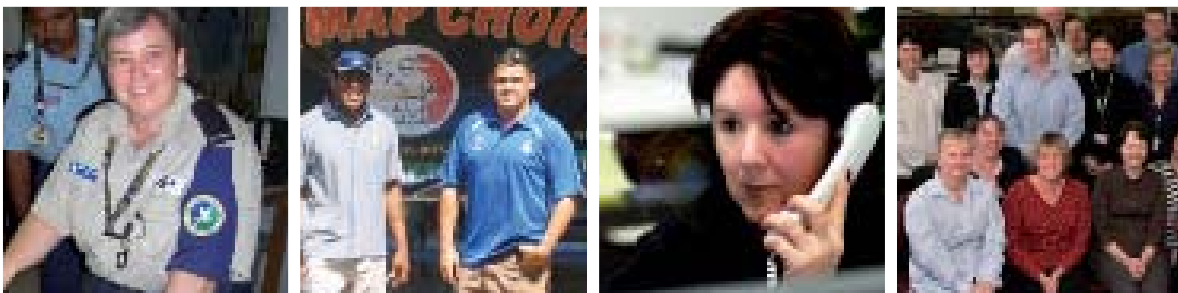


Chapter 3

Enabling Services



This chapter contains:

information on those AFP areas that provide the support services that 'enable' the operational or performance areas to pursue their objectives including:

- Chief Operating Officer Portfolio
- Chief of Staff Portfolio
- Human Resources Management
- Learning and Development
- Medical Services
- Employee Assistance and Psychological Services
- Professional Standards
- Legal
- Financial Services
- Information Services
- Forensic and Technical.

Chapter 3

Enabling Services

Services that directly or indirectly support the AFP's operational areas structurally fall under the Chief Operating Officer and the Chief of Staff.

Chief Operating Officer Portfolio

The Chief Operating Officer portfolio includes:

- Information Services
- Financial Services
- Commercial Services
- Human Resource Management
- Forensic and Technical Services
- Professional Standards
- Internal Audit
- Recognition and Ceremonial.

Chief of Staff Portfolio

The Chief of Staff portfolio includes:

- Commissioner's Office
- Marketing and Communications
- Ministerial
- Policy and Strategic Services (including Legislation)
- Performance Planning.

This portfolio also oversees administrative arrangements for the Australian High-Tech Crime Centre (AHTCC) although the AHTCC reports on operational matters to the National Manager Economic and Special Operations.

The Chief of Staff portfolio also has responsibility for the administration of the Australian Institute of Police Management at Manly in NSW, and for the Asia Pacific Group on Money Laundering Secretariat.

MARKETING AND COMMUNICATIONS

The AFP Marketing and Communications unit consists of two strategic arms:

- National Media Team
- Marketing and Publications Team.

The unit supports the AFP's work by providing specialist advice on the development and implementation of internal and external communication strategies, marketing issues, including corporate identity and branding, media liaison, issues management and monitoring, events management and preservation of the AFP's corporate history through the AFP Museum.

National Media Team

The increased range of the AFP's law-enforcement responsibilities has brought with it a greater public and media profile requiring a significant restructure of the AFP's National Media team and the way it provides its services. During 2005–06, the National Media team member's duties were aligned with the AFP's functional model that underpins the organisation's activities.

The team provides advice to senior management on media matters and generates media releases, organises press conferences and responds to inquiries by journalists on its activities.

Major media issues for 2005–06 were:

- anti-terrorism activity under Operation Pendennis
- Melbourne Commonwealth Games
- various operations targeting online child sexual offences
- roll out of combined AFP–state police teams in airports under the Unified Policing Model
- April riots in the Solomon Islands
- June deployment of 200 police to Timor-Leste
- major drug seizures
- international activities, including the 'Bali 9' case.

Marketing and Publications

Marketing and Publications creates and distributes print, audiovisual and display materials that support the promotion of AFP activities within the organisation and to external audiences.

Following market research, a brand audit led to streamlining the AFP brand mark to reflect changes and growth in the organisation's structure. The re-branding project included a set of visual identity guidelines that now form the basis for all AFP communication tools, including corporate publications, and the AFP uniform patch.

The rebranding coincided with the AFP Internet site redevelopment, providing a fresh look and improved navigation for all users.

The Marketing team introduced new media technologies to corporate communications including expanding its Internet-based production work and use of digital-video technology, such as live-streaming video, for in-house and public purposes.

The Marketing team played a major role in developing a communication strategy for the National Police

The AFP Museum outreach program resulted in a display in the foyer of the AFP's Headquarters in Canberra.

Memorial construction and dedication and chaired the National Communications Working Group consisting of representatives from all Australian state and territory police services, Legacy and other associations.

The project will culminate in the memorial's dedication on National Police Remembrance Day on 29 September 2006.

The team also developed communication strategies for major AFP events including National Missing Persons Week, the rollout of the Unified Policing Model in Australian airports and strategies in support of overseas deployments to the Solomon Islands, Timor-Leste and Sudan.

Australian Federal Police Museum

The AFP Museum closed its exhibition space at its Weston complex in the ACT awaiting development of a future location. In the meantime, as part of an outreach program, an exhibition space has been installed in the foyer of National Headquarters in Canberra City. The display uses a wide range of artefacts from the museum's collection. Similar installations are planned for most AFP establishments.

Part of the AFP Museum outreach program is the touring exhibition about the investigation into the October 2002 Bali bombings *When the Roof Became Stars*,



first exhibited in Old Parliament House in 2003. This exhibition attracted public interest at venues throughout regional Australia and at Sydney's Powerhouse Museum. The AFP Museum also had a significant input into the development of a policing exhibition *In the Line of Duty – Policing in Australia 1788–2006* at Old Parliament House opening in late 2006 in support of the dedication of the National Police Memorial.

MINISTERIAL

The Ministerial team is the primary point of contact between the AFP and the Offices of the Attorney-General and the Minister for Justice and Customs.

Ministerial is responsible for:

- coordination and assistance in the preparation of Possible Parliamentary Questions, Current Issues briefs, Ministerial briefings, Ministerial correspondence, and Questions on Notice
- role of the Cabinet Liaison Officer
- facilitation of submissions to parliamentary committees and invitations to appear at committee hearings
- facilitation of briefings and programs relating to the Parliamentary overseas travel
- coordination and facilitation of all AFP briefings for Senate Estimates hearings and the responses to questions taken on notice from the Estimates Hearings.

Requests for AFP contributions to parliamentary documents from other government departments and agencies are also facilitated through the Ministerial area.

The AFP has a Law Enforcement Liaison Officer (LELO) located in the Office of the Minister for Justice and Customs. This officer provides a single point of contact for Ministerial staff from the Office of the Minister for Justice and Customs and the Office of the Attorney-General. This officer maintains a key operational relationship with both Ministerial offices and provides timely advice on law-enforcement matters. This role works closely with and is supported by the Ministerial team.

Over the past five years, the role of the Ministerial team has grown with the expanded role of the AFP. Parliamentary documents involve greater consultation with other departments and agencies and there has been an increase in the input provided to these documents. AFP business increasingly requires the consultation of a larger number of Ministers in its contribution to whole-of-government projects, including the Minister for Foreign Affairs and Trade, Minister for Defence and Minister for Immigration and Multicultural Affairs. This subsequently requires a greater coordination and liaison role between the Ministerial team and relevant departments and agencies, the LELO and relevant Ministers' offices. To ensure AFP members are politically aware and contribute to the timely and quality reporting to the Government, the Ministerial team presented 10 Ministerial writing workshops across Australia throughout the reporting year and contributed to other learning and development programs where required.

Table F: Ministerial work progressed

Category	2004-05	2005-06
Ministerial Briefings including PPOs	770	963
Items of Ministerial correspondence	428	543
Questions on Notice	32	32
Senate Estimates and Questions on Notice.	176	195

POLICY AND STRATEGIC SERVICES

The three key objectives of Policy and Strategic Services (PSS) are to:

- ensure that AFP policy development meets the requirements and expectations of the Government and the Commissioner, in particular in response to a dynamic international security and crime environment
- ensure that AFP policy positions are consistent with and advance the organisation's overall strategic direction
- maximise benefits from policy relationships with partners and stakeholders.

PSS is organised into six sections, focusing on distinct aspects of these objectives.

National Security and International Law Enforcement

This section of PSS provides policy advice and support to the AFP's counter terrorism, international law enforcement (particularly the International Deployment Group), high-tech crime and protective and aviation security business areas, as well as providing advice to the AFP Executive and business areas on emerging crime issues.

The section contributed to the AFP's response to a number of major government initiatives and reviews, including measures to respond to Sir John Wheeler's Review of Aviation Security and Policing; the deployment of AFP members to Timor-Leste; the AFP contribution to the UN's Mission in Sudan; the establishment of the Chemical, Biological, Radiological and Nuclear Data Centre; and the associated Chemical Warfare Agent Laboratory Network initiative.

The section supported a multi-jurisdictional review of the Australian High Tech Crime Centre and reported to the Australasian Police Ministers' Council meeting on 29 June 2006 on the impact of inconsistencies in child-pornography legislation on operational outcomes.

National Law Enforcement and Executive Coordination

This section services key internal decision-making committees of the AFP, coordinates AFP participation in peak national law-enforcement policy bodies, and delivers AFP responses to emerging national law enforcement policy issues.

The section provided secretariat services to the meetings of the AFP's Executive Management Board and the National Managers' Group meetings, as well as organising and supporting two Executive Management Retreats.

The section managed the AFP's input to national law-enforcement policy forums, such as the Australasian Police Ministers' Council and its Senior Officers Group, the Police Commissioners' Conference, the Australasian Crime Commissioners Forum and the Heads of Commonwealth Operational Law Enforcement Agencies.

In particular, the section contributed to a major multi-jurisdictional review of national-policing arrangements jointly commissioned by the APMC and PCC. This included supporting the Commissioner's participation on the Steering Committee overseeing the review, and representation on relevant working parties. Decisions on the review taken at the APMC meeting on 29 June 2006, when implemented, will consolidate a number of national policing bodies and provide a stronger capacity for strategic policy advice to Police Ministers and Commissioners on national policing issues. The section also developed a national policy on missing persons, on behalf of Australian law-enforcement agencies, as recommended by the Palmer Inquiry into the Circumstances of the Immigration Detention of Cornelia Rau. This policy was endorsed by the APMC at its June 2006 meeting.

The section continued to support the establishment of a National Police Memorial, principally through the provision of secretariat services for the National Police Memorial Steering Committee, chaired by the AFP Deputy Commissioner. The Memorial will be dedicated on 29 September 2006.

Illicit Drugs

This section provides advice and briefing for the AFP's participation in high-level drug-policy forums, such as the Ministerial Council on Drug Strategy and the Australian National Council on Drugs (ANCD), and represents the AFP at drug policy forums, such as the Intergovernmental Committee on Drugs, the National Drug Law Enforcement Research Fund, the National Working Group on the Diversion of Precursor Chemicals, and the ANCD's Asia Pacific Drug Issues Committee.

Through these forums, the section contributed to the development of National Strategies on Cannabis, Alcohol and Amphetamines, and to the successful outcome achieved by the Australian Delegation at the 49th Session of the Commission on Narcotic Drugs in Vienna in March 2005, where an AFP-initiated resolution was endorsed relating to operational law-enforcement cooperation.

Australian Crime Commission and Asia/Pacific Group on Money Laundering

This section supports the Commissioner as both the Chair of, and AFP representative on, the Australian Crime Commission Board and the Board's Strategic Directions Committee. Support was also provided for the Commissioner's responsibilities as Chair in providing advice to the Intergovernmental Committee on the Australian Crime Commission and the Parliamentary Joint Committee on the Australian Crime Commission.

During the year, the section prepared the AFP submission to the Parliamentary Joint Committee's Review of the *Australian Crime Commission Act 2002*, and briefings for the Commissioner and other AFP representatives' involvement in this and another Australian Crime Commission Parliamentary Joint Committee Inquiries on amphetamines and other synthetic drugs.

This section also supports the activities of the Asia/Pacific Group on Money Laundering by providing regular advice and support to the Commissioner, in his role as co-Chair of the Group, particularly for the annual meeting held in Cairns in July 2005. The section played a major role in coordinating the transfer of the Asia/Pacific Group on

Money Laundering Secretariat from the Australian Crime Commission to the AFP, effective from 1 July 2005.

Strategic Services

This section provides a link between the AFP's emerging operational environment and the development of policy and corporate strategies.

During 2005–06, the section supported the AFP Executive's strategic considerations and actions by:

- completing the annual review of the 2004–06 Strategic Plan
- undertaking the AFP's annual environment scan providing strategic discussion and insight during executive management retreats
- contributing to an AFP examination of its international operating environment over the coming five years
- providing a framework and conceptual base for the AFP's international engagement strategic plan
- completing a scenario analysis project, which addressed the relationship between identity and crime in 2012.

The section also began a significant scenario project, which will explore the factors that will shape the AFP over the next five years.

Legislation Program

During the year, this section participated in a whole-of-government review of Australia's counter-terrorism legal framework. When considered by the Council of Australian Governments in September 2005, significant new powers were established for the AFP and state and territory police to prevent and investigate terrorist offences.

The section contributed to legislative reviews, including the ongoing review of extradition practices and the statutory reviews of security legislation and the *Proceeds of Crime Act 2002*. Furthermore, it coordinated the AFP's participation in the development of the Law Enforcement Integrity Commissioner Bill 2006, the Law Enforcement

Integrity Commissioner (Consequential Amendments) Bill 2006, the Law Enforcement (AFP Professional Standards and Related Measures) Bill 2006, and the Government's ongoing consideration of the recommendations on the Report of the Review of the Regulation of Access to Communications.

New legislation and amendments, which were passed by the Parliament, and which were of significance to the AFP during the reporting year, included:

- *Law and Justice Amendment (Serious Drugs Offences and other Measures) Act 2005*
- *Law and Justice Legislation Amendment (Video Link Evidence and Other Measures) Act 2005*
- *Anti-Terrorism Act 2005; Anti-Terrorism Act (No 2) 2005*
- *Telecommunications (Interception) Amendment Act 2006.*

PERFORMANCE AND PLANNING

Performance and Planning is responsible for the performance monitoring, management and reporting requirements for Outcome 1. These responsibilities include the measurement of organisational performance in delivering high quality results aligned with the Government's and clients' expectations through the application of rigorous planning practices and a dedicated approach to continuous business improvement.

Key corporate service responsibilities are achieved through:

- organisational performance monitoring and management reporting to meet the AFP's accountability requirements to the Government and the Australian community and to provide a knowledge base for the development of best practice in operational activities
- developing partnerships with universities and quality external providers to develop economic and other measures of performance for AFP activities

- management of the AFP's business-planning processes by facilitating the creation of a hierarchy of consistent and coherent business plans, which link operational activity to the AFP strategic objectives
- monitoring of performance against established plans and the conduct of Business Activity Analysis (BAA) reviews that critically examine the operations undertaken and resources utilised to deliver AFP services, to satisfy client demands and to adopt a best-practice approach across the organisation. Seventeen BAAs were conducted in the reporting period.
- management of national client services through quality review and national coordination role for interaction between the AFP and its clients
- coordination of the use of national operations information within the AFP's core-business areas by providing support and advice on emerging information needs
- optimising the configuration of information systems
- undertaking bulk data analyses and data quality initiatives

Through these services, Performance and Planning continues to coordinate business strategies for Outcome 1 activity to further streamline and improve service delivery.

Human Resources Management

PEOPLE STRATEGIES

The AFP's human-resources management function has vigorously pursued strategies and outcomes designed to ensure:

- the AFP remains an employer of choice
- that the AFP provides and continues to develop a highly skilled, flexible, ethical and professional workforce capable of meeting and responding to government expectations
- that the workplace is a safe, equitable and rewarding environment.

Additionally, in concert with other corporate areas of the AFP, People Strategies has continued its drive to provide more efficient and effective corporate-service delivery across the AFP. It has achieved this by the staged introduction of revised human-resource delivery model and the automation of certain transactional processes. For example, the introduction of online recruitment for sworn staff has not only resulted in streamlined practices, but has better positioned the AFP in the marketplace and its ability to attract a greater number of quality candidates. The delivery of an online recruitment system for all recruitment and selection activity is near completion and will deliver further administrative efficiencies.

People Strategies has been engaged, with its corporate partners, in a continuous improvement program of its services, encompassing:

- a review of Finance and Human Resource corporate structures and the development of the AFP's Shared Services Centre that will deliver the majority of Human Resource/Financial transactional processing
- a review of non-automated business processes
- a review of corporate (SAP) systems support and progressive implementation of enhanced/new functionality.

Through the reporting year, the AFP made advancements across all elements of the program:

- The AFP's Shared Services Centre was refurbished to enable the transfer to it of additional financial processing and transactional human resource functions (recruitment processing and movements).
- A suite of non-automated business processes were reviewed, process-mapped and more efficient delivery arrangements instituted.

In order to provide greater automation and access to human resources planning and service delivery information, the AFP's two existing human resources management systems were both aligned to a standard configuration of SAPTM 4.6 software. This will allow for their integration and transition to the SAPTM ERP (enterprise resource planning) software released during 2006, with enhancements to its operation and ease of use. This will benefit all operational and enabling services business areas in managing their personnel, particularly in workforce planning, training and development.

The intention is that, in 2006-07, further expansion of the Shared Service Centre will occur and major systems enhancements and new corporate systems functionality will be delivered.



Over the next two years the AFP will continue to develop and expand its Shared Services Centre, which supplies support services to the AFP.

These enhancements include:

- greater self-service ability for employees and managers
- enhanced training
- development of a coherent deployment management system
- enhanced ability in the medical services area to facilitate operational deployments.

Collectively, these initiatives and innovations have created a platform by which the AFP human-resource function can validate and expand its strategic role and its direct contribution to business outcomes by more efficient and effective means.

WORKFORCE PLANNING

The AFP continues to refine its approach to workforce planning and to its resource allocation models. During 2005–06, more sophisticated data modelling was developed to provide more certainty to the workforce planning committee about workforce trends and their impact on future staffing availability. The AFP joined the Olivier Internet Job index survey to obtain more detailed understanding of labour market trends and issues, particularly for specialised job streams critical to AFP service delivery.

The AFP workforce planning committee, which oversees recruitment activities in light of broader business planning, both current and strategic, and human resource policy issues, met on nine occasions during 2005–06. Plans for base and lateral recruitment programs, for implementing characteristics of the AFP's *Workforce of the Future*, and for integrating workforce strategies into broader strategic business planning were realised during 2005–06.

The AFP continues to adopt a flexible and adaptive approach to mobilising its workforce, so that proper resourcing and skill levels are provided to new initiatives, while maintaining core business activities. The ability to maintain ACT Policing levels in accordance with the service level agreement with the ACT Government was a particular focus this year.

The ability to recruit fresh skills into the AFP is determined on the basis of the affordable staffing levels, and the annual loss of staff through attrition. In 2005–06, the attrition rate for the AFP was 7.7 per cent, with a significantly lower attrition rate of 3.7 per cent for sworn staff. This very low rate reflects a number of workforce characteristics – due to the large recruitment activity over the past four years, more than 50 per cent of the workforce has 10 years of service or less, and 39 per cent are aged 35 and younger.

Preliminary results from Staff Opinion Analysis and Review Survey (SOAR) 2006 reflect high levels of staff satisfaction with the AFP. The challenging nature of today's AFP, and the breadth of professional opportunities currently available to AFP staff provides an employer and career of choice for our staff.

At 30 June 2006 the total number of AFP staff was 5567, comprised the following:

- 2,396 sworn officers
- 1,257 Protective Service Officers
- 1,782 unsworn staff
- 132 state police, who are seconded and paid by AFP.

The change in staff numbers from the previous financial year reflects the sum of recruitment against new measures introduced in 2005–06 and the low attrition rate in the AFP.

A detailed breakdown of selected staff demographics can be found in the Appendix.

Recruitment

In efforts to further promote diversity and cultural competency within the AFP workforce and workplace, Recruitment has been developing an Indigenous Employment Strategy (IES). Developed to support and encourage Indigenous employment, the strategy addresses issues of recruitment, retention, communication and culture. As part of the IES, the inaugural AFP Indigenous Employment Workshop held and was commended by the Human Rights and Equal Opportunity Commission (HREOC) as best practice

in formation of partnerships to promote Indigenous employment.

The AFP also contributed to the National Indigenous Policing Forum to provide for national dialogue on Indigenous Employment and Policing. This was an invaluable opportunity to share experiences and ideas and to develop strong networks from which coordinated and collaborative initiatives to strengthen police responsiveness to Indigenous communities and individual needs can be built.

AFP online applications and processes were reviewed to assess the potential impact on Indigenous applicants. The new process allows applicants to easily and unobtrusively identify as Indigenous. Clear and early identification enables the recruiting team to initiate support and mentoring mechanisms.

During the reporting period, advertising campaigns were conducted in regional areas using regional media to communicate a range of indigenous recruitment opportunities. Protective Service Recruiting has targeted Alice Springs media outlets, including Indigenous specific media, to promote employment opportunities to locals.

The AFP recognises the historical context that continues to influence police and community relations and will endeavour to bridge this divide through respectful communication and longer-term commitments. Following the release of the IES by late 2006, a number of



In October 2005 the AFP Malunggang Indigenous Officers Network provided support to two community service organisations in the Northern Territory by sending two members to a sports leadership camp.

coordinated initiatives will be undertaken to specifically encourage Indigenous employment. Significantly, the Indigenous Entry Level Traineeship will provide permanent employment opportunities. This initiative will focus on building capacity so that trainees, with career development guidance and support can successfully apply for 'need' areas such as sworn and Protective Service Officer candidate pools.

WORKLIFE DIVERSITY

The reporting period has seen the Worklife Diversity Program 2004–07 continue to promote and deliver programs designed to support a diverse, harmonious and flexible workforce.

One of the key results delivered for the Worklife Diversity Program was the pilot Entry Level Recruitment program for Indigenous trainees. Three trainees successfully completed their training and were appointed to on-going positions within the AFP. A project officer has been appointed to develop sustainable processes, structure and support to ensure the success of future entry-level recruitment programs for Indigenous Australians and the AFP. Longer term it is envisaged that this entry-level program will expand to other identified groups, thereby encouraging a culturally diverse workforce.

The Australian Federal Police Malunggang Indigenous Officers Network (MION) held its annual forum in May with the focus on professional development. Support and development of the network is a key retention tool for Indigenous employees. The forum identified several new projects including a Torres Strait Islander component as part of the suite of online learning packages which currently includes Diversity in the AFP and Aboriginal Awareness.

During the reporting period, the AFP continued its commitment to cultural inclusiveness, harmony and diversity offering a range of mandatory and optional online training packages with face-to-face training sessions to recruit, staff induction and leadership courses. A Calendar of Significant Events also provides online support and participation is encouraged through

a range of events such as Harmony Day, International Women's Day, NAIDOC Week (National Aborigines and Islanders Day Observance Committee) and the National Multicultural Festival in Canberra.

During the reporting period, the AFP Gay and Lesbian Liaison Officers (GLLOs) along with AFP employees and for the first time their families, participated in the Sydney Mardi Gras and Victorian Pride March. This provided an opportunity to promote the AFP and demonstrated the organisational commitment to the gay, lesbian, bisexual, transgender and intersex and wider communities.

Another 23 GLLOs were trained in the national policing arena bringing the total number of trained GLLOs to 129. This unique training program now includes specific sessions on diversity and culture.

The GLLO Network also hosted a range of informal events providing an opportunity for AFP recruits, senior executives, liaison officers and network members to meet with community members to foster a spirit of partnership through communication and understanding.

EMPLOYEE RELATIONS

During 2005–06, both the *Australian Federal Police Certified Agreement 2003–06* and the *Australian Federal Police Protective Service Certified Agreement 2005* passed their nominal expiry dates. Significant work has been undertaken in order to negotiate the replacement of these agreements with AFP employees the Australian Federal Police Association and the Commonwealth and Public Sector Union.

It is anticipated that the new agreements will be negotiated in a timely manner and will be focused on enabling the AFP to continue to deliver operational outcomes to meet expectations of the Government and the Australian community.

Integration of the Protective Service will continue to be a focus during negotiations, with the AFP aiming to have all employees covered under a single workplace agreement.

REMUNERATION OF SENIOR EXECUTIVES

The Commissioner determines the remuneration and conditions of service for senior executives within the AFP, with each senior executive entering an individual agreement at the commencement of their employment. Senior executive agreements are reviewed by the Commissioner at least annually or more frequently should it be considered appropriate. Any changes in individual agreements would be in relation to changes in responsibilities and performance in contributing to the achievement of corporate objectives or in line with salary increases relating to other AFP employees.

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 the 2005–06 financial year are included in Table 18 in the Appendix.

OCCUPATIONAL HEALTH AND SAFETY

The AFP is bound by and adheres to the provisions of the *Occupational Health and Safety (Commonwealth Employment) Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*.

During the reporting period, 321 OH&S training courses were facilitated across the AFP.

These covered such topics as:

- OH&S induction training to recruits, lateral transfers and non-sworn members
- OH&S for locally engaged overseas staff
- local OH&S familiarisation
- mail security and hazards
- workplace ergonomics
- tailored OH&S courses for various specialist areas
- OH&S risk management and workplace incident investigation
- OH&S roles and responsibilities for managers, supervisors and attendees on Leadership Development Programs

- radiation safety training
- first aid
- emergency management and control
- team leader training.

The focus of AFP OH&S risk mitigation strategies during the reporting period included control measures associated with exposure to asbestos, ionising radiation, oleo capsicum (OC) spray, airborne lead at firing ranges, and entry into confined spaces.

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) made two inspections. Some opportunities for improvement were identified by ARPANSA, and the AFP has taken action to address these issues.

During 2005–06, the AFP notified Comcare Australia of 44 incidents under section 68 of the OH&S Act. There were no provisional improvement notices issued by health and safety representatives and the AFP was not subjected to any notices issued by Comcare Australia during the reporting period. There were no reactive investigations conducted by Comcare during the reporting period.

In December 2005, Comcare Australia released the report on the planned investigation into the management of occupational, health and safety in the AFP. The investigation concluded that the AFP is performing very well when compared with others in the Commonwealth employment sector. The report indicated that the AFP was strong in such areas as allocation of OH&S responsibilities and resources, planning, communication and documentation, reporting and management review.

RECOGNITION AND CEREMONIAL

The Recognition and Ceremonial Team (RCT) coordinates all AFP ceremonial events. The RCT also coordinates formal recognition processes for the AFP, including facilitating the AFP Honours and Awards framework, Australian Honours System and other external recognition providers.

The RCT is responsible to the Commissioner through the National Manager Human Resources. Responsibilities of the RCT include:

- administration of the Recognition Program
- planning and coordination of ceremonial events
- the planning and coordination of the Dedication of the National Police Memorial on 29 September 2006



- the planning of annual National Police Remembrance Day Services and
- the maintenance of standards relating to the AFP Uniform and Standards of Dress.

Recognition

The RCT prepares nominations for AFP internal honours and awards, for consideration of the National Award and Recognition Committee (NARC) that makes recommendations to the Commissioner biennially. Recipients are in turn announced in the Commissioner’s Honours List (2 April) and the Foundation Day Honours List (19 October).

In 2005–06, the NARC considered 58 individual or group nominations. Of these nominations 214 AFP and PS members were recognised.

Recognition Investigations

A recognition investigation is underway to identify and nominate AFP employees and others for their actions and conduct during and following the Honiara riots, in the Solomon Islands.

Ceremonial

The Ceremonial team coordinates scheduled and unscheduled ceremonial events as well as providing advice on all issues regarding ceremonial and protocol governances. RCT also provides the secretariat to the National Uniform Committee (NUC)

Significant achievements

Ceremonial events are made possible by members who have the skills and volunteer for such duties as:

- The AFP Ceremonial Guard is a uniformed team (predominantly made up of ACT Policing and Protective Service members is located in the ACT) providing the visual focus of ceremonial events. In the past financial year the Ceremonial Guard has attended ceremonies in other capital cities and overseas.
- The AFP Ceremonial Mounted Cadre (AFP-CMC) is coordinated by the RCT and was established

Installation of the National Police Memorial at Kings Park on the shores of Lake Burley Griffin will be completed for the 29 September dedication.





The Recognition and Ceremonial Team provided a police ceremonial presence at the April funeral of former AFP Deputy Commissioner Reg Kennedy.

to support ceremonial events. This group of ACT-based riders will make its first public appearance at the dedication of the National Police Memorial on 29 September 2006.

- The AFP Pipes and Drums (AFPPD) are central to many ceremonial events, from the provision of a solo piper for funerals and investitures, through to the full band for occasions such as the National Police Remembrance Day Service.

Among its many activities on behalf of the AFP was the AFPPD's attendance at the International Police Tattoo in Adelaide in early May 2006.

Dedication of the National Police Memorial

In addition to its functional roles, the RCT is responsible for planning and coordinating the dedication of the National Police Memorial, currently under construction in Kings Park, Canberra, on the shore of Lake Burley-Griffin. The dedication of this memorial will be the largest ceremonial and commemorative event in the history of policing in Australia. The event will be conducted on 29 September 2006, which is National Police Remembrance Day. More than 700 uniformed police

from all Australian jurisdictions will participate along with former and retired members and families of those officers commemorated by the memorial.

The dedication will be supported by an exhibition outlining the history of policing in Australia from 1788 to 2006. This exhibition, entitled *In the Line of Duty*, tells for the first time, the collective story of policing in Australia. It will be held at Old Parliament House and will be open from 26 August 2006 to 25 February 2007.

WOMEN IN LAW ENFORCEMENT STRATEGY

An initiative of the Heads of Commonwealth Operational Law Enforcement Agencies (HOCOLEA), the Women in Law Enforcement Strategy (WILES) aims to foster and encourage women pursuing careers, especially senior positions, in law enforcement and regulation.

WILES conducts an annual program, providing participants with a mentor from one of the HOCOLEA agencies. This has previously been the main WILES activity but over the course of the 2004–05 program significant changes were made to improve the form and content of the program, to provide support to mentorees and mentors and to provide networking opportunities for the wider group. Initiatives began in 2004–05 including a series of workshops on leadership and work/life balance and the WILES newsletter continued to provide participants with a focus for sharing information and experiences and for enhanced networking.

The 2005–06 program was further improved by the experience gained in 2004–05 and the coordination team incorporated new methods for establishing early success in the mentoring relationships such as sharing information between mentoring pairs and encouraging meetings between pairs prior to the launch. In November 2005, the Chair of WILES was handed to Customs. The AFP continued to provide coordination support to WILES until the March–April 2006 workshops were completed to ensure that the program continued to be delivered in a seamless way.

NATIONAL WOMEN'S CONSULTATIVE TEAM

The National Women's Consultative Team (NWCT) was established in 1999 as a result of a recognised need for women within policing to have the ability to network. A key function of the NWCT is to provide leadership to local women's groups across the AFP and act as a sounding board on the issues concerning women and then take these initiatives forward to influence senior management. NWCT representatives continue to mentor local women's networks, ensuring that issues arising from other forums such as Commissioners' Australasian Women in Policing Advisory Committee are communicated across the AFP.

Learning and Development

During 2005–06, Learning and Development (L&D) has continued to support not only the AFP, but other law-enforcement agencies, forming partnerships with, or delivering services to other law-enforcement agencies and AFP areas to meet the requirements of clients.

Partnerships with government and non-government entities have been critical in ensuring high-quality training is delivered to meet the outcomes of both the AFP and others. These include:

- partnerships with the aviation industry for training, including air security officer training and Airport Uniform Policing requirements



The Australian Federal Police College on Brisbane Avenue in Canberra is the hub of learning and development in the AFP.

- partnership with the Australian Crime Commission for the development of rural-surveillance training to both agencies
- partnerships with Customs, ATO, Centrelink and the Attorney-General's Department regarding training to improve the investigations capability of Commonwealth law-enforcement agencies.

Additionally, L&D has continued to provide considerable support to capacity-building projects, providing training to overseas law-enforcement agencies, including those in Indonesia, the Philippines, Cambodia and South Pacific nations.

New initiatives by L&D in 2005–06 included:

- The Culture and Language Centre, established to encompass the new policy initiative for language training commenced in 2005.
- A review of the Forensic New Member Training Program, conducted to reflect the changed environment confronting forensic science in the international law-enforcement community.
- A General Duties Crime Scene course for airport uniformed police and Commonwealth external territories, designed and implemented to ensure a capability exists to process minor crime scenes at regional airports and remote locations.
- Introductory forensic training for DIMA document examination trainees, redesigned to meet continuous improvement requirements and client needs.
- The Introduction to Law Enforcement Intelligence Program, launched as an online program.
- The Surveillance Training Team (STT), the lead group in the development of the Advanced Diploma of Government Surveillance, formally endorsed in February 2006.
- The STT, critical in fostering and developing the National Surveillance Trainers Network.
- In conjunction with the National Surveillance Advisory Group, the STT, which developed the AFP Practical Guide on Physical Surveillance,

based on groundwork done by the Surveillance Best Practice Manual workshop.

- The development of the AFP Alumni to assist Management of Serious Crime (MOSC) and international course participants to retain links, assist with life-long learning and continue the building of partnerships with agencies that have attended AFP training.
- A review of national new-member training programs, conducted to reflect contemporary work practices and organisational needs for the national environment.
- A redesign and changes to the National Recruit Program, based on feedback and liaison with national stakeholders.
- A review of delivery and assessment strategies for Federal Police Development Programs in the ACT region.
- Implementation of a new learning and development structure to meet the needs of training for ACT Policing.
- Restructure of the Federal Police Development Program to introduce new and relevant topics, including enhanced cultural diversity and mental-health training.
- The introduction of a range of topics, designed to enhance members' capabilities in coping with the demands of modern policing. These include cognitive interviewing skills, interview management techniques and command and control counter-terrorism skills.
- The introduction of a range of physical fitness standards that have now been incorporated in the Federal Police Development Programs.

INVESTIGATIONS TRAINING

The delivery of investigations training, both domestic and international, continues to be an important focus of the Investigations Training Team. This type of training is central to ensuring AFP members develop their ability to effectively counter an increasingly complex global criminal environment.

This year saw an increased emphasis on investigations training in the following disciplines.

Advanced Investigators Program (AIP)

In 2005–06, investigations training devoted significant resources to developing and delivering the AFP's Advanced Investigators Program (AIP). The objective of the AIP is to develop an understanding of the skills needed by senior AFP investigators to successfully manage and lead a complex, sensitive and protracted investigation of offences involving narcotics and money laundering. As the flagship training program of Investigations Training for senior AFP investigators, the Advanced Investigations Program was delivered to 20 AFP participants.

National Investigators Development Program (NIDP)

The National Investigators Development Program (NIDP) is designed to develop the skills of investigators to successfully conduct and manage investigations of offences in a multi-jurisdictional environment. In 2005–06, 16 AFP members from NIDP 3–2005 successfully completed all phases of the three-phase program, with a further 20 participants successfully completing phases 1 and 2 (NIDP 1–2006). **These 20 members will complete Phase 3 early in the next financial year.**

Transnational Sexual Exploitation Investigations Program (TSEIP)

The Transnational Sexual Exploitation Investigations Program (TSEIP) aims to develop the knowledge and skills of AFP investigators to successfully conduct complex, sensitive and/or protracted investigations of offences involving sexual exploitation, human trafficking and child sex tourism in a multi-jurisdictional and international

environment. The program aims to identify relevant legislation and best-practice investigative procedures when dealing with offences of human trafficking and child sex tourism. In 2005–06, **two TSEIP's were** delivered to 39 participants (18 AFP, 13 state and/or territory police and eight internationals).

Online Child Sexual Exploitation Investigations Program (OCSET)

The three-stage Online Child Sexual Exploitation Investigations Program (OCSET) has been designed to develop the knowledge and skills of AFP investigators to successfully conduct complex, sensitive and/or protracted investigations of offences involving child sexual exploitation in a multi-jurisdictional and international environment. In 2005–06, **the OCSET Phase 1 was** delivered in the Perth Office with 11 AFP and three external agency participants, with further programs scheduled for the following financial year.

In addition to this program, three-day OCSET workshops were delivered in the financial year to 58 AFP participants in the Perth, Melbourne and Sydney offices.

Advanced Counter-Terrorism Investigations Program (ACTIP)

L&D continues to develop and deliver counter-terrorism investigations training programs for delivery in locations in Australia and overseas. Several Advanced Counter-Terrorism Investigation Programs (ACTIPs) were delivered throughout the financial year to members of the AFP, police services from NSW, Queensland, Victoria, South Australia, Tasmania, Western Australia and the Northern Territory, as well as participants from international law-enforcement partners in the Philippines, Indonesia, Sri Lanka, Pakistan and New Zealand.

Since it began in September 2003, nine ACTIPs have been delivered to 161 participants, including 91 AFP members, 55 members from our state and territory law-enforcement partners and 25 international participants from the countries mentioned.

Counter-Terrorism Security Awareness Workshop (CT-SAW)

Through consultation and cooperation with the ADF, four Counter-Terrorism Security Awareness Workshops (CT-SAWs) were conducted during 2005–06. The workshops encompass broad security awareness training specific to small teams deployed overseas for CT matters. During 2005–06, 61 AFP members completed the CT-SAW.

In addition to these programs, the Investigations Training Team delivered a range of training to members of the AFP and or partner agencies in:

- serious drug offences investigations
- online child sexual exploitation investigations
- financial investigations.

The Investigations Training Team also assisted the Management of Serious Crime Team with the delivery of the Investigations Management Program in Indonesia, the Philippines and Vanuatu.



AFP members have training requirements across a broad spectrum of skills.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

Leadership and Management Development (LMD) continued the delivery of the team leader development program. At the end of the 2005–06 financial year, 55 people had graduated and received the Diploma of Business (Frontline Management) and another 65 AFP members were undertaking the program. A further four programs had been scheduled to begin in the last half of 2006.

LMD has also launched the coordinator development program, which consists of a self- and manager-assessment and the development of an individual development plan. Specialised programs, such as project management, MBTI, workplace coaching and procurement are also coordinated by the LMD team.

LMD is also coordinating the delivery of several seminars and workshops, the first in May 2006 on the subject, 'The Power of Visionary Leadership'.

LMD continues to coordinate the AFP's involvement in the Australasian Police Professional Standards Council (APPSC), with input to project development to support the AFP's partnerships with other policing agencies. The AFP has a lead role in projects to develop consistent national cross-jurisdictional approaches to training in counter terrorism, surveillance and close personal protection.

SPECIALIST AND INTERNATIONAL

The Specialist and International (S&I) portfolio coordinates and conducts specialist AFP training, including forensic, surveillance and intelligence training. Additionally, the area coordinates and conducts training for external agencies and overseas law-enforcement agencies.

S&I is also involved in the development of the AFP Alumni, a forum for past course participants to continue contact and learning.

Federal Law Enforcement Training Coordination Centre

The Federal Law Enforcement Training Coordination Centre (FLETCC) delivered 13 training programs to Australian Government agencies in 2005–06, including Interagency Introduction to Law Enforcement Intelligence, Investigation Management Programs and the Search and Seizure and Evidence and Procedures workshops. These programs involved 180 participants.

The agencies included the ATO (Serious Non-Compliance and Corporate Intelligence business service lines), Attorney-General's Department, Customs (Intelligence and Investigation areas), Australian Fisheries Management Authority, Centrelink, Department of Immigration and Multicultural Affairs, Australian Competition and Consumer Commission, Naval Police, Department of Infrastructure, Planning and Natural Resources (NSW) and the South Australia Police.

The ongoing curriculum assistance, training strategy advice and delivery assistance FLETCC has provided to Australian Customs Service has allowed them to take ownership for the coordination and delivery of the Certificate IV in Government (Investigations) Program.

Forensic Training

Ongoing training was facilitated for AFP Forensic staff in areas including computer forensics, chemical and biological criminalistics, document examination, fingerprints and crime scene investigation. Two Forensic New Member programs were conducted with 25 participants.

This year has seen the demand for forensic awareness training increase considerably. Training has been provided to AFP Recruit courses, specialised investigations courses, IDG pre-deployment courses, partner government agencies, and aviation security.

Intelligence Training

There was a continued demand for law enforcement intelligence training across the AFP, with 233 participants undertaking 15 courses during the year. These courses ranged from introductory law enforcement

intelligence, intelligence officer development (IODP) and national strategic intelligence (NSIC) programs to basic and advanced human-resource handling. A revalidation of the IODP was undertaken to align content with workplace practice. A new initiative was the launch of the Introduction to Law Enforcement Intelligence program as a distance-learning package. All new recruits now undertake the online learning package during their 18-week recruit course with the learning outcome reinforced through a three-day workshop prior to graduation.

International Training

Thirty-six training activities were delivered offshore to approximately 640 participants from 26 international law enforcement agencies. Training programs delivered included law enforcement intelligence, surveillance, disaster victim identification, post-blast investigation, investigations management, financial investigations and computer-based learning programs (a joint LECP/UNODC project).

The main focus for International Training has been on the Australian capacity development projects in Indonesia at the Jakarta Centre for Law Enforcement Cooperation (JCLEC) and the Transnational Crime Centres in Indonesia and the Philippines. The delivery of law-enforcement intelligence training activities at JCLEC continues as a collaborative venture between the AFP, AUSTRAC and the Attorney-General's Department. The Transnational Crime Centres are joint projects of the AFP and AusAID.

Surveillance Training

Surveillance Training has maintained its high standard of training delivery to both domestic and international clients with 20 programs delivered domestically to 150 participants. Domestically delivered programs for both AFP and external agencies include local, national and advanced surveillance programs. Surveillance Training has also delivered Counter Surveillance Programs to both AFP and external agencies, and delivered counter-surveillance awareness sessions to numerous non-surveillance training programs, and to AFP staff in state offices.

Surveillance Training has delivered a number of Electronic Tracking Programs to AFP members.

Development of the curriculum for the Rural Surveillance Program is well advanced, following the successful trial program delivered last year.

Surveillance Training continues to be the lead agency in the National Surveillance Trainers Network and again hosted the annual conference at the AFP College, Barton, ACT.

AFP Alumni

The AFP Alumni is in development stage with ongoing communication and consultation with stakeholders and the International Liaison Network. The membership of the AFP Alumni includes graduates from MOSC, International Training, Investigations Training, International Deployment Group Training and Surveillance Training. Registration forms have been sent out to agencies throughout Australia and internationally, via the Liaison Network. Interest from graduates has been strong with hundreds of registration forms already returned.

The AFP Alumni will be housed within AF POLL and accessed by AFP Training graduates who have been provided with passwords. A pilot group has been nominated to test the site and functions of the online Alumni, which is expected to take place in the coming months.

RECRUIT TRAINING

The focus of recruit training is to provide recruits with the necessary skills and knowledge to become effective sworn police officers within the AFP. During 2005–06, Recruit Training started nine Federal Police Development Programs (FPDP); four of these programs were completed within 2005–06, with another five programs still in progress at the end of the financial year. These programs are scheduled to be completed by 27 October 2006. At the completion of this training, 136 graduates will be performing duties within ACT Policing and 23 in the national arena.

After graduation, recruits begin a 12-month probationary period in the workplace where they will be required to demonstrate the application of the skills and knowledge acquired during the training period. Upon successful completion of the probationary period, their employment is confirmed and they are awarded the Diploma of Public Safety (Policing).

During 2005–06, training was also conducted for 30 State Police deploying to the IDG for a two-year secondment and 63 lateral police deploying to IDG for a two-year period. Upon completion, they will be returning to either the ACT or the national arena.

In addition, Recruit Training also delivered induction training to both sworn and unsworn members of the AFP. In the latter half of 2005–06, this function was handed over to the Leadership and Manager Development area of Learning and Development.



The focus of recruit training is to provide recruits with the necessary skills and knowledge to become sworn police officers within the AFP.

PROTECTION SPECIALIST TRAINING

A training-needs analysis has commenced for Protective Service and is due to be finalised in late 2006. The outcome of this process will ensure a robust and sustainable training solution, which will also enhance integration initiatives.

The training-needs analysis has received endorsement and support from the AFP Executive and will provide the catalyst for ongoing professional development for protective service officers. This initiative is a direct result of Project Merida, which was established to examine issues associated with integration.

A similar analysis was conducted for the Air Security Officer program in late 2005 and outcomes will be progressively implemented during 2006–07.

Recruit training continues to be the main focus for Protection Specialist Training. However, career development opportunities and the identified training outcomes are also being examined in light of integration. Several working groups have been established and are working in consultation with the training area to ensure the validity of proposed outcomes.

Integration of Protective Service Officer recruit training into the AFP Recruit Training school will be continued in late 2006. Similarly, the integration of other training areas into one portfolio for Protection Specialist training will be achieved once accommodation issues have been finalised.

AVIATION

As a result of the Wheeler Review, which emphasised the need for a full complement of policing functions using a single-command structure at Australian airports, the AFP commenced negotiations with each state police force concerning provision of uniformed police for the AFP airport functions. Tasmania Police was the first to sign the MOU. Twelve Tasmanian police officers were sworn in as Special Members in Canberra on 17 April. These members participated in a five-week pilot training program, which covered AFP governance,



In April, Deputy Commissioner John Lawler swore in 12 Tasmania Police as AFP Special Members working in aviation security following a five-week training program that covered AFP governance, Commonwealth legislation, Aviation-specific legislation, operational safety training, and forensic training.

Commonwealth legislation, Aviation-specific legislation, operational safety training and forensic training.

Additional programs will be delivered to the other states as each MOU is signed. Induction training for 13 staff members working in Aviation training was held in late June.

MANAGEMENT OF SERIOUS CRIME

Management of Serious Crime (MOSC) conducted three domestic programs this financial year. The themes addressed through the programs were 'Counter Terrorism: Rights versus Powers'; 'Integrity: Managing Cultural Change and Offences against Children'; and 'International Partnerships for the Protection of Children'. MOSC also conducted two international programs, one in Indonesia and one in Singapore. The themes

were 'Terrorism: Regional Threat'; 'United Response and Regional Challenge: Evolving Trends in Transnational Criminal Syndicates'; and 'Cyber Criminals'.

The MOSC programs have produced 82 graduates during 2005–06.

MOSC also delivered the Major Investigation Management Program in the Jakarta Centre for Law Enforcement Cooperation (JCLEC), as well as in Indonesia and Vanuatu, while also delivering Investigation Management Workshops in the Philippines.

MOSC has delivered sessions to the AFP members on investigation programs and a number of external agencies.

LINGUISTICS AND CULTURAL CENTRE

The Linguistics and Cultural Centre has been established to adopt a strategic approach, in line with workforce planning, for a long-term strategy to address language and cultural needs across the organisation. This centre will encompass the NPI for language training commenced in 2005, and will determine supply, demand and discrepancies for both cultural and language requirements within the AFP.

OPERATIONAL SAFETY AND PROTECTION

The financial year 2005–06 has seen significant changes for the Operational Safety and Protection portfolio. A more streamlined approach to training has been introduced as well as a stronger connection with the workplace. The transfer of training responsibilities from ACT Policing to Learning and Development has commenced. During the final months of 2006, the entire AFP training in operational safety will be managed and delivered by Learning and Development.

Operational safety

An additional operational safety training team has been established to support the growing business of the International Deployment Group (IDG). This team not only prepares AFP members with operational safety skills and abilities for overseas duties, but also delivers training and conducts assessments for those special members on secondment to the AFP from participating jurisdictions. The team also manages the training and skill development in Pacific island country participants. The support for IDG has further developed with permanent rotation of training staff to RAMSI to assist with in-mission training and capacity building.

In Australia, operational safety training teams conducted more than 150 formalised assessments, ensuring compliance with AFP governance and the Australasian Centre for Policing Research guidelines. The delivery of other operation safety curricula, including police tactical group, advanced warrant and trainer programs continues to enable the growth of the organisation. Development of skill and knowledge at the pre-entry level has been focused on lateral entrants and recruits, as well as supporting other law-enforcement partners and NPIs, including Aviation Security. The focus on engendering a safety-first approach is continuing to assist with the growth of the AFP capacity to respond at short notice with a qualified and safety-focused workforce.

Peacekeeping Operations

The continuing delivery of training preparatory programs as part of IDG pre-deployment has been the major focus for the training effort. A greater representation by training staff in United Nations forums has strengthened the relationship between nation states and brokered new ways of enhancing the review of training, ensuring a greater connectedness with host nations.

Close Protection

The growing interaction within the Protection stream has meant that pre-workplace training has expanded to include new roles for protective service officers. The growth and interaction has followed closely with the development and roll-out of a skill-maintenance

program, requiring Close Personal Protection members to practise against role competencies on an annual basis. In addition to these developments, close protection training continues to enjoy a strong relationship with the workplace and jurisdictional partners.

BUSINESS AND ACADEMIC MANAGEMENT

The Business and Academic Management portfolio provides support to L&D activities, including the management of catering and accommodation, technical support and building services. These functions are maintained by the Resource Management Team.

The Quality Assurance Team is responsible for ensuring the ongoing maintenance of the AFP College's Registered Training Organisation status, completing annual internal reviews and ongoing evaluation of programs to ensure that a high quality product is maintained.



The growing interaction within the Protection stream has meant that training has expanded to include new roles for protective service officers.

Curriculum design and instructional design responsibilities, including the use of the AFP's online learning system, AF POLL, have been incorporated into the role of the Learning and Professional Practice Team.

Program development is focused on emerging training needs of the workplace and research and development of emerging crime types. Additionally, training-needs analyses have been conducted by training teams; program evaluations and targeted reviews have been completed by the Quality Assurance Team. This information, supported by outcomes from the Learning and Development (L&D) conference, where functional areas identified training requirements, have guided program development and identified issues for the continuous improvement of training events conducted by the RTO.

L&D has also engaged the University of Ballarat to provide training services for the Certificate IV, Training and Assessment (TAAO4), as part of the professional development of staff. The PD strategy will be continued in the coming financial year with additional coaching opportunities provided within a formal PD framework.

EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

The Executive Development Program exists to enhance and improve the leadership and management skills of senior AFP officers.

Executive development activities held during 2005–06 specifically related to:

- annual diagnosis of strengths and development needs of SES officers to inform development strategies
- continuation of executive coaching programs (at the end of 2005–06, 50 per cent of senior officers had accessed these programs)
- expansion of executive coaching to other management levels (at the end of 2005–06, 20 per cent of those at coordinator/superintendent level had accessed these programs)

- leadership workshops, used to discuss and resolve corporate issues, develop relationships, explore cross-functional line influences, achieve a cultural shift in our approach to leadership and involve and acknowledge the role of all SES in key-planning processes in the AFP
- implementation of the Emerging Leader's Talent Pool. At the end of the reporting period, there were 120 participants in this program. This initiative is to ensure the focused development of the next wave of leaders in readiness for leadership positions when required. The AFP recognises that leadership must be developed at all levels to ensure people are ready to step into these roles, when required
- implementation of a structured succession-planning program that identifies a risk profile of potential vacancy and transitional risks. Strategies are developed to mitigate identified risks and maintain business continuity.
- continuation of outplacements of senior officers to private industry. Boeing Australia facilitated the outplacement during this period.
- AFP SES inductions: two inductions were held with a total number of 18 participants.
- placement of officers on FBI leadership development programs, held in Virginia in the US. These included FBI National Academy, FBI Law Enforcement Executive Development and FBI National Executive Institute
- placement of an officer as a visiting fellow to the CENTREX leadership program in London.
- attendance at specific seminars and self-contained short courses on leadership development with the Australian Graduate School of Management, and the Mt Eliza Business School
- participation of two officers on the Australian Public Service Commission's program, Leading Australia's Future in Asia (LAFIA)

- participation in the Australian Institute of Company Directors Program to strengthen corporate governance activities (11 officers participated during 2005–06)
- participation on Australian business study tours to increase knowledge of other business-management systems
- continued participation in the Australian Institute of Police Management, the Police Executive Leadership Programs and the Police Management Development Programs (27 officers attended these programs).

As the AFP's business continues to grow in scope and diversity, it is crucial that executive development contributes to improved business performance.

In recognition of the need to develop and maintain highly skilled and flexible leaders, the AFP is fully committed to the provision of executive development opportunities relevant to meeting current and future organisational needs.

Medical Services

Medical Services delivers and monitors occupational medicine, public health support, contemporary health and fitness advice and direct clinical forensic medical support to ACT Policing.

Program delivery

Medical Services initiates and administers two primary programs that directly support the organisations operational imperatives.

Medical Operational Readiness and Fitness Program

Medical Services have responded to the increased demands placed upon the organisation's operational capacity through the delivery of an accelerated and comprehensive medical-review process. This program ensures our employees are optimally prepared and protected to undertake work activities without risk to themselves, their co-workers and/or the community. The upgrade program strengthens the organisation's

operational capacity to deploy and respond to policing activities across the globe.

Medical Services has developed strong relationships with offshore providers to ensure the delivery of highly refined medical services and the provision of sound advice pertaining to country and regional specific health information.

Health and Fitness Program

Medical Services has successfully integrated a number of health and wellbeing initiatives into the workplace. The programs delivered have focused on the following key areas:

- Nutrition—provision of nutritional advice targeted at shift workers, overseas posts and sedentary population
- flu vaccination
- physical activity profiling: Provision of fitness screens and tailored exercise programs aimed at improving the employees' health and fitness
- physical training: Integration of structured physical training programs into key areas, for example, police recruits, national dog squad, forensic services, IDG
- gymnasium upgrade—the AFP now offers state-of-the-art facilities
- physical profiling—provision of an on-site sports physiotherapy clinic aimed at identifying and managing bio-mechanical weaknesses in police recruits and specialist squads

Employee Assistance and Psychological Services

Wellbeing Services

This service provides an in-house consultancy and service delivery to all areas of the AFP on matters related to psychology and mental health. The service also coordinates an external Employee Assistance Program and Wellbeing Network and chaplaincy. These services are delivered to all operational areas and to members and their families.

Major operational activities during 2005–06 included:

- review of trauma-response model and overseas deployment model to ensure best practice
- psychological assessment and suitability for overseas postings (counter terrorism, International Liaison Officers' Network, IDG and posting to external territories)
- expansion of the Wellbeing Network to embrace chaplaincy
- employment of a psychologist to the portfolio of Protection and Aviation to ensure smooth integration and support management and members
- the Protection and Aviation psychologist and the team leader of the Wellbeing Network travelling around the country to explore current issues within the portfolio and promote the support that the Wellbeing Service offers
- employment of a psychologist and family liaison support officer to the portfolio of Forensic Services to provide a range of wellbeing services to members and their families
- employment of a psychologist to the portfolio of ACT Policing
- employment of a psychologist to the portfolio of OCSET
- psychologist to the portfolio of OCSET travelling around the country to deliver educational sessions related to the portfolio
- psychological assessment and suitability for appointment within specialist teams, including those who investigate human exploitation (Electronic Evidence Team, Online Child Sexual exploitation Team and Transnational Sexual Exploitation and Trafficking Team), as well as the Police Technical Team, Protection, Surveillance and ongoing support of staff attached to such teams
- enhancement of psychological wellness and wellbeing through the promotion of services

provided within the Wellbeing Service, the Employee Assistance Program, the Wellbeing Network and the increasing support offered through the Family Liaison Support Officer Network

- pre-deployment briefings and post-deployment debriefs for members and families for those posted within the Border and International Network, counter terrorism, IDG, and external territories, including ongoing support to members and families during the posting period
- testing and debriefing members participating in national and international operations, for example: the 2005 Bali bombings (Operation Affinity), Operation Pendennis, the Solomon Islands uprising and the Timor-Leste uprising
- enhancement of expert psychological opinion and advice to operational teams, including ACT Policing, Human Source Management, Police Negotiation Team, Professional Standards, and Protection.

The AFP has five chaplains, four Christian and one Muslim. This provides a multi-denominational and multi-faith service to the membership. During 2005–06, the chaplaincy provided support to local and national operations and overseas deployments. The chaplaincy officers continue to work closely with state and territory chaplains as per the national chaplaincy plan for mutual support and cooperation. Chaplains regularly visited the workplace and conducted weddings, baptisms and funerals, and provided counselling for AFP members and their immediate families.

During 2005–06, training in behavioural sciences was provided in courses, including ACT Policing, Border and International, Confidant Network, Recruits, GLLO network, Counter Terrorism, Forensic Services, Intelligence, IDG, Professional Standards, Protection, staff member induction, Surveillance and the Welfare Network.

The external National Employee Assistance Program is used by approximately 12 per cent of employees.

This is consistent with the rate for the past three years. Work-related issues included vocational concerns, interpersonal relationships and occupational health. Personal issues included family or relationship concerns and psychological issues.

The Wellbeing Network consists of on-site external providers to assist employees in the management of a range of professional and personal issues. The network provides prevention and early intervention services to enhance overall wellbeing for staff and family members with around 500 members assisted in the reporting period

The demands on the section's services increased during 2005–06. **However, much of the increased workload** relates to supporting an increasing number of members and family members, while the member is overseas with the IDG, forensics and counter-terrorism teams.

Over the course of the next financial year, the Wellbeing Network will move from using contract personnel to recruiting and employing AFP personnel in order to improve service delivery.

Policies and guidelines are being developed to ensure best practice and enable the team to operate in a consistent way within AFP guidelines and the governance framework.

The Wellbeing Network is reviewing its statistical information to ensure relevancy and accountability. A client database is to be developed and a review date has been set.

The Wellbeing Network is participating in health promotion activities in cooperation with Medical Services.

THE CONFIDANT NETWORK

The Confidant Network is an AFP program designed to provide support and assistance to AFP employees reporting activity or conduct that is contrary to the professional standards of the AFP. The Confidant Network is a key component of the AFP integrity framework.

As at 30 June 2006, the network had 270 active confidants throughout the organisation, whose activities are coordinated by a team leader, three case officers and an administration-support member.

The National Guideline for Professional Reporting was amended in October 2005 to improve the working arrangements of confidants and the framework for employees to seek options and/or support when reporting criminal, unethical and inappropriate behaviours in the workplace. The Confidant Network is accountable to the National Manager Human Resources.

Confidants receive regular training to ensure they perform the role in accordance with the National Guideline for Professional Reporting and with respect the principles of privacy and procedural fairness.

The Confidant Network Coordination Team continues to liaise with key stakeholder areas within the AFP to ensure

the integrity and commitment of the program is in line with the AFP Strategic Plan and integrity framework.

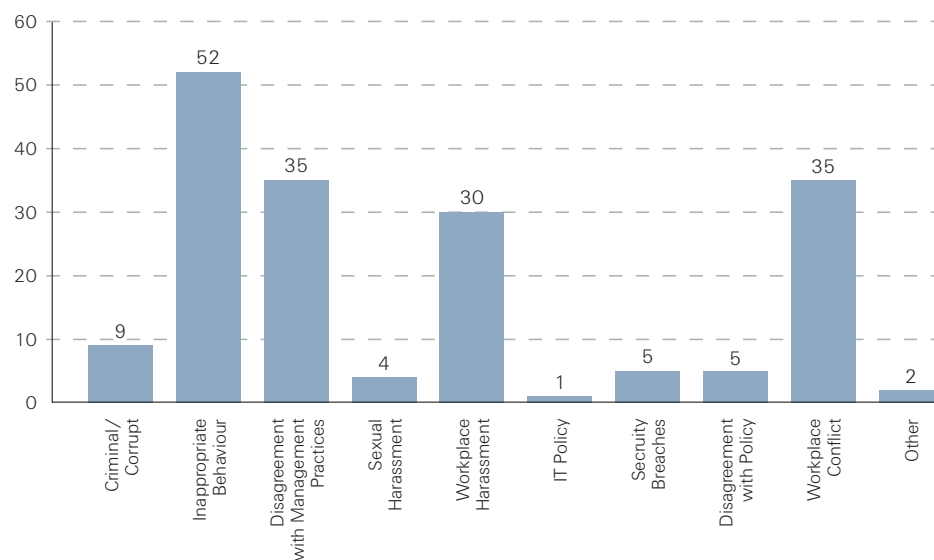
Information awareness sessions are incorporated within training programs for new employees and in addition are conducted at geographical locations across the organisation to broaden the awareness and purpose of the Confidant Network.

Statistics

In 2005–06, the Confidant Network received 178 referrals. This figure is further broken down in the following categories:

- criminal/corruption matters (9)
- inappropriate behaviour (52)
- disagreement with management (35)
- sexual harassment (4)
- workplace harassment (30)
- IT policy (1)
- security breaches (5)
- disagreement with policy (5)
- workplace conflict (35)
- other (2).

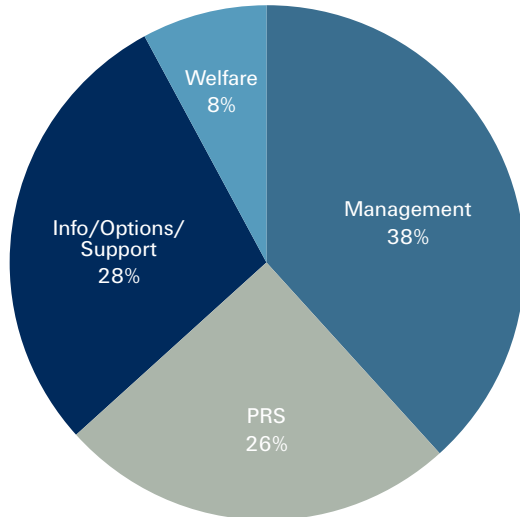
Chart 7: Confidant Network referrals 2005–06



Confidant Network 2005–06 (178 Referrals)

Of the matters reported, 83 per cent have been completed. The other 17 per cent remain current, either still under investigation or the client requires ongoing support in the workplace. Of the total 178 referrals, 38% were referred to management, 26% to Professional Standards, 28% for information, options and support by the Confidant Network and 8% were referred to the Wellbeing Network or external providers such as the AFPA or the Employee Assistance Provider.

Chart 8: Referred Options Confidant Network



Of the matters reported, 83 per cent have been completed. The other 17 per cent remain current, either still under investigation, or the client requires ongoing support in the workplace. Of the total 178 referrals, 38 per cent were referred to management, 26 per cent to Professional Standards, 28 per cent for information, options and support by the Confidant Network and 8 per cent were referred to the Wellbeing Network or external providers, such as the AFPA or the Employee Assistance Provider.

Professional Standards

The AFP has identified six core values which will underpin all business activity.

- **Integrity:** We will be honest and sincere in our dealing with ourselves, each other and our clients.
- **Commitment:** Our work is characterised by decision, application, perseverance and a belief in a personal capacity to achieve and add value.
- **Excellence:** We seek constant improvement in all our undertakings and in the quality of the services we provide to our clients.
- **Accountability:** We accept that we are responsible for our work and answerable for the outcomes.
- **Fairness:** We will be impartial and equitable in all our dealings.
- **Trust:** We rely and depend on each other.

The AFP commits to maintaining a high level of confidence and trust from the Australian Government and the community we serve. The integrity of the AFP and our people are of significant importance in ensuring we deliver high quality services while maintaining certainty in our key partnerships. Flexible resource management strategies and dynamic business capacity underpinned by modern and professional management practices continue to enhance the reputation of the AFP. Professional Standards plays a significant role in preserving the professional reputation of the AFP by providing a proactive approach to promoting, monitoring and fostering the ethical standards of the AFP, maintaining the organisation's values and constructing the security of the AFP and its people.

Professional Standards delivers a range of key business services, including the detection and investigation of corrupt and unethical conduct, strategic-intelligence capability for early detection and prevention, organisational security, including personnel-security measures, drug testing and, most importantly, strategies

to educate and promote professional standards best practice.

During this reporting period Professional Standards received 969 complaint or allegation referrals. These comprised of 660 complaints and 309 allegations. The Commonwealth Ombudsman oversees matters (complaints) applicable under the *Complaints (Australian Federal Police) Act 1981* and exercised his discretion under section 24 of the Act not to further investigate 221 of these matters. All other referrals were managed through Professional Standards investigation or conciliation processes. (Information outlining management strategies for complaints and allegations is provided within the Appendix: Corporate Integrity – Tables 4 to 8).

Professional Standards continues to support AFP operations overseas with involvement in the security assessment for the AFP's International Deployment Group (IDG) operations in Sudan. Professional Standards maintained a full-time presence in the Solomon Islands, while providing a response capacity for IDG operations in Cyprus, Timor-Leste and Papua New Guinea.

Professional Standards continues to work closely with the Commonwealth Ombudsman and its counterparts in other state and territory police agencies in the detection and response to alleged unethical or corrupt behaviour.

The Fisher Review: Implementation

AFP Professional Standards, in partnership with the Commonwealth Ombudsman and the Attorney-General's Department, has been working towards implementing the Government's response to the 2003 Review of the Professional Standards of the AFP. The review, undertaken by the Honourable William Fisher AO QC, will implement a managerial model in dealing with minor complaints. The Government response culminated in the tabling in Parliament of the Law Enforcement (AFP Professional Standards and Related Measures) Bill 2006, which received assent through both houses of Parliament on the 23 June 2006. This Bill, when proclaimed, will enact the reforms through insertion of a new Part in the

Australian Federal Police Act 1979 while repealing the *Complaints (AFP) Act 1981*.

The reforms will refocus the work of Professional Standards and that of the Commonwealth Ombudsman towards more serious and complex complaints. Operationally, complaints dealing with minor breaches of the AFP's professional standards will be managed by line managers who are best placed to deal with underperformance and misconduct. The outcomes for these minor matters will place greater emphasis on changing behaviour rather than imposing punitive measures. Serious matters will continue to be investigated by Professional Standards with oversight from the Commonwealth Ombudsman.

Security

Professional Standards Security Team is responsible for maintaining both personnel and physical security services. The Commonwealth Protective Security Manual (CPSM) 2006 has been adopted as the AFP's key security policy and is relied upon to set strategic direction in whole-of-organisation security. The CPSM extends further by setting measurable criteria for the assessment process, reviews and appeals and provides benchmark standards for all the AFP's security needs. The personnel security-vetting process is an integral component of the organisation's recruitment strategy to ensure the agency is employing the most appropriate people.

Professional Standards Security processed 2,208 personnel security clearances and responded to 89 security operations matters both in Australia and abroad.

This year realised an increase in demand for Professional Standards security-operations capability, both domestically and overseas, and is a real indicator of prevention and protection strategies for core business activity. This security operations capability is also available to serve the needs of the AFP's international network.

During this reporting period, Professional Standards personnel-security vetting processed a substantial quantity of clearances, from Protected through to Top Secret. Increases in AFP recruitment requires timely personnel-security vetting services to be delivered.

Professional Standards is regularly reviewing these processes in line with Commonwealth protective-security standards.

Drug testing

As part of its commitment to a drug-free workforce, the AFP has established a drug-testing program for staff and contractors.

The key components of the AFP's drug testing strategy include:

- Mandatory Applicant Testing
- Mandatory Targeted Testing
- Mandatory Investigation Testing
- Mandatory Certain Incident Testing
- Mandatory Contractor Testing.

The Drug Program Project Office has also established offshore testing capabilities to cover AFP international deployments. All AFP personnel deployed to RAMSI contingent were tested 'in-situ' during June 2006. The results of tests for illicit drugs are shown in Table 9 in the Appendix.

Legal

AFP Legal comprises professional legal and paralegal staff, who provide legal advice and assistance to all areas of the AFP. The section is structured along functional lines, including dedicated lawyers in the areas of operational and information law, employment and litigation law, commercial law, counter-terrorism law and matters arising from deployments in connection with the International Deployment Group.

In 2005–06, AFP Legal provided advice on more than 1,600 matters. While this represented a small growth in the number of new files from previous years, many of the issues considered by AFP Legal were of an increasingly complex nature, reflecting the growing diversity of AFP core business.

Demand for general operational legal advice was high. Many statutes relevant to criminal investigations received legislative attention in the past year, prompting queries

within the AFP as new laws were put into practice, such as the codified federal drug laws, amendments to certain telecommunications-interception laws and aviation-security legislation. The scope of AFP activities across jurisdictional borders, and involving emerging or novel crime types, also generated demand for legal advice in respect of matters beyond traditional policing priorities.

There was a particular increase in demand for advice on industrial relations-related issues leading up to the negotiations of the new AFP Collective Agreements.

AFP Legal also manages claims and litigation against the AFP. AFP Legal was involved in a number of significant litigation matters, including *Rush v Commissioner of Police* [2006] FCA 12. During the hearing of the case, it was argued that the AFP had acted unlawfully by disclosing information to the Indonesian National Police. The Federal Court rejected this argument and confirmed that the AFP's actions, in cooperating with overseas law-enforcement agencies to combat transnational crime, were lawful.

In 2005–06, AFP Legal experienced a considerable increase in work in support of the Counter Terrorism portfolio, reflecting the overall growth of the portfolio in line with the domestic and international security environment. AFP Legal provided assistance in relation to a number of major AFP Counter Terrorism investigations and criminal prosecutions, including ongoing involvement in Operation Pendennis, which continues as a significant priority for the AFP. AFP Legal also provided assistance on the implementation measures introduced by the *Anti-Terrorism Act (No 2) 2005*, including the Control Order, Preventative Detention and Notices to Produce regimes. AFP Legal delivered high level training to Counter Terrorism investigators on a number of areas of significance, including police powers and protocols, and regularly participated in the Advanced Counter Terrorism Course.

The ongoing impact of changes to the Commonwealth Procurement Guidelines and a significant increase in AFP tendering processes in 2005–06 generated additional commercial legal work this year. Requests for commercial legal assistance have been received

from almost all functional streams. Notable client areas include Commercial Support, Information Services, Protection, International Deployment Group, Forensic and Technical Services, ACT Policing, Aviation, Learning and Development, People Strategies and Financial Management.

The continuing integration and streamlining of the Protection function within the broader AFP also required significant legal input, with an expectation that the need for assistance in this area will remain for some time.

This year saw deployments of AFP Legal officers as part of the operations of the International Deployment Group, with Legal staff currently in the Solomon Islands and Timor-Leste. Legal assistance in the Nori constitutional challenge to RAMSI operations required significant effort and resulted in the claim brought against RAMSI officials being struck out. The Court confirmed that the operations of the PPF in the Solomon Islands were both Constitutional and necessary. The deployment of lawyers to Timor-Leste has assisted in the settling of arrangements between members of the international forces assisting in the restoration of law and order.

As with previous years, AFP Legal benefited from the experience of seconded legal officers from the Attorney-General's Department and the Department of Defence to assist in operational areas. This support has been greatly beneficial to the area's capacity.

Financial Services

FINANCIAL MANAGEMENT

The audited financial statements in this annual report reflect the consolidated financial position of the AFP and the business operations of the PS. A key feature was a modest operating surplus of \$5.806 million for the year. Table 1 in the Appendix summarises the AFP's financial result.

The Chief Finance Officer's portfolio provides a range of corporate support services to the AFP, multi-jurisdictional bodies and AFP employees, including financial management, financial policy and governance, asset management, budgeting and reporting, accounts processing, payroll management and services, cash management, treasury, taxation compliance and internal and external reporting. The group has consolidated initiatives previously introduced to improve financial management, service delivery and accountability. The CFO's portfolio is continually seeking to improve its services by attracting and retaining high-quality staff with the right skills, and enhancing systems and processes.

Significant contributions during 2005–06 included:

- enhancements in taxation management, including Fringe Benefits Tax and the personal tax implications for AFP employees serving overseas
- development and ongoing update of Commissioner's Order 4, which provides mandated guidance to all employees, special members and seconded staff regarding the requirements of the *Financial Management and Accountability Act 1997* and associated Regulations and Orders
- implementation and ongoing development of a contemporary Shared Service Centre to provide a range of cost-effective transaction services to support the delivery of financial and payroll services within the AFP
- continued integration of the PS support, including the physical integration of budgets, financial

management, transactional service delivery and assets management

- provision of financial services to the delivery of the Government's new Aviation Security measures and transfer of the Asia Pacific Group on Money Laundering from the Australian Crime Commission
- continued financial and business-support service to the IDG, including significant cost analysis, budget management, taxation advice, financial advice, monitoring and reporting to support this dynamic portfolio
- ongoing business-process improvements and focusing on leveraging the technology available in corporate systems to improve business outcomes
- Further improvements in field-asset stocktake processes.

SHARED SERVICES

The AFP has established a contemporary Shared Service Centre to provide transactional support services to the AFP, including the delivery of payroll services, human-resource processing, accounts processing, simple procurement, credit card management, salary-packaging administration and corporate-system support.

Over the next two years, the AFP will continue to develop and expand its Shared Services Centre, aided by the development and implementation of new web-based technologies to deliver business-process improvement to flexibly support the dynamic needs of the AFP and its employees.

The Shared Service Centre will enable the AFP to move further toward best practice in the areas of financial and human-resource service delivery.

BUDGETS AND REPORTING

Over the next 12 months, the AFP will implement a contemporary budgets and reporting management system to improve AFP budget development, ongoing management and forecasting capabilities. The new

system is also expected to result in improved timeliness of information and with reduced effort. This will free up staff time for increased analysis and interpretation of the data.

Commercial Support

Commercial Support provides a range of services including Business Environments (delivery and management of new and existing AFP Business Environments, including major capital works and infrastructure projects, environmental management, leasing, facilities management), national procurement and contracts, travel management, criminal records, fleet management and insurance (including Comcover arrangements). A number of these services are provided with the assistance of outsourced service providers.

AFP BUSINESS ENVIRONMENTS

Over the next three to five years, the AFP will implement its strategic planning for Headquarters Business Environments, which will result in the co-location of its Headquarters functions at the Anzac Park precinct and at Majura. Delivered in partnership with the Department of Finance and Administration, the redevelopment of Anzac Park will primarily accommodate AFP's office-based Headquarters functions. The fit-out of the Anzac Park precinct will be internally funded from ongoing base appropriations.

As part of the consolidation process, the AFP is also in the advanced planning stage for the development of its Majura site. The Majura site will be developed over the next five years as AFP's principal learning and development facility. A master plan for the development of facilities at Majura and attendant capital management strategy are nearing completion.

Initiated in March 2005, to replace the Weston facility destroyed in the 2003 bushfires, the new indoor firing range was opened by the Commissioner on 12 December 2005. The nine-lane range provides firearms training for AFP recruits as well as ongoing recertification for Canberra-based members. The firing range won a

Master Builders Association award in a commercial building category in 2005–006.

A proposal for the development of canine kennelling and training facilities at Majura, to provide increased capability for drug detection, firearm and explosives detection and aviation security, has been referred to the Parliamentary Standing Committee on Public Works.

The Government provided capital measures funding (over four years) in the 2004–05 **Budget for the** redevelopment of the Australian Institute of Police Management (AIPM) site at Manly, NSW. Because of its location and history, the site is environmentally sensitive and has a complex planning approval framework. As a consequence, the focus of activity over the past year has been on procuring the necessary key services contracts needed to manage and implement this project, and on achieving the necessary planning approvals. Under the Project Master Program, the planning approval phase is scheduled to be completed by September 2006, with construction expected to start about December 2006.

In June 2005, a review of aviation security and policing at Australian airports (the Wheeler Review) was announced with an emphasis that there should be a full complement of policing functions using single-command structure at Australian airports. The AFP has entered into a number of new leases to accommodate the requirements of aviation security at 11 major and regional airports throughout Australia.

In 2005, the Australian Government provided funding to establish a Chemical, Biological, Radiological and Nuclear (CBRN) Data Centre. Capital works for the facility has begun and is due for completion in December 2006. The centre will operate 24 hours per day, seven days per week and be administered by the AFP and co-located with the AFP Bomb Data Centre. The centre will be a contact point for CBRN technical issues and provide a mechanism for access to the expertise that presently exists within Australian Government agencies and state and territory facilities.

The AFP has renegotiated and exercised options on a number of leases, including the AFP Headquarters

building in Canberra as well as state offices in Melbourne, Adelaide and Brisbane. The AFP has also completed a number of refurbishments of AFP sites in Canberra.

CRIMINAL RECORDS UNIT

The Criminal Records Unit is responsible for recording court outcomes and their disclosure for both law-enforcement and non-law-enforcement purposes. These court outcomes are contributed by Commonwealth law-enforcement agencies, regulatory bodies and the ACT court system as a consequence of AFP's policing role in the ACT.

Access to this information by Australian law enforcement agencies for authorised purposes throughout the Commonwealth of Australia is undertaken in conformity with the duties and functions of the AFP to enhance public safety. Criminal Records also makes this information available for non-law-enforcement purposes to a wide range of agencies, corporations and individuals, but only with the knowledge and consent of the individual to whom the information relates. This information enhances decision making for a variety of purposes, including security and employment vetting.

Screening of personnel in the current heightened security environment remains a key focal point for both the community and for the Government. There has been an increase in the number of criminal history checks undertaken, from approximately 350,000 in 2004–05 to 490,000 in 2005–06. **A significant proportion** of growth was due to a biannual renewal of Aviation Security Identification Cards (ASIC) for the aviation industry.

Roll-out of the equivalent Maritime Security Identification Card (MSIC) is expected to contribute significantly to checking activity in the next reporting period. At the time of reporting, this had added just over 9,000 checks with the remainder of the industry to be checked in the 2006–07 financial year.

In November 2005, automated processing of criminal history checks began through connection between

the AFP Criminal Records Enquiry and Disclosure Service (CREADS) and the CrimTrac agency. Further enhancements for CREADS are planned for implementation later in 2006 and early 2007. These will provide enhanced reporting capabilities, improved workflow management and the ability to handle higher volumes of check more efficiently with reduced turnaround times.

Criminal Records continues to work collaboratively with partners and stakeholders in supporting the law-enforcement community and the Government's commitment to enhanced safety and security.

PROCUREMENT AND CONTRACTS

While procurement is devolved in the AFP, it is supported by the National Procurement and Contracts team, which, in consultation with AFP's legal team, provides procurement and contracting advice to business areas of the AFP. The AFP has a dedicated contracting and procurement team to support the special requirements of the IDG. The AFP has, during the course of the year, conducted training courses covering procurement and reporting requirements and has established a panel of procurement specialists to assist with tendering processes and probity advice.

The AFP uses electronic tendering through the Government's AusTender system. It has complied with its reporting requirements by including a listing of contracts valued at \$100,000 or more on its website and publishing its annual procurement plan on AusTender.

Information Services

Information Services (IS) provides integrated, secure and cost-effective information and communications systems critical to every facet of the AFP's activity. Routinely, the portfolio:

- provides and maintains secure and effective information systems and networks, nationally and internationally
- extends and revises those facilities commensurate with changes in business need and availability of new products or services
- supplies advice, services and work products to business areas seeking to improve or enhance their business processes
- provides an ongoing support service to all users of AFP information systems
- delivers a specialist response capacity in active support of field operations
- using integration solutions, provides internal and external links facilitating data sharing with client and partner agencies.

Over the reporting period, the AFP has experienced growth and operational change with consequent impacts on IS services. To ensure that IS remains responsive and progressive in a fluid operational environment, significant structural changes have been made to the portfolio and efforts have been focused on active engagement with business areas.

Engagement has been pursued through IS representation in a number of formal AFP processes and by embedding business analysts in operational portfolios to assist them in determining their information requirements and in documenting work practices and processes.

Portfolio Structure

The new IS structure was introduced from September 2005 and continues to be refined. IS now comprises the Office of the CIO, Information Services Delivery and Business Information Solutions.

This structure:

- provides the business with a clearer appreciation of the role of IS
- establishes a partnership between planning, infrastructure and developmental aspects of IS so that AFP information and knowledge are managed and used effectively
- provides a consistent approach to business engagement and communication

Office of the CIO

The Office of the CIO (OCIO) continues to be responsible for establishing and managing the strategic direction for IS and for representing the interests and activities of IS to the AFP Executive and the broader community.

OCIO also manages a project-office function, where major projects can be initiated under the guidance of the CIO. In the previous reporting period, the Architecture Office was established in this way. During 2005–06, Project X has been a major focus for OCIO. The project was approved by the NMG in late 2005 and its outcomes will be critical for the AFP.

At the time of reporting, Project X is in the scoping phase, using broad consultation with 30 groups representing AFP business areas nationally to identify what the AFP needs from its operational systems in the next five to 10 years, and the options available for meeting those needs. The immediate focus of Project X is to use the outcomes from this consultative activity to prepare a bid for project funding.

Approaches have been made by the CIO to other Commonwealth agencies with investigative, regulatory, compliance and intelligence functions to determine where this project will have benefits beyond the AFP.

INFORMATION SERVICES DELIVERY

Information Services Delivery (ISD) is responsible for provision and management of AFP infrastructure, and for information content and classification, such as the Hub and external website. The ISD teams are also responsible



for the continuous improvement of AFP infrastructure and presentation of the information it supports.

Providing these services requires expertise in:

- data and hosting services
- IT services
- network services
- IT security
- information, records and document management
- web-management services
- service management office
- major events planning and coordination.

Over the course of the reporting period, ISD was responsible for supporting projects that enhanced the AFP's profile, nationally and internationally, ensured its effective operation on a day-to-day basis and ensured its immediate response to emerging situations. Some of the operations in which ISD capability has been demonstrated include:

- Operation Serene: ISD has developed a response capacity that delivers IT and communications capability within hours of deploying staff. On 25

May 2006, the AFP began its response to the developing crisis in Timor-Leste. A substantial number of officers drawn from across the AFP are assisting the Timor-Leste police and other international police agencies to restore law and order. ISD staff were part of the initial deployment to the country establishing satellite communications, network capability, video-conferencing facilities and communications to meet immediate requirements. It has since begun a consolidation exercise to ensure that ongoing communications and technology needs of fluctuating numbers of AFP staff deployed to Timor-Leste continue to be met.

- Police Operations Centres (POC): During 2005, ISD developed and delivered POCs to all police jurisdictions. This provided AFPNET-capability and video-conferencing facilities linking all jurisdictions and provided the communications capability that underpinned Operation Mercury and the security of the Commonwealth Games. While the POCs were established to meet the requirements of these high profile events, they are now available to support response to any incident where interaction between jurisdictions and the AFP is necessary.
- Operation Mercury (MJEX): ISD deployed technology and personnel to support the MJEX, the largest counter-terrorism exercise ever undertaken in the southern hemisphere, involving more than 4,000 people from local, state and Commonwealth agencies and real-time involvement by the Prime Minister, senior Ministers, police commissioners and the Governor-General. MJEX provided an opportunity to test the POC structure and much of the technology infrastructure that was deployed for the Commonwealth Games.
- Commonwealth Games: Technology and personnel were deployed by ISD to support the AFP's efforts in providing a Commonwealth law-enforcement capability at the Commonwealth

Games in Melbourne in March 2006. The Melbourne Office Major Incident Room maintained coverage of all AFP operations over the Games period 24 hours a day, seven days a week.

- Voice-over Internet Protocol (VOIP): ISD continuously reviews new offerings to ensure that the AFP is using contemporary technology. As part of a technology refresher program, ISD qualified the use of VOIP telephony as offering economies of use, and increased functionality, over the current use of analogue telephony. A phased replacement of the existing analogue voice network is in progress.
- Australian Protective Services (APS) integration: Arising from the Cornall Review into counter-terrorism arrangements in Australia, was the determination by the Government in 2001 that the APS would be integrated into the AFP. ISD has been closely involved in this operation. Integration of the former PS network into the AFP network included projects to upgrade security standards and improve core elements of the network to allow APS employees to access AFP systems. This work is complex and will continue to engage ISD over the next one to two years.
- Project Jupiter: Project Jupiter is a project highlighting the critical contribution of ISD to frontline security initiatives. As a part of its growing emphasis on countering security threats, the Government directed that a new policing and security presence be delivered by the AFP at major Australian airports. Project Jupiter involves delivery and maintenance of IT infrastructure and systems at 17 new operating locations at 11 airports, and has a major impact on the AFP network, support services and resources.

BUSINESS INFORMATION SOLUTIONS

Working in conjunction with the AFP's business areas, Business Information Solutions (BIS) takes a lead role in assessing emerging business requirements and develops IT applications and services that meet both operational and corporate needs. Over the reporting period, BIS has provided the people and skills to work with AFP business areas to document work processes and practices. The operational areas that have benefited from this approach to date include the new Aviation portfolio, Intelligence, the Transnational Crime Coordination Centre, some elements of ACT Community Policing, and Human Resources. BIS comprises:

- business process and analysis
- SAP development
- PROMIS and web development
- specialist business applications
- systems development support
- Integration Coordination Centre
- test and quality assurance
- library services
- reporting and analytics.

The activities of BIS are aimed at maintaining current high standards of performance and at monitoring and actively pursuing a range of solutions that will ensure future operational capability. The contribution of BIS to projects with major implications for the organisation has been significant.

PROMIS Development

PROMIS remains at the forefront of investigative and case-management systems used by law-enforcement agencies across the world. BIS has continued to extend PROMIS functionality in line with the strategic focus identified in the AFP Strategic Plan. Of significance over the reporting period was the release of a revised ACT Case Management interface providing improved work flow and time efficiency. In November 2005, National Case Management functionality was reviewed with the result that improvements are being made to business

flows that will address long-standing productivity shortfalls. BIS also manages an ongoing program of refreshment and improvement to ensure that PROMIS continues to deliver against current and emerging operational requirements.

Project Walsingham

Intelligence is increasingly critical to the AFP's strategic and operational environment. BIS has been working cohesively with the Intelligence portfolio to identify and develop new tools to improve and extend the intelligence capabilities of PROMIS. Work has progressed on the analysis and development phases of three components of the project:

- the Crime Activity Analysis module that can identify similar activity in otherwise disparate cases
- the Text thesaurus/data categorisation enhancements
- the Intelligence Workspace.

All of these will provide critical support for AFP Intelligence activities and operations into the future.

In-Car Computing

The AFP maintains a considerable amount of operational data electronically and rapid and secure access to this data is critical to positive operational outcomes. BIS had been monitoring options for in-car and mobile computing and some internally funded work had been undertaken. During October 2005, \$394,000 was made available from the ITSA-confiscated assets account to support an evaluation and trial of an in-car computing solution for operational police. Initial testing of a solution has been completed successfully. BIS is undertaking more rigorous testing at the time of reporting. Subject to funding, rollout should be possible in the final quarter of 2006. This capability will provide an additional time and access efficiency in the operational environment.

Project Hummer

Effective corporate support systems are critical to meeting staff expectations in relation to terms and

conditions of service. In Project Hummer, BIS has aimed to radically improve corporate systems (HR and Finance) through upgrading the AFP's SAP system. Improved and widely expanded employee- and manager-self-service facilities will enhance overall business effectiveness and efficiencies. This increased automation has been a feature of much of the work BIS has delivered in this area. It will ease the load on operational members and form a central plank of the new Shared Services Centre for AFP/PS. Success with this work will ensure that the AFP will establish systems that are able to add considerable value to the organisation.

Case Management and Intelligence System (CMIS)

CMIS was conceived by BIS as part of the AFP's capacity-building offerings in the Pacific. It has grown considerably beyond these initial expectations, and is now used by the LECP for initiatives in Indonesia, the Philippines, China and Malaysia. Interest has also been expressed by the UK and the US capacity-building programs.

AFP owns the intellectual property for CMIS although the application is built commercially by a third-party vendor. As the reach of the project has now exceeded its original intention, a review has begun to establish new governance arrangements for CMIS and to support planning, future development, deployment and related issues. CMIS demonstrates the creative and responsive capabilities of the BIS team.

Geospatial Information Systems (GIS)

BIS is working towards establishing GIS capability, to provide further significant capability across the AFP. Through its business-assessment processes, BIS has established that the availability of a GIS would provide support to three critical activities.

- Operational: for example, in covert tracking of objects, vehicles and vessels and surveillance of vehicles and vessels
- Planning such as, installation of surveillance equipment or operational planning for high-risk

warrants, terrorist/hostage incidents or bomb incidents

- Demographic crime reporting.

BIS is undertaking geospatial dataset acquisition (mapping data/overlays), strengthening GIS relationships with such agencies as Defence Imagery and Geospatial Organisation and Geoscience Australia, and trialling some geospatial software solutions.

Forensic and Technical

Forensic and Technical comprises Forensic Operations, Technical Operations, the new Chemical, Biological, Radiological, Nuclear and Explosives Data Centres (CBRNEDC) and an Operations Support Group. This year, the portfolio made significant contributions to AFP goals by providing specialist support for national operations, regional deployments, training and capacity building and especially Australia's response to the Indian Ocean tsunami. Australia, in partnership with other countries and agencies, continued to provide leadership and operational support to aid in DVI activities in Thailand until February 2006.

The newly formed CBRNEDC will increase the AFP's capacity to provide intelligence and assist in combating the threat of chemical, biological, radiological, nuclear or explosive incidents, domestically and internationally.

Significant investments have been made in ongoing research, development and implementation with many outstanding examples of enhanced science and technology tools contributing to intelligence and operational outcomes.



The major AFP forensic facility is located at Weston in the ACT and provides services to national, international and ACT-based investigations.

FORENSIC OPERATIONS

Throughout the reporting period, Forensic Operations continued to provide a wide range of forensic services in a demanding and dynamic environment. The broadening scope of forensic support to international capacity-building response to major incidents and the more traditional role of providing forensic services to ACT and national investigations has provided both challenges and opportunities, and included a major commitment to the conclusion of Australian involvement in the tsunami operation in Thailand. AFP Forensic and Technical continues to enhance its reputation both nationally and internationally as the service provider and partner of choice.

ACT and National Field Services

Forensic field operations continue to service AFP investigations internationally, nationally and in the ACT through the application of appropriate and high-quality crime scene, fingerprint, firearms and physical-evidence investigations. International requests have resulted in staff being deployed to assist in drug and counter-terrorism operations in Indonesia and crime scene investigations in Timor-Leste and the Solomon Islands. Crime Scene personnel have continued to contribute and support overseas capacity-building projects and initiatives, including the Jakarta Centre for Law Enforcement Co-operation, in Indonesia. Regional crime-scene personnel have supported a number of significant operations relating to counter terrorism and drug importations. Forensic Drug investigations include a number of very large and varied drug importations:

- 400kg of ecstasy tablets
- 2,001,600 commercially packaged pseudoephedrine tablets
- 46kg of methylamphetamine (ice), heroin concealed in fish and other large concealments containing cocaine, GHB, GHL and amphetamines
- clandestine drug laboratories.

In the ACT, Forensic Field Services continued to provide forensic support for the ACT Policing investigations, including several homicides and serial sex offences. Forensic Operations continues to assist in the forensic investigation of several high-profile cold cases.

Laboratory Services

The disciplines within the Laboratory Services portfolio continued to provide expert forensic support primarily in response to volume and serious crime to ACT Policing and serious crime relating to national and international investigations. The majority of national forensic investigations have related to counter terrorism and drug investigations. The implementation and utilisation of the latest technology and procedures continued this year, both in the laboratory and the field. Research and resources were committed to enhance a diverse range of techniques including DNA analysis, explosive, paint and glass analysis and counterfeit identity-document identification. These measures assist the Laboratory Services teams to continue to operate as leaders in the areas of their respective disciplines.

A significant number of personnel and equipment from Laboratory Services was deployed to Melbourne in March for the duration of the Commonwealth Games. Involvement in this operation further strengthened the relationship with counterparts in state and national agencies.

Laboratory Services engagement in capacity-building projects continued in the Philippines and Indonesia, and personnel were deployed in support of serious incidents that occurred in Bali and Thailand reinforcing our standing internationally. Each of the disciplines maintained provision of forensic support and training to a number of external organisations. During this period, the responsibilities and functions of the portfolio have continued to expand, resulting in a challenge to meet these increasing requirements, and the expectations of the organisation.

Electronic Evidence

The Computer Forensic Team (CFT) continued to support AFP operations across many crime types, including relatively recent initiatives concerning Online Child Sexual exploitation, Offshore Counter Terrorism and Fighting Terrorism at Its Source. Requests were notable for the increasing volume of data seized, compared with the past and the increasing number of mobile phones to be examined. Major operations included Operation Pendennis to which considerable resources were directed.

Members of the CFT and Forensic Imaging section, including members with high level skills in digital imaging and forensic artistry, were deployed to assist overseas law-enforcement agencies with offshore investigations. Excellent results have been achieved with these initiatives.

Forensic Counter Terrorism

The Forensic Counter Terrorism team was developed this year to extend the rapid-response capability of Forensic Services. The team almost trebled in size to include Logistics, DVI, JCLEC training, development of CBRN capability and ongoing commitment to counter terrorism operations. The FCT area has provided a marked increase in expertise, equipment and response capability in support of a wider range of incidents, including terrorism, major crime and natural disasters within Australia and overseas. Some notable operations include simultaneous warrants as part of a multi-jurisdiction counter-terrorism investigation, support to Victoria Police during the Commonwealth Games, intelligence gathering and assistance following terrorist attacks in London, Indonesia and Sri Lanka. The Forensic Counter Terrorism team has been heavily involved in providing forensic support to investigations in Timor-Leste.

Forensic Counter Terrorism continues to be engaged with a number of external agencies including the ACT and national CBR Working Groups, Chemical Warfare Agent Laboratory Network, DFAT, the Department of Prime Minister and Cabinet and EMA in providing a whole-of-government approach to developing capability

and responding to terrorist incidents. The team has been active in the South-East Asia region, building a capability in DVI and post blast examination.

TECHNICAL OPERATIONS

Technical Operations provides technical support and advice to AFP operations. This is achieved through the delivery of operational support services by the:

- Police Technical Teams
- Telecommunications Interception Division
- Radio and Electronic Support
- Capability Development and Engineering

Technical Operations has achieved significant technological advances that have enabled new capabilities. This has been achieved through both effective innovation and maintaining effective relationships with law-enforcement and intelligence-partner agencies, domestically and overseas.

Police Technical Teams (PTTs)

PTTs are based in five locations around Australia and are responsible for conducting covert technical operations in support of ACT Policing, national and international investigations. The functions of the PTTs include covert technical surveillance providing audio, imagery data or tracking product on targets, equipment procurement, training and policy development.

During this year, a number of PTT operations successfully involved a whole-of-government approach to response situations and international operations focused in South-East Asia and the Pacific region.

The PTT also provided advice, training and equipment to the AFP's law-enforcement partners overseas through the LECP.

Telecommunications Interception Division

AFP investigators continued to use telecommunications interception as an effective and flexible tool to gather evidence against persons suspected of committing or having committed serious criminal offences, including narcotics trafficking, acts of terrorism, defrauding the

revenue of the Commonwealth and, more recently, the downloading of child pornography from the Internet.

The Telecommunications Interception Division (TID) supports the investigators engaged in the investigation of these offences by providing a warrant provisioning, monitoring, record-keeping and report service in accordance with the provisions of the *Telecommunications (Interception and Access) Act 1979*, and a record-keeping and report service with respect to the *Surveillance Devices Act 2004*.

TID is also responsible for providing investigators with evidentiary packages, including evidentiary certificates and CDs containing lawfully obtained information, which form an integral part of the Crown's case. When the whole prosecution and appeal process is finally over, TID is responsible for ensuring that the associated lawfully obtained product is destroyed. The extent to which investigators and TID comply with the provisions of both Acts is scrutinised meticulously by the Commonwealth Ombudsman's Office.

Radio and Electronic Support

Radio and Electronic Support manages the AFP's mobile-radio communications systems, tracking systems and



Forensic officers in Bali following the October 2005 bombing.

taped record-of-interview systems throughout Australia and overseas.

With the release of the Sadleir Review and the Wheeler Review, Radio and Electronic Support has been heavily involved in providing estimates for, and the installation of radio communications equipment for the National Protection Operations Centre (NPOC) and radio communications and record-of-interview equipment for the 11 major airports for which the AFP will be providing uniformed police (Project Jupiter). These projects complement and add to the project to upgrade the radio-communications systems used by the former Australian Protective Service that was absorbed into the AFP within the Protection portfolio.

Support to the International Deployment Group has been provided through the provision of some 200 portable radios, 15 mobile radios and 3 base station/repeaters. In addition, a technical officer has been deployed to Timor-Leste to install and maintain the systems that have been installed there.



Support was provided to AFP Surveillance Teams through the development of training in the use of tracking systems and general surveillance equipment.

The present generation of equipment and systems, used by the AFP to tape-record interviews of suspects is about to reach the end of its useful life. A Request for Tender (RFT) has been developed to replace the AFP's inventory of taped record-of-interview systems over a two-year period. The project will be advanced under the AFP's Asset Replacement Program.

Technical Operations represents the AFP and Australian Government interests in mobile radio communications and record-of-interviews equipment and systems at various national committees.

The AFP is a full member of the Law Enforcement and Security Radio Spectrum Committee, formed under the auspices of the Australian Police Ministers Council, to ensure mobile radio systems are compatible and interoperable.

Capability Development

Capability Development is concerned with new field-deployable technical capabilities in support of AFP operations.

During the reporting period, Capability Development has:

- provided capability under the Surveillance Devices Act
- developed new surveillance device-switching systems
- supported LECP programs and training
- provided technical advice to other functional areas of the AFP.

Capability Development liaises with other law-enforcement and intelligence agencies, which has resulted in the purchase of new technology solutions in the reporting period.

Engineering

Engineering liaises with Commonwealth and state and territory law-enforcement and security agencies and overseas partners in relation to engineering standards

and contracts for telecommunications interception on behalf of the AFP and Australian law-enforcement agencies more generally. Statements of compliance with interception obligations from telecommunications carriers are assessed as part of this.

Engineering participates in and chairs national committees that meet regularly to oversee and regulate national telecommunications interception activities.

In the May 2006 budget, new funding was provided to the AFP, which will enable additional recruitment and acquisition of new skills and equipment for the Telephone Intercept (TI) area.

A further initiative announced by the government in the 2006 budget will permit new infrastructure development in support of Counter Terrorism operations. In particular this will include the collection and monitoring of several forms of electronic-surveillance material, and will permit its correlation with telecommunications interception product.

As part of the fight against terrorism, Engineering is providing assistance to the AFP's partner agencies in South-East Asia for the development of comprehensive national surveillance infrastructure, including the commissioning of new TI and related monitoring centre facilities.

FORENSIC OPERATIONS SUPPORT

Research and Development

Forensic Services continues to maintain a strong research and development focus that has concentrated on priority areas including field-portable equipment, explosive residue analysis, DNA profiling, electronic evidence, illicit drug profiling, trace evidence, and latent fingerprint detection. Research projects have been undertaken across all of these areas in collaboration with a number of industry and academic partners. A number of projects involve funding from the Australian Research Council (ARC).

Of particular note over this reporting period has been the support provided to the National Security Science

and Technology (NSST) Unit, the Department of Prime Minister and Cabinet, for a number of counter terrorism-related projects. This has included collaboration on a project to investigate various aspects of organic peroxide explosives. Partner agencies for this specific initiative include the Defence Science and Technology Organisation (DSTO), Forensic Science South Australia, the Victoria Police Forensic Services Department, the Chemistry Centre, Western Australia, Flinders University and the University of South Australia.

Information Management

A tendering process is nearing completion for the purchase and implementation of a forensic laboratory information management system (LIMS). This initiative will provide Forensic Services with a state-of-the-art case management and exhibit handling capability to enhance both productivity and accountability across all disciplines. The project is scheduled to be completed by the end of 2007.



Quality Assurance

Forensic Services continues to comply with international accreditation standards (ISO 17025) to ensure the delivery of quality forensic science support for AFP investigations. Laboratory accreditation with the National Association of Testing Authorities (NATA) was reassessed in the second half of 2006 and accreditation renewed for a further two-year period. For the first time, the AFP's Audio and Video Laboratory was also inspected and accreditation against ISO 17025 achieved. This is the first audio-and-video enhancement facility in Australia to gain such accreditation. Forensic Services also provided quality assurance oversight for the AFP's Breathalyser Calibration Laboratory and this facility also achieved NATA accreditation over this reporting period.

In September 2005, a special meeting of the COAG agreed to the creation of the Chemical, Biological, Radiological and Nuclear Data Centre (CBRNDC). The AFP has created an SES Band 1 manager position to facilitate the creation and continued management of CBRNDC. The position also manages the Australian Bomb Data Centre (ABDC).

Australian Bomb Data Centre

The Australian Bomb Data Centre's core function of collecting, analysing and disseminating information regarding the unlawful use of explosives remains unchanged. The centre's additional role in regional counter terrorism capability development, noted in the previous reporting period, has also remained and continued to grow.

One of the significant achievements of this new role was the formal opening of the Philippine Bomb Data Centre in September 2005, at which Tony Hely, Ambassador of the Australian Embassy in Manila, was the special guest of honour and keynote speaker. A similar centre is being developed in Kuala Lumpur, Malaysia. A scoping project in Thailand has resulted in the establishment of a Commonwealth-funded project for the development of the Thailand Bomb Data Centre, commencing in the financial year 2006–07. **Discussions and scoping**

studies have also been conducted for future projects in Indonesia.

The ABDC continued its involvement with AFP international and domestic operations with members deployed in support of AFP response to incidents. Key examples are the bombing of the London Underground system in July 2005 and the bombing of three tourist restaurants in Bali, Indonesia, in October 2005. The ABDC also provided extensive support to several domestic counter-terrorism investigations.

The collection and analysis of data relating to explosive incidents within Australia continued along with monitoring of relevant regions internationally. In the reporting period, 143 classified and unclassified publications were issued by the centre with the centre responding to 279 requests for information by stakeholders.

The centre's commitment to the training, both internally to the AFP and externally to appropriate Commonwealth agencies, continued with 1,148 staff hours committed to the training of 1,284 personnel.

The 2005 annual ABDC conference attracted in excess of 250 delegates, primarily from policing and military organisations. The conference attracted both Australian and International delegates with approximately nine countries represented.

Of particular note, with regard to international cooperation between bomb data centres and related agencies, was the establishment of the International Bomb Data Centre Working Group (IBDCWG). The group held its inaugural meeting in July 2005 where the Director of the Australian Bomb Data Centre was selected as the inaugural chair. The aim of the IBDCWG is to achieve the efficient, effective and timely exchange of international technical intelligence related to the unlawful use of explosives.

FORENSIC SERVICES DRUG SUPPORT GROUP

The Forensic Drug Support Group coordinates two Memoranda of Understanding (MOU) between the AFP and the National Measurement Institute (NMI).

The first MOU is for routine analysis of AFP-seized illicit drugs and reporting of results. The second is chemical profiling for the Australian Illicit Drug Intelligence Program.

Australian Illicit Drug Intelligence Program (AIDIP)

AIDIP is an ongoing partnership between the NMI and the AFP. NMI provides chemical-impurity profiling data on AFP seizures of heroin, cocaine and ATS. AFP Forensic Services provides physical-profiling data on the packaging, method of concealment and other details of the illicit substances.

Chemical and physical profiles are combined onto a common AIDIP database and product supplied to AFP Intelligence and other stakeholders. Over the past 12 months, the Joint Drug Intelligence Team (JDIT) has provided 52 drug-information reports containing chemical and physical profiling information on AFP seizures of interest, and JDIT circulated posters depicting current AIDIP-profiling projects, nationally and internationally.

During the year, regular profiling of heroin and cocaine seizures were completed and added to the database, a paper was submitted for publication in conjunction with the United States Drug Enforcement Administration's (US DEA) Special Testing and Research Laboratory on the heroin seized from the freighter, *Pong Su* (Operation Sorbet). This paper identified the heroin as a new category of heroin not previously encountered.

AIDIP and NMI staff travelled to the US and Europe, exchanging information and methodology with the US DEA's Special Testing and Research Laboratory in Washington DC and the Netherlands Forensic Institute.

Method development is well under way for ATS seizures, with a European standard for MDMA being implemented by profiling chemists in Europe, US DEA and Australia. It is proposed that common methods for amphetamines and methylamphetamine will be agreed upon and implemented in the near future.

Heroin

During 2005-06, the AFP delivered 37 seizures of heroin to the Australian Forensic Drug Laboratory (AFDL) for chemical analysis including origin determination. Following confirmation of identity and purity determination each seizure was subjected to profiling as part of the Heroin Origin Program. The breakdown for the reporting period, as well as 2004-05, is given in the table below:

Table G: Origin of heroin seized during 2004-05 and 2005-06

Classification	South-East Asian %	South-West Asian %	Unclassified
Jul-Dec 2004	64.5	35.0	0.5
Jan-Jun 2005	78.7	19.2	2.1
Jul-Dec 2005	81.2	17.5	1.2
Jan-Jun 2006	78.3	21.7	0

This data is based only on those border level seizures submitted by AFP to the NMI for origin determination and may not reflect the situation at street level.

The bulk of the heroin samples that were cut had been adulterated with caffeine or paracetamol or a mixture of both.

The purity of the seized heroin remained high with a median value of 68.8 per cent, minimum of 3.5 per cent and a maximum of 79.6 per cent.

Cocaine

During 2005–06, the AFP delivered 70 seizures of cocaine to the AFDL for chemical analysis including origin determination through the Cocaine Origin Program. The breakdown by origin for the Cocaine is given in Table H.

Table H: Origin of cocaine seized during 2005–06

Classification	%
Colombian	59
Peruvian	27
Bolivian	0
Unclassified	14

The average purity of cocaine remained high with a median level of 82.2 per cent and a range of 14.8 per cent to 92.3 per cent.

Adulterants, as a percentage of adulterated seizures, found in cocaine during this period were:

- caffeine (22.5 per cent)
- benzocaine (17.5 per cent)
- levamisole (10 per cent)
- diltiazem (15 per cent)
- phenacetin (10 per cent)
- procaine (5 per cent)
- hydroxyzine (10 per cent)
- lignocaine (5 per cent)
- paracetamol (5 per cent).

The most interesting of these adulterants were levamisole (an anthelmintic drug), diltiazem (used to treat angina and cardiac arrhythmias), and hydroxyzine (used as an antihistamine and a tranquilizer). These adulterants had not been observed previously in border-level seizures of cocaine. Discussions with the US DEA scientists confirmed that they have observed these substances during the past year as have the scientists at the BKA (Germany's federal police).

MDMA (ecstasy)

During 2005–06 AFDL has profiled 34 seizures of MDMA. The largest group had been produced from the precursor 3,4-MDP-2-P, methylamine hydrogen and platinum catalyst.

Table I: Synthetic route for MDMA seizures during 2005–06

Classification	%
Pt/H ₂ Reductive Amination	45.0
Mercury Amalgam Reductive Amination	7.3
Sodium Borohydride Reductive Amination	23.7
Unclassified	24.0

The median purity of ecstasy during this period was 24.6 per cent with a range of 1.9 to 74.4 per cent.

The most common adulterants found were caffeine and ketamine.