wide range of support services to its employees.

STAFF SATISFACTION

To maintain contact with the needs of our employees we routinely conduct the Staff Opinion Analysis and Review (SOAR). This survey tool measures staff opinion on a range of important issues such as job satisfaction, intentions to stay, work environment and management leadership. Previous SOAR surveys have led to new or revised organisational arrangements being put in place to address staff-identified concerns.

The objective of SOAR 2006 was to identify issues of concern and develop organisational strategies in response. Indicative results at the time of the report show our staff have considerable pride in the organisation and have high sense of optimism about the future. The type of work offered generally provides AFP employees with the opportunity to be involved in interesting, rewarding and satisfying tasks which has led to a high job satisfaction response to the survey. The results from SOAR 2006 will inform the development of our future workforce strategies in response to the AFP's growing national and international profile.

Responsible financial management is another key factor underpinning the AFP's success and external reputation and to this end good fiscal management continued to be a key factor of AFP success this year. Our financial framework enables the AFP to better align outputs with the outcomes specified by and agreed with Government, better manage the complex operating environment and better align service delivery with the needs of the community we serve.

Our people are our best resource and we ensure that our growing role in policing is supported by professional and appropriately qualified personnel.

In early 2006 the AFP commissioned its fifth independent national client satisfaction survey. This survey gauged the attitudes and perspectives of the Australian Government and other client agencies toward services provided by the AFP. The outcomes for the survey indicated an 88 per cent client satisfaction with the services provided by the AFP.

THE FUTURE

Turning to the future it can be expected that Australia's law enforcement environment will become increasingly broad, deep and complex. In particular, that environment will be substantially shaped by factors such as terrorism, the extent of regional and international geopolitical instability, the dynamic nature of transnational crime, new applications of a range of technologies, and the values, attitudes and expectations of the Australian community. The associated challenges and opportunities of the future are likely to be no less substantial than those of the recent past. The AFP has demonstrated in recent times its ability to respond quickly and effectively to new challenges. It will continue to invest in strategic capabilities that can deliver the outcomes currently required by Government, while ensuring that they can be brought together in different ways in order to meet new demands, including those that arise with little notice. Central to this is a determination that the AFP be an organisation that develops and supports its people to perform at the highest levels.

CONCLUSION

The demands on policing continue to increase each year. At the same time, we face new operational realities and pressures such as changing demographics, demands for greater accountability and increasing competition for financial resources and suitably skilled personnel. The AFP continues to respond to these demands with flexibility and professionalism that is recognised both domestically and internationally.

As crime evolves, so too do the methods by which we tackle it – methods that have been extremely successful from an operational perspective. The capacity for the AFP to respond rapidly to changing situations is reflected in the number of operational successes in Australia. Strong results across a range of functions were achieved in 2005–06, evidence of the agility and professionalism of the organisation.

The following pages clearly outline the impact and success of the work of the AFP. What you will not see in these figures is the human impact of the work of the organisation. From restored peace in the streets of the Solomon Islands to the completion of the identification of victims of the Indian Ocean tsunami – the AFP continues to do real work that affects real people. As we look to the future, we must continue to find innovative ways to respond to increasing requests for law enforcement to play a role in the safety and security of Australian citizens and those who would ask for our help.

We will continue to protect the safety of Australians at home and abroad.

Finally, when most of the attention of the organisation is aimed at operational outcomes, I wish to draw attention to the AFP's Financial Statement for 2005–06. I was pleased that the overall operating result was a modest surplus of \$5.806 million – this includes ACT Policing and commercial Protective Services operations.

This is an outstanding result given the scope of AFP activity last year and the significant mid-year injection of resources that we received.

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OVERVIEW OF THE AFP

The AFP's strategic position in its operating environment and its priorities are determined in accordance with the *Australian Federal Police Act 1979*, section 8, and by Ministerial Directions issued under section 37(2) of the Act. Strategic priorities may also result from government policies such as the Commonwealth Fraud Control Guidelines which assign specific responsibilities to the AFP for investigating serious or complex fraud. These strategic directions are reflected in the AFP outcomes and outputs framework agreed to with the Government and referred to in this report.

Section 8 of the AFP Act specifies that the functions of the AFP include:

- the 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
- the safeguarding of Commonwealth interests, and anything else that is incidental or conducive to the provision of these services
- the provision of police services in relation to the Australian Capital Territory (ACT) and Australia's external territories
- protective and custodial functions as directed by the Minister
- the 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
- the provision of police services and police support services in relation to establishing, developing and monitoring peace, stability security in foreign countries.

The AFP's vision is to fight crime together and win. Its mission is to provide dynamic and effective law enforcement to the people of Australia. As the operational outcomes outlined in this report illustrate, the

demands on AFP resources and the complexity of these demands mean 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 which has been active since 2001.

Internationally, the AFP's partnerships with agencies and its international liaison network remained integral to investigating transnational crime. The increasing importance of the AFP's international network in intelligence gathering and sharing was reflected in its rapid growth. The AFP is now represented by 86 members, sworn and unsworn, located in 31 cities in 26 countries.

As part of its national and international focus, the AFP operates the National Central Bureau (NCB) for Interpol. The NCB represents all Australian police services providing a direct link with the 181 member countries of Interpol.

MINISTERIAL DIRECTION

Section 37 (2) of the AFP Act empowers the Minister for Justice and Customs to direct the general policy pursued by the AFP in performing its functions. Operationally the current Ministerial Direction, signed on 31 August 2004, directs the AFP to give special emphasis to:

- preventing, countering and investigating terrorism under Commonwealth legislation
- preventing, countering and investigating transnational and multi-jurisdictional crime, illicit drug trafficking, organised people smuggling (including sexual servitude and human exploitation), serious fraud against the Commonwealth, 'high tech' crime involving information technology and communications, and money laundering
- the identifying, restraining, seizing and confiscating of assets involved in or derived from the above activities
- providing an effective contribution to the implementation of the Government's Tough on Drugs strategy
- ensuring that its strategic directions in relation to the above activities appropriately complement priorities set for the ACC at Board level, particularly in the area of national criminal intelligence
- contributing effectively to the Government's international law enforcement interests, including:
 - United Nations peace operations
 - restoration of law and order and foreign law enforcement capacity-building missions including the Law Enforcement Cooperation Program (LECP)
 - enforcement of child sex tourism legislation
 - appropriate agency-level agreements with overseas law enforcement agencies
- continuing to develop its capacity in both technology and skills to deal with new forms of criminal activity
- providing community policing services in the ACT, Jervis Bay and external territories
- providing protective security services to high office holders and physical establishments and entities of specific interest to the Commonwealth, witnesses and special events
- providing for the security of Australian air travellers and the aviation industry through the deployment of Air Security Officers on selected domestic and international flights and through the provision of a preventative and intelligence driven Counter-Terrorist First Response capacity at major Australian airports
- investigating special references and performing special taskings from the Government
- meeting Commonwealth interests in a safe and secure Australia by actively fostering relationships with other law enforcement agencies, government and private bodies within Australia and overseas, where the provision and exchange of information is consistent with AFP functions
- ensuring that community confidence in the honesty, effectiveness and accountability of the AFP is high.

OVERVIEW OF THE REPORTING STRUCTURE

The AFP's two-outcome structure aligns its dual roles of providing policing services to the Australian and the ACT governments. This aligns business and accountability to both governments, avoids duplication of reporting and enhances scrutiny by Parliament and the ACT Legislative Assembly.

Outcome 1 focuses on national and international prevention of crime against the Commonwealth and the protection of Commonwealth interests in Australia and overseas. Outcome 2 focuses on the creation of a safe and secure environment in the ACT through the provision of community policing services.

The outcome structure is illustrated on page 16. Following on from the minor amendments made to the composition of the four outputs under Outcome 1 in 2004–05, and in line with the new Aviation Security responsibilities given to the AFP by the Government, for 2006–07 Output 1 will be restructured as:

- 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.

As the number of offences in areas of AFP responsibility exceeds its investigational capacity, the AFP uses a Case Categorisation and Prioritisation Model (CCPM) to give effect to its Ministerial Directions and the AFP's outcomes and outputs framework by ensuring limited resources are allocated to the highest priority matters.

EXECUTIVE MANAGEMENT BOARD

The Executive Management Board's role includes ongoing review of the AFP's strategic direction and high-level policy settings, and proposing organisational objectives and priorities on key strategic issues.

The EMB meets bi-monthly to discuss the AFP's strategic direction and high-level policy settings and to propose organisational objectives and priorities. The EMB comprises the Commissioner (the Chair), Deputy Commissioner, Chief Operating Officer, Chief Police Officer ACT Policing, and two non-executive members, Mr Will Laurie and Ms Elizabeth Montano. The non-Executive members bring a wealth of public and private sector management and corporate governance experience to the Board. The Chief of Staff is the Secretary to the Board.

Each EMB meeting receives reports on key opportunities and challenges facing individual portfolios of the AFP, and considers impending and upcoming issues which form part of the AFP's operating environment. Presentations received by the Board in 2005–06 covered the IDG, Information Services, Protection, Forensic and Technical Services, Border and International and Intelligence portfolios.

During 2005–06, the EMB considered a range of other matters, including:

- strategic issues, including the AFP's annual environmental scan, the new AFP Headquarters and the impending Certified Agreement
- policy issues, including AFP's input to the 2006–07 Budget process reviews of the Governance and Business Planning frameworks, and the development of the AFP International Engagement Strategy
- key operational challenges, including the implications of identity crime.

The EMB also hosted two retreats, in October 2005 and May 2006, where members of the EMB and the National Managers' Group gathered to discuss and consider major strategic issues for the organisation. These retreats are regarded by the Board as vital for keeping the AFP focused on key strategic outcomes and alert to opportunities and risks in its complex and dynamic operating environment.

Organisation

Executive Team

Chart 1: The AFP's Executive and Managerial Structure at 30 June 2006



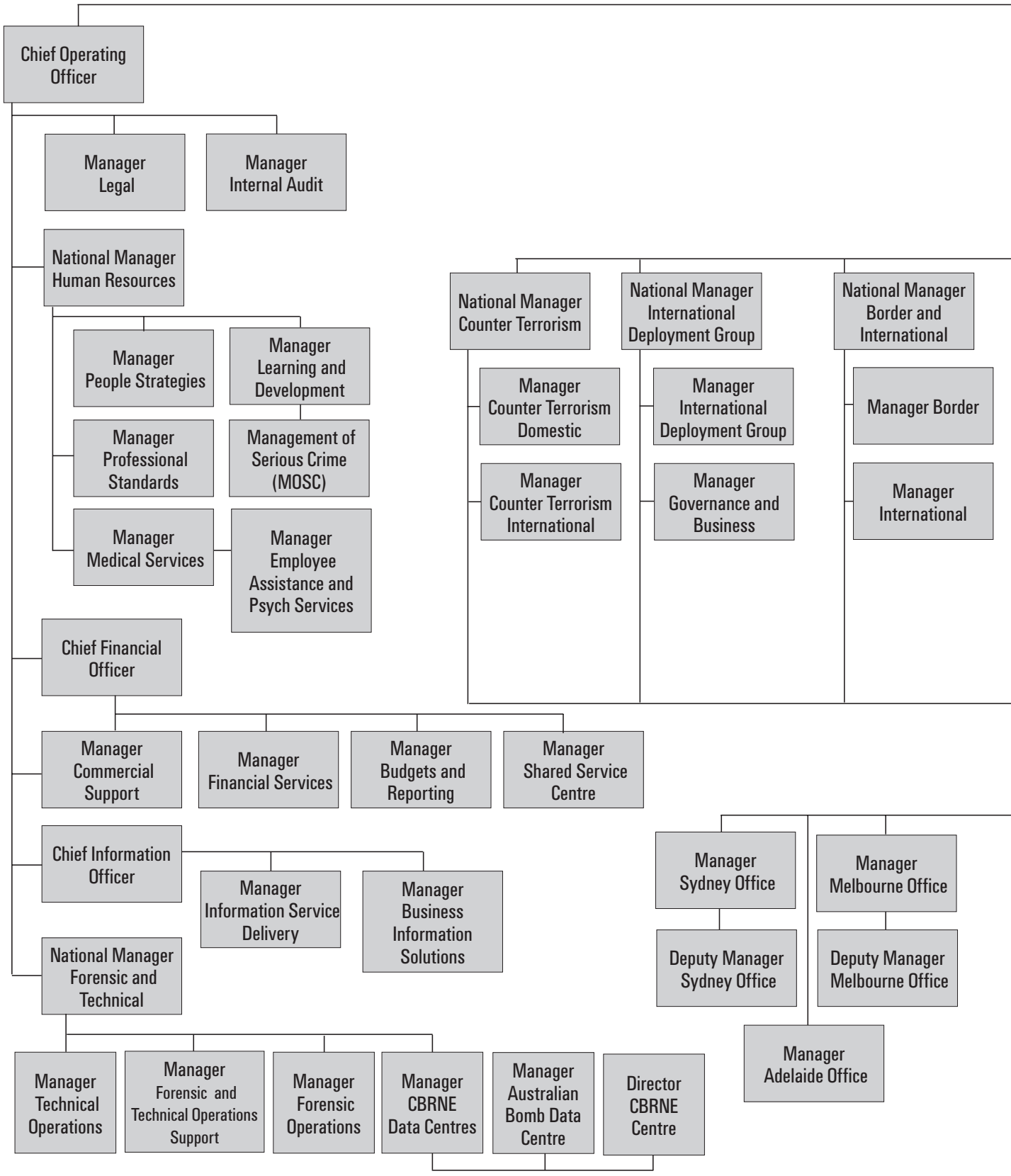
Other Senior Executive Service Roles

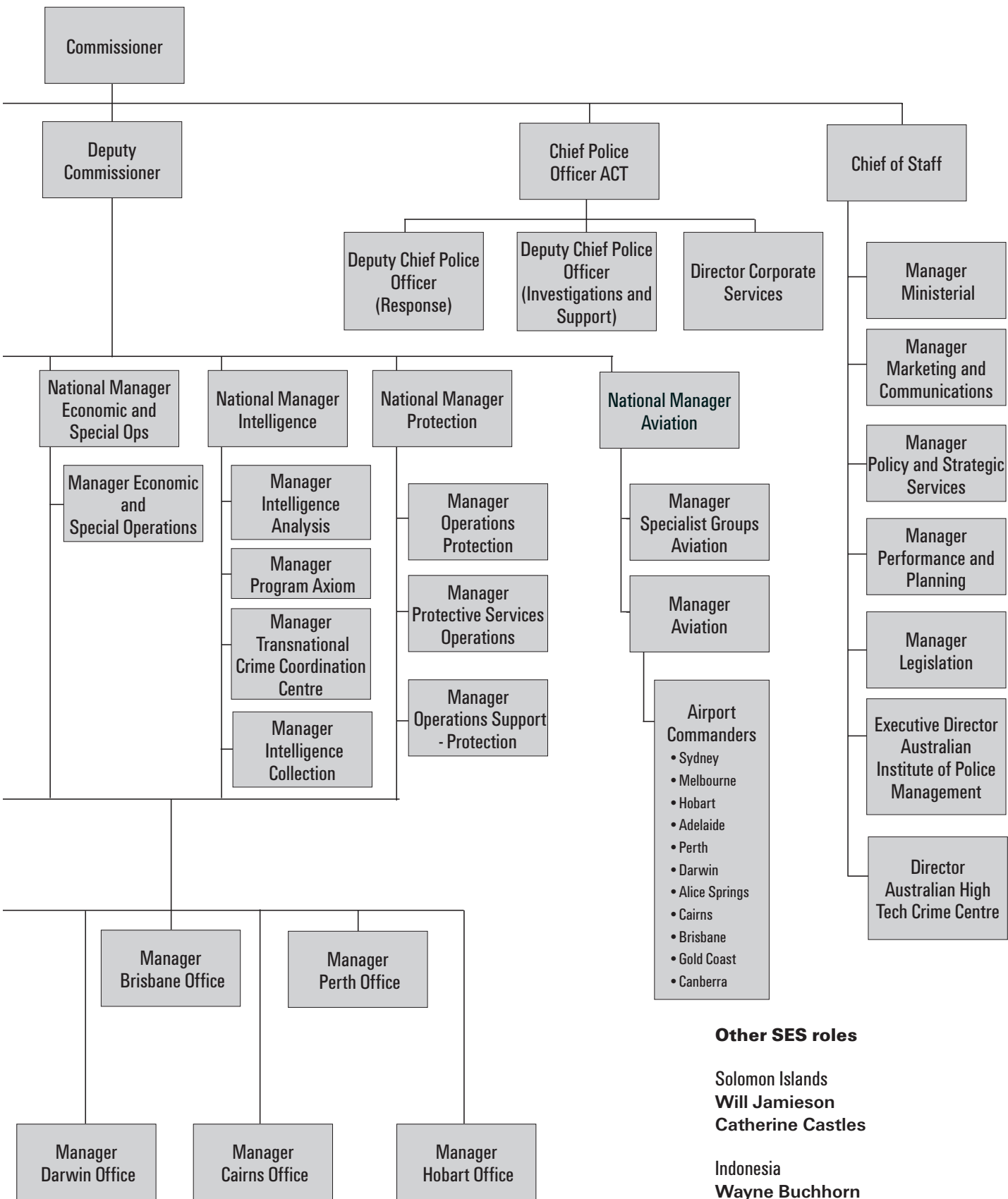
Solomon Islands
Shane Castles (RSIP)

Certified Agreement Implementation
Mark Ney

Organisation Chart

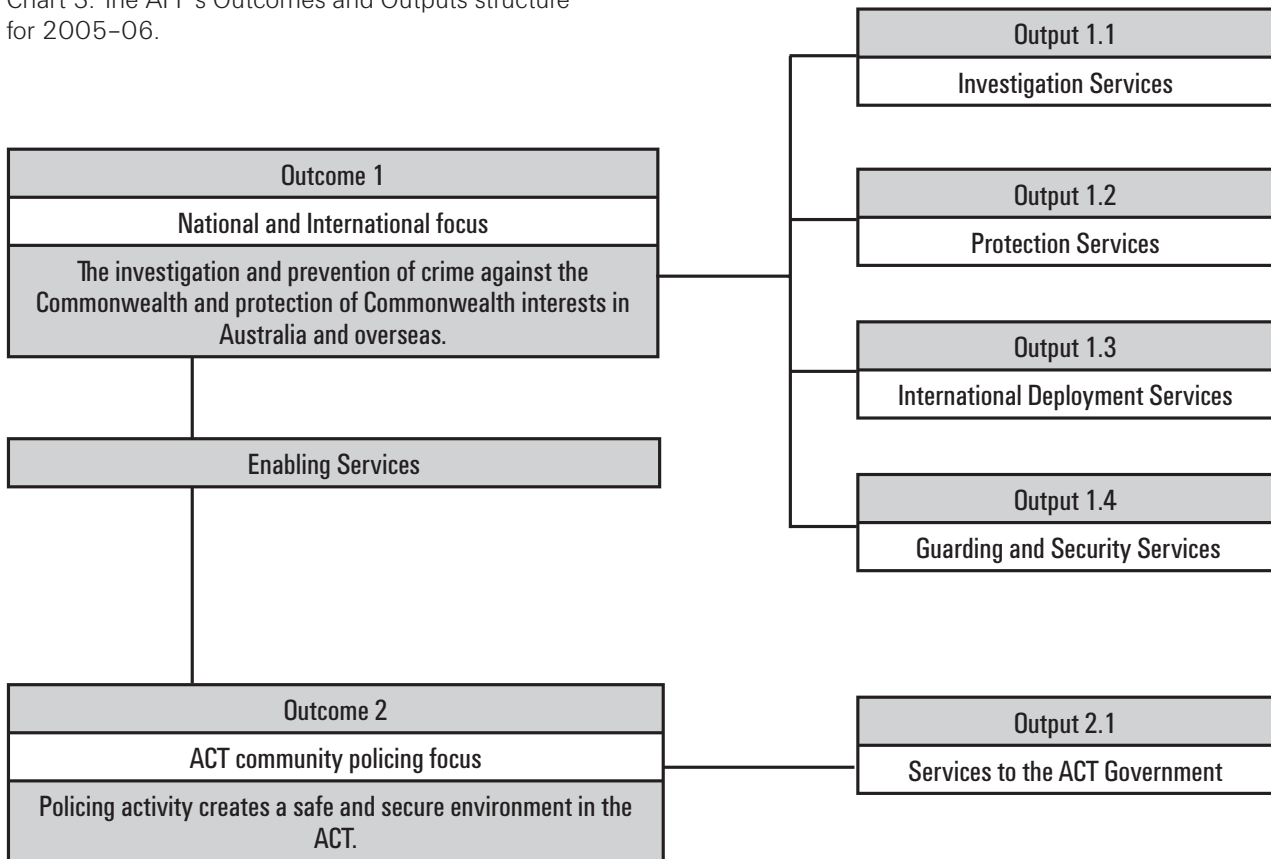
Chart 2: The AFP's Organisational Structure at 30 June 2006





Outcomes and Outputs

Chart 3: The AFP's Outcomes and Outputs structure for 2005-06.



Output 1.1 Investigation Services

- Enforce Commonwealth laws and protect the integrity of Commonwealth programs.
- Effectively contribute to international efforts to counteract and prevent criminal activities of major concern to the Government.
- Protect the integrity of national economic and social institutions and the environment.
- Ensure there is a national response where criminal activity impinges on national security and/or is of a trans-jurisdictional character.
- Provide community policing services to the Commonwealth's external territories.

Output 1.2 Protection Services

- The AFP provides protection services to ensure that individuals and interests identified as at risk by the Commonwealth are kept safe and their dignity preserved.

Output 1.3 International Deployment Services

- Facilitate an effective AFP contribution and response to international law enforcement efforts.
- Provide an effective contribution to Australia's United Nations commitments, region security and foreign law enforcement capacity-building missions.

Output 1.4 Guarding and Security Services

- Provide a range of user-pays guarding and related security services consistent with the Australian Government's interests.
- Provide a first-response and deterrent role to potential terrorist acts against Australia's passenger aviation industry.