



**AFP**  
AUSTRALIAN FEDERAL POLICE

# CORPORATE PLAN 2017–18

covering 2017–18 to 2020–21





## AFP core values

We are ethical and values-driven, embracing diversity and inclusion. We value fairness, trust, respect, accountability, integrity, commitment and excellence in service to the community and in working with each other.

accountability  
trust  
commitment  
integrity  
fairness  
respect  
excellence

## Commissioner's foreword



AFP Commissioner  
Andrew Colvin APM OAM

As the accountable authority for the Australian Federal Police (AFP), I present the AFP Corporate Plan 2017–18, which covers the four-year period from 2017–18 to 2020–21 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This plan updates last year's plan and incorporates the elements of our current transformation – initiatives designed to provide us with the capability to address the challenges of the complex and ever-changing environment in which we operate.

The criminal environment is becoming more sophisticated, with rapid changes in technology testing our expertise and the threat from terror both enduring and evolving. Policing must also evolve to keep pace. We have undertaken significant work to reassess the way we do business and our transformation is underway. The new normal that we are striving for is a police agency focused more on the ability to prevent and disrupt crime before it occurs. We are developing the necessary skills and capabilities to realise this goal.

We continue to invest in our future through the diversification of our workforce and the modernisation of our capabilities. Underpinning this mandate is:

- the launch of our online Futures Centre defining our strategy for future capability
- a concentration on specialist capabilities as the keys to the future
- increased collaboration and partnerships with government agencies and the private sector
- a focus on a healthy, diverse and inclusive workforce which is well trained and well equipped and supported by the very best technology available to us.

I am proud to lead the AFP into the future and to continue working closely with our domestic and international partners to meet our responsibility in policing for a safer Australia.

A handwritten signature in black ink, appearing to be 'A. Colvin'.

Andrew Colvin APM OAM  
August 2017

# Purpose

As Australia's national policing agency, the AFP is a key member of the Australian law enforcement and national security community, leading policing efforts to keep Australians and Australian interests safe both at home and overseas. This is encapsulated in the AFP's new vision statement launched earlier in 2017 – *Policing for a safer Australia*.

The AFP's functions are listed in section 8 of the *Australian Federal Police Act 1979* (AFP Act).<sup>1</sup> This includes responsibilities under the *Witness Protection Act 1994* and the *Proceeds of Crime Act 2002* and is also informed by an associated Ministerial Direction articulated under subsection 37(2) of the AFP Act.

The structure of the outcomes and programs, as published in the AFP Portfolio Budget Statements (PBS)<sup>2</sup>, is shown opposite.

Vision Policing for a safer Australia



<sup>1</sup> www.legislation.gov.au/details/C2016C00710.  
<sup>2</sup> www.ag.gov.au/publications/budgets/budget2017-18.

<sup>3</sup>This purpose statement is more concise than that used in previous corporate plans and the PBS. It better reflects the AFP's new vision statement launched in 2017 and emphasises that the AFP is a policing agency with federal responsibilities to Australians as individuals and the nation as a whole. The AFP's legislated role is unchanged.  
<sup>4</sup>This plan does not cover the details of ACT Community Policing, which is subject to a separate purchasing agreement with the ACT Government: www.police.act.gov.au/about-us/government-directions.

# Future direction

The AFP is undergoing a transformation to better meet the current, emerging and future threats and crimes. To realise its strategy for future capability, the AFP will finalise and implement a capability framework comprising four strategic capabilities.

These four strategic capabilities are underpinned by a series of specialist policing capabilities including digital and physical surveillance, covert capability, forensics and intelligence services, specialist response, criminal asset litigation and victim support.

## STRATEGIC CAPABILITIES

### Policing

The capability to protect life and property, prevent crime, maintain order and help those in need of assistance – the ultimate effect of good policing is the achievement of voluntary compliance with the law in the community

### Law enforcement

The capability to provide criminal investigations, case management and operational response elements focused on organised crime and gangs, fraud and financial crimes, cybercrime and cyber safety, victim-based crime including child protection, countering terrorism and violent extremism and the recovery of the proceeds of crime

### People & asset protection (incorporating critical infrastructure)

The capability to provide protection services for senior politicians, visiting dignitaries and diplomats, witnesses and associated sites of critical importance, counter-terrorism first response and firearms and explosive detection searches

### International engagement

The capability to provide international policing cooperation, liaison, international stabilisation, capacity-building and policing assistance aligned with Australia's national interests

To enhance this framework, the AFP will pursue a raft of activities, focusing on the areas shown on the next page, in order to optimise its ability to confront known challenges and threats, as well as those not yet realised.

For further information consult our online Futures Centre at [www.afp.gov.au/futures](http://www.afp.gov.au/futures).

## Activities to enhance strategic capabilities

Intelligence-informed targeting	Transnational serious and organised crime	National and international leadership and coordination	International engagement	Technical and niche proficiencies	AFP as knowledge leader	Future workforce	Measuring success
<p>Share intelligence with national and international partners to prevent, disrupt and investigate crime and to inform triage processes to ensure finite resources are assigned to greatest effect.</p>	<p>Work with national and international partners to ensure preparedness for, prevention of, responses to and recovery from terrorism incidents.</p> <p>In collaboration with national and international partners, investigate complex, organised criminal activity such as cybercrime, corruption, drug-trafficking, foreign bribery, fraud, money-laundering, child exploitation, human-trafficking, missing persons, people-smuggling and Australians harmed or killed offshore.</p> <p>Confiscate criminal assets and recover the proceeds of crime.</p>	<p>Coordinate multijurisdictional operational activity through the AFP's national and international network.</p>	<p>Work with international partners to combat crime at its source and disrupt criminal networks.</p> <p>Lead and conduct international operations on behalf of all Australian policing and law enforcement agencies and provide partners with a critical capacity to extend investigations offshore.</p> <p>Develop law enforcement capacity and capability in the Indo-Pacific region.</p>	<p>Develop and maintain technical and specialist capabilities at a pace consistent with that of the security threat and criminal environment.</p> <p>Share technical and specialist capabilities with state, territory and Commonwealth partners.</p> <p>Engage specialists to define and help resolve problems.</p>	<p>Work with the Attorney-General's Department to identify ways in which emerging technology and changing criminal behaviour challenge the boundaries of existing legislation.</p> <p>Pursue a greater leadership role in the delivery of investigative standards and training curricula for national and international partners.</p>	<p>Continue to build an ethical, values-driven culture that embraces diversity, inclusion and mutual respect with a view to attracting and retaining a gender-inclusive, culturally and ethnically diverse workforce reflective of Australian society.</p> <p>Increase technical and specialist skills through various models of engagement/partnerships.</p> <p>Engage leaders who are highly adaptive, value the views and expertise of others, communicate effectively and embrace ethical conduct and the values of the society they serve.</p>	<p>Measure success not only quantitatively but also qualitatively to show the extent of the AFP's deterrence and disruption of crime.</p>

**The AFP's operating environment continues to evolve. The pace of change is rapid and underscored by increased uncertainty and instability globally. Violence, anger and tensions continue to dominate the global landscape. The complexity of the operating environment is further compounded as criminals continue to exploit advancements in technologies and pressures in the geopolitical and security spheres.**

## **Cyber-enabled crime**

Globalisation continues to link societies more than ever before. The interconnectedness across the globe in this digital age, enabled by information and communications technologies, mobile telephony, personal computing and social networking, has provided criminal networks with greater opportunities to commit serious and organised crime. Emerging technologies that continue to advance and revolutionise society will equally continue to pose an increased array of security threats for law enforcement. This involves hacking, malware, ransomware and distributed denial of service attacks. The AFP continues to evolve and adapt to meet these emerging opportunities and challenges by embracing technology as an enabler to counter criminal threats.

The remote and borderless nature of the internet, its global reach and its rapidly changing technological advancements make cybercrime among the most pressing issues for the AFP. Cybercrime cuts across all criminal activity both domestic and transnational. Many criminal activities facilitated via the internet are increasingly complex and require more than just technical skills to carry them out. These crimes are not only complex and difficult to pursue, given sophisticated technologies and jurisdictional boundaries of law, but can also be large in volume, scale and in the scope and degree of losses for victims.

The exponential increase in data collected through investigations has placed heavier demands on both specialist and support capabilities than ever before. Technology continues to assist and enhance AFP capabilities. Working with industry in the private sector and embracing technologies in countering crime is an imperative. This collaboration is central to developing technical capabilities to ensure criminals do not place themselves beyond the reach of law enforcement.

### **Commonwealth crimes against the person**

Increasingly the AFP is required to lead a national response to crimes affecting vulnerable communities in Australia and those exploited overseas. Of concern is the rise in forced marriage in Australia, as well as Australians involved in online abuse of children<sup>5</sup> in vulnerable communities around the world. This is in addition to the ever increasing volume of reports of child exploitation received by the AFP on a daily basis. These are becoming more extreme both in the level of violence and the younger age of the victims.

The harm to Australians offshore – kidnapped and killed – has also been on the rise.

The AFP is focused on deterrence and disruption to reduce the incidence and impact of Commonwealth crimes against the person, with the ultimate goals of preventing Australians from becoming victims of crime and removing children from harm. This is achieved through education initiatives, partnerships with the private sector and non-government organisations in Australian and overseas, working with victims of crime, and offshore capacity-building in key destination and source countries.

### **Terrorism and national security**

The terrorism threat in Australia, the region and globally will not diminish in the foreseeable future largely due to the ongoing terrorist activity of foreign fighters returning from Syria and Iraq, and the continued radicalisation of disaffected youth.

The AFP has seen a threefold increase in active investigations since September 2014, with the most likely form of attack being a radicalised individual or small group carrying out a low-capability, unsophisticated attack using simple tactics. The time taken from planning to attack is becoming considerably shorter, reducing the window of opportunity for authorities to detect, prevent and disrupt. The age of individuals being radicalised is decreasing and youth are being targeted and groomed using the internet and social media. As such, the increasingly complex technical environment poses a persistent and evolving challenge for the AFP particularly as those radicalised or vulnerable to radicalisation continue to take advantage of new technologies.

Engagement with state and territory police and community and religious leaders on managing those vulnerable to radicalisation will be an ongoing focus and may increasingly include people in the correctional and criminal justice systems. The return of any foreign fighters with increased capability, networks and knowledge is expected to pose a concern for Australia into the near future. The AFP's response to international incidents involving Australians or Australian interests will require increased collaboration with international law enforcement and intelligence partners. In addition, the AFP's engagement with the private sector is crucial in supporting the national response to terror and security threats, with a particular focus on protection at crowded places.

### **Transnational serious and organised crime**

Serious and organised crime activities are increasing in complexity and scale. Profits generated from serious and organised crime in Australia are enormous and rival those of multinational corporations.

As criminals continue to exploit technological advancements, traditional means such as legislative developments and regulatory controls must be supported by innovation and resilience made stronger through collaboration and partnerships. Working in collaboration with private industry, our national and international law enforcement partners, Australian intelligence partners and the community is, and must be, an enduring strength to counter the threat.

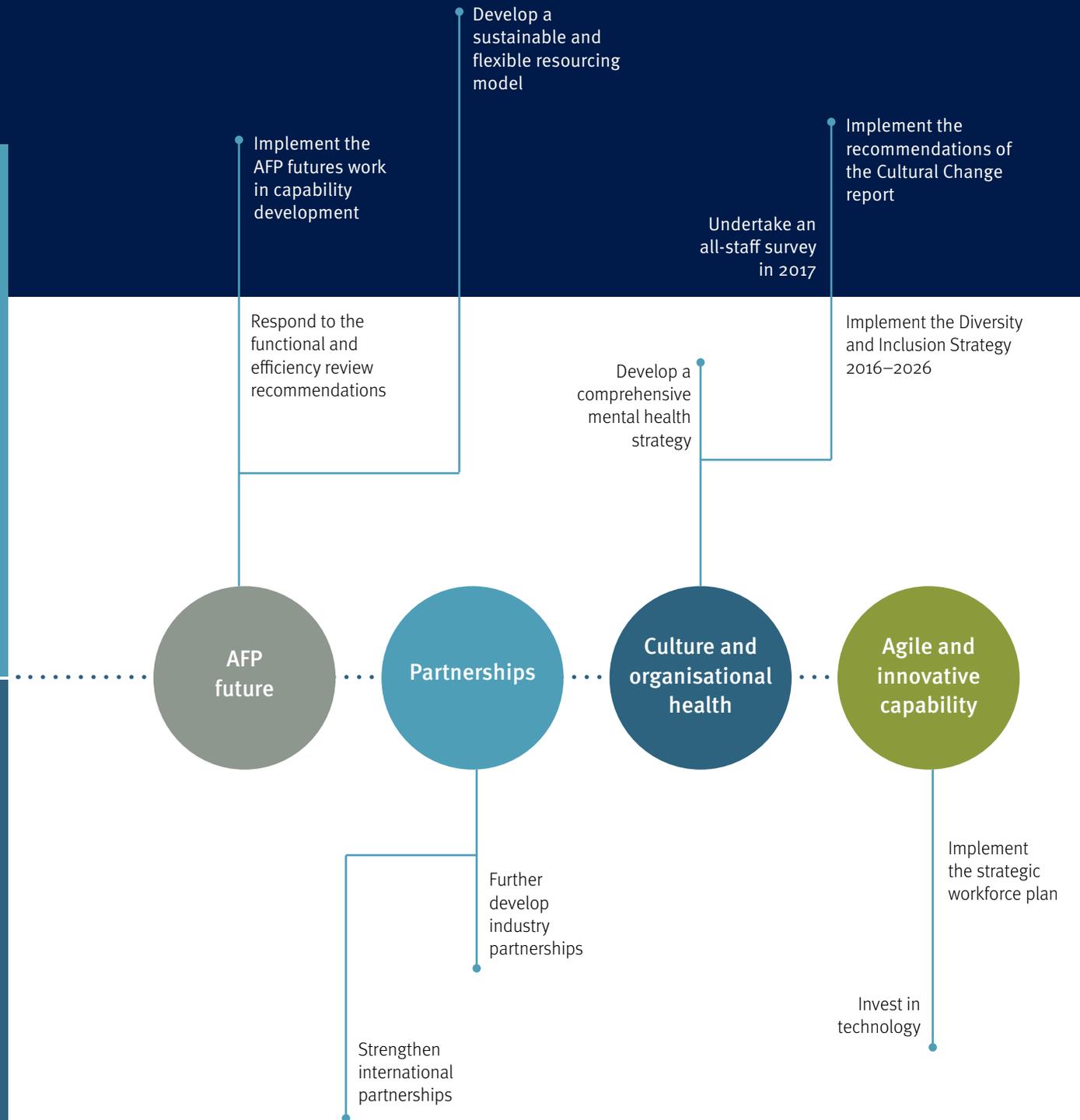
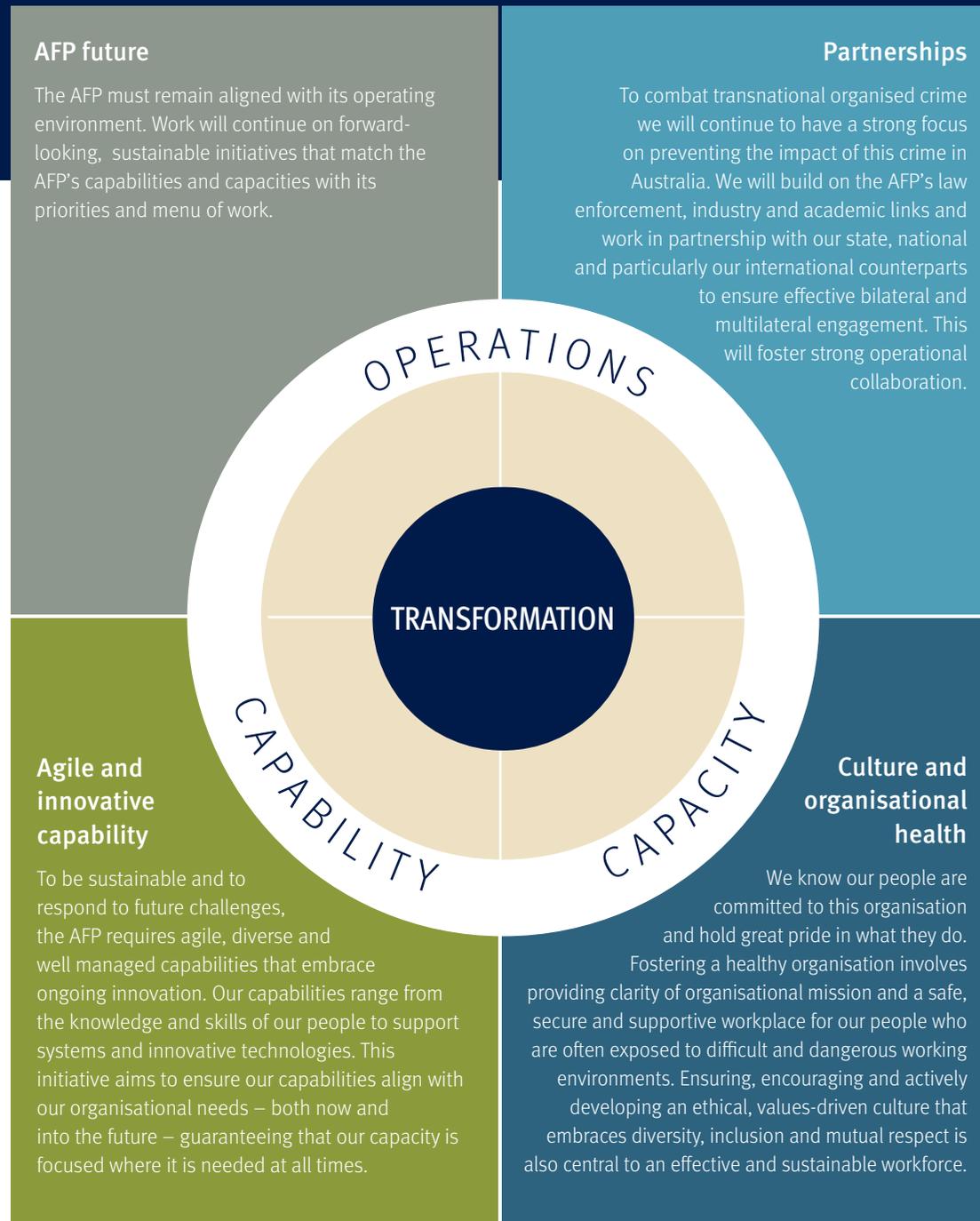
### **Regional and global stability**

Regional and global fragility has a direct impact on our national security interests. A significant number of nation states continue to experience a decline in stability, resulting in regional areas that are vulnerable to domestic unrest and an environment of escalating global fragility. Transnational crime organisations then seize the opportunity to exploit these vulnerabilities. This poses a direct threat to Australia.

It is in Australia's national interests to promote an international and regional environment that is stable, peaceful and prosperous. Regional stability involves a whole-of-government approach to which the AFP contributes a significant and continuing role in partnership with other Australian agencies. The AFP works with local law enforcement both in the region and across the globe, building capability through sound governance, training, leadership and resource management to strengthen regional stability and security.

# Strategic initiatives and related activities

The AFP is progressing enterprise-wide initiatives with an emphasis on transformation and cultural reform.



The Australian Government and community have significant expectations of the AFP to protect Australians and Australia's national interests. It is essential that the AFP is able to sustain commitment to those expectations within a dynamic operating environment. The AFP meets those expectations and ensures its performance by focusing on operations, capacity and capability which are described in the following sections.

## Operations

The AFP has a broad range of national and international policing and law enforcement responsibilities which are defined in legislation under the AFP Act and also within the *Witness Protection Act 1994* and the *Proceeds of Crime Act 2002*. The key focus is on policing services and police support services in relation to the laws of the Commonwealth, the property of the Commonwealth and the safeguarding of Commonwealth interests. This involves substantial liaison with other law enforcement, intelligence and security agencies. There is also considerable focus on international operations. The diagram opposite illustrates our purpose and mission by grouping our day-to-day activities under national policing, international operations, protection and community policing.

### Performance

The AFP's organisational performance framework is continuing to evolve. This is in response to internal and external reviews. It already contains many of the elements of the Enhanced Commonwealth Performance Framework<sup>6</sup> such as surveys and evaluation. However, there is a shift towards broader measurement to allow a more comprehensive discussion and description of performance. New performance criteria introduced in the 2017–18 PBS include disruption and prevention. We have also extended the scope of return on investment measurement and propose a broader community confidence survey methodology.

The AFP performance criteria are listed in the following section grouped according to national policing, international operations and protection. Details of performance in relation to community policing (within the ACT) are described on the ACT Policing website.<sup>7</sup>

<sup>6</sup> [www.finance.gov.au/resource-management/pmra/performance](http://www.finance.gov.au/resource-management/pmra/performance).

<sup>7</sup> [www.police.act.gov.au/about-us](http://www.police.act.gov.au/about-us).

**VISION**  
Policing for a safer Australia

**PURPOSE**  
As Australia's national policing agency,  
we protect Australians and Australia's interests

### WHAT WE DO



## NATIONAL POLICING

focused on Commonwealth offences

Combat complex, transnational, organised crime and terrorism (also incorporating Commonwealth crimes against the person)

### Delivery strategy

Prevent, detect, disrupt and investigate crime with a focus on complex, transnational, serious and organised crime, terrorism, fraud and financial crimes, cybercrime and cyber safety, child protection, human-trafficking, people-smuggling and the recovery of proceeds of crime.

Further detail on specific crime types, specific taskforces (such as the Criminal Assets Confiscation Taskforce and the Serious Financial Crime Taskforce) and also on operational support services (such as forensics and intelligence) can be found on the AFP website: [www.afp.gov.au/what-we-do](http://www.afp.gov.au/what-we-do).

INTENDED RESULTS	PERFORMANCE CRITERIA
Australians feel safer and have confidence that police are addressing criminal and national security threats. There is greater awareness of cyber safety and cyber security.	1.1 Community confidence
	1.2 Cyber safety awareness (ThinkUKnow)
Strong relationships and understanding enabling interoperability with partner agencies	1.3 Stakeholder satisfaction
Reduced harm from complex, transnational and organised crime and terrorism and reduced economic, social and individualist rewards from crime	1.4 Convictions
	1.5 Disruption
	1.6 Prevention
Remove money and influence from the criminal economy	1.7 Return on investment for transnational crime
Reduced likelihood of a terrorism incident occurring and reduced impact of such incidents	1.8 Return on investment for asset confiscation
Reduced incidence and impact of Commonwealth crimes against the person	
Protection of government revenue	

## INTERNATIONAL OPERATIONS

Disrupt crime offshore and support global security and regional stability as Australia's principal international law enforcement representative

### Delivery strategy

#### Strategic engagement

Build relationships with partners and stakeholders, including non-traditional partners and non-government organisations.

#### Operations and criminal intelligence-sharing

Prevent, detect, disrupt and investigate crime with a transnational focus. This is supported by AFP officers in 29 countries and includes contributions to emergency response efforts.

#### Capability development

Build capability with law enforcement partners and neighbours. Deliver official development assistance. Contribute to peacekeeping, security and stabilisation activities.

Further details and background can be found in the following publication:  
*International Engagement 2020 and Beyond* at [www.afp.gov.au/about-us/publications-and-reports](http://www.afp.gov.au/about-us/publications-and-reports).

INTENDED RESULTS	PERFORMANCE CRITERIA
Strong collaborative relationships through strategic engagement with partners and stakeholders enabling interoperability and cooperation	2.1 Stakeholder satisfaction (also 1.3)
Reduced illegal flow of goods, money and people into Australian jurisdictions (physical and electronic)	2.2 Disruption (also 1.5)
	2.3 Return on investment for international operations
	2.4 Prevention (also 1.6)
Regional security and strengthened law enforcement capabilities	2.5 Mission/external territories performance evaluation (also 4.1)

## PROTECTION

Protect Australian high-office holders, foreign dignitaries, Australian Government infrastructure, and designated international airports

### Delivery strategy

Provide protective security services to individuals and interests identified by the Commonwealth to be at risk. This includes uniformed patrols and response, close personal protection, witness protection and special events planning.

Deliver counter-terrorism first response, investigation, intelligence and policing capabilities at major Australian airports.

INTENDED RESULTS	PERFORMANCE CRITERIA
Reduced harm and fewer incidents affecting the safety of those people/assets/events receiving AFP protection services; charging of offenders or appropriate punitive action taken if a criminal act occurs	<b>3.1</b> Number of avoidable incidents
	<b>3.2</b> Convictions (also <b>1.4</b> )
	<b>3.3</b> Prevention (also <b>1.6</b> )
Rapid response and de-escalation of incidents related to aviation law enforcement and security	<b>3.4</b> Response to aviation incidents within specified priority timeframes
Strong relationships and understanding enabling interoperability and cooperation with other law enforcement, government and aviation stakeholders	<b>3.5</b> Stakeholder satisfaction (also <b>1.3</b> and <b>2.1</b> )

## COMMUNITY POLICING

Provide policing services to the Australian Capital Territory, Jervis Bay and Australia's external territories

### Delivery strategy

Provide a community policing service in accordance with the Policing Arrangement between the Commonwealth and the ACT Government.

Provide community policing in Australia's external territories.

INTENDED RESULTS	PERFORMANCE CRITERIA
Reduced crime, enhanced public safety and strong community and partner engagement	<p>Performance criteria for ACT Policing are listed in the Purchase Agreement: <a href="http://www.police.act.gov.au/about-us/government-directions">www.police.act.gov.au/about-us/government-directions</a>.</p> <p><b>4.1</b> Mission/external territories performance evaluation (also <b>2.5</b>)</p>

## Performance measurement details

1.1	COMMUNITY CONFIDENCE
Description	Community confidence in the contribution that the AFP makes to law enforcement and national security
Method	Survey data based on public opinion
Timing	At least annually
Rationale	It is important to obtain direct feedback from members of the community on their perception of safety and attribution of it to federal policing.
Target	75% in 2017–18 but with increased targets in future years as the AFP establishes a stronger public identity
Previous result	80% based on the 2017 survey of over 1,000 travellers in Australian airports (associated with previous KPI 4 community confidence in aviation law enforcement and security)

1.2	CYBER SAFETY AWARENESS
Description	Increased or reinforced cyber safety and security awareness
Method	Feedback after delivery of ThinkUKnow presentations
Timing	Collected post presentations throughout the reporting period
Rationale	This performance measure assesses the effectiveness of messaging and strategies for increasing awareness of internet/cyber safety in relation to children.
Target	85% in 2017–18
Previous result	94% in 2015–16 (previously KPI 9)

1.3	STAKEHOLDER SATISFACTION (also 2.1 and 3.5)
Description	Percentage of external stakeholders satisfied in their dealings with the AFP
Method	Online survey of international, Commonwealth, state, territory and private sector partners and other feedback from stakeholders
Timing	Annually
Rationale	The AFP works with a diverse range of policing, law enforcement and other government, private sector, not-for-profit and community organisations, both domestically and overseas. It rarely operates as a single entity. Therefore it is important to obtain regular feedback to maintain a high level of engagement and interoperability.
Target	85% in 2017–18
Previous result	89% satisfied or very satisfied overall in 2017 (previously KPI 1 and KPI 10)

1.4	CONVICTIONS (also 3.2)
Description	Percentage of cases before court that result in conviction
Method	Based on data recorded in AFP systems, including court outcomes that were finalised in the reporting period; case studies
Timing	Updated continually, reported annually
Rationale	Successful prosecution of individuals who have committed Commonwealth crimes provides direct impact on that activity and indirect general deterrence.
Target	90% in 2017–18 and in the future
Previous result	95% in 2016–17 (previously KPI 2)

## Performance measurement details

1.5	DISRUPTION (also 2.2)
Description	Number of domestic, offshore and online disruptions of criminal activity
Method	Case note entry in AFP systems; case studies
Timing	Collected throughout the reporting period
Rationale	This measure augments the domestic conviction rate (1.4 above) by better reflecting operational tactics, strategies and impacts on complex, transnational crime where prosecution (in Australia) may not be feasible or cost-effective.
Target	No target – benchmark to be established in 2017–18
Previous result	n.a.

1.6	PREVENTION (also 2.4 and 3.3)
Description	Case studies describing crime prevention activity undertaken by the AFP
Method	Collected on AFP systems
Timing	Collected during the reporting period
Rationale	This performance measure addresses a gap in the current framework by highlighting areas of successful, targeted crime prevention. This may include terrorism diversion efforts, community engagement by the countering violent extremism teams, cybercrime prevention including online child protection work, and fraud, foreign bribery and financial crime prevention.
Target	Successfully targeted crime prevention
Previous result	n.a.

1.7	RETURN ON INVESTMENT FOR TRANSNATIONAL CRIME
Description	Overall return on investment based on investigation of drug and financial crime augmented by case studies of transnational crime investigation and qualitative assessment of benefit
Method	Return on investment (benefit/cost). Benefit is broadly measured by the Drug Harm Index (DHI) and Estimated Financial Return (EFR), which summarise in dollar terms the social impact of law enforcement efforts against importation of illicit drugs and economic crime respectively. The DHI is the estimate of the potential harm that would have ensued if illicit drugs and precursors seized at the border had reached the community. The EFR is the amount of money estimated to be saved by law enforcement efforts into crimes such as fraud and money-laundering, based on estimates of past losses recovered, and specific and general deterrence. Cost estimates include law enforcement, judicial, court and prison costs. For further information see <a href="http://www.afp.gov.au/about-us/publications-and-reports/return-investment-methodology">www.afp.gov.au/about-us/publications-and-reports/return-investment-methodology</a> .
Timing	Collated monthly
Rationale	This performance measure assesses value for effort based on social impact measures for drug crime and financial crime.
Target	>1 (positive return on investment) in 2017–18
Previous result	3 in 2016–17 (previously KPI 7)

1.8	RETURN ON INVESTMENT FOR ASSET CONFISCATION
Description	Overall return on investment based on revenue to the Criminal Assets Fund in relation to overall outlay for the Criminal Assets Confiscation Taskforce augmented by case studies and qualitative assessment of impact on criminal enterprises
Method	Return on investment (benefit/cost)
Timing	Calculated annually
Rationale	This performance measure assesses value for effort based on the overall dollar return against resources expended on asset confiscation.
Target	>1 (positive return on investment) in 2017–18
Previous result	n.a. (replaces previous KPI 8 criminal assets restrained)

## Performance measurement details

### 2.3 RETURN ON INVESTMENT FOR INTERNATIONAL OPERATIONS

Description	Overall return on investment for international operations
Method	Return on investment (benefit/cost) based on drug harm averted by offshore seizure activity in relation to outlay in international investigation activity, supplemented by case studies and qualitative assessment of benefit
Timing	Collated monthly
Rationale	This performance measure estimates value of effort based on social impact measures for drug crime, but also recognises that positive impacts should be noted for other crime types where benefits may not be able to be estimated in dollar terms.
Target	>1 (positive return on investment)
Previous result	n.a.

### 2.5 MISSION/EXTERNAL TERRITORIES PERFORMANCE EVALUATION (also 4.1)

Description	Performance evaluations
Method	Systematic and in-depth, independent and internal assessments of programs and strategies. This comprises two mechanisms. Firstly, there is a six-monthly routine assessment through the Mission Performance Report process. Each mission is assessed against criteria set by the Organisation for Economic Cooperation and Development – Development Assistance Committee. The criteria include effectiveness, efficiency and sustainability, as well as AFP criteria related to risk management and gender equality. The second mechanism includes strategic, thematic and program evaluations. All evaluations have management response mechanisms.
Timing	See evaluation pipeline table on opposite page.
Rationale	A formal framework of independent and internal evaluations provides an evidence base to inform programming and decisions.
Target	Evaluations completed and recommendations addressed
Previous result	See previous evaluations in Annual Report 2015–16 (previously KPI 11).

### 2.5 MISSION EVALUATION PIPELINE

Country/program	2017–18	2018–19	2019–20	2020–21
Timor-Leste Police Development Program	Internal evaluation		Independent mid-term review	
Papua New Guinea – Australia Policing Partnership	Internal evaluation			
Solomon Islands Police Development Program			Independent mid-term review	
Pacific Police Development Program*		Internal evaluation		Pending
International Operations Gender Strategy		Independent evaluation		Pending
International Engagement Strategy 2020 and Beyond			Independent evaluation	

\*Includes programs in Samoa, Nauru, Papua New Guinea and Tonga and a regional program that provides support to Kiribati, Tuvalu, Niue, Cook Islands, Federated States of Micronesia, Republic of the Marshall Islands and Palau, as well as support to other Pacific Islands Chiefs of Police member countries.

### 3.1 NUMBER OF AVOIDABLE INCIDENTS

Description	Number of protection avoidable incidents
Method	Count of incidents in AFP corporate systems
Timing	Ongoing throughout the reporting period
Rationale	This performance measure illustrates achievement for an area which is focused on prevention.
Target	No more than 4 incidents
Previous result	n.a. (previously a rate KPI 6)

### 3.4 RESPONSE TO AVIATION INCIDENTS WITHIN SPECIFIED PRIORITY TIMEFRAMES

Description	Response to aviation law enforcement and/or security incidents within targets related to incident severity
Method	Captured on AFP corporate systems
Timing	Daily throughout the year
Rationale	This performance measure provides an assessment of police response times within airport precincts.
Target	90% (within 10 minutes for priority 1, 20 minutes for priority 2, 120 minutes for priority 3, and 24 hours for priority 4)
Previous result	92% for priority 1 (previously KPI 5)

# Capacity

Capacity is having the 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.

## People

The AFP average staffing level is estimated at 6,137<sup>8</sup> in 2017–18 across both Commonwealth and community policing outcomes (5,182 in Outcome 1 and 955 in Outcome 2).

The AFP is developing an integrated staffing model which means optimising the use of both sworn and professional staff, with an increasing emphasis on diversity and flexibility. This includes a mix of police, technical experts, and specialist and support personnel, comprising both men and women, all ages, and people from diverse backgrounds, cultures and professions.

The AFP will focus on creating a diverse, inclusive, agile and interoperable workforce to most effectively deliver its unique services to the Australian Government and the community. The AFP also places a high priority on the health, safety and welfare of its personnel.

## Budget

The AFP total funding for 2017–18 is \$1.43 billion (including cost-recovered services for the ACT Government and Australian Government agencies and other sources).<sup>8</sup> The majority (\$1.17 billion) of the AFP's operating budget comes directly from government appropriations. However, the AFP also generates approximately 18 per cent of its income from other sources, including provision of protective security services to critical infrastructure sites and establishments of interest to the Australian Government and policing services to the ACT Government.

The AFP must continue to ensure it is efficient and identify innovative ways to conduct its business. A Functional and Efficiency Review of the AFP was conducted in the second half of 2016. The recommendations are being considered alongside other key AFP reforms currently in place to ensure that the progress and development of the AFP is aligned and aimed towards our vision of policing for a safer Australia.

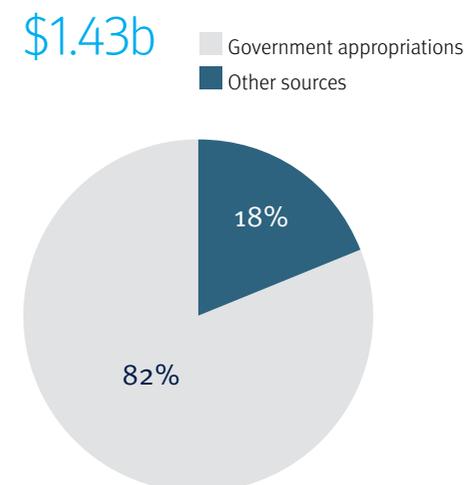
## Staffing



## AFP's international footprint



## AFP funding 2017–18



An integrated staffing model with an increasing emphasis on diversity and flexibility



<sup>8</sup>www.ag.gov.au/publications/budgets/budget2017-18.

# Capability

The AFP is enhancing its capability by improving the structure, diversity and skills of the workforce, investing in technology, strengthening national and international partnerships and upgrading security.

## Workforce

### Developing long-term workforce capability

The AFP will continue to build an innovative and capability-based workforce that is flexible and can adapt to the evolving demands of the external environment. Implementation of the AFP Strategic Workforce Plan 2017–2020 will see the workforce characterised by different engagement models which support the greater need for technical and specialist skills while building partnerships with private industry and other organisations to provide access to capabilities and expertise.

The AFP will attract and retain a gender-inclusive, culturally diverse workforce that reflects Australian society and comprises individuals of high integrity who are capable of critical thinking, reflection, analysis and independent judgement.

### Culture

Policing is a people-centred profession. People are the AFP's greatest strength and our results reflect the hard work and dedication of all staff. Culture is critical. A high level of diversity is fundamental to our future capabilities and effectiveness, our ability to innovate and deliver, and our ability to properly represent the community we serve. An ethical values-driven culture that embraces diversity, inclusion and mutual respect and where all personnel are allowed to contribute their best is vital for our future success. The Cultural Change report<sup>9</sup>, published in August 2016, includes 24 recommendations which are being implemented through the new Reform, Culture and Standards branch. The report has also informed the development and implementation of the AFP Diversity and Inclusion Strategy 2016–2026, which sets a number of ambitious diversity targets for the AFP.

## Technology

The AFP will continue to build on the architectural foundation consistent with the evolving digital and law enforcement landscape. Particular focus will be placed on strengthening information on demand and deep data exploration to detect, prevent and predict serious crime.

## Partnerships

The AFP's capability is enhanced by the strength of the relationships it has developed with traditional domestic and international partners. The AFP can add value to the work of domestic partners by providing specialist capabilities, as well as playing a leadership and coordination role in addressing serious crime and threats to national security. The AFP also plays an important advisory and educational role for government and the public. It recognises the increasing importance of engaging more directly with industry, particularly regarding investment in innovation. Finally, the AFP's International Network is crucial to combating serious and organised crime in an increasingly globalised and interconnected world.

## Investment in security

The safety and security of AFP personnel is the number one priority. The threat to police from a terrorist attack remains high. The AFP invests in the protection of its people and continues a program of building works designed to increase security at AFP facilities. In addition, the AFP is increasing its technical protection measures to deter and defeat potential threats to AFP personnel.

# Risk oversight and management

When managed well, considered risks contribute to innovative approaches to fighting crime, efficiencies in our activities and effective prioritisation of resources.

Risk management is essential to ensure the efficient and effective delivery of law enforcement and also the safety and wellbeing of employees and the broader community. All AFP personnel are responsible for managing risks and, in accordance with the AFP's leadership philosophy, are expected to take calculated and innovative risks in the best interests of the AFP's mission and the delivery of valuable service to the Australian people.

The AFP has a risk management framework that conforms with the Commonwealth Risk Management Policy, section 16 of the *Public Governance, Performance and Accountability Act 2013* and Comcover's Better Practice Guide: Risk management.

The AFP's success in delivering its outcomes and transformation agenda involves concurrently managing risk and opportunity. This is particularly important as the AFP faces a rapidly evolving and increasingly complex operating environment.

The AFP's Enterprise Risk Profile identifies four categories of risk:

## 1. Organisational health and safety

This risk category relates specifically to the security, integrity, safety and health of the AFP and its personnel. This risk is a fundamental consideration within the Strategic Risk Profile and encapsulates the nature of AFP business, its fraud and corruption posture, and the value we place on the health and wellbeing of AFP personnel.

## 2. Operational outcomes

This risk category broadly encompasses risk to outcomes of AFP operational/ investigational activity across crime types as described in the AFP's Portfolio Budget Statement. Risk relating to injury or loss of life of other people during AFP intervention is also included in this category.

## 3. Resourcing and workforce planning and management

This risk category underpins all AFP activities relating to financial appropriation and management, attracting, retaining, developing, equipping and deploying the workforce, and resource management, including maintenance and recovery of critical AFP activity after disruption.

## 4. Support capability

This risk category relates to support capability, strategic communications and engagement or enabling activity underpinning all AFP activities (e.g. information and communications technology, information management, performance reporting, governance, security and assurance activities).

The AFP monitors its risk management performance through internal audit and the annual Comcover Risk Management Benchmarking Survey.

## Oversight of professional standards

As a police agency, the AFP must be transparent in its activities and have professional standards above reproach. To ensure this, the AFP has a set of core values and a code of conduct to which all AFP employees must adhere. As part of the professional standards framework, the AFP has a comprehensive complaint management process and mandatory drug-testing program. To address issues of harmful workplace behaviours, the AFP has created the Safe Place team, which works with other areas of the Integrity Framework to support victims of such behaviours and address the behaviours themselves.

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



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