



# AFP

AUSTRALIAN FEDERAL POLICE

# CORPORATE PLAN 2015-2019



This AFP Corporate Plan meets the requirements of the *Public Governance, Performance and Accountability Act 2013*. It outlines our strategy implementation over a four-year rolling period commencing 2015-16. This plan sets out our purpose, environmental context, the activities we undertake and how we will measure them, and our management approach. This plan is aligned with the outcome statements, programmes and performance information presented in the AFP Portfolio Budget Statements for 2015-16.

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## COMMISSIONER'S FOREWORD



This Corporate Plan is the first for the Australian Federal Police (AFP) under the new *Public Governance, Performance and Accountability Act 2013* and under a new leadership team headed by myself, the Deputy Commissioners and the Chief Operating Officer. This plan builds on the AFP's history and sets out a new path for our future.

The AFP has a proud place in Australian law enforcement. As an agency we enjoy a remit – unique in Australia – supporting domestic and international policing operations, working on national priorities and in the national interest.

The AFP's current operating environment is characterised by the pervasiveness of the internet and globalisation, the increased national threat level and the evolving, complex nature of crime. My term as Commissioner is likely to be dominated by national security. However, I do not want our focus on national security to be at the expense of our traditional policing responsibilities such as transnational crime and organised crime. Everything we do is a priority. It is a matter of how we manoeuvre between those priorities. This is the challenge of modern policing.

We will meet this challenge by aligning our capabilities (the skills we have and the skills we have access to) and our capacity (how many people we have) to our operations. This alignment will allow us to retain our flexibility, ensure that we are efficient and ensure that the AFP is future-proofed against the challenges we face.

To help us deliver a 'future-capable' AFP we need to understand what the landscape might look like. This year the AFP is developing an AFP Future Directions Paper which will draw on the support of our key stakeholders and partners. This paper will refresh our current thinking by understanding demands and provide a road map for the future.

Our people are the AFP's greatest strength. One of my first priorities is to continue developing a workplace that is safe, diverse, fair, accountable and respectful. To attain our goals we need a flexible and agile workforce with a range of capabilities.

We need the right people, with the right support, the right skills and the right capabilities. To achieve this, the AFP has embarked on a comprehensive workforce planning programme. In the next four years we will assess our capabilities, identify gaps and implement strategies to deliver the future AFP workforce.

Capability is a key theme for the AFP into the future, and encompasses the knowledge, skills, diversity, systems and technology needed to support our objectives. The police officer is a critical component of our investigative team, but we also consider important the capability and skills of operational specialists and support staff. We will build a truly integrated and innovative workforce.

The AFP's success in the last 35 years has come from the support and strength of the relationships we have developed with our domestic and international partners. In an increasingly connected world, our international linkages are the AFP's competitive advantage. We continue to operate one of the world's largest and most diverse law enforcement international networks and contribute to a wide range of international peacekeeping and police development missions.

I am proud to lead the AFP into the future and look forward to working closely with our stakeholders to meet our responsibility for keeping the Australian community safe.

It is with pleasure that I, as the accountable authority of the AFP, present the 2015-16 corporate plan, which covers the period from 2015-16 to 2018-19, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the *Australian Federal Police Act 1979*. This plan is prepared in accordance with the Public Governance, Performance and Accountability Rules 2014.



Andrew Colvin APM OAM  
 8 July 2015

## OUR PURPOSE

The AFP is the Australian Government's primary law enforcement agency. We are a key member of the Australian law enforcement and national security community.

Our purpose is to enforce Commonwealth criminal law, contribute to combating organised crime and protecting Commonwealth interests from criminal activity in Australia and overseas. This purpose is derived from section 8 of the *Australian Federal Police Act 1979* and informed by an associated Ministerial Direction articulated under section 37 (2) of the Act.

Our main roles are to provide policing and associated support services for:

- the Commonwealth and safeguarding Commonwealth interests
- the Australian Capital Territory (ACT), Jervis Bay Territory and Australia's external territories (Norfolk Island, Christmas Island and Cocos-Keeling Islands)
- cooperation with Australian and foreign law enforcement agencies, intelligence or security agencies or government regulatory agencies
- establishment, development and monitoring of peace, stability and security in foreign countries.

The AFP also provides protective and other policing functions as directed by the Minister.

Our environment is a fluid one and we are regularly called upon to lead and contribute to whole-of-government initiatives relating to law enforcement and national security issues. Current key strategic priorities<sup>1</sup> for the AFP include leading or contributing to efforts that:

- counter the threat of terrorism and violent extremism
- prevent, deter, disrupt and investigate serious and organised crime
- recover proceeds of crime and disrupt money-laundering activities
- contribute to Australian international law enforcement interests through cooperation with key international partners and respond to emergencies, law and order capacity-building missions and internationally mandated peace operations
- counter the threat of cybercrime
- protect specified individuals, establishments and events at risk of security threats
- disrupt the operation of criminal gangs, reduce proliferation of child exploitation material and reduce harm caused by illicit drugs
- prevent, deter and disrupt people smuggling
- ensure aviation security.

<sup>1</sup> A full list of the AFP's priorities is detailed in section 1.1 of the AFP PBS 2015-16.

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## OUR VISION

To fight crime together and win.

## OUR MISSION

To provide dynamic and effective law enforcement to the people of Australia.

This will be achieved through working towards two broad outcomes and delivery against three programmes as specified in the AFP Portfolio Budget Statements (PBS):

- Outcome 1 - Reduced criminal and security threats to Australia's collective economic and societal interests through co-operative policing services
  - Programme 1.1 Federal Policing and National Security
  - Programme 1.2 International Police Assistance
- Outcome 2 - A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government
  - Programme 2.1 ACT Community Policing.

This plan covers the detailed activities of Outcome 1 only. Outcome 2 is subject to a purchasing agreement with the ACT Government, which sets out its obligations. This is detailed at [www.police.act.gov.au/media-centre/publications/agreements](http://www.police.act.gov.au/media-centre/publications/agreements).

## OUR VALUES

Central to all AFP activities are the core values of:

- **Integrity** – displayed through soundness of moral principle, honesty and sincerity.
- **Commitment** – characterised by dedication, application, perseverance and a belief in our ability to achieve and add value.
- **Excellence** – never-ending search for improvement leads to excellence. We aim for excellence in everything we do.
- **Accountability** – ownership of work or results and being answerable for outcomes.
- **Fairness** – being impartial and equitable.
- **Trust** – having faith and confidence and being able to rely and depend on others.
- **Respect<sup>2</sup>** – treating ourselves and all others with consideration.

2 Respect was added as a separate AFP value in 2015 to emphasise that it supports all activity and relationships, both within the AFP and externally. More details: [www.afp.gov.au/about-the-afp/our-organisation/values](http://www.afp.gov.au/about-the-afp/our-organisation/values)

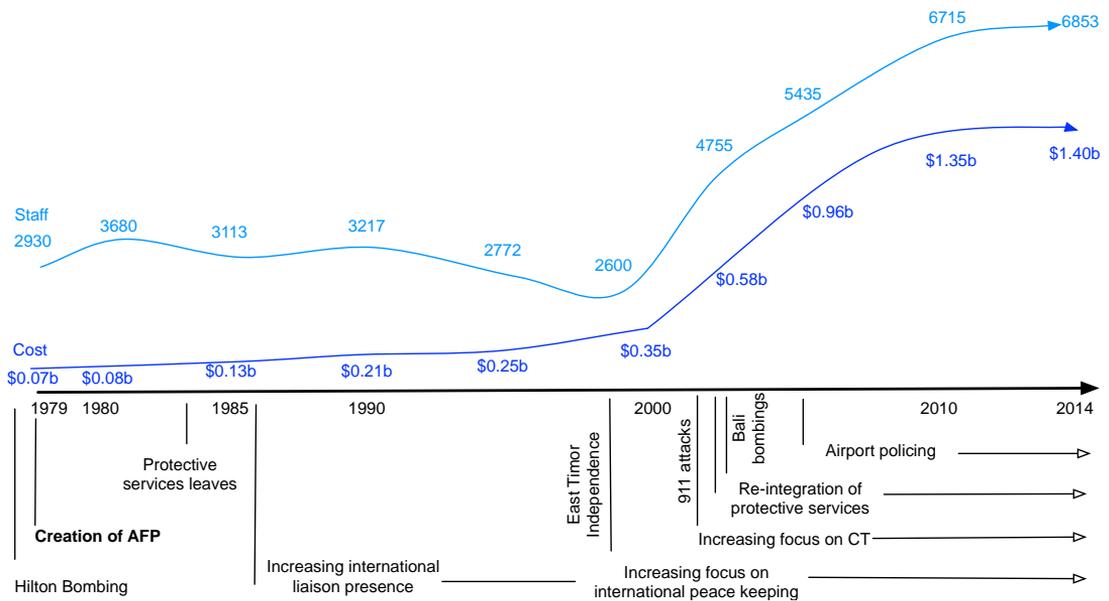
## OUR HISTORY

The AFP undertakes a diverse range of activities within a complex, fast-changing environment and strives to be responsive to the needs and expectations of the Commonwealth Government, Australian law enforcement partners, the Australian community and international partners.

Since the AFP's establishment in 1979 demand for our services has grown. This has been both in terms of an increase in traditional services such as investigating drug crime and fraud cases, as well as expansion in activities associated with national security and international peacekeeping. In the past 15 years the scope of the AFP's remit has increased rapidly to include increased efforts in national security and international deployment.

Figure 1 highlights the rapid structural changes to the AFP in the past 15 years. The way the AFP works has evolved to meet the challenges and opportunities imposed by our often-unpredictable operating environment.

Figure 1. AFP history<sup>3</sup>



3 Source: early figures taken from "AFP - The First Thirty Years", AFP History Project, 2010, Commonwealth of Australia; after 2010 from AFP Annual Reports

Snapshot of some AFP achievements in the past 4 years (2011-14)<sup>4</sup>



## Disruption

Restrained **\$534 million** worth of criminal assets

Benefit of **\$2.3 billion** to the economy from financial crime investigations

Seized **38 tonnes** of illicit drugs, saving the community around **\$13 billion**



## Investigation

Charged over **2,200** offenders

Over **1,400** court cases resulting in conviction

Court conviction rates in the range **93%** to **95%**



## National Collaboration

Working with state and territory partners to reduce gang-related crime through the National Anti-Gang Squads

Over **70%** of current serious and organised crime operations conducted jointly with other agencies

Responded to over **100,000** incidents in Australian airports



## Community Engagement

Strengthening multicultural ties through over **50** community events and national liaison teams

Enhancing cyber safety for over **100,000** Australians who attended cybercrime presentations including ThinkUKnow

More than **210,000** Facebook likes



## International Collaboration

Participated in capacity development missions in **15** countries

Trained over **10,000** law and justice officials in **20** countries

Responded to more than **200,000** Interpol and Europol requests



## Governance & Accountability

Stakeholder satisfaction in the range **89%** to **92%**

No significant ANAO financial statement and performance audit findings

Managed financial resources to within **1%** of available budget

4 Source: AFP annual reports 2011-12, 2012-13, 2013-14, 2014-15

## OUR OPERATING ENVIRONMENT

The AFP operates within a continuously changing and complex environment.

Over the last 15 years the depth and breadth of AFP responsibilities have expanded significantly. Our activities now occur in numerous work settings, with a corresponding wide range of operating environment and jurisdictional issues.

The AFP's success will be contingent on developing capabilities and innovative solutions to gain an advantage in this environment.

### Globalisation and technology

Globalisation combined with the pervasiveness of internet-enabled communication, such as internet-enabled mobile devices, encrypted communication technology, mass communication and social media has changed the nature of policing. Cybercrime is a mainstay of criminal activity.

Criminal and terrorist groups are sophisticated users of technology enabling them to operate across multiple jurisdictions. Terrorist groups are exploiting social media to radicalise Australians to fight offshore or promote terrorism domestically.

Australian computer networks (including the AFP's own systems) continue to be the target of cyber intrusion and attack. Criminal groups employ malware to obtain funds from financial service providers. Counter surveillance and encryption technology is now widely accessible and cheap, and private sector companies possess huge data sets which can assist law enforcement.



### Terrorism

In 2014 Australia's national threat level was raised to high, indicating that a terrorist attack is likely. Radicalised Australians have since undertaken domestic terrorist attacks and others, intent on travelling to foreign conflicts, continue to be identified. Around 120 Australians are currently fighting in Syria and Iraq.

As the conflict continues the number of Australians participating in foreign conflicts or actively supporting extremist groups is likely to increase. The high domestic terrorist threat is therefore unlikely to change in the near future.



## Transnational serious and organised crime

Serious and organised crime remains transnational in nature. Groups are aggressively expanding, seeking to insulate criminal operations from the AFP by locating senior members, facilitators and critical capabilities offshore.

Transnational crime continues to be influenced and facilitated by global financial markets, trade agreements and migration flows. Private industry control and influence of these sectors require enhanced industry relationships, including increased data sharing and improved business practices to reduce the threat and impact of organised crime.



## Regional stability

Australia contributes to peace and stability efforts in the Indo-Pacific region and is likely to be called upon to provide security, humanitarian and disaster management support. This includes assistance through peacekeeping to help provide socio-political stability and law enforcement. This is achieved through capacity-building activities in the support of rule of law.

The Jakarta Centre for Law Enforcement Cooperation (JCLEC) is a prime example of long-term regional cooperative liaison and capacity building. JCLEC was established by the Indonesian and Australian Governments in 2004 as a training resource for the South East Asia region in the fight against transnational crime and terrorism. Since its establishment other countries have also supported its training role through the provision of technical assistance and funding. This institution will continue to be an important platform for operational collaboration between Australia, Indonesia and other regional partners into the future.



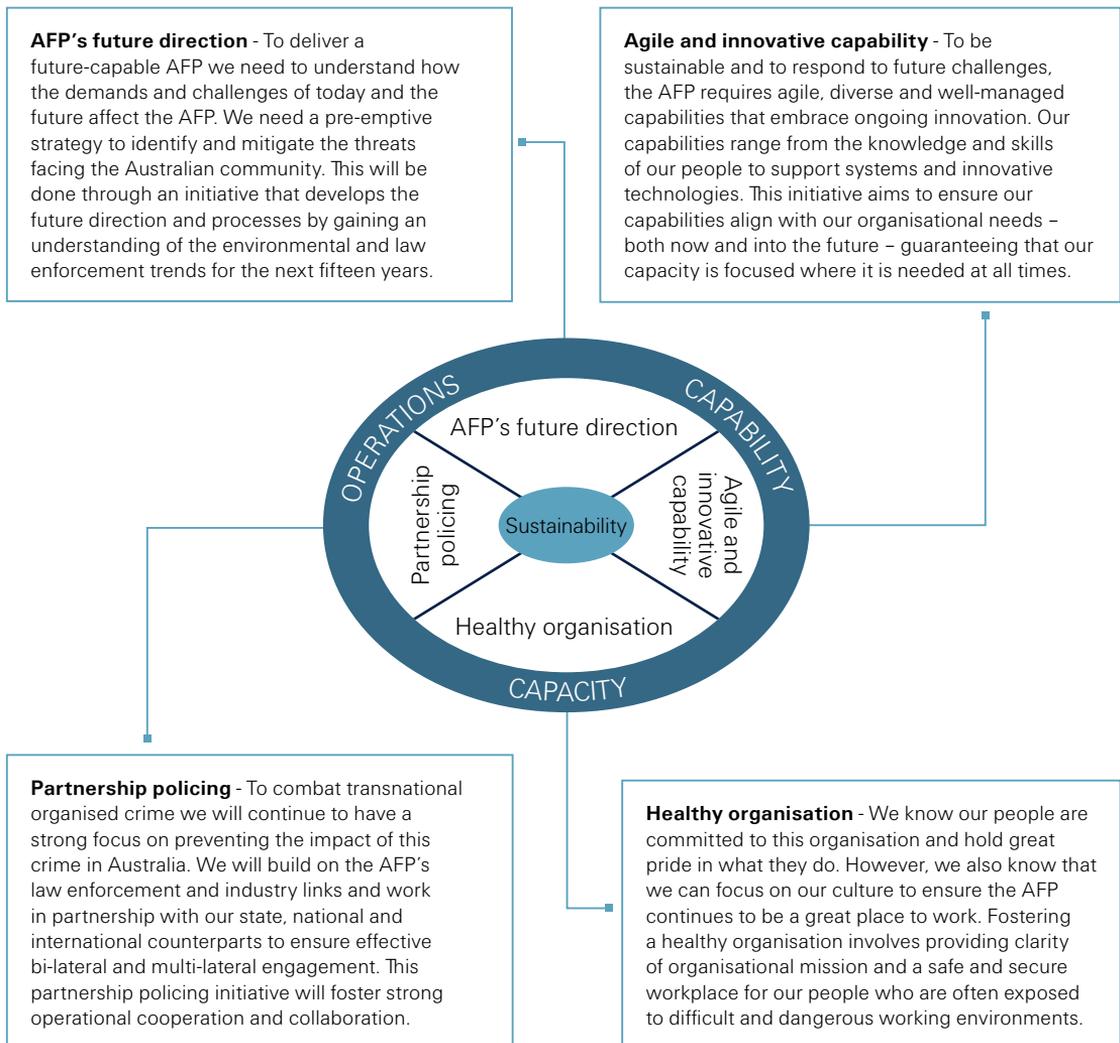
## The economy and fiscal environment

The combination of changes to the fiscal environment, evolving criminal threats and the dynamic nature of law enforcement, increases the difficulty of balancing frontline police resources with adequate investment in innovation. There will be an ongoing critical need to appropriately prioritise the use of resources.

## STRATEGIC INITIATIVES

The AFP Executive Leadership Committee has identified key strategic initiatives and associated activities for 2015-16 and beyond. These initiatives do not negate the need for ongoing improvements in other business areas. Progress and results against these initiatives will be reported in the 2015-16 AFP annual report.

Figure 2. Strategic initiatives



Strategic initiatives	Major activities 2015-19	
1. AFP's future direction	1.1	Prepare the AFP Future Directions paper.
2. Partnership policing	2.1	Continue to undertake and develop strategic engagement with existing and new public, private and commercial partners.
	2.2	Undertake ongoing assessment of AFP's global footprint ensuring engagement with key countries to meet future requirements.
	2.3	Share operational and business activities through increased multilateral engagements and information sharing.
3. Agile and innovative capability	3.1	Develop a strategic workforce plan for 2015-20 to ensure appropriate capacity and capability to meet organisational requirements.
	3.2	Complete the transition to a centralised capability for the delivery of AFP corporate support activities and respond to the Government's shared services and contestability programme.
	3.3	Develop an integrated specialist and support framework drawing on collaboration with key partners.
	3.4	Invest in innovation to enable the organisation to respond rapidly to the evolving criminal environment.
4. A healthy organisation	4.1	Undertake regular organisational health checks and implement improvement projects as appropriate.
	4.2	Link human resource frameworks to support the organisational health, integrity, safety and security needs of the workforce.
	4.3	Strengthen the AFP organisational integrity framework to ensure the AFP employs members with the right behaviours.

## OUR PERFORMANCE

The Australian government and community have significant expectations of the AFP to protect Australians and our national interests. It is essential that the AFP is able to sustain commitment to those expectations within a dynamic operating environment. We meet those expectations and ensure our performance by focusing on our operations, capacity and capability.

### OUR OPERATIONS

AFP operations are divided into two programmes, Federal Policing and National Security, and International Police Assistance, as per the PBS 2015-16. Policing strategies within these programmes consist of prevention, detection, disruption and response activities, either independently or in partnership.

#### Programme 1.1 Federal Policing and National Security

The Federal Policing and National Security Programme addresses criminal and security threats through a range of activities including national and transnational investigations, counter terrorism, aviation operations, protective services and joint taskforces with international, Commonwealth, state, territory and private-sector partners.

Figure 3 shows the proposed budget for Programme 1.1 2015-16 and forward budget estimates for 2016-2019.

Figure 3. Programme 1.1 estimated budget

<b>Federal Policing and National Security</b>				
	<b>Expenses \$'000 (Budget and forward estimates)</b>			
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Programme objective: Promoting the safety and security of the Australian community and infrastructure; preventing, deterring, disrupting and investigating serious and organised crime and crimes of Commonwealth significance; and ensuring effective collaboration with international, Commonwealth, state and territory partners.	981,166	948,620	901,671	902,989



The main components of Programme 1.1 are described below.

### **Federal Policing**

This area comprises Organised Crime and Cyber Crime, Crime Operations and International Operations, which together provide an investigative capacity for a wide range of crime types contained in Commonwealth statutes. The purpose is to disrupt, dismantle and combat serious and organised crime that poses a threat to Australia.

It also includes a range of joint taskforces with Commonwealth, state and territory and private sector partners (including the Criminal Assets Confiscation Taskforce, Serious Financial Crime Taskforce, Joint Anti Child Exploitation teams and the National Anti-Gangs Squad) and a virtual global taskforce dedicated to preventing cybercrime and educating the public of the risks and actions they can take.



This programme is supported by the AFP international network, which consists of nearly 100 officers in 30 countries. Their role is to maintain and enhance cooperation on matters of mutual strategic and operational interest to both Australia and the host country, including capacity building with host country agencies and the foreign law enforcement community.

## National Security

This consists of Counter Terrorism, Aviation and Protection services that focus on preventing and combating national security threats.

Counter Terrorism conducts investigations and disruption activities in collaboration with the Australian intelligence community and international law enforcement partners. The focus is on those wishing harm on Australian nationals. In particular, effort is placed on mitigating the threat posed by the increasing number of Australians who travel overseas to participate in training and provide support to terrorist groups, or to fight in conflict zones.

At Australia's major airports the AFP delivers counter-terrorism first response, investigation, intelligence and community policing capabilities. Specifically, AFP members at airports conduct criminal investigations into aviation-specific crime, maintain a highly visible patrolling presence, respond to community policing incidents and conduct incident-preparedness exercises.

The third element to national security is the delivery of protective security services to individuals and interests identified by the Commonwealth to be at risk from acts of terrorism, safety and issue-motivated violence. Protective security services include uniform patrols and response, close personal protection and special events planning. They also provide capabilities designed to respond to armed incidents and increased threat levels.

## Specialist and supporting capabilities

A range of support and specialist functions provides vital assistance to AFP operations. These include coordination and communication support, witness protection services, forensics, intelligence, covert policing capabilities, legal, litigation, security, technical and physical operations.

## Measuring Programme 1.1 Performance

We will measure our performance through the indicators in Figure 4 below. Further information on these indicators and an associated range of deliverables can be found in the AFP PBS 2015-16, accessible at the Attorney-General's Department website, [www.ag.gov.au/budget16](http://www.ag.gov.au/budget16).

The key performance indicator targets shown are applicable for all years, 2015-16 to 2018-19.



Figure 4. Programme 1.1 key performance indicators and targets 2015-19

Key Performance Indicators	Target
1. Level of external client/stakeholder satisfaction (percentage of clients satisfied or very satisfied)	85%
2. Percentage of cases before court that result in conviction	90%
3. Percentage of counter-terrorism investigations that result in a prosecution, disruption or intelligence referral outcome	90%
4. Level of community confidence in the contribution of the AFP to aviation law enforcement and security (percentage of aviation network users satisfied or very satisfied)	75%
5. Response to aviation law enforcement and /or security incidents within priority response times (a)	75-90%
6. Number of avoidable incidents per 5,000 Protection hours (b)	<4
7. Return on investment for investigation of transnational crime	>1
8. Assets restrained (c)	Increase
9. Increased or reinforced cyber safety and security awareness (percentage of surveyed sample indicating increased awareness or reinforced awareness after delivery of presentations)	85%

(a) Targets for response times vary according to priority level, see PBS for details.

(b) Avoidable incidents are incidents that could have been avoided through physical action, intervention, or reasonable intelligence, that result in death, injury or loss of dignity or embarrassment to those individuals and interests identified by the Commonwealth Government or the AFP as being at risk.

(c) 'Increase' is defined as an increase in assets restrained relative to the previous five-year average.

## Programme 1.2 International Police Assistance

The International Police Assistance programme contributes to national security and socio-economic development by providing policing support for enhanced rule of law in developing, fragile and conflict affected states. This is delivered through the AFP's official development assistance in the Indo-Pacific region and the AFP's contribution to United Nations.

The AFP contributes to Australia's national security and aid policy objectives by providing policing support and development activities to overseas police partners, and United Nations' programmes and missions.

The various missions are listed by type, below:



### 1. Law enforcement and police development missions:

- Nauru Police Force Police Capacity Programme
- Pacific Police Development Programme – Regional
- Papua New Guinea – Australia Policing Partnership Programme
- Regional Assistance Mission to the Solomon Islands
- Samoa Australia Police Partnership
- Timor-Leste Police Development Programme
- Tonga Police Development Programme
- Vanuatu Australia Police Project

### 2. Stabilisation operations and multi-national peace support activities:

- Police Advisor United Nations New York
- United Nations Peacekeeping Force in Cyprus
- United Nations Police Commissioner in Liberia

The AFP has prepared policies to guide capability in police development missions and stabilisation operations addressing specific topics. These include police operations, leadership, management, policy, governance, intelligence, gender equity, investigations, Information and Communications Technology (ICT), and Command, Control and Coordination which is designed to enhance the capacity of regional police partners.

This programme also includes training activities for foreign police and the provision of community policing in Australia's external territories, including Christmas Island, Cocos (Keeling) Islands and Norfolk Island.

Figure 5 shows the proposed budget for Programme 1.2 2015-16 and forward budget estimates for 2016-2019.

Figure 5. Programme 1.2 estimated budget

International Police Assistance	Expenses \$'000 (Budget and forward estimates)			
	2015-16	2016-17	2017-18	2018-19
Programme objective: Delivery of collaborative law and order police development missions, participation in internationally mandated peace operations and provision of civil policing assistance in accordance with Australian foreign development policy priorities.	254,202	241,770	170,266	164,574

## Measuring Programme 1.2 Performance

We will measure our performance through the indicators and evaluations in Figure 6 below. Further information on these indicators and an associated range of deliverables can be found in the AFP PBS 2015-16 accessible at the Attorney-General's Department website, [www.ag.gov.au/budget16](http://www.ag.gov.au/budget16). The key performance indicator targets shown are applicable for all years, 2015-16 to 2018-19.

Figure 6. Programme 1.2 key performance indicators and targets 2015-19

Key Performance Indicators	Target
1. Level of external client/stakeholder satisfaction (percentage of clients satisfied or very satisfied)	85%
2. Mission/external territories performance evaluation (a)	Positive feedback

(a) The performance of all AFP missions is assessed through two mechanisms. Firstly, a six monthly routine assessment through the Mission Performance Report. Each mission is assessed against the evaluation criteria set by the Organisation for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC) and is consistent with the Australian Government Investment Quality Reporting (IQR) process for the aid program. The criteria include relevance, effectiveness, efficiency, impact, sustainability, monitoring and evaluation, and gender equality.

The second mechanism is a comprehensive evaluation program. Each mission is evaluated twice within a four-year period, one at the mid-term and one toward the end of the mission. At least one of these evaluations is conducted independently. The evaluations analyse data from a number of sources, including community perception surveys.

In 2015-16, three independent evaluations are planned:

1. Papua New Guinea - Australia Policing Partnership mid-term evaluation
2. Tonga Police Development Programme mid-term evaluation
3. Pacific Police Development Programme final evaluation.

## OUR CAPACITY

Capacity is having the right quantity and quality of resources to respond to current and emerging requirements and threats. People and money are the two dominant resources and it is our responsibility to make the best use of these to meet our objectives.

### Our People

Policing is a people-centred profession. People are our greatest strength and our results reflect the hard work and dedication that all our staff put in every day. But as our operating environment evolves, so too should our workforce. To maintain and increase our operational success, the AFP will need to have an adaptable workforce.

This is why we focus on delivering a sustainable and adaptable workforce with 'the right person, with the right skills, in the right role, at the right time' and to link our capability and capacity with AFP operations.

In 2015–16 the total AFP forecast average staffing level is 6,287<sup>5</sup>; 5,321 in Outcome 1 and 966 in Outcome 2 across both domestic and international operations. We have an integrated staffing model that appreciates diversity on all fronts. We meet our needs by having a mix of sworn police, protective security officers, and specialist and support staff; males and females; and from diverse backgrounds.



### Our Budget

The AFP total funding for 2015-16 is \$1.38 billion<sup>6</sup> (including Outcome 2). The majority (\$1.12b) of AFP's operating income comes directly from government appropriations. However, the AFP also generates approximately 19 per cent of its income from other sources, including provision of protective security services to critical infrastructure sites and establishments of interest to the Commonwealth, policing services to ACT Government, and national police checks.

To ensure the AFP is efficient, we will continue to eliminate duplication, reduce supplier costs and identify innovative ways to conduct our business.

A summary of our budget for Outcome 1 Programmes 1.1 and 1.2 for the financial years 2015-16 to 2018-19 is provided on pages 14 and 19.

<sup>5</sup> Source: Budget Paper 4 Agency Resourcing 2015-16 page 133. (Note that the figures are Full Time Equivalents.)

<sup>6</sup> Source: AFP PBS 2015-16

## OUR CAPABILITY

Capability is the ability to achieve a desired outcome through effective use of resources. An effective policing capability covers the knowledge, skills and diversity of our people and effective systems, technology, equipment and facilities that support AFP objectives. We have articulated six preliminary capability areas relevant to the effective delivery of AFP operations:

- **Investigations** – ability to investigate and prosecute crime locally, nationally and internationally, and also to detect, disrupt and prevent crime.
- **Operational technology** – ability to use specialised equipment, technical skills and resources, including surveillance and covert services.
- **Intelligence** – ability to direct, collect, collate, analyse and disseminate information to create and disseminate intelligence at strategic, operational and tactical levels.
- **Prevention** – ability to prevent crime including preventing instability in developing and fragile foreign states to reduce, deter and disrupt crime.
- **International** – ability to combat transnational crime, contributing to police development and enhancing rule of law internationally.
- **Protective security** – ability to prevent, deter, respond and protect the public and Commonwealth interests in Australia and overseas from identified threats and risks.

## Developing our capabilities

The AFP will continue to develop its capabilities through three main areas: planning for and delivering the future workforce; developing and adopting innovative technologies; and targeted capital investment.

### The future workforce

A comprehensive plan for our future workforce is needed to meet the AFP's strategic priorities and ensure the organisation has the right people (those with the range of skills and capabilities necessary for the required work) in the right numbers, in the right location and at the right time. We will deliver a workforce that meets current and future priorities through a reform programme comprising:

- an integrated Human Resource (HR) management system to support the AFP to manage our people
- frameworks that will holistically support the organisational health and safety needs of the workforce
- continued operation of an effective integrity framework, to ensure members - with the right behaviours, adhering to all AFP values - are employed with the AFP.

- a strategic workforce plan (WFP) for 2015-20. The WFP helps the AFP maintain workforce capacity and capability. This planning process aligns the make-up of the workforce with the organisation's strategic direction and priorities. The 2015-20 WFP will:
  - provide clarity around critical future skills and knowledge areas and existing gaps within the workforce.
  - identify the main challenges for developing AFP workforce capability and capacity.
  - identify strategies and initiatives to continually improve the effectiveness of the workforce.

## Information and Communications Technology

Information – its access, management, and communication – remains critical to all aspects of the AFP. Information is a valuable asset and enhancements will be made to systems, access and sharing capabilities. This work will continue to be informed by operational and corporate business priorities, external frameworks and prevailing Government policies and directions.

The five priorities for the AFP information and communications technology capability in this context are:

1. engage and respond to ICT stakeholders
2. deliver a sustainable ICT capability for the AFP
3. evolve the AFP ICT capabilities
4. deliver innovative ICT solutions to facilitate positive change
5. strengthen the AFP's ICT governance.

A programme of work will continue to drive consolidation and stabilisation of the AFP's ICT environment, providing a platform for strengthening the AFP's ICT capabilities through enhancement and innovation. In the next four years we will focus on innovation, enterprise mobility, information management, data analytics and business intelligence, unified communications and data centre transformation.

## Capital Investment

Capability requires investment in our people, systems, facilities and equipment. The AFP capital management plan aims to provide assets for future capability including a focus on addressing key organisational risks and responding to opportunities. Key investments during the reporting period include the following:

- A new forensics facility: The purpose-built forensics facility will be completed in 2015-16. The new facility will allow the AFP to contribute rapid intelligence to investigations as well as more considered opinions for judicial proceedings.
  - A new integrated HR management system: The new system will ensure quality HR information is available to inform strategic and local decision making, provide improvements to business practices and information management.
  - Maintaining our capability through a strategic asset maintenance and enhancement process which includes technology, communication and infrastructure.
-

## RISK OVERSIGHT AND MANAGEMENT

The AFP has a governance and accountability function that supports the organisation's operations by providing financial management and governance frameworks, risk management, human resources and professional development, and management of external accountability obligations.

An integral part of AFP business is risk management. The AFP has a Risk Management Framework that aligns with the Commonwealth Risk Management Policy to support compliance with section 16 of the *Public Governance, Performance and Accountability Act 2013*.

The components of the AFP risk management framework provide the foundations to establish and maintain risk oversight, management and internal control. Internal risk arrangements include risk management policy, procedures, templates, responsibilities, culture, training and awareness.

Our approach includes robust governance and procedures, strategic oversight, internal business area risk assessments and treatment planning, and external operating environment analysis across the AFP's key strategic enterprise risk categories:

- safety and wellbeing of our people
- operational outcomes
- workforce planning and management
- support capability
- reputation
- business continuity
- legal.

The management of our key enterprise risks actively features throughout our leadership, internal resource allocation, capability development and strategic investment into the future. In doing so, we continually scan our external and internal operating environments to assess and manage the key risks to the achievement of our objectives.

### Oversight of our Professional Standards

As a law enforcement agency the AFP must be transparent in its activities and have professional standards above reproach. To ensure this, we have defined a set of core values and a code of conduct to which all AFP employees must adhere. As part of our professional standards framework we have a comprehensive complaint management process and mandatory drug-testing programme.

Several external arrangements provide further oversight and ensure accountability through the Australian Commission for Law Enforcement Integrity (ACLEI), the Commonwealth Ombudsman, the Parliamentary Joint Committee on Law Enforcement, the independent National Security Legislation Monitor and the new public interest disclosure scheme.



**AFP**

AUSTRALIAN FEDERAL POLICE