



AFP
AUSTRALIAN FEDERAL POLICE

CHAPTER 5

Corporate Services



CORPORATE

CORPORATE SERVICES

Corporate Services comprises those areas administered by the Chief of Staff (below) and the Chief Operating Officer (page 102).

These services provide the administrative and technical support required by the operational and operational support areas.

OFFICE OF THE CHIEF OF STAFF

Chief of Staff Portfolio

The Chief of Staff portfolio is directly responsible to the Commissioner and manages a number of AFP corporate and executive services. The portfolio comprises the following functional areas:

- Performance and Planning
- Ministerial
- Policy and Strategic Services (incorporating Legislation)
- National Media
- National Marketing and Communications
- Recognition and Ceremonial
- Executive Services
- Australian High Tech Crime Centre.

The portfolio supports the Commissioner as Chair of the Australian Crime Commission (ACC) Board, co-chair of the Asia Pacific Money Laundering Group and Deputy Chair of the Australian National Council on Drugs (ANCD).

The portfolio also manages the hosting arrangements for the Australian High Tech Crime Centre (AHTCC), the Asia-Pacific Group on Money Laundering Secretariat and the Australian Institute of Police Management.

Following a recent structural review, the portfolio will assume responsibility for both the AFP's Legal and Professional Standards functions. A transition is occurring within the AFP's Performance Reporting unit (part of Performance and Planning) from the Chief of Staff to the Chief Operating Officer portfolio, at which time the function will become the AFP Business Analysis Unit.

In addition to these activities, the portfolio is responsible for the delivery of the *International Policing Toward 2020* conference, which the AFP is hosting in Canberra in November 2007. The conference will provide a forum for high-level dialogue, exploring the likely influences that will shape crime and law enforcement through to the year 2020.

PERFORMANCE AND PLANNING

Performance and Planning contributes to the strategic goals of the AFP through performance monitoring, management and reporting. 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.

Major activities during 2006–07 included:

- Developing partnerships with universities and quality external providers to develop economic

and other measures of performance for AFP activities.

- Managing the AFP's business-planning processes by facilitating the creation of a revised hierarchy of consistent and coherent business plans, which link operational activity to AFP strategic objectives.
- Developing the strategic direction for AFP Governance and providing quality assurance for the Governance Instrument Framework, which included a comprehensive instrument review program resulting in the application of publishing standards to 68 new or revised instruments, 69 revocations and 111 other amendments.
- The conduct of 17 Business Activity Analysis reviews to critically examine the operations undertaken and resources utilised to deliver AFP services.
- Coordination of the review into the AFP's medium-term financial outlook by Len Early, a former Deputy Secretary of the Department of Finance and Administration. The review focused on the development of strategies to address budget challenges, including enhancements to the budget and performance frameworks, to facilitate longer term planning, and to improve efficiency and effectiveness.
- The coordination of 34 officers seconded to the Australian Crime Commission, Centrelink, Family and Community Services and Indigenous Affairs, the Australian Taxation Office and the Department of Environment and Water Resources.

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 the coordination of all parliamentary documents, Estimates briefings, answers to questions on notice, Committee documents and the Cabinet Liaison function.

The AFP has a Law Enforcement Liaison Officer (LELO) in the office of the Minister for Justice and Customs. This officer provides a single point of contact for Ministerial staff from the offices of the Minister for

Justice and Customs and the Attorney-General. This officer maintains a key operational relationship with both Ministerial offices to provide timely advice on law enforcement matters. This officer works closely with, and is supported by, the Ministerial team.

On 9 March 2007, Senator the Hon. David Johnston was appointed as the Minister for Justice and Customs. As part of the Minister's induction to the portfolio, the AFP prepared a comprehensive incoming Minister's brief.

Table G: Ministerial work progressed

Category	2004-05	2005-06	2006-07
Ministerial Briefings Including PPQs	770	963	1061
Items of Ministerial Correspondence	428	543	558
Questions on Notice	32	32	33
Senate Estimates briefs including answers to Questions on notice	176	195	311

POLICY AND STRATEGIC SERVICES

Policy and Strategic Services (PSS) is the central arm of policy development for the AFP and focuses on ensuring that the policy needs of the Commissioner and the Government are met in a law enforcement context. Given the rapidly evolving security and crime environment, the AFP is committed to being a forward-looking organisation whose policy capability is attuned to the future needs of national and international law enforcement. In doing so, The PSS works closely with internal stakeholders and a wide range of external partners including the Department of Prime Minister and Cabinet, the Attorney-General's Department and the Department of Defence.

During 2006-07, the AFP's policy capability was reviewed by an external consultant, Dominic Downie, a former senior officer of the Public Service Commission. Mr Downie made several

recommendations aimed at enhancing the quality of policy advice and development at all management levels within the organisation. In line with his recommendations, and following endorsement by the Executive Management Board, the Commissioner announced the creation of the new position of National Manager Policy and Future Strategies with direct responsibility to the Commissioner's office.

In order to align its outcomes with the priorities of the AFP, the PSS comprises the following teams:

- National Security and International Law Enforcement
- National Policy and Briefings
- Drugs Policy
- Australian Crime Commission and Asia-Pacific Group on Money Laundering
- Strategic Services
- Legislation Program

NATIONAL SECURITY AND INTERNATIONAL LAW ENFORCEMENT

National Security and International Law Enforcement provides policy advice and coordination in relation to the International Deployment Group, counter terrorism, aviation and protection security, international law enforcement, high-tech crime (including child protection and online child sex issues) and emerging crime issues.

In 2006–07, the section assisted with the development of the AFP's international engagement and country strategies for the International Network. Policy support and guidance was also provided for the development of the International Deployment Group Future Strategy and the enhancement of interoperability between the AFP and the ADF. The section also contributed to reviews of AFP missions in the Solomon Islands, Timor-Leste and Sudan as well as supporting the Commissioner's and Senior Executive's commitments to the Secretaries Committee on National Security (SCNS) and the National Security Committee of Cabinet (NSC).

NATIONAL POLICY AND BRIEFINGS

The National Policy and Briefings section supports the peak internal decision-making bodies of the AFP: the Executive Management Board and the National Managers' Group. The section manages AFP involvement with peak national law enforcement policy bodies, including the Ministerial Council for Police and Emergency Management-Police, the Police Commissioners' Conference and the Australasian Crime Commissioners' Forum, and delivers AFP responses to emerging national law enforcement policy issues.

This section also coordinates the annual development of the AFP's new policy proposals for consideration in the Budget process.

During 2006–07, this section:

- Represented the AFP on the multi-jurisdictional implementation team for the establishment of the Australia and New Zealand Policing Support Agency (ANZPSA).
- Worked in consultation with other Commonwealth agencies to develop a whole-of-government proposal to address family violence and child abuse in remote indigenous communities. This included identifying a need for a stronger, coordinated law enforcement effort to address the issues.
- Supported the establishment of the National Police Memorial, principally by providing support to the National Police Memorial Steering Committee, chaired by Deputy Commissioner John Lawler.

Drugs Policy

Drugs Policy contributes to the ongoing delivery of Australia's National Drugs Strategy by providing advice to high-level drug policy forums, such as the Ministerial Council on Drug Strategy and the ANCD of which the AFP Commissioner is Deputy Chair.

During 2006–07, this section:

- Represented the AFP on the Intergovernmental Committee on Drugs (IGCD), the Standing Interdepartmental Committee on International Narcotics Issues and the National Working Group on the Diversion of Precursor Chemicals.

- Participated on the Board of Management of, and provided support to projects conducted under, the National Drug Law Enforcement Research Fund (NDLERF).
- Contributed to the successful outcome achieved by the Australian delegation at the 50th Session of the Commission on Narcotic Drugs in Vienna in March 2007. An Australian resolution recognising a newly established regional forum on precursor chemicals, was endorsed by the Commission.
- Contributed to the development of the Law Enforcement component of the National Strategy on Amphetamine Type Substances (ATS), developing and progressing new policy initiatives for additional measures to combat ATS trafficking which resulted in the AFP receiving \$10.4 million in the 2007 Budget to implement those measures.

AUSTRALIAN CRIME COMMISSION AND ASIA/PACIFIC GROUP ON MONEY LAUNDERING

The Australian Crime Commission and Asia-Pacific Group on Money Laundering section supports the Commissioner as Chair of the Australian Crime Commission Board, and as permanent co-chair of the Asia-Pacific Group on Money Laundering.

The Chair works closely with Commonwealth, state and territory colleagues to ensure the AFP and the ACC are well positioned and partnered to continue identifying and dismantling major organised criminal activity. In 2006–07, the AFP provided a submission to the Parliamentary Joint Committee on the Australian Crime Commission's Inquiry into the future impact of serious and organised crime on Australian society.

The AFP continued to strengthen its money-laundering role through forums, such as the Asia-Pacific Group on Money Laundering (APG). The APG Secretariat, which is hosted by the AFP in Sydney, has continued to expand its membership and its impact on strengthening initiatives to counter money-laundering and terrorist financing. As part of its commitment to the APG, the AFP also hosts every second annual meeting involving up to 300 delegates from more

than 30-member jurisdictions. The 2007 meeting was held in Perth, WA, in July 2007.

STRATEGIC SERVICES

AFP Strategic Services provides a crucial link between the AFP's emerging operational environment and the development of AFP policy and corporate strategies. In 2006–07, the section supported the AFP Executive's strategic considerations and actions by:

- Developing the AFP's 2007–11 Strategic Plan
- Compiling the annual scan of the AFP's emerging operating environment, looking ahead up to two years
- Developing themes and content for the *International Policing Toward 2020* conference to be hosted by the AFP in November 2007.
- Completing a scenario-analysis project, exploring factors shaping the AFP to 2011.

Legislation Program

The Legislation Program coordinates AFP input to legislative review and reform processes. In particular, it gathers and consolidates information from within the organisation about issues arising in the operating environment that may warrant legislative treatment; coordinates AFP submissions to reviews of existing legislation; and supports the Attorney-General's Department's management of specific legislative change processes relevant to the AFP.

During the financial year, the Legislation Program coordinated the AFP's participation in the statutory review of the Commonwealth's counter-terrorism legal framework by the Parliamentary Joint Committee on Intelligence and Security. This section coordinated the Australian Law Reform Commission's reviews of sedition offences, the *Privacy Act 1988* and legal professional privilege. The Program also contributed to the Government's policy reviews of extradition and mutual assistance legislation.

The most significant legislative amendments progressed by the section in cooperation with the Attorney-General's Department were contained in the *Crimes Legislation*

Amendment (National Investigative Powers and Witness Protection) Bill 2006. These included:

- The introduction of a delayed notification warrant scheme for serious Commonwealth offences, including serious terrorist offences.
- Amendments to the current provisions in the *Crimes Act 1914* for controlled operations and assumed identities activities, and the protection of witness identity during court proceedings.

NATIONAL MEDIA

The increasing scope of the AFP's domestic and international law enforcement activities resulted in continued growth in the organisation's public and media profile. Together with National Marketing and Communications, National Media is a critical component of the AFP's public relations strategy and is central to the public accountability and information services of the organisation. During 2006–07, the duties of National Media team were re-aligned with the AFP's functional model, which 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 the AFP's activities.

Major media issues for 2006–07 included:

- Indonesian plane crash in Yogyakarta in March 2007, resulting in the deaths of 21 people, including Commander Brice Steele and Federal Agent Mark Scott
- the death of ACT Chief Police Officer Audrey Fagan in April 2007
- the arrest of Melbourne fugitive Tony Mokbel in Athens
- the arrest of three people for their alleged role in theft of ADF rocket launchers
- various operations targeting online child sexual offences
- the roll out of combined AFP–state police teams in airports under the Unified Policing Model
- the arrest of three men for terrorism support

offences concerning the Liberation Tigers of Tamil Eelam

- Federal Government funding for expansion of the International Deployment Group
- the deployment of AFP members to restore law and order in Tonga
- the committal hearing and trial of a man for the 2002 murder of Janelle Patton on Norfolk Island
- major drug seizures in Sydney and Brisbane
- international activities, including the AFP's participation in Indonesian National Police arrests of terrorist leaders and people smugglers in June.

NATIONAL MARKETING AND COMMUNICATIONS

National Marketing and Communications team develops and implements communications projects promoting the role and functions of the AFP to internal and external audiences nationally and abroad. This involves the creation and distribution of a large range of multimedia, online and printed materials, as well as audio-visual and static displays. The team also has responsibility for the Australian Federal Police Museum.

Highlights for 2006–07 included marketing the new National Police Memorial, located on the shores of Lake Burley Griffin in Canberra. This involved developing and coordinating communications activities for all Australian policing jurisdictions participating in the official dedication ceremony in September 2006.

The team also contributed to the ongoing re-branding of the AFP, producing a range of corporate and communications collateral, as well as operational hardware. These activities further consolidated the AFP brand mark in line with the ongoing expansion of the organisation – contributing to the unified approach of the AFP across broad roles and functions.

During 2006–07, various marketing plans were

developed to assist AFP operations in areas such as Aviation, Economic and Special Operations, as well as Professional Standards, Recognition and Ceremonial, the AFP Executive, the Australian High Tech Crime Centre, the Confidant Network, the Australian Bomb Data Centre, Learning and Development, and Building and Accommodation Services.



INTERNATIONAL POLICING | TOWARD 2020

International Policing Toward 2020 Conference

The conference, which will be held at the Hyatt Hotel in Canberra in November 2007, will be a significant event for the AFP. It will be the first conference of its type hosted by an Australian law enforcement agency. A large number of international and national delegates from law enforcement, government and academia are expected to attend.

Topics will include the future possibilities of the international system, challenges to its governance, including from "weak states", climate change and mass migration, aspects of the science and technology revolution, and social perceptions, beliefs, values and attitudes and their impacts on law enforcement.

The Australian Federal Police Museum

The Australian Federal Police Museum spent the 2006–07 year focusing on projects to make the collection accessible to a wider audience. A large part of the year was spent consolidating storage areas, ensuring the AFP's collection of historical artefacts continued to be housed in optimal conditions, and in providing research and support to a wide range of AFP departments, other government institutions and the public.

During the financial year, the Museum received 425 new items as donations, responded to 73 research

inquiries and developed five new satellite displays. The travelling exhibition marking the investigation into the 2002 Bali bombing, titled *When the Roof Became Stars*, again went on display during early 2007. The Museum also completed its curatorial and administrative support of the exhibition, *In the Line of Duty: Policing Australia*, at Old Parliament House in May 2007. The exhibition, which was developed to coincide with the dedication of the National Police Memorial, recognises the significant history of policing in Australia.

RECOGNITION AND CEREMONIAL

Recognition and Ceremonial is responsible for the planning and coordination of all AFP ceremonial events and formal recognition processes. The recognition processes include the AFP Internal Awards Framework, awards under the Australian honours system, such as the Australian Police Medal, the Police Overseas Service Medal and the National Medal, and awards conferred through other bodies, such as the Royal Humane Society of Australia.

As part of its role, Recognition and Ceremonial performs the secretariat role for the AFP's:

- National Police Memorial Coordination Committee (NPMCC)
- National Awards and Recognition Committee (NARC)
- National Uniform Committee (NUC)
- Former employees' network.

Significant Recognition and Ceremonial activities in the 2006–07 year included:

- The repatriation of the bodies of the five Australians who died in the 7 March 2007 plane crash in Yogyakarta, Indonesia.
- Planning and coordinating police funerals with full honours for Commander Brice Steele and Federal Agent Mark Scott. A police funeral with full honours was also held for Assistant Commissioner Audrey Fagan, who died in April 2007.
- Coordinating investitures of awards under the AFP Internal Awards Framework across Australia and internationally, including in the Solomon Islands

and Timor-Leste, and in a number of overseas posts which form part of the AFP's International Network.

- Coordinating ceremonial support units comprising the AFP Pipes and Drums, Ceremonial and Protocol Officer Network.
- Establishing the AFP's Ceremonial Mounted Cadre.
- Planning for and coordinating the dedication of the National Police Memorial, which occurred on 29 September 2006.
- Coordinating the historical policing exhibition at Old Parliament House, titled *In the Line of Duty: Policing Australia*.

In 2006-07, the NARC considered 634 personnel by way of individual or group nominations. Of these nominations, 415 AFP employees were recognised with awards. In support of this process, Recognition and Ceremonial identified and nominated AFP employees and others for their actions in connection with Operation Serene in Timor-Leste.



The repatriation of the bodies of the five Australians who died in the 7 March 2007 plane crash in Yogyakarta was undertaken by Recognition and Ceremonial. The simple but dignified repatriation ceremony at Fairbairn Air Base was televised live on national television networks.

The AFP Ceremonial Mounted Cadre was established to coincide with the dedication of the National Police Memorial on 29 September 2006. The Cadre is a valuable resource in ongoing ceremonial activities and public relations for the organisation. Activities in which the Cadre participated include the National Police Memorial Service, Australia Day celebrations in Commonwealth Park, the Government House Open Day, the funeral of Assistant Commissioner Audrey Fagan and the 80th birthday celebration of Old Parliament House.

National Police Memorial

The National Police Memorial honours and remembers those police men and women, from all Australian jurisdictions, who gave their lives in the line of duty, or who have died as a result of their duties, on service within Australia or overseas.

The memorial, which was jointly funded by the Australian Government (through the AFP), state and territory police services and the Police Federation of Australia, was dedicated on 29 September 2006. Prime Minister John Howard addressed the dedication ceremony, which was attended by over 700 police and former police from all Australian jurisdictions.

EXECUTIVE SERVICES

The Executive Services team, formerly the responsibility of Human Resources, transferred to the Chief of Staff portfolio in May 2007.

Its responsibilities include the management of the human resource function, including the terms and conditions, for members of the AFP's Senior Executive Service.

AUSTRALIAN HIGH TECH CRIME CENTRE

The Australian High Tech Crime Centre (AHTCC), currently hosted by the AFP, provides a nationally coordinated approach to high-level technology-enabled crime. Its functions include national coordination of the investigation of technology-enabled crimes and

capacity building. The Centre also plays a key role in the protection of the National Information Infrastructure (NII).

Although AFP members form the core staff for the AHTCC, staffing also includes members seconded from state and territory police, government agencies and private industry. A key initiative of the AHTCC has been the development of the Joint Banking and Finance Sector Investigations Team, comprising police and members of the Australian banking sector.

The AHTCC investigates a range of online criminal activity including banking fraud, involving the unauthorised acquiring of personal details to access Internet banking services ('phishing'), the introduction of malicious software (including spyware) into computer systems and "denial of service" attacks.

AHTCC investigations routinely involve immense volumes of technical data. Their investigations are complicated by contact between offenders and victims being routed through Internet servers and technology located in many parts of the world. In support of their investigations the AHTCC has pursued law enforcement relationships internationally in conjunction with the AFP's International Network.

The AHTCC takes a leading role in the protection of the NII as part of the Joint Operating Arrangement with the Defence Signals Directorate and the Australian Security Intelligence Organisation. The AHTCC also continued to engage in the policy apparatus of protecting the NII through the Information Infrastructure Protection Group and the Commonwealth's Trusted Information Sharing Network for key sectors.

A focus for the AHTCC is education and prevention of technology-enabled crime through cooperation with law enforcement, government agencies, industry groups and private organisations. Throughout the reporting period, AHTCC officers attended and presented to a wide range of industry and government forums to educate key Internet users groups about potential risks online. Forums have included presenting at the Mastercard International (September 2006) and Visa (June 2007) conferences and the Virtual Global Taskforce meetings.

Key achievements for the AHTCC during 2006-07 included:

- enhancing the capacity-building program with Vietnam through hosting a regional cyber crime conference and opening a second cyber crime centre in Hanoi
- developing and piloting a Technology-enabled Crime Awareness training program for AFP members
- delivering training for police in Beirut on cyber crime
- undertaking innovative investigations into technology enabled crime, including the first prosecution for denial of service attacks in Australia.

During 2006, a panel chaired by Professor Peter Grabosky of the Australian National University undertook a review of the operations of the Centre, which included an examination of its governance arrangements, its staffing and resourcing and its ability to meet Australia's future requirements. The panel's report, which was delivered to the AHTCC Board of Management in September 2006, made a number of findings concerning the Centre. Given the breadth of issues raised, the Board established a sub-committee to examine and advise it on the recommendations contained in the panel's report.

The Board considered the sub-committee's advice at its meeting on 27 June 2007 and agreed to a number of recommendations, including that the AHTCC become a business unit of the AFP and that the Centre focus on four core functions: policy advocacy; strategic intelligence support; crime prevention and education; and capability development. These and other recommendations from the review process accepted by the Board are subject to ratification by the Ministerial Council for Police and Emergency Management - Police (MCPEMP).

The AFP is preparing a report on transition arrangements pending the endorsement of MCPEMP.

CHIEF OPERATING OFFICER

The Chief Operating Officer oversees those AFP areas concerned with good governance and accountability. The portfolio includes

- Legal
- Internal Audit
- Chief Finance Officer
- Commercial Services
- Chief Information Officer
- Human Resource Management
 - People Strategies
 - Learning and Development
 - Management of Serious Crime
 - Professional Standards
 - Medical Services
 - Wellbeing Services

LEGAL

During 2006–07, Legal created almost 2 100 new legal files and handled approximately 200 Freedom of Information requests. Legal and Freedom of Information staff numbers were increased to cover the growth in the wide range of requests for access to information held by the AFP.

Demand for legal advice on operational activities undertaken by the AFP grew during the year. Of particular note was the provision of legal assistance to the Aviation portfolio to assist in the implementation of new operational activity at Australia's 11 major airports.

Legal supports the Counter Terrorism portfolio, including assistance to major and continuing counter-terrorism investigations and criminal prosecutions. Significant assistance was provided to Counter Terrorism in matters arising from prosecution of people charged in New South Wales and Victoria as part of *Operation Pendennis*. Legal also assisted Counter Terrorism's application for a control order in the Federal Magistrates Court, as well as providing advice on the subsequent High Court proceedings.

Legal provided advice to the International Deployment Group on issues arising from deployments to the Solomon Islands, Timor-Leste, Vanuatu and Nauru. As in previous years, legal staff members assisted with the broad range of legal issues that arose in relation to the Australian-led Regional Assistance Mission to the Solomon Islands (RAMSI), including advice on the Solomon Islands Government's Commission of Inquiry into the 2006 riots in Honiara. Legal also advised on the legal arrangements between Australia and Tonga to support the rapid deployment of AFP personnel to Tonga following the civil unrest in November 2006. Legal also provided significant training on the protection of human rights to all AFP members deployed on missions.

Demand for advice on various employment and

industrial issues was particularly high in the lead up to the implementation of the AFP *Collective Agreement 2007-2011*. Legal also managed claims and litigation against the AFP and was involved in a number of significant litigation matters, including an industrial dispute involving shift penalties before the Australian Industrial Relations Commission.

With the increase in operational activity across the AFP, demand for supporting commercial legal services was very strong during 2006-07. Requests for commercial legal assistance were received from almost all AFP functional streams. Particularly significant was the assistance provided to a number of building and accommodation projects, most notably those relating to the ongoing emergence of counter-terrorism first response stations at various Australian airports, the development of the AFP's new headquarters, as well as the selection of the AFP's new building and accommodation service provider. Other significant assistance was provided to Information Services and Forensic and Technical, which finalised a number of new information technology, communications and technology-related arrangements.

As a consequence of the management restructure, AFP Legal Services transitioned to the Chief of Staff portfolio in June 2007.

Chief Finance Officer

The portfolio of the Chief Finance Officer (CFO) provides a range of corporate support services, including financial, building and accommodation and commercial revenue activities.

Financial Services

Financial Management

The financial areas provide a range of related support activities, 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 Financial Management group has consolidated initiatives previously introduced to improve financial management, service delivery and accountability. The CFO's portfolio continually seeks to improve its services by attracting and retaining high-quality staff with the right skills, and enhancing systems and processes.

Finance

The audited financial statements later in this report (pages 157-204) show the AFP's financial position.

The major achievements in 2006-07 for this area included:

- Continued enhancement of taxation management, including process improvements for recording Fringe Benefits Tax (FBT) on motor vehicles, publication of an employees' guide to the FBT, positive findings from Internal Audit of GST processes and recruitment of experienced tax professionals within the tax team.
- Ongoing updates of Commissioner's Order 4, which provided 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. Included also was the introduction of a regime of quarterly financial compliance reporting and analysis by all business areas to assist in the requirement for the Commissioner to certify the AFP's compliance with all government financial legislative requirements.
- Ongoing improvements in asset management.
- Ongoing improvements in Treasury operations.

Budgets and Reporting

During 2006-07, Budgets and Reporting developed a contemporary budgets and reporting management system to improve AFP budget development, ongoing management and forecasting capabilities. The new system is expected to be released in the early part of 2007-08 and is designed to result in improved

timeliness of information with reduced effort.

Other major achievements in 2006–07 included:

- provision of costing support and advice in the development of a number of large new policy proposals
- ongoing improvement in the external and internal budget process
- improved interaction with the business areas, continuing into the new year with the movement of management accountants into those areas.

Shared Services

In 2005–06, the Shared Service Centre was created to provide transactional support services to the AFP. During 2006–07, plans to develop and refine the delivery of administrative support services through the expansion of the Shared Services Centre continued.

Also, during 2006–07, integration of its two SAP human resource and business management systems was completed. These two systems were previously used independently by the AFP and the Australian Protective Service, prior to the merger of these two entities on 1 July 2004. The integration of these two systems provides a single corporate system to support AFP financial management and human resources management activities and provides a strong platform upon which the AFP's existing technology can be re-engineered to processes and provide greater flexibility to better meet organisational and employee needs into the future.

Over the next few years, the Shared Services Centre will be developed and expanded through the implementation of web-based technologies and associated business process.

Commercial Support

In 2006–07, Commercial Support provided 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 and facilities management), national procurement and contracts, travel management and fleet management and insurance (including Comcover arrangements). A number of these services were provided with the assistance of outsourced service providers.

Commercial Revenue

As a consequence of Stage 2 of the Strategic Financial Review that the AFP completed in late 2006, a new branch, Commercial Revenue, was established under the Chief Finance Officer.

This new branch has direct carriage for the AFP's Criminal Records and External Security Vetting services and its Security Risk Consultancy. The branch is also responsible for conducting a major project to identify and apply a cost-attribution model throughout the AFP to improve the efficiency and effectiveness in the delivery of its enabling services, the outcomes of which are anticipated to be implemented from 2008–09.

In its role in overseeing a governance framework for internal cost attribution, Commercial Revenue will annually review the model and costs levied on the components of the AFP that are funded through cost-recovery arrangements to ensure that all costs are appropriately taken into account for determining pricing levels for AFP services.

BUILDING AND ACCOMMODATION/ BUSINESS ENVIRONMENTS

AFP National Headquarters Strategy

The AFP has administrative and operational staff working in many locations across Canberra.

In 2001, the AFP Executive made the decision to co-locate all headquarters functions in one building so that the organisation was able to operate and communicate more effectively.

As part of this process, the AFP decided to develop a two-site solution which incorporated the headquarters

function at one location and a Training and Specialist Operational Facility at another location.

In 2004, the AFP selected Anzac Park West (APW), a building in Parkes, Canberra, as the site for the new headquarters. Since then, the AFP has experienced major growth. As a result, the AFP has outgrown APW as a single building.

The AFP is currently preparing a business case for a new single headquarters site and looking at future options for APW.

Majura in Canberra's North

Over the next three to five years, the AFP will implement strategic planning measures for the development of the Majura complex as its principal learning, development and training facility. As part of the consolidation, the AFP received \$3.3 million in the 2007–08 Budget to complete a detailed study for the Majura site development. A master plan for the development of facilities at Majura and an attendant capital-management strategy was completed. In 2006, the Parliamentary Standing Committee on Public Works approved canine kennelling and training facilities at Majura, to provide increased capability for drug, firearm and explosives detection, as well as aviation security to be completed in December 2007.

Australian Institute of Police Management

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 in New South Wales. Under the Project Master Program, construction was expected to start in August 2007. The architecture and construction has been developed in keeping with AIPM's location on Sydney Harbour's historic North Head, part of Sydney Harbour National Park.

Australian Airports

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 was provided capital measures funding (over three years) in the 2007–08 Budget of \$139 million. Negotiations have taken place with airport operators at Australia's 11 major airports to the construction of purpose-built facilities.

Chemical, Biological, Radiological and Nuclear Data Centre

In 2005, the Australian Government provided funding to establish a Chemical, Biological, Radiological and Nuclear (CBRN) Data Centre. Capital works for the facility were completed in December 2006. The centre was designed to operate 24 hours a day, seven days a week, be administered by the AFP and be co-located with the AFP Bomb Data Centre. The centre operates as a contact point for CBRNDC technical issues and provides a mechanism for access to the expertise that existed within Australian Government agencies and state and territory facilities.

Other Locations

The AFP renegotiated and exercised options on a number of leases, including buildings in Canberra, Adelaide, Brisbane, Cairns, Darwin and Perth. Minor refurbishments of AFP sites in Canberra were also completed during 2006–07.

CRIMINAL RECORDS

Criminal Records is responsible for recording court outcomes and their disclosure for law enforcement and non-law enforcement purposes. This information is provided by Commonwealth law enforcement agencies, regulatory bodies and the ACT court system as a consequence of the 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 AFP's duties and

functions 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.

During 2006–07, the growth in demand by community and government agencies for security screening of personnel continued to increase, rising from approximately 490,000 in 2005–06 to 600,000 in 2006–07. A significant proportion of growth was due to a reassessment of Aviation Security Identification Card (ASIC) holders in response to new eligibility criteria, introduced by the Australian Government in March 2006, along with introduction of the equivalent Maritime Security Identification Card (MSIC) scheme. Introduction of criminal history checking on staff within the aged-care industry added to the increased volume of activities.

Enhancements to the Criminal Records Enquiry and Disclosure Service (CREADS), introduced in May 2007, enabled improved workflow-management and processing efficiency. During the reporting period, changes were made to the Criminal Records call centre to improve advice to applicants and to reduce call-waiting times.

INFORMATION SERVICES

Information Services delivers critical integrated, secure and effective information and communication systems to the AFP, in its Australian-based and overseas offices. During 2006–07, Information Services extended its support to areas such as intelligence gathering, communication with the law enforcement community and partner agencies, support for the fight against terrorism and improvements in corporate communications and systems.

During 2006–07, Information Services secured funding to initiate Program Spectrum, a far-reaching initiative to acquire and develop next generation operational and intelligence systems and to enhance existing AFP infrastructure to support contemporary investigative practices for such new functions as Aviation Security and International Deployment. Program Spectrum will be the major focus for Information Services over the next four years.

INFORMATION SERVICES ACTIVITY

During 2006–07, Information Services refined its structure to:

- respond more effectively to new and emerging responsibilities
- better manage growing staff numbers with more diverse skills
- ensure that the portfolio was focused on interaction with its AFP clients and effective project delivery.

Information Services comprises the Office of the CIO, Information Services Delivery, Business Information Solutions and Information Services Support.

While portfolio changes initiated in 2005 provided the AFP with a clearer appreciation of the Information Services role and a more consistent approach to client service, the introduction of ISS has delivered a greater focus on governance and support for project planning, management and delivery, while managing business expectations through more effective

engagement and communication protocols. The framework developed by ISS supports a more rigorous and focused approach to projects.

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) is responsible for the strategic management of all Information Services activities and for representing the interests of the portfolio to the AFP's Executive and the broader community.

The OCIO focus during 2006–07 was consultation and planning for the development of the new policy initiative seeking funding for Program Spectrum. Over the next four years, Program Spectrum will use Commonwealth funding to develop and implement state-of-the-art systems to enhance AFP capability in national and international law enforcement.

Information Services Delivery

Information Services Delivery (ISD) provides wide-ranging information and communication services to the AFP. During 2006–07, ISD altered its focus, retaining responsibility for provision, management and continuous improvement of AFP infrastructure, while concentrating efforts on information content, classification and presentation through such services as the Hub (the AFP's intranet), the external website, the collaborative capacity provided through Project Spokes and the Library. All these services provided the AFP with the means and information to operate effectively.

ISD comprises:

- IT Services
- Systems Operations
- Online Information and Records
- Major Events and Planning Coordination
- IT Support Centre
- Library Services
- Service Management Office.

During 2006–07, ISD consolidated such important services as Voice Over Internet Protocol (VOIP) telephony, delivering cost savings and increased functionality in supplying the AFP's technology needs. It also continued to roll out and maintain infrastructure at Australia's 11 major airports to facilitate the AFP's response to the Government's emphasis on countering security threats.

Additionally, ISD provides Information Services portfolio with day-to-day management of procurement, recruitment and financial services through the Service Management Office. It also provides a research and advisory capability through the Library. Of particular significance for ISD during 2006–07 were activities to ready the portfolio and the AFP for future challenges. These projects included:

- Working with the Department of Finance and Administration (DOFA) to develop a shared facility to house a new data centre for the AFP. Funding for this work was provided by the AFP's National Manager's Group.
- Developing and delivering a Workforce Development Strategy for Information Services. Scarcity of available resources across the portfolio led to the development of a strategy that directed the establishment of a trainee program covering information technology and administrative trainees and was planned to encompass library trainees. The program used the Commonwealth Apprenticeship Model and local training organisations and delivered positive results for the trainees and the organisation.
- Extending the capacity, through the use of AFP Remote Access System technology, to meet growing needs for access away from AFP offices.
- Developing collaboration capability and Electronic Document and Records Management capacity through Project Spokes.
- Involving ISD in planning for Program Spectrum and the CASSI (Collection, Assessment and Storage of Sensitive Intelligence) new policy initiative driven by AFP Intelligence and providing ongoing advice and support for these projects.

Business Information Solutions

In 2006–07, Business Information Solutions (BIS) benefited from the portfolio reorganisation, which enabled greater concentration on its main tasks – taking a lead role in assessing the AFP’s emerging requirements and developing information technology applications to meet operational and corporate needs. While, for much of the year, BIS was responsible for developing and managing the Solutions Centre and the Project Management Office, BIS also comprised

- Reporting and Analytics
- Business Process and Analysis
- Applications Development
- Test and Quality Assurance
- Outsourced and External Development.

BIS made significant contributions to a number of major operational projects during 2006–07. These included:

- Continued management and development of PROMIS
- Emphasis on Reporting and Analytics capability
- Development of a response to the Government’s *Fighting Terrorism at its Source* initiative through Project Diomedes
- Consolidation of the Case Management and Intelligence System (CMIS) and extension of its capabilities
- Greatly improved corporate support capabilities delivered through Project Hummer.

Information Services Support

The requirement for Information Services Support (ISS) emerged as the demands on Information Services changed during 2006–07. As the new policy initiatives proposal for Program Spectrum developed, it became apparent that a particular focus on project management and strong supporting structures was essential.

ISS was designed to provide a cohesive approach that ensures the AFP’s technology needs of the business were monitored and identified and that projects were appropriately evaluated, prioritised and delivered.

ISS comprises the following functions:

- The Solutions Centre
- Research and Development
- Project Management Office
- Architecture Office
- IT Security
- Cost Management
- Policy Planning and Assurance
- Training and Change Management.

While some of these functions existed previously, the establishment of ISS, and inclusion of these functions in ISS, has delivered a structure that is:

- Well attuned to meet AFP needs and acting as a conduit for projects/work into Information Services
- Managing internal and external relationships
- Providing end-to-end services from project inception to delivery
- Establishing and managing the governance framework in line with IT-industry best practice
- Investigating and investing in security technologies to meet emerging requirements.

While only established for three months, ISS has effectively contributed to the governance; establishment and communication of an Enterprise Architecture that would be pivotal for Program Spectrum and to all Information Services projects in coming years; and instructed and supported the business in understanding the project methodology that would function within Information Services.

HUMAN RESOURCES MANAGEMENT

PEOPLE STRATEGIES

The majority of Human Resource (HR) functions sit within People Strategies, with all these areas in some way participating in the robust workforce planning and online recruitment drive needed to support the AFP through its largest growth period, which has seen staffing numbers almost double over the past two years. Diversity within the AFP is also well established through networks such as the Malunggang Indigenous Officers Network, the Gay and Lesbian Liaison Officers Network and the Women's Network. Additionally, we have recently recruited three Indigenous trainees and commenced a range of innovative strategies to attract more females to the AFP.

An employment framework revision began following the adoption of the *AFP Collective Agreement 2007-2011* in April. The agreement consolidated a number of disparate terms and conditions across the organisation in one consistent document, and resulted in improvements to flexibility in managing the workforce as well as realising significant efficiencies. At the same time, improvements to our performance management framework are expected to result in higher levels of accountability throughout the AFP and delivery of outcomes to the community.

During this period of immense change, the AFP successfully met its Occupational Health and Safety benchmark targets.

Future priorities for People Strategies include a consolidation of our entry to exit strategies incorporating attraction and retention, ageing workforce, managing performance and corporate health initiatives. Additionally, we will focus on fully integrating HR delivery in the business through targeted support programs and management tools, particularly during critical operational responses.

WORKFORCE PLANNING

The AFP's workforce planning activities are monitored by an executive-level Strategic Workforce Planning Committee, which meets every two months. In 2006-07, the Strategic Workforce Planning Committee applied greater emphasis on strategic workforce management, workforce structure and work environment issues. This focus will continue during the 2007-08 financial year.

The AFP has adopted 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 activity. Last financial year saw a greater interaction between Workforce Planning, and Performance and Planning, with the benefit of better informed resourcing allocations against crime-management strategy outputs. The AFP's workforce planning framework has been enhanced to take account of, and provide input to strategic business planning and strategic business-management activities on an ongoing basis.

The variety of AFP activities combined with its high-profile nature has resulted in unprecedented levels of employment applications. In 2006-07, the AFP received an average 215 applications per month for base-level police recruit positions and received large numbers of applications for advertised Protective Service Officer positions. An average of 34 applications per month were received from members of state and territory police services seeking employment with the AFP.

The ability to recruit fresh skills into the AFP is determined on the basis of affordable staffing levels, and the annual loss of staff through attrition. In 2006-07, the AFP's attrition rate was 8.3 per cent, with a significantly lower attrition rate of 4.3 per cent for sworn staff. This very low rate reflected a number of workforce characteristics: due to the large recruitment activity over the past five years, more than 50 per cent of the workforce had 10 years of service or less, and 39 per cent were aged 35 and younger.

Preliminary results from the Staff Opinion Analysis and Review Survey (SOAR) 2006 reflected high levels of staff satisfaction with the challenging nature of today's AFP, and the breadth of professional opportunities available to AFP employees.

At 30 June 2007 the total number of AFP staff was 6320, comprising:

- 2501 sworn officers
- 1341 Protective Service Officers
- 2194 unsworn staff
- 284 state police, who are seconded and paid by the AFP.

The change in staff numbers from the previous financial year reflects the sum of recruitment against new measures introduced in 2006–07 and the low attrition rate.

A detailed breakdown of selected staff demographics can be found on page 150.

Worklife Diversity

The Worklife Diversity team informs and promotes the AFP diversity program, which is designed to encourage a more diverse, harmonious and flexible workforce.

In August 2006, the AFP's Gay and Lesbian Officer Network (GLLO) celebrated its 10th anniversary with a community event held at the Australian Federal Police College. This community support highlights the increased confidence and support of the gay, lesbian, bisexual, transgender and intersex (GLBTI) communities.

The AFP was also represented at a meeting of state and territory GLLO coordinators who made a commitment to a joint AFP–South Australia Police GLLO program, held in Adelaide in December 2006. An AFP GLLO training program was held in Canberra in November 2006 bringing the number of AFP members trained in GLBTI issues to 140.

The Malunggang Indigenous Officer's Network

(MION) continued its work during the year by educating, mentoring and consulting on indigenous issues. The annual MION forum was held in May 2007 at HMAS *Creswell* in Jervis Bay, attended by members from around Australia. The forum also used the event to strengthen relationships with members of the Wreck Bay Aboriginal Community through community visits, and by holding a barbecue. All new AFP recruits were given presentations by GLLO and MION members, highlighting the work of their respective networks and the Worklife Diversity program, which aims to increase awareness of cultural diversity and inclusiveness.

The networks also assisted in advising strategies for recruitment, retention, mentoring and training of staff within the AFP.

Employee Relations

There have been significant outcomes realised in Employee Relations over the 2006–07 financial year, including the successful outcome relating to the *AFP Collective Agreement 2007–2011*. With high participation rates and a substantial yes vote, the agreement was lodged on 5 April 2007.

Some of the key outcomes of the Collective Agreement are:

- It is a four-and-half year agreement providing certainty for all parties.
- It has consolidated terms and conditions for all AFP employees, previously provided through a range of instruments resulting in significant efficiencies and ensuring consistency and transparency for all staff.
- It has significantly improved the flexibility required for managing people during critical periods.
- It has changed the dispute resolution approach from an onerous process to a clearer accountable approach with arbitration being provided by the Australian Industrial Relations Commission.

At the same time, we have progressed improvements to the broader employment framework that

will underpin important elements of employee relationships such as effective and accountable decision making, transparency and equity in all terms and conditions and defining and modelling appropriate consultative processes. Included in this process is a review of overseas terms and conditions in response to the increasing role the AFP plays on the international front, as well as the development of a strategic approach to the use of Australian Workplace Agreements in the AFP.

At the end of 2006–07, a total of 203 AWAs existed comprising 160 non-SES and 43 SES agreements.

Recruitment

During 2006–07, improvements were made to policing and Protective Service Officer recruitment processes, supported by the implementation of an online recruitment and candidate-tracking system. Major initiatives included engaging a Strategic Recruitment Coordinator, full integration of Protective Service recruitment and a series of ongoing projects to improve the attraction, engagement and retention of sworn recruits. This included a campaign to attract female applicants, the development of an Indigenous Recruitment Strategy, including the first formal intake of Indigenous recruits, and the development of an AFP Graduate Program.

A program of continuous improvement resulted in a streamlined recruitment process, the identification of a candidate-care team, simplification of application forms, improved stakeholder relationships and the development of an AFP recruit profile. This was coupled with an ongoing marketing and public awareness campaign, including representation at National Careers Expos, the development of fact sheets, revised recruitment brochures and targeted advertising, also resulted in increased applicant numbers. A review of the selection process for non-policing roles, led to the development of more consistent role descriptions and streamlined procedures.

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 2006–07 financial year are included in Table 16 in the Appendixes.

Health, Safety and Rehabilitation

The AFP is bound by and adheres to the provisions of the *Occupational Health and Safety Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*. During 2006–07, 541 Occupational, Health and Safety (OHS) training courses were facilitated across the AFP and the focus of AFP risk mitigation strategies during the year included control measures associated with exposure to asbestos and airborne lead at firing ranges and armouries. Automatic external defibrillators were introduced to some workplaces.

In 2006–07, the AFP was not subjected to any notices issued by Comcare or investigations by the Australian Radiation Protection and Nuclear Safety Agency and during the year, the AFP notified Comcare (Australia) of 47 incidents under section 68 of the *Occupational Health and Safety Act 1991*.

Comcare (Australia) undertook two reactive investigations during the year. One investigation involved an AFP employee's fall through a manhole cover while performing normal operational duties for

an AFP client. The other investigation was attributed to heat stress while performing physical fitness training.

There were no provisional improvement notices issued by health and safety representatives and the AFP met its responsibilities in relation to workers compensation and rehabilitation.

The AFP produced a Pandemic Influenza Plan during 2006–07 and all requirements for plan preparation and review of draft plans were completed and a number of training sessions held with local implementation groups.

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, particularly senior positions, in law enforcement and regulation. In 2006, HOCOLEA members agreed to provide \$10,000 funding per agency for WILES for a further three years.

Participants of the WILES Mentoring Program are allocated a mentor for one year. Mentors are Senior Executive Services officers and other senior men and women who are willing to provide guidance and support to a mentoree. The AFP continues to provide a large number of senior mentors, including National Managers and Managers.

The AFP is represented on the WILES Steering Committee and assisted in matching 33 pairs for the 2006–07 Mentoring Program. The WILES program also complements AFP development programs and the Emerging Leaders Program to support developing leaders in the AFP.

The WILES Newsletter provides participants with a forum for sharing information and experiences and an opportunity to learn about law enforcement and regulatory agencies other than their own. Interest in WILES has extended beyond HOCOLEA agencies, with requests from a range of agencies including the Migration Review Tribunal, Australian Bureau

of Statistics, Food Standards Australia and Price Waterhouse Coopers, seeking advice on establishing a similar program.

NATIONAL WOMEN'S CONSULTATIVE TEAM

Senior women across the AFP continue to provide a mentoring role to the women in the organisation through national networking initiatives. Local Women's Networks take a leadership role in organising a range of developmental and social gatherings that provide local areas with opportunities to network with other AFP and external agencies and play an important role in advising local management of potential issues. Additionally, Women's Networks in Brisbane and Melbourne mentor similar networks in the South Pacific (Vanuatu and Fiji).

LEARNING AND DEVELOPMENT

Learning and Development (L&D) delivers training programs to the AFP and to other law enforcement agencies. These partnerships have been critical in ensuring high-quality training is delivered to meet AFP outcomes and those of other client agencies. These include:

- Partnership with the Australian Crime Commission for the development of rural surveillance and electronic-tracking training for use by both agencies, including finalisation of supporting materials for the Advanced Diploma of Government Surveillance.
- Partnerships with Customs, ATO, Centrelink and attorneys-general, regarding training to improve the investigations capability of Commonwealth law enforcement agencies.
- Partnerships with Higher Education institutions to progress articulation of AFP programs to those provided by these institutions.

Additionally, Learning and Development supported capacity-building projects by providing training to overseas law enforcement agencies, including Indonesia, the Philippines, Cambodia, Thailand, Brunei and several South Pacific nations.

New initiatives by Learning and Development in 2006–07 included:

- Design and delivery of a leadership and management-development program, targeted at coordinators, to help facilitate the transition from management to leadership.
- Amendment of the Forensic New Member Training Program to include members of the Technical portfolio, to reflect the changed operating environment.
- Design and delivery of the Forensic Procedures Course for ADF Military Police Investigators.
- Introduction to the E-Crime training package to AFP Recruit Programs.
- Surveillance Training has completed the development of the Advanced Diploma of Government Surveillance, anticipated to be placed on the AFP College Scope of Registration in July–August 2007.
- Delivery of the first AFP Rural Surveillance Program.
- Launch of the AFP Alumni on 8 March 2007, which demonstrated L&D and AFP commitment to International Law Enforcement partnerships. Membership of the Alumni includes graduates from MOSC, IDG and Surveillance Training.
- Introduction of Command and Control training workshops, focusing on ACT Policing, AFP National and International operations, Aviation and the International Deployment Group.
- Inclusion of counter-terrorism training to all recruits during the financial year.

INVESTIGATIONS TRAINING

Investigations Training is responsible for the development and delivery of a wide range of training programs in the various investigative disciplines. This type of training is designed to support AFP members in developing their ability to effectively counter an increasingly complex global criminal environment.

During the financial year, the following courses were delivered:

- Advanced Investigators Training Program
- National Investigators Development Program

- Financial Investigations
- Certificate IV in Government (Investigations) Program
- Investigations Advisory Group
- Investigator's Toolkit.

COUNTER-TERRORISM TRAINING

The Counter Terrorism Training Team provides a single point of contact for the Counter Terrorism operational area and Jakarta Centre for Law Enforcement Cooperation (JCLEC) Project management for the coordination of training across a number of schools within Learning and Development. Close liaison with the Counter Terrorism operational area is a critical element of this role to ensure collaborative approaches result in training strategies which reflect relevant and current operational practice in Counter Terrorism investigations.

During the financial year, the following courses were delivered:

- Counter-Terrorism Investigations Program
- Advanced Counter-Terrorism Investigations Program
- Counter Terrorism Security Awareness Workshop.

ACT SCHOOL OF COMMUNITY POLICING TRAINING

The ACT School of Community Policing Training provides training in skills particular to the needs of community policing in the Australian Capital Territory, these courses include:

- Sexual Offences Investigation Program
- Investigator's Development Program (IDP)
- Detective Designation Process
- Area Office Trainers Network
- Off-Shore Training Delivery.

LEADERSHIP, MANAGEMENT AND CORPORATE DEVELOPMENT

The Leadership, Management and Corporate Development (LMCD) Team designs, delivers and

evaluates a range of programs to enhance leadership and management capability of team leaders and coordinators, and corporate capability of AFP staff. The team is also responsible for developing vocational educational pathways to enhance the technical leadership capability of the AFP and to develop and implement the professional development scheme to support this.

Leadership and Management Development

LMCD delivered five Team Leader Development Programs in 2006–07 with 50 team leaders awarded the Diploma of Business (Frontline Management) bringing the total to 110. Feedback from participants' managers indicated significant improvement in their management of people, performance and operations as a consequence of the program.

In 2006–07, the National Coordinator Development Program (NCDP) program was launched and one program completed. This program aims to ensure coordinators understand their roles and responsibilities and to provide them with opportunities to develop and enhance their leadership and management capabilities. The program has a strong emphasis on self awareness, the expectations of coordinators, the AFP's policy and business environment, people and change management. AFP senior managers have a significant involvement in the delivery of key messages to this group.

Extra leadership and management development workshops were delivered in 2006–07, including advanced project management, Myers-Briggs Type Indicator, coaching skills for managers, giving and receiving feedback for improved performance, political awareness and ministerial writing and procurement for managers.

Corporate Development Programs

LMCD also created corporate-development programs to support the development of corporate capabilities. These programs included project management, giving and receiving feedback, contracts and procurement units within the Certificate IV in Government

(procurement) and 'Winning that Job'.

In 2006–07, LMCD facilitated the delivery of Induction training to AFP staff members. The Induction Program aimed to welcome all new staff, introduce the AFP values, increase awareness of the AFP business environment and ensure staff members understand their roles, responsibilities and obligations. During the workshop, participants had the opportunity to interact with a senior manager on matters of strategic importance to the AFP, observe workshop content put into practical use and apply their learning to practical scenarios.

CULTURE AND LANGUAGE CENTRE

The Culture and Language Centre (CLC) is the central point for the AFP's language and cultural training. It offers flexible training options to meet the needs of individuals and the organisation, ensuring as many people as possible can take advantage of culture and language training.

Between February 2005 and June 2007, 283 AFP members undertook various levels of language training. CLC administers five different levels of language training, including:

- ADF School of Languages, Laverton: 12 months on-site intensive training.
- Immersion training in a country of the language: 3–12 months.
- CIT Solutions – Intensive training (three months) as well as part-time training.
- Self-initiated, out-of-hours training with CLC funding.
- E-based, self-paced learning packages.

CLC has undergone a request-for-tender process that has identified service-training providers who can develop and deliver cultural awareness training programs that can assist all AFP members to undertake their duties in a culturally sensitive and competent manner. Since November 2006, approximately 200 members have undertaken Islamic cultural-awareness training programs, with more training programs planned.

CLC administers a variety of cultural awareness training programs, including:

- two-day Islam and Muslim Communities awareness-training programs
- half-day Islamic cultural-awareness presentations
- mission-specific language and cultural-awareness programs for members sent on United Nations missions
- cultural awareness-training programs for recruits
- country and regional specific cultural-awareness programs for AFP members and their families within the International Network.

In addition to the various language and cultural-training programs it administered, CLC was involved in community-engagement programs and worked with AFP community liaison officers and teams in Sydney, Melbourne and Canberra.

CLC continued to develop and administer language and cultural awareness training programs to assist the AFP in meeting its domestic and international responsibilities.

SPECIALIST AND INTERNATIONAL

Specialist and International coordinates and conducts specialist AFP training, including Forensic, Surveillance and Intelligence. Additionally, the area coordinates and conducts training for external agencies and overseas law enforcement agencies.

Federal Law Enforcement Training Coordination Centre

The Federal Law Enforcement Training Coordination Centre delivered training programs to 217 representatives from a range of allied government agencies. Programs included the Interagency Introduction to Law Enforcement Intelligence, Investigation Management Programs and the Search and Seizure – Evidence and Procedures workshops and included participants from Water Resources, ADF and state government agencies. Ongoing assistance was provided to government agencies in development and review of training material.

Forensic Training

There was a continued demand for forensic awareness and practical crime scene training across the AFP and other external agencies. Training was given to AFP recruit courses, Aviation Security, External Territories, IDG and other government departments. E-crime training was reviewed, including the online learning component.

In 2006–07, the Forensic New Member program was redesigned to include members of the Technical portfolio. Three programs were provided for 31 participants and evidence presentation training was provided to 23 members by way of mock court exercises.

Intelligence Training

Law Enforcement Intelligence Training provided a suite of intelligence-related training to AFP participants. A total of 750 participants were trained in 38 programs during the year. These courses included Introduction to Law Enforcement Intelligence, Intelligence Officer Development Program (IODP), National Strategic Intelligence Course (NSIC) and Basic and Advanced Human-Source Handling.

Changes to the IODP to align program content with workplace practice proved successful with excellent feedback from the revised program. The Introduction to Law Enforcement Intelligence program was delivered to all AFP recruits via an online package, with the learning outcomes reinforced through a face-to-face workshop prior to graduation. A new initiative in 2006–07 was the introduction of a similar workshop to Protective Service Officer recruits.

International Training

Training programs delivered overseas during the year included law enforcement intelligence, investigations management, surveillance, disaster-victim identification, post-blast investigation, crime-scene management, financial investigations and computer-based learning programs (a joint LECP–UNODC project).

International Training was focused on Australian

capacity-development projects with a range of Asian law enforcement agencies in Indonesia at the Jakarta Centre for Law Enforcement Cooperation (JCLEC), as well as in the Philippines, Thailand and Pacific Islands through their respective Transnational Crime Centres. Providing law enforcement intelligence training at JCLEC continued as a collaborative venture between the AFP, AUSTRAC and the Attorney-General's Department. The Transnational Crime Centres are joint AFP and AusAID projects.

Surveillance Training

Surveillance Training delivered 15 programs in Australia to 130 participants from the AFP and external agencies. These included Local, National, Rural and Advanced Surveillance Programs. Surveillance Training also delivered Counter Surveillance Programs to the AFP and other agencies, and delivered counter-surveillance awareness sessions to numerous non-surveillance training programs, as well as to AFP staff in state offices.

Surveillance Training delivered International Surveillance Programs to 90 participants in the Philippines, Indonesia, Thailand and Cambodia. Two programs were delivered to Brunei on behalf of the Department of Foreign Affairs and Trade Counter Terrorism and Intelligence Training Program.

The AFP Alumni

Following a pilot program in November 2006, the AFP Alumni was launched on 8 March 2007. The membership includes graduates from MOSC, International Deployment Group and Surveillance Training. The AFP Alumni is housed within On Line Learning which provides a secure and interactive platform. Users have access to information, including key issues, bulletin boards, reference materials, discussion forums and the opportunity to contact past participants.

This initiative aims to enhance the facilitation, development and maintenance of international networks to aid in the disruption of transnational crime.

RECRUIT TRAINING

During the financial year, Recruit Training conducted 17 training programs for 329 recruits, with 284 recruits reaching the attestation stage. Of those recruits, 99 were designated for ACT Policing, 118 for national policing and 112 were Protective Service Officers.

Recruit Training developed the programs delivered to base-level police recruits, lateral recruits and Protective Service Officer (PSO) recruits requiring ongoing integration with Protective Service training and alignment with various functional stream objectives. Police recruits undertake a 12-month probation period. Their progress during this period is monitored by Recruit Training staff and their development is assessed through their workplace performance. Protective Service recruits are subject to a six-month probation period during which their performance is monitored.

From January 2007, PSO recruit training was based at the Australian Federal Police College as part of Recruit



During 2006–07, recruit training was a major focus for the Australian Federal Police College in Canberra. The College has also become the location for Protective Service Officer recruit training.

Training. This integration involved the redevelopment of the existing PSO program, based on recommendations developed from a training-needs analysis. The PSO program integrated the training needs of Aviation and other functional areas. To facilitate this integration, the Coordinator of Recruit Training was a committee member on the Aviation–Workforce Planning committee.

Recruit Training facilitated training for local procedure courses at various state locations and training was provided for members joining the AFP from other police services, and for former AFP members who have rejoined.

AVIATION AND PROTECTION SPECIALIST TRAINING

The Wheeler Review emphasised the need for a full complement of policing functions under a single-command structure at Australia's major airports. As a result, the AFP negotiated with each state police force to provide police officers for AFP airport functions. Training for these officers is provided by the AFP.

Aviation Training

At 30 June 2007, there had been 13 Airport Uniform Police Programs held, training 184 state police for duty at airports around the country. Additionally, there were 10 dogs trained for duty at various airports and another four Airport Police Programs scheduled to be completed by the end of 2007.

Counter Terrorist First Response Modular training for Senior Protective Specialist Training members was provided around the country during 2006–07 and PROMIS training was provided to a priority list of senior counter terrorist first response members at each airport with the remaining members expected to receive ongoing training.

Protective Specialist Training

A training-needs analysis for Protective Service was completed in 2006, resulting in Protective Service Officer Recruit Training being moved to the Recruit

Training School at the AFP College. There were five programs held during 2006–07 and another three were scheduled to be completed by the end of 2007.

Various internal and external courses were run throughout 2006–07. These included three Bike Patrol Programs, three Basic Search Programs and Bomb Appraisal Officer Programs. There was also a continual roll out of Aggression Management and Personal Safety and X-Ray Screening and Interpretation Programs.

MANAGEMENT OF SERIOUS CRIME AND COMMAND AND CONTROL TRAINING

Management of Serious Crime

The Management of Serious Crime (MOSC) Training Team conducted three domestic and two international programs during 2006–07. The themes addressed in the domestic programs were:

- Identity Crime: Traditional Crime, New Technology
- Counter-Terrorism: Managing Multiple Incidents
- Drugs: Amphetamine Type Substances.

The themes addressed through the delivery of the international programs in Indonesia and Singapore were:

- Terrorism: Regional Threat, United Response (Indonesia)
- Organised Crime: The Convergence of Crime Types (Singapore)

MOSC programs produced 84 graduates during 2006–07. MOSC also delivered a Major Investigations Management Workshop in the Philippines.

Command and Control

In 2006–07, eight Command and Control workshops were provided for 134 members of the AFP and ACT Emergency Services.

OPERATIONAL SAFETY AND PROTECTION

During the reporting period, consolidation within Operational Safety and Protection achieved efficiencies and greater connection to the workplace. The transfer

of training responsibility from ACT Policing to Learning and Development began, resulting in all AFP training in operational safety being managed and delivered by Learning and Development.

The integration of Protection trainers occurred within pre-entry training and a collaborative approach by all operational safety trainers from each business line resulted in improved practices, greater consistency, refined reporting and recording and cross pollination of skills and ideas.

Operational Safety

Operational Safety develops AFP capacity to respond to operational needs safely and effectively. This is achieved by providing and promoting the requisite skills and knowledge during pre-entry training, including lateral entrants, and in-service re-certification. The portfolio also supports new policy initiatives, including Aviation Security and the International Deployment Group and provides training to other law enforcement partners.

Close Protection

The Close Protection Training Team delivers the Close Personal Protection program in line with national competencies. In 2006–07, the training team assisted in the implementation of the skills-maintenance strategy and advanced AFP international relationships with the delivery of tailored programs in Indonesia and Turkey.

BUSINESS AND ACADEMIC MANAGEMENT

Business and Academic Management provided support to Learning and Development activities by providing catering and accommodation, resource management, student administration, quality assurance, program development, online learning and driver training. It provides these services through its Resource Management Team, Quality Assurance Team and Learning and Professional Practice.

Executive Development Program

The Executive Development Program continues to support the achievement of the AFP's strategic objectives and to better prepare senior AFP managers

to meet the changing demands of the contemporary policing environment.

During 2006–07, senior managers participated in a series of leadership development workshops specifically designed to explore various leadership styles and how these approaches impact on team building and developing relationships. The workshops aim to achieve a cultural shift in our leadership approach by involving and acknowledging the role of all members of the Senior Executive Service (SES) in key AFP planning processes. Participants are also given the opportunity to discuss current and emerging issues with the Commissioner.

At the close of the reporting period, 72 per cent of the executive were accessing these programs. Coaching programs have been offered to our high potential employees at all levels to ensure they are ready should events require them to step into leadership roles with minimal notice. Coaching offers the most practical and effective way of developing the next generation of leaders who have been identified as having the potential to step into leadership roles.

Succession planning continues to be a top business priority with the identification of successor candidates and the management of vacancy, transition and readiness risks. Individual development needs are being assessed against the skills and capabilities required to deliver future business strategies.

The Emerging Leaders' Group has been refreshed with another intake of key talent. This program offers accelerated development for the participants so they are prepared for the jobs and responsibilities of the future or when emerging issues stretch management resources. The program incorporates assessment and self awareness of leadership styles, coaching and mentoring, special deployments, access and exposure to strategic forums when available.

To assist with executive development, an AFP manager worked at the Hong Kong Shanghai Bank for six weeks as opportunity to gain a wider perspective of leadership and management practices in a large

multinational organisation and to share best-practice concepts that can be applied to improve business performance in the AFP.

PROFESSIONAL STANDARDS

The AFP is a values-driven organisation and the core values represent the organisation's principles or standards. The core AFP values are:

- 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's integrity and that of its appointees is critical if the organisation is to continue to maintain the high level of confidence and trust it receives from the Australian Government and the community it serves. Professional Standards is the primary mechanism for maintaining the AFP's integrity and professional standards.

Professional Standards plays a significant role in preserving the AFP's professional reputation by providing a proactive approach to promoting, monitoring and fostering the AFP's ethical standards, maintaining the organisation's values and constructing the security of the AFP and its people.

Among its duties Professional Standards undertakes a number of key services for the AFP, including the detection and investigation of inappropriate conduct, providing a 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.

COMPLAINTS PROCEDURES

In 2006–07, Professional Standards, in partnership with the Commonwealth Ombudsman and the Attorney-General's Department, implemented the Government's response to the 2003 Review of the Professional Standards of AFP. The reform refocused the work of Professional Standards and that of the Commonwealth Ombudsman towards more serious and complex complaints. As a result, complaints dealing with minor breaches of the AFP's professional standards are managed by line managers who are best placed to deal with underperformance and misconduct. This enables underperformance and behavioural issues to be resolved without undue delay or stress for appointees and complainants. Strategies to prevent recurrences can also be developed and implemented at a management level.

The outcomes for these minor matters will place greater emphasis on changing behaviour rather than imposing punitive measures. More serious professional standards matters that may result in employment suitability consideration will continue to be investigated by Professional Standards with oversight from the Commonwealth Ombudsman. Corruption matters are referred to the Australian Commission for Law Enforcement Integrity.

During 2006–07, Professional Standards received 625 complaint or allegation referrals under the previous complaints-management model. These comprised 474 complaints and 151 allegations. The Commonwealth Ombudsman oversights 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 181 of these matters. All other referrals were managed through Professional Standards investigation or conciliation processes.

Under the Fisher model, there is no distinction between complaints and allegations and, in 2006–07, the AFP received 450 complaints. The AFP exercised discretion under section 40TF of the *Australian Federal Police Act 1979* not to further investigate 85 of these matters. Of these referrals, 300 were dealt with as

minor management matters, 144 were referred for investigation by Professional Standards and six were referred to the Australian Commission for Law Enforcement Integrity.

Security

The Professional Standards Security Team is responsible for providing personnel and physical security services. The *Commonwealth Protective Security Manual (CPSM) 2005* provided the framework for the development and maintenance of AFP Security Plan and is relied upon to set strategic direction in whole-of-organisation security. The CPSM sets measurable criteria for the assessment process, reviews and appeals and provides benchmark standards for all the AFP's security needs.

Personnel Security Vetting

The Professional Standards Personnel Security Vetting Team assessed 3919 security clearances, ranging from Site Access Only to Top Secret. In 2006–07, an increase in Personnel Security Vetting human resources enabled new benchmarks to be established to ensure efficient and effective outcomes were achieved for internal and external stakeholders. During 2006–07, Professional Standards Personnel Security Vetting met the demands of intense AFP recruiting and developed enhanced processes to meet this demand. Personnel Security Vetting underwent an extensive restructure during the year with the introduction of a new management model and a strong focus on Information Management and client needs.

Drug Testing

In 2006–07, as part of its commitment to a drug-free workforce, the AFP 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 also established testing capabilities to cover AFP personnel overseas on international postings. All AFP personnel sent to RAMSI contingent were tested in the Solomon Islands during June 2006. The results of all tests for illicit drugs are shown in Table 7 in the Appendixes.

As a consequence of the management restructure, AFP Professional Standards transitioned to the Chief of Staff portfolio in June 2007.

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, and it administers two primary programs that directly support the organisation's operational imperatives.

Medical Operational Readiness and Fitness Program

Medical Services responded to the increased demands placed upon the organisation's operational capacity by the delivery of an accelerated and comprehensive medical review process. This program ensured AFP employees were optimally prepared and protected to undertake work activities without risk to themselves, their co-workers and/or the community. The upgraded program strengthened the organisation's operational capacity to respond to policing activities across the globe.

Medical Services 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 region-specific health information.

Health and Fitness Program

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

- Nutrition
- Flu Vaccination
- Physical Activity Profiling
- Physical Training
- Gymnasium Upgrade
- Physical Profiling

WELLBEING SERVICES

Wellbeing Services assists the AFP meet organisational outcomes by providing services to AFP staff and families. These services are aimed at developing, maintaining and enhancing a standard of health and wellbeing that enables staff to effectively fulfil their job requirements.

In 2006–07, Wellbeing Services provided a comprehensive, multi-disciplinary service to AFP members and their families through psychologists (eight psychologists, plus two awaiting appointment), chaplains (two full-time, two part-time), Family Liaison Officers (five officers), Wellbeing Network (six officers) and an external Employee Assistance Program (EAP). These services came under the guidance of Manager Wellbeing Services, a registered psychologist.

These services are integrated to provide a service that is proactive and responsive in meeting the needs of AFP employees and their families, AFP management and the organisation. Wellbeing Services works within a broader human resources framework in the AFP, which includes Medical Services; Occupational Health, Safety and Rehabilitation; the Confidant Network and AFP managers.

Major successes for Wellbeing Services during 2006–07 included:

- the tender process for the new EAP contract
- the employment of Wellbeing officers as AFP

staff. Previously these officers were managed by the AFP's external EAP provider.

- the Operation Succurro Lessons Learned Workshop. A main outcome from this was a policy document outlining the coordination of a number of internal services during the AFP's response to these types of critical incidents. These services included Family Investigative Liaison Officers (FILOs), Recognition and Ceremonial staff and Wellbeing Services staff.
- the AFP hosted the second Australian Psychology in Policing Forum in May 2007.
- the comprehensive review of the Wellbeing Services intranet site.
- development of AFP Wellbeing Strategy.

Other significant activities undertaken during 2006–07 included:

- ongoing psychological support to high-risk AFP groups through the consolidation of OCSET, ACT Community Policing, Forensics and Technical and Aviation and Protection psychology portfolios.
- critical-incident support to Operation Succurro, and ongoing support and debriefing for AFP members and the families of AFP victims of the Indonesian plane crash in Yogyakarta in March 2007. Similar services were provided following the death of Chief Police Officer Audrey Fagan.
- provision of chaplaincy for significant events, such as Anzac Day, Police Remembrance Day, Easter, Christmas and significant anniversaries.
- provision of direct chaplaincy support through the pastoral and spiritual care of IDG, International, Counter Terrorism, ACT Policing and Chaplaincy support for the funeral services of a number of AFP personnel.
- proactive development and delivery of a number of workshops aimed at preventive health and wellbeing interventions.
- input provided into initial Aviation training, especially the importance of psychological support in the AFP, cultural change and mix within Aviation and team communication and conflict-resolution training for Senior Protective Service Officers (SPSO) from airports and the Diplomatic Protection Unit (DPU).

Wellbeing Services provides proactive and comprehensive health and wellbeing services to the AFP in a professional and flexible manner. Demand for Wellbeing Services support was high in 2006–07 and it seems reasonable to expect this trend to continue given the AFP’s continued growth.

Planned future activities include the continued development of policy to guide the activities of Wellbeing Services and the continued effort to raise mental-health literacy and wellbeing by providing education sessions and courses in topics such as depression, suicide (ASIST) awareness, etc. Wellbeing Services has developed relationships with agencies engaged in similar work, such as Defence and DFAT, with a view to sharing resources and further improving access to professional services for our people. To further raise awareness and understanding of these issues Wellbeing Services has designed a range of AFP-branded educational materials that are expected to be available in 2007–08.

CONFIDANT NETWORK

The Confidant Network is a program designed to provide support, information and options for AFP appointees

reporting the activity or conduct of others that may be contrary to AFP professional standards. The Confidant Network is a key component of the AFP’s integrity framework. At 30 June 2007, the network had 237 active, trained confidants throughout the organisation, whose activities were coordinated by a team leader, two case officers and an administration support member. Confidants received regular training to ensure they performed their roles in accordance with the National Guideline for Professional Reporting and with respect to the principles of privacy and procedural fairness.

The Confidant Network Coordination Team liaised with key AFP stakeholder areas to ensure the integrity and commitment of the program was in line with the AFP Strategic Plan and integrity framework. Information awareness sessions were incorporated within training programs for new appointees and were held across the organisation to broaden the awareness and purpose of the Confidant Network.

Confidant Network Statistics

In 2006–07, the Network received 211 referrals. Statistical information is provided in Charts 5 and 6.

Chart 5: Confidant Network 2006–07 (Referrals by source).

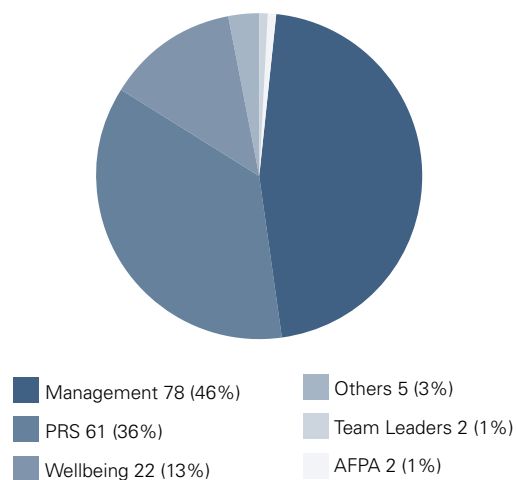


Chart 6: Confidant Network 2006–07 (Referrals by incident - 211 referrals).

