



AFP
AUSTRALIAN FEDERAL POLICE

CORPORATE PLAN 2018–19

covering 2018–19 to 2021–22



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 2018–19, which covers the four-year period from 2018–19 to 2021–22 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This plan incorporates the program of work underway ensuring the AFP is “future ready” and able to continue to operate effectively in an extremely challenging and dynamic criminal and security threat environment. “Future ready” initiatives focus on capability and how our people, processes and technology must be shaped to deliver policing services for a safer Australia. The AFP’s operating environment continues to rapidly change and reflects global uncertainty and instability. The AFP continues to secure and enhance productive partnerships nationally and internationally – this work is fundamental to our success.

We continue to invest in our future through the development of a flexible, collaborative and multi-skilled workforce and the modernisation of our capabilities. To achieve this we will be:

- *High Performing* – We will enhance our range of skills and capabilities. We will do this by developing skills internally, using existing skills in different ways, recruiting those with the desired skillsets, and collaborating with traditional and non-traditional partners. We will do this within a diverse and supportive culture and we will grow our reputation for being the best in key areas.
- *Enabled* – We will equip our people with the tools they need to be effective. We will ensure our technology is modern and we will introduce new ways of doing business. These technical solutions will make us effective and able to focus on priorities.
- *Sustainable* – To keep communities safe and secure, our organisation needs to be sustainable. This means employing an operating model that gives us flexibility to address new priorities, and plan for the future with confidence.

In December 2017, the Home Affairs Portfolio was established. Supported by the Department of Home Affairs, the portfolio brings together various agencies and functions, including Australia’s federal law enforcement, national and transport security, criminal justice and border protection agencies.

The establishment of the Home Affairs Portfolio will strengthen the AFP’s collaboration with our partners and other law enforcement agencies to keep Australians and Australian interests safe.

The AFP also continues to evolve its performance framework – most recently reflecting the importance of disruption and prevention to our mission. Providing a holistic view of the breadth of work the AFP does while reducing overlap where possible will allow the AFP to encourage higher performance and stream-line our reporting.

I am proud to lead the AFP into the future and deliver policing for a safer Australia.

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

Andrew Colvin APM OAM
August 2018

Purpose

As Australia's national policing agency, and a member of the Australian law enforcement and national security community, the AFP leads policing efforts to keep Australians and Australian interests safe both at home and overseas.

This is encapsulated in the AFP's vision statement *Policing for a safer Australia*.

The AFP's functions are listed in section 8 of the *Australian Federal Police Act 1979* (AFP Act).¹ 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)², is shown opposite.

Vision Policing for a safer Australia

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

Portfolio Budget Statements

Outcomes

Outcome 1

Reduced criminal and security threats to Australia's collective economic and societal interests through cooperative policing services

Outcome 2

A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government

Programs

Program 1.1

Federal Policing and National Security

Program 1.2

International Police Assistance

Program 2.1

ACT Community Policing*

¹www.legislation.gov.au/details/C2016C00710

²www.homeaffairs.gov.au/about/reports-publications/reports/portfolio-budgets/2018-19

*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

Our priorities are influenced by highly dynamic criminal, policing and national security environments and informed by government priorities. The pace of criminal change is rapid. It is driven by technical innovation and widespread social adoption and acceptance of new technologies that generate great community benefits but also new opportunities for criminal exploitation. The AFP needs to be prepared for a broad range of future challenges in this dynamic threat environment. The AFP needs to be agile and have contemporary knowledge, skills, tools and ways of thinking to ensure our response remains effective.

Home Affairs

On 20 December 2017, the Home Affairs Portfolio, including the Department of Home Affairs, was formally established. The establishment of the Portfolio brings together Australia's federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs and immigration and border-related functions and agencies, which are working together to keep Australia safe.

The Portfolio currently comprises:

- The Department of Home Affairs
- The Australian Border Force (ABF)
- The Australian Criminal Intelligence Commission (ACIC)
- The Australian Federal Police (AFP)
- The Australian Security Intelligence Organisation (ASIO)
- The Australian Transaction Reports and Analysis Centre (AUSTRAC)

The establishment of the Home Affairs Portfolio will strengthen the AFP's collaboration with our partners and other law enforcement agencies to safeguard Australians and Australian interests.

Globalisation and technology

Globalisation continues to link societies across the primary domains of social or personal interactions, business dealings and governmental structures. The use and role of technology has permeated most aspects of our daily lives and has generated greater efficiencies and interconnectedness. The spread of technology is often widely accepted and adopted before criminal vulnerabilities or counter measures have been identified and managed. Connectivity means greater productivity, but also increased vulnerability. While globalisation and technological progress are largely positive advancements, they also bring new threats to Australia's security and exacerbate pre-existing ones.

Globalisation, technology and digital infrastructure are key enablers across all crime types. Geographic boundaries no longer contain criminal networks and many criminal activities are facilitated via the internet.

As criminal activities are increasingly complex, they require more than just technical skills to carry them out. Criminal entities are using emerging technologies to build networks and organisations to undertake complex transactions and multi-faceted transnational crimes. The remote and borderless nature of the internet, its global reach and the speed of technological uptake and change make cybercrime among the most pressing issues for the AFP. Emerging issues for policing cybercrime include even more complex and rapid innovations in encryption, alternative banking platforms and virtual currencies and greater sophistication and scope for hacking, malware, ransomware and distributed denial of service attacks. These crimes can also be large in volume, scale and in the scope and degree of losses for victims.

Cooperation, harmonisation and mutual recognition at national and international levels have been pursued, and will continue to be for the foreseeable future. Increasingly, joint activities involve many different agencies and their capabilities. This trend is expected to continue.

The AFP continues to evolve and adapt to emerging criminal challenges by embracing technology to counter criminal threats. This has involved: participation in cybercrime initiatives, identifying innovations, and working with the private sector and government specialist units to build capabilities and networks for detection and response. This collaboration is central to developing technical capabilities to ensure criminals do not place themselves beyond the reach of law enforcement. Technical advances in policing require specialist skills and research, collaboration with international partners, often legislative reform, the development of procedures and appropriate evidentiary standards as well as consideration of disruption and prevention approaches to threats. Such work often takes time to develop and implement. The AFP will continue to invest in this work for the next four years through a range of business as usual and new capability activities.

Espionage and foreign interference also pose significant threats to Australia's sovereignty, values and national interests in a globalised era. The risks that foreign actors present are highly complex and can erode public confidence in our political and government institutions. The AFP will work with partner agencies to combat such threats.

Transnational serious and organised crime

Serious and organised crime in Australia is increasing in complexity and scale to a level of sophistication which has not been seen before. It is borderless, better organised and deploying better technology to facilitate the movement of illicit goods, including drugs, firearms and child exploitation material, and the movement of funds.

Serious and organised crime is transnational in nature, technology-enabled and increasingly, functions as a business. As criminals continue to exploit technological advancements and globalisation, their activities have the ability to target thousands of Australians simultaneously from anywhere in the world. Profits generated from serious and organised crime in Australia are enormous and rival those of multinational corporations. The cost of transnational serious and organised crime to Australia is conservatively estimated at \$36 billion a year.³

Traditional means such as legislative developments and regulatory controls must be supported by innovation in policing responses, and building resilience in potential targets through a range of collaborative measures 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. The creation of the Transnational Serious and Organised Crime Coordinator, led by an AFP Deputy Commissioner within the Department of Home Affairs, is a critical asset in the fight against the threat. The Coordinator will provide policy and strategy coordination on a national scale and further cultivate collaboration between private and public, domestic and international stakeholders.

Child Exploitation

Increasingly, the AFP is required to lead a national response to crimes affecting vulnerable communities in Australia and overseas. Of particular concern is the rise in instances and rates of child exploitation and Australians involved in the abuse of children, both online and in vulnerable communities around the world. The increase is fuelled by the rapid advancement in technology and continuous evolution of new methodologies utilised by criminals. They use the privacy and anonymity of the internet to identify and target vulnerable children. The AFP is also receiving an increasing

³ https://www.acic.gov.au/sites/g/files/net1491/f/2017/o8/oca_2017_230817_1830.pdf

number of reports children, some as young as four, are producing sexually explicit material and uploading the material to social media platforms, and subsequently engaging with online child sex offenders.

The AFP is focused on deterrence and disruption as well as prosecution. This is achieved through education initiatives, partnerships with the private sector and non-government organisations in Australia and overseas, working with victims of crime, and offshore capacity building in key destination and source countries. The AFP-led Australian Centre to Counter Child Exploitation (ACCCE) will be a critical instrument to address the continued growth of child exploitation and encourage, on a national level, further collaboration. Over the next four years, the AFP will continue to undertake child exploitation investigations and crime prevention work as well as scope and develop the new ACCCE. The Centre will build on and deepen existing state-AFP partnerships in this crime type.

Terrorism

Terrorism poses a direct and ongoing threat to the safety and wellbeing of Australians both in Australia and abroad. The terrorism threat in Australia, the region and globally will not diminish in the foreseeable future.

The primary terrorist threat in Australia is from a small number of extremists, principally lone actors or small groups, 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.

The terrorist threat can manifest across jurisdictional boundaries. It requires a coordinated, considered and comprehensive national response to address planning, recruitment as well as plots. In the next year and following, 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 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.

The AFP protects Australians and Australia's interests through our national security role. Our operations ensure the safety of people and interests from acts of terrorism, crime and issues motivated violence. We will continue to effectively leverage our unique capabilities and powers in our protection related functions.

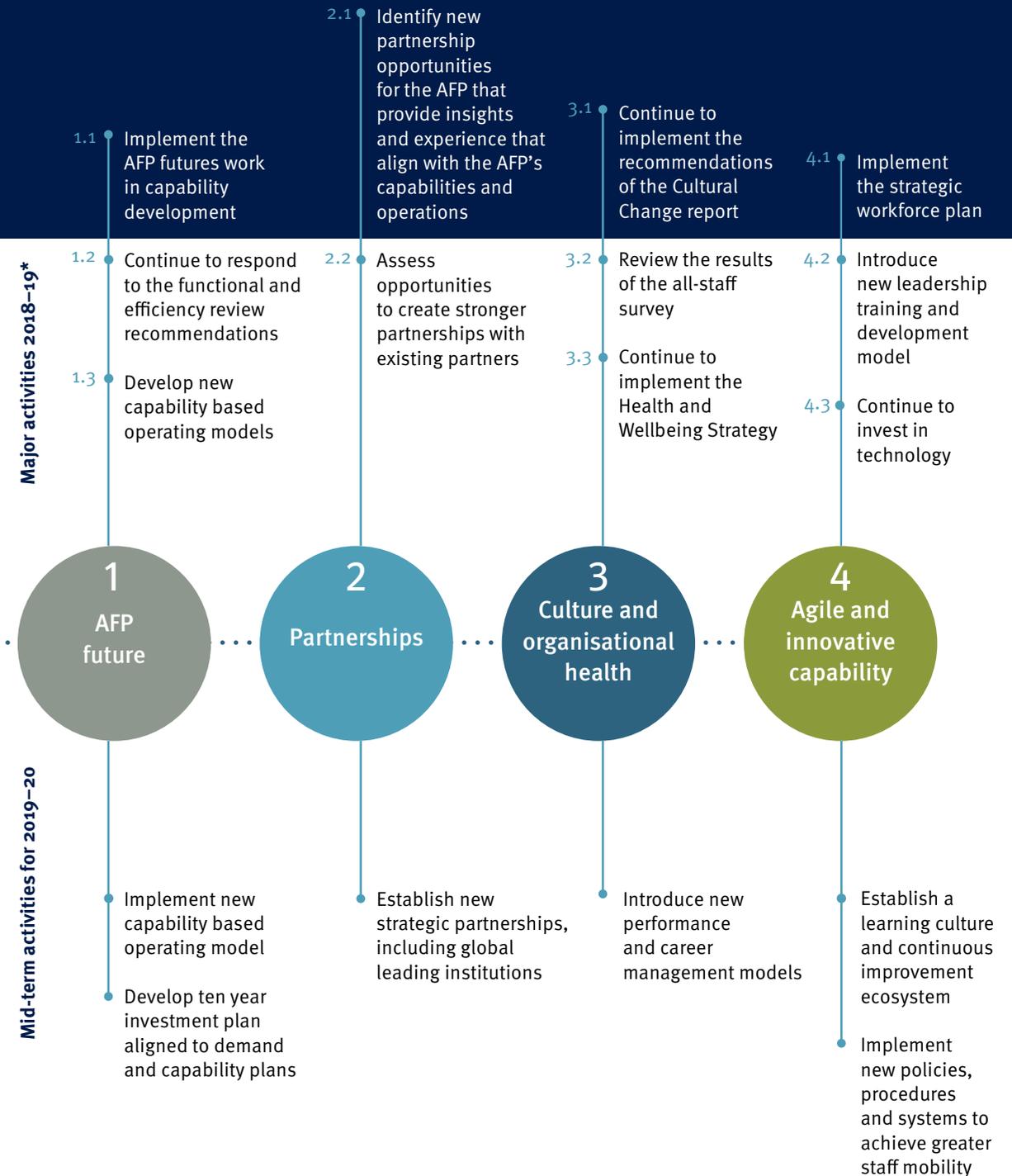
Regional and global stability

Regional and global fragility has a direct impact on our national security interests. It transcends national borders and impacts on regional security. 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.

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. The AFP's international engagement is critical to meet the expectations of government and the Australian society. The AFP is also uniquely placed among its Commonwealth partners to deploy its specialist capabilities to situations where requested. Over the next four years the AFP anticipates it will continue to implement its International Engagement strategy and engage with foreign policy priorities especially for the Indo-Pacific region.

Strategic initiatives and related activities

The AFP is progressing enterprise-wide initiatives with a focus on defining and developing a future-ready AFP, with an emphasis on capability development, workforce planning, diversity, safety and security, partnerships and collaboration.



* Major activities to be commenced or continued during 2018-19, noting that these activities may not be completed during this period due to delivery methodology.

Our performance framework and associated performance criteria are how we will demonstrate our value to the government and our stakeholders.

To this end, the revisions to the framework made in 2017–18 will continue into 2018–19 and beyond in an incremental process of ongoing reform. This approach is preferred to periodic major reviews as it allows the AFP to stay attuned with environmental changes. The evolution of our framework balances the reporting of social impact and new areas of AFP work while maintaining continuity of measurement and analysis of trends. Our performance framework also continues to move towards having a balance of quantitative and qualitative measures.

The evolution of our performance framework was explained in the Corporate Plan 2016–17 (p.20). In 2017–18 we introduced several new performance criteria, many with a qualitative aspect. For the first time, in its 2017–18 annual performance statement, the AFP will report on: prevention; disruption; community confidence, and new returns on investment for offshore drug seizures involving the AFP and asset confiscation.

These measures reflect the growing importance of prevention and disruption both as operational strategies and corporate outcomes in the fight against TSOC, terrorism, cybercrime and online child exploitation. In many instances, prevention and disruption are preferable to, or at least need to complement prosecutions.

There are, however, inherent challenges in measuring social impacts and value from policing and so, in 2018–19 we will develop these criteria further. We will also adopt a new structure for the performance framework. This change started with reducing the performance criteria in the Portfolio Budget Statement to three and includes a new model of categorisation for the performance criteria which should offer greater longevity and flexibility of the performance framework.

The new framework considers key operational outcomes in law enforcement and security and uses categories that cover the whole AFP. It retains the majority of existing performance criteria but presents them more clearly, grouping them by reporting purpose (public value and impact or operational outcomes). A number of measures (avoidable incidents and response times) also had their targets increased as an incentive to continue to improve performance. Three performance criteria have been changed, including:

- *Conviction rate* which is to be replaced by prosecution acceptance rate. Conviction rate measures the successful prosecution of individuals who have committed Commonwealth crime. It is a performance criterion of the Commonwealth Department of Public Prosecution (CDPP) and is outside the AFP's control. In contrast, the AFP has control over the conduct of its investigations and the production of briefs of evidence. The prosecution rate which will be measured by the proportion of prosecution cases accepted by the CDPP is a way to measure the quality of AFP investigations.
- *Stakeholder satisfaction* which is to be retired as an external performance measure. This measures how satisfied our partners and clients (except the community) are with AFP services. It has some value as a measure of internal improvement but no longer provides insight on our public value or operational outcomes.
- *Cyber safety awareness* which is to be retired as a stand-alone measure. This measures the effectiveness of messages from the ThinkUKnow cyber safety program. It has some value for the program providers but gives insufficient insight on the AFP's purpose and public value. Cyber safety awareness will be a component of the prevention case study measure instead.

Additional performance criteria may be identified and tested during the year to ensure the AFP performance approach stays responsive and relevant to the environment. It is anticipated that some of these measures may be considered for inclusion in 2019–20.

AFP Performance Framework and Performance Criteria

In 2018–19 AFP performance will be assessed by the following 11 performance criteria under two groupings:

- Public value and impact (3 criteria)
- Operational outcomes (8 criteria)

A summary of the measurement method is provided; this is supported internally by business rules and procedural documents. Targets for quantitative measures are given for the four-year period of 2018–19 to 2021–22. Targets are either specific goals or directional trends to cater for the nature of the measurement method and inherent variability of the intended results.

Performance criteria groups			
Public value and impact			
1.1 Community confidence	1.2 Return on investment	1.3 Evaluations	
Operational outcomes			
Prevent	Disrupt	Respond	Enforce
2.1 Prevention Case Study Analysis	2.2 Disruption Case Study Analysis 2.3 Disruption Numbers 2.4 Avoidable incidents	2.5 Response Case Study Analysis 2.6 Response Times	2.7 Enforce Case Study Analysis 2.8 Prosecution acceptance rate

Public value and impact

Public value and impact performance criteria are associated with our purpose and are included in our Portfolio Budget Statement. The responsibility for making Australia safer and reducing the impact of crime is shared across commonwealth and state agencies, law enforcement, security and other policy agencies. However, understanding our performance in these areas is critical to understand if we have met our purpose and made an impact on the safety of Australia. The AFP has some direct influence on the impact to the criminal environment but only indirect influence on social impact.

Performance criteria	Measurement method	Target 2018-19	Target 2019-20	Target 2020-21	Target 2021-22
1.1 Community confidence (Program 1.1)	Annual phone survey canvassing public opinion to obtain direct feedback from members of the community on their: ■ confidence in the AFP's contribution to law enforcement and national security ■ overall perception of safety	75%	75%	75%	75%
Increasing trend (benchmark 2017-18)					
1.2 Return on investment (Program 1.1)	Benefit/cost analysis of a selection of AFP activities to assess their value (method available on afp.gov.au). Current activities include drug crime, financial crimes and asset confiscation but we intend to build a broader benefit figure in the next four years.	Positive return on investment			
1.3 Evaluations (Program 1.2)	Systematic and in-depth independent and internal assessments of programs, strategies and objectives that provide evidence to inform learning and decision making.	Internal assessments*			
		Pacific PDP	Solomon Islands PDP	International Engagement Strategy	Timor-Leste PDP
		Independent assessments*			
Nil	Timor-Leste PDP	International Operations Gender Strategy	Solomon Islands PDP		

*Optional - unscheduled evaluations of International Operations that respond to emerging and/or changing operational objectives

Operational outcomes

The operational outcome performance criteria are designed to assess the performance of our operational activities including combating terrorism; combatting complex transnational organised crime; disrupting crime offshore; supporting regional stability and protecting Australians and Australia's interests.

These activities can result in four main operational outcomes: prevent; disrupt; respond and enforce. We have identified one or more performance criteria for each of these operational outcomes.

Performance criteria	Measurement method	Target 2018-19	Target 2019-20	Target 2020-21	Target 2021-22
Prevent					
2.1 Prevention Case Study Analysis	Qualitative case study analysis of prevention activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
Disrupt					
2.2 Disruption Case Study Analysis	Qualitative case study analysis of disruption activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.3 Disruption Numbers	Count of domestic, offshore and online disruptions of criminal activity as captured in Case Note Entries in AFP systems. Reflects operational activity where prosecution may not be feasible or cost-effective.	Increasing trend (benchmark 2017-18)			
2.4 Avoidable incidents	Count of protection incidents that could have been avoided as recorded in AFP corporate systems.	<3	<3	<2	<2

Performance criteria	Measurement method	Target 2018-19	Target 2019-20	Target 2020-21	Target 2021-22
Respond					
2.5 Response Case Study Analysis	Qualitative case study analysis of response activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.6 Response Times	Proportion of aviation law enforcement/security incidents responded to within timeframes. Priority 1 – within 10 minutes Priority 2 – within 20 minutes Priority 3 – within 120 minutes Priority 4 – within 24 hours	90% 90% 95% 95%	90% 90% 95% 95%	90% 90% 95% 95%	90% 90% 95% 95%
Enforce					
2.7 Enforce Case Study Analysis	Qualitative case study analysis of enforcement activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.8 Prosecution acceptance rate	Percentage of AFP cases accepted for prosecution by the CDPP. Based on ongoing data recorded in AFP systems including cases accepted for prosecution in the reporting period.	Increasing trend (benchmark 2017-18)			

Capacity

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

Our people

The AFP average staffing level is estimated at 6448 in 2018–19 across both Commonwealth and community policing outcomes (5484 in Outcome 1 and 964 in Outcome 2).⁵

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 members of all genders, 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.

Staffing



Estimated AFP average staffing level for 2018–19
6,448

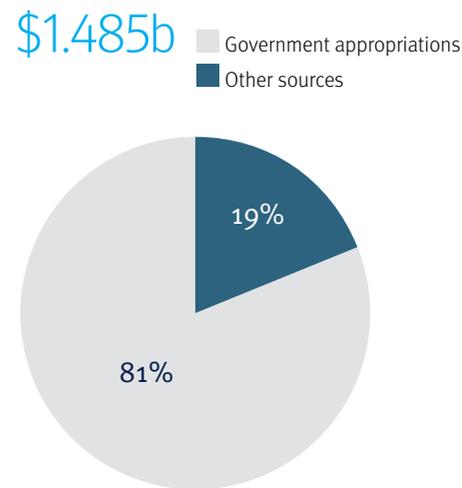
AFP's international footprint
248 personnel in **33** locations offshore focused on TSOC, CT, child protection and people smuggling.

Our budget

The AFP total funding for 2018–19 is \$1.485 billion (including cost-recovered services for the ACT Government and Australian Government agencies and other sources).⁶

The AFP generates approximately 19 per cent of its income from other sources, including provision of protective security services to critical infrastructure sites and establishments of interests to the Australian Government and policing services to the ACT Government.

AFP funding 2017–18



⁵<https://www.homeaffairs.gov.au/about/reports-publications/reports/portfolio-budgets/2018-19>

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The implementation of a capability-based operating model is a key element of the AFP's Future Ready activity. This approach facilitates the AFP aligning its capability profile with its current and future operating environments.

Through 2018-19, work will continue on developing the model's cornerstone elements and implementing a capability blueprint to transition the AFP to this new approach. This activity will include collaboration with key stakeholders to develop complementary approaches to capability development and delivery.

The AFP will also continue to advance its capabilities through a continued focus on programs and deliverables in the following key areas:

Improving the structure, diversity, safety, and skills of the AFP workforce

The AFP will focus on the delivery of programs that enhance the AFP's culture and skills-base, and infrastructure and technologies that improve the safety and security of AFP employees.

Improve investment decisions that will enhance the AFP's technical, specialist, information and communications functions

The AFP will focus on developing world-class capabilities, driving investment decisions. The AFP will continue to modernise its enterprise and operational communications through programs that enhance mobility, unify platforms, and provide access to integrated, valuable information. This will be complemented by an ongoing focus on technology-led innovation, implementing doctrines, and enhancing the AFP's ability to detect, monitor, and deter criminal activity.

Building capability partnerships

The AFP will focus on building capability through collaboration with industry, academia, and national and international partners. This work will leverage existing operational and technical relationships to explore new opportunities. Integration and coordination with Home Affairs and Five Eyes agencies will be a priority.

Enhancing efficiency

The AFP will focus on identifying and exploiting opportunities to build capabilities. This work will include an ongoing focus on exploring the potential to transform existing practices through enhanced delivery models and leading-edge research and development.

Capital investment

The AFP will continue to invest in the protection of its people and continue a program of building works designed to increase security at AFP facilities. The AFP continues to increase its technical protection measures to deter and defeat potential threats to AFP personnel.

The AFP will continue to invest in technology to ensure our capabilities align with organisational needs, now and into the future.

Risk oversight and management

Active risk management, when embedded as part of the culture, is a continuous and iterative process which leads to better decision making, contributes to innovative approaches to achieve objectives, continuously finds efficiency in operations and helps in resource prioritisation.

The AFP risk management framework seeks to embed and integrate active risk management principles with business planning and other whole-of-AFP activities, including business continuity and fraud control. The framework aligns with the Commonwealth Risk Management Policy which articulates compliance with the *Public Governance, Performance and Accountability Act 2013*.

An important measure for treating the AFP's corporate and operational risk is the Governance Instrument Framework, an online library of instructions and guidelines which contribute to secure, efficient, effective and ethical administration and operations.

In 2018–19 the AFP will increase its focus on greater alignment of elements of its risk management framework with other business processes including planning, governance, leadership, prioritisation and decision-making processes.

Improving risk management

The AFP is committed to improving risk management and risk culture. During the 2017–18 financial year, the AFP undertook activities to assess its risk culture. Subsequently, specific activities to enhance the risk culture through seminars, newsletters and updated reference materials have been adopted. The AFP will continue to build and improve its existing risk management maturity through risk audits and risk training programs over the duration of this plan.

The AFP's enterprise risks

The AFP's success in delivering its outcomes and guiding the future capability and agenda involves managing both risk and opportunity. 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 Enterprise 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).

Risk oversight

The AFP Audit Committee gives assurance that the AFP has a robust risk management framework and associated processes for the identification and management of the AFP's operational business and financial risks. Assessment of the AFP's risk management framework through avenues such as the Comcover Risk Management Benchmarking Survey will continue.

Oversight of professional standards

As a police agency, the AFP must be transparent in its activities and have professional standards beyond 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 and address behaviours.

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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AFP

AUSTRALIAN FEDERAL POLICE

POLICING FOR
A SAFER AUSTRALIA