



AFP

AUSTRALIAN FEDERAL POLICE

ANNUAL REPORT 2020–21





AFP
AUSTRALIAN FEDERAL POLICE



Ownership of intellectual property rights in this publication

Unless otherwise noted, copyright (and other intellectual property rights, if any) in this publication is owned by the Commonwealth of Australia.

Creative Commons Licence



This publication is licensed under a Creative Commons Attribution 3.0 Australia Licence, which allows you to copy, distribute, transmit and adapt this publication provided that you attribute the work. A summary of the licence terms is available from:

<http://creativecommons.org/licenses/by/3.0/au/>

The full licence terms are available from:

<http://creativecommons.org/licenses/by/3.0/au/legalcode>

The Commonwealth of Australia's preference is that you attribute this publication (and any material sourced from it) using the following wording:

Source: Licensed from the Commonwealth of Australia under a Creative Commons Attribution 3.0 Australia Licence.

ISSN 0728-4691 (print)

ISSN 2202-7491 (online)

© Commonwealth of Australia, Australian Federal Police, 2021

Aids to access

Annual report contact officer	Manager Audit, Statistics and Performance
Contact phone number	(02) 5126 0000
Contact email	AFPannualreport@afp.gov.au
Contact address	Manager Audit, Statistics and Performance Australian Federal Police GPO Box 401, Canberra ACT 2601
Entity website (URL)	www.afp.gov.au – for all general information
Freedom of information requests	foi@afp.gov.au
Electronic versions of this and previous annual reports	www.afp.gov.au/annualreport

Details of accountable authority during the reporting period

Name	Position title / position held	Period as the accountable authority or member	
		Date of commencement	Date of cessation
Reece P Kershaw	Commissioner	1 July 2020	30 June 2021



9 September 2021

The Hon Karen Andrews MP
Minister for Home Affairs
House of Representatives
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to submit the Australian Federal Police annual report for the period 1 July 2020 to 30 June 2021. This report includes:

- the annual report of the Australian Federal Police prepared in accordance with section 67 of the *Australian Federal Police Act 1979* (Cth) and section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth)
- the annual report on the National Witness Protection Program pursuant to section 30(2) of the *Witness Protection Act 1994* (Cth)
- the annual report on unexplained wealth investigations and proceedings pursuant to section 179U(3) of the *Proceeds of Crime Act 2002* (Cth)
- the annual report on delayed notification search warrants pursuant to Part IAAA Division 6 section 3ZZFB of the *Crimes Act 1914* (Cth).

This report has been prepared in accordance with the relevant acts and the Public Governance, Performance and Accountability Rule 2014. A copy of this report is to be presented to each House of Parliament on or before 31 October 2021.

In accordance with section 10 of the Public Governance, Performance and Accountability Rule 2014, I hereby certify that the Australian Federal Police has prepared fraud risk assessments and fraud control plans and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms. The Australian Federal Police is also taking all reasonable measures to minimise the incidence of fraud in the agency and to investigate and recover any proceeds of fraud against the agency.

Yours sincerely

Reece Kershaw APM
Commissioner

AFP principal locations

National Headquarters

Edmund Barton Building
47 Kings Avenue,
Barton ACT 2600
(02) 5126 0000
Media enquiries: (02) 5126 9297

ACT Policing

Winchester Police Centre
Cnr Benjamin Way and College Street
Belconnen ACT 2617
(02) 6256 7777
Media enquiries: (02) 5126 9070

Adelaide Office (Western Central Command)

Level 8, 55 Currie Street
Adelaide SA 5000
(02) 5126 9061

Brisbane Office (Northern Command)

45 Commercial Road
Newstead Qld 4006
(02) 5126 9025

Darwin Office (Northern Command)

4 Pedersen Road
Marrara NT 0812
(02) 5126 9038

Hobart Office (Southern Command)

Level 7, 47 Liverpool Street
Hobart Tas. 7000
(02) 5126 9160

Melbourne Office (Southern Command)

383 La Trobe Street
Melbourne Vic. 3000
(02) 5126 9160

Perth Office (Western Central Command)

619 Murray Street
West Perth WA 6005
(02) 5126 9038

Sydney Office (Eastern Command)

110 Goulburn Street
Sydney NSW 2000
(02) 5126 9080

Contents

Letter of Transmittal	iii	Appendix A:	
AFP principal locations	iv	Professional standards and AFP conduct issues	122
1		Appendix B:	
Commissioner's review		Staffing statistics and executive remuneration	125
Commissioner's review	2	Appendix C:	
Snapshot of achievements 2020–21	4	Agency resource statement and resources for outcomes	130
2		Appendix D:	
Overview of the AFP		Summary financial tables	133
The AFP's role and purpose	8	Appendix E:	
Strategic initiatives	11	List of annual report requirements	138
Organisational structure	14	Annex A:	
Investigations	15	National Witness Protection Program	
Operations	19	annual report 2020–21	144
Office of the Commissioner	23	Annex B:	
Chief Operating Officer	26	Unexplained wealth investigations and	
Chief Police Officer for the ACT	28	proceedings annual report 2020–21	148
3		Annex C:	
Annual performance statement		Delayed notification search warrants	
Statement of preparation	32	annual report 2020–21	150
Purpose of the AFP	33	Abbreviations and acronyms	151
Results	35	Glossary	152
Overall analysis	37	Index	153
Future performance	38		
Results for Outcome 1:			
Reduced criminal and security threats to Australia's			
collective societal and economic interests through			
cooperative policing services	39		
Results for Outcome 2:			
A safe and secure environment through policing activities			
on behalf of the Australian Capital Territory Government	63		
Financial performance	66		
4			
Management and accountability			
Corporate governance	68		
External scrutiny	74		
Our people	77		
Financial management	83		
5			
Financial Statements	87		

Figures

Figure 2.1	The AFP's core functions	8
Figure 2.2	Links between the AFP's Portfolio Budget Statement, outcomes and programs	9
Figure 2.3	AFP organisational structure as at 30 June 2021	14
Figure 3.1	AFP performance reporting structure including Portfolio Budget Statement outcomes and programs	34
Figure 3.2	Overall AFP national cases throughput, 2020–21	37
Figure 3.3	Transnational return on investment calculation and social harm	40
Figure 3.4	Return on investment for transnational crime trend, 2011–2021	40
Figure 3.5	Airport incidents by priority and airport, 2020–21	54
Figure 4.1	AFP strategic board framework	69

Tables

Table 2.1	Strategic initiatives and related activities 2020–21	11
Table 3.1	Performance criteria results in the 2020–21 Portfolio Budget Statement and, 2020–21 Portfolio Additional Estimates Statement	36
Table 3.2	Program 1.1 High community confidence	39
Table 3.3	Program 1.1 ROI transnational	40
Table 3.4	Program 1.1 ROI asset confiscation	41
Table 3.5	Program 1.1 and 1.2 Prevention case studies	41
Table 3.6	Program 1.1 and 1.2 Disruption case studies	45
Table 3.7	Program 1.1 and 1.2 Disruption count	50
Table 3.8	Program 1.1 Avoidable incidents	51
Table 3.9	Program 1.1 Response case studies	51
Table 3.10	Program 1.1 Response to aviation incidents	53
Table 3.11	Program 1.1 Enforcement case studies	55
Table 3.12	Program 1.1 Prosecution success rate	61
Table 3.13	Program 1.2 Mission/external territories	61
Table 3.14	Program 1.2 ROI international operations	62
Table 3.15	Program 2.1 Prevention, response and enforcement case studies	63
Table 4.1	Audit and Risk Committee membership and attendance, 2020–21	70
Table 4.2	Contracts without Auditor-General access, 2020–21	83
Table 4.3	Expenditure on reportable consultancy contracts, 2020–21	84
Table 4.4	Organisations receiving a share of reportable consultancy contract expenditure, 2020–21	84
Table 4.5	Expenditure on reportable non-consultancy contracts 2020–21	84
Table 4.6	Organisations receiving a share of non-consultancy contract expenditure, 2020–21	85
Table 4.7	Advertising and market research expenditure, 2020–21	85
Table A1	Categories of AFP conduct issues and case examples	123
Table A2	Alleged conduct breaches recorded by category 2017–18 to 2020–21	124
Table A3	Alleged complaints recorded by source, 2020–21	124
Table A4	Finalised conduct breaches by category, 2020–21	124
Table A5	Prohibited drug tests conducted, 2020–21	124
Table B1	Ongoing employees by location, 2020–21	125
Table B2	Non-ongoing employees by location, 2020–21	125
Table B3	Ongoing employees by location, 2019–20	126
Table B4	Non-ongoing employees by location, 2019–20	126
Table B5	Remuneration for key management personnel	127
Table B6	Remuneration for key executives	128
Table B7	Remuneration for other highly paid staff	129
Table C1	Agency resource statement, 2020–21	130
Table C2	Expenses for Outcome 1	131
Table C3	Expenses for Outcome 2	132
Table D1	Entity resource statement subset summary, 2020–21	133
Table D2	Statement of comprehensive income, 2020–21	134
Table D3	Statement of financial position, 2020–21	134
Table D4	Statement of changes in equity, 2020–21	135
Table D5	Cash flow statement, 2020–21	135
Table D7	Administered statement of comprehensive income, 2020–21	135
Table D8	Administered schedule of assets and liabilities, 2020–21	136
Table D9	Administered reconciliation schedule, 2020–21	136
Table D10	Administered cash flow statement, 2020–21	136
Table D11	Commonwealth Lessees – Departmental Leases under AASB 16, 2020–21	137
Table D12	Regulatory Charging Summary Note	137
Table AA1	National Witness Protection Program expenditure, 2020–21	146
Table AA2	Total expenditure (before costs were recovered) in previous years	146



CHAPTER 1



Commissioner's review



Once again in 2020–21 our work has been shaped by the ongoing COVID-19 pandemic, both in Australia and overseas. But the unpredictability of the pandemic stands in stark contrast to the consistency, resilience and adaptability demonstrated by the AFP as we celebrate a year of exceptional operational success. This year has truly demonstrated the importance of our people and our partnerships.

Despite the challenges and uncertainty related to the pandemic, the AFP recorded 266 international disruptions across 21 countries; seized 38.4 tonnes of illicit drugs and precursors; charged 25 people as a result of terrorism investigations with our partners; charged 235 people as a result of child exploitation investigations; and assisted overseas police services in seizing 19.4 tonnes of illicit drugs.

Under the guidance of a new Ministerial Direction outlining the government's expectations and priorities, and my own Statement of Intent in response, the AFP is focused on taking deliberate actions to maximise our impact on the criminal environment and protect Australians and Australian interests from serious criminal threats. We deploy our resources to best deliver on operational priorities, while remaining agile to address emerging threats.

2020–21 ended with the resolution of Operation Ironside (page 15) on 8 June 2021, the biggest organised crime operation in the AFP's history. Operation Ironside was a long-term, covert investigation of transnational serious organised crime groups that are allegedly responsible for large drug importations, drug manufacturing and attempts to kill. Operation Ironside not only significantly disrupted organised crime networks threatening Australian communities; it also demonstrated the value of our strong international partnerships. Throughout 2020–21 our officers also worked tirelessly on countless other investigations and operations to protect our community from harm – for example, foreign interference (Operation Fruithof, page 18), child exploitation (Operation Molto, page 22), drug seizures (Operation Amiens, page 20) and counter terrorism (Operation Wintrange, page 49).

We use all available legislative tools at our disposal to disrupt crime, particularly through our Criminal Asset Confiscation Command, which has adopted an aggressive strategy targeting the profits and assets of those engaged in child exploitation (Operation Veltelen, page 23). However, the threats we are facing are becoming more technologically advanced; and to stay a step ahead, we are continuing to evolve our own capability in countering cybercrime under the Australian Cyber Security Strategy (page 18).

Our operational achievements would not have been possible without our most valuable asset – our people. In 2020–21 we focused heavily on the wellbeing and support of our members through the implementation of the SHIELD program. SHIELD is streamlining the delivery of health and wellbeing services to AFP members, Reservists, former members and their families by establishing health hubs to provide prevention, early intervention, treatment and transition support for AFP staff, former members and families.

To reflect the community we serve, diversity and inclusion initiatives have been a significant priority. A trusted and legitimate police force is one that has the confidence of the community it serves and protects, and appropriate representation is key to building and maintaining that trust. In 2020–21 our achievements have included the announcement of an aspirational target of a 30% sworn female police cohort by 2028, changes in our recruitment processes, the establishment of a First Nations Unit, and participation in the Australian Network on Disability Access and Inclusion Index.

One of my primary priorities as AFP Commissioner is to enhance our partnerships. We have been fostering and building key partnerships, both domestically and internationally; and we are seeing the positive results of this renewed focus on collaboration. We have supported the repatriation of vulnerable Australian citizens through Operation Protect – Repatriation Assist. Through our partnerships with the Australian Defence Force and Northern Territory Police, we continue to provide essential policing services at the National Centre for Resilience to facilitate the return of Australians to their home.

The challenges of the COVID-19 pandemic have been felt most deeply in the AFP's International Command. The AFP has a truly global reach, with over 150 members based in 33 countries. The pandemic has tested us in ways we have not previously encountered. But our International Command members have maintained their posts, acknowledging the importance of the work we do overseas and the significance of the relationships we have built with our foreign law enforcement partners. COVID-19 may have closed our borders, but it has not reduced the threat of crime to Australia, or decreased the necessity for us to continue fostering our international partnerships. We cannot tackle transnational serious and organised crime on our own: we rely on the help of our partners, who in turn rely on us.

I am extremely proud of our successes this year and the progress we have made as an organisation. This annual report outlines the achievements of the AFP for 2020–21, and every single one comes down to the people and the partnerships of this organisation. But the work of the AFP is never done. We will continue to pursue those who seek to harm Australians and Australian interests – we will be relentless, and we will be a step ahead.

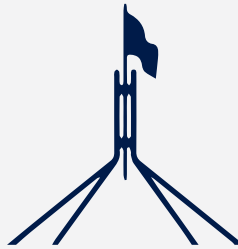


Reece P Kershaw APM
Commissioner
9 September 2021

Snapshot of achievements 2020–21

PREVENTION

Gave full-time close protection for **8 high office holders** and ensured the safety of **9 significant visits by foreign dignitaries**



Protected **32** critical Commonwealth establishments

Assessed the risk in **13,294 movements** by persons protected by the AFP



Safeguarded **9 major airports**, with airport patrol officers responding to **18,252 incidents**



Delivered the ThinkUKnow online safety program on 2,251 occasions to **200,140 participants** with the support of partners

DISRUPTION



of illicit drugs and precursors seized at the border or domestically

\$15 billion in avoided harm from seizure of illicit drugs and precursors

\$35 million in benefit to the economy from successful financial investigations



411 disruptions recorded across **22 countries** including 3 major Australian counter terrorism disruptions

RESPONSE AND ENFORCEMENT

922

people charged with criminal offences including the first person charged with foreign interference

**25**

charged as a result of terrorism investigations by the AFP and its domestic partners including one returned foreign fighter

**235**

people charged as a result of child exploitation investigations

287

people charged and more than

\$49 million

in cash seized under Operation Ironside

70%

of individuals subject to control orders were charged for breaching their conditions

219**AFP staff**

daily, on average, assisting the states and territories with the COVID-19 response

INTERNATIONAL COLLABORATION

AFP staff positioned in

33

countries,

35 AFP

posts and 7 police

development missions

**\$7 billion**

of harm avoided through international drug seizures

**19.4 tonnes**

of illicit drugs seized by overseas police services with AFP assistance

Pacific Police Development Program

delivered in

19 countries

This page is intentionally left blank



CHAPTER 2



Overview of the AFP

The AFP's role and purpose

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

The AFP's vision – policing for a safer Australia – reflects its core functions (see Figure 2.1) as legislated in section 8 of the *Australian Federal Police Act 1979* (Cth) (AFP Act) and is informed by associated Ministerial Directions issued under section 37(2) of the AFP Act.

Figure 2.1 The AFP's core functions



The AFP Commissioner responds to Ministerial Directions with a Statement of Intent. The Ministerial Directions and Statement of Intent form part of the AFP's robust governance framework, alongside the Portfolio Budget Statement (PBS). The PBS articulates the allocation of AFP resources against outcomes and programs. More detail on how the AFP gives effect to the PBS is included in the annual corporate plan.

Figure 2.2 Links between the AFP's Portfolio Budget Statement, outcomes and programs



Outcome 1

Outcome 1 captures the AFP's national and international policing activity and provision of specialist protective services. This activity draws on a wide range of AFP capabilities, including operational, support and strategic assets. These capabilities address threats that can originate domestically or internationally and can emerge quickly in response to developments in areas such as technology.

Operational activity under Outcome 1 involves:

- a local, national and international presence
- close and effective engagement with our partners, with the AFP being Australia's lead agency for international law enforcement collaboration
- a range of proactive and reactive approaches, including deterrence, prevention, disruption, investigation and intelligence gathering
- a flexible capability base that can support a broad range of work and is responsive to routine business, critical incidents and new crime types
- the provision of specialist protective services for Commonwealth interests.

Under Outcome 1 there are 2 programs:

1. Program 1.1 Federal Policing and National Security
2. Program 1.2 International Police Assistance.

Program 1.1: Federal Policing and National Security

Program 1.1 reduces criminal and national security threats by promoting the safety and security of Australian communities 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.

Program 1.2: International Police Assistance

Program 1.2 reduces criminal and national security threats through 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.

Outcome 2

Outcome 2 reflects the AFP's community policing capability delivered to the Australian Capital Territory (ACT) through ACT Policing. ACT Policing delivers a policing service in accordance with the Policing Arrangement between the Commonwealth and ACT governments to provide a safe and secure environment.

ACT Policing's performance is assessed against the Commonwealth framework under the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) – see Chapter 3 of this report, 'Annual performance statement'.

ACT Policing is also subject to the ACT performance framework, under the 2017–2021 Purchase Agreement (available at <https://police.act.gov.au/about-us/government-directions>).

There is one program under Outcome 2: Program 2.1 ACT Policing.

Program 2.1: ACT Policing

Under Program 2.1 the AFP provides community policing services in the ACT. It delivers these services in partnership with government and community agencies. Under this program, the AFP is involved in support for the rule of law; emergency management and community safety; efforts to counter victim-based crime and road trauma; and building community resilience against crime.

Strategic initiatives

In 2020–21, the AFP continued to progress 5 enterprise-wide strategic initiatives, in accordance with the *AFP Corporate Plan 2020–21*:

- improve the health and wellbeing of our people
- organisational reform to continuously deliver a modern policing agency
- improve productivity and operational effectiveness
- develop leaders to lead change and high performance
- improve diversity and inclusion to reflect our communities.

In 2020–21, the AFP continued to invest in our capability framework and strategic capabilities. Table 2.1 shows the strategic initiatives and related activities we progressed to optimise the AFP's ability to address known challenges and threats as well as those not yet realised.

Table 2.1 Strategic initiatives and related activities, 2020–21

Improve the health and wellbeing of our people	
Activity	Progress
Continue implementing the action plan from the 2018–2023 AFP Health and Wellbeing Strategy	<ul style="list-style-type: none"> • Continued to implement the action plan of the Health and Wellbeing Strategy, with a particular focus on prevention through capability uplift and enhanced service delivery • Created a health dashboard that allows members to quickly access a range of relevant health statistics • Developed a Health Education Framework outlining educational opportunities provided by the AFP; this enables members to develop healthy choice behaviours, skills and knowledge throughout their career • Created a health risk profile tool that provides information about health risk across the organisation
Implement the Police Health Model	<ul style="list-style-type: none"> • Integrated the Police Health Model under the SHIELD program • Enhanced health services including proactive health assessments and early intervention support • Delivered the first SHIELD health hub, providing prevention, early intervention, treatment and transition support for AFP staff, former members and families
Implement the former and retired members network	<ul style="list-style-type: none"> • Continued engagement with the former and retired members network, with planning underway for events and workshops
Continue onboarding AFP Reserves	<ul style="list-style-type: none"> • Extended the AFP Reserves pool, with more than 70 Reservists available to share their skills, corporate knowledge and experience • Called upon Reservists to apply their experience and knowledge to assessing new recruits, manning the COVID-19 hotline and major incident room, and providing investigative review and support to ACT Policing and various business areas

Organisational reform to continuously deliver a modern policing agency

Activity	Progress
Integrate the operational prioritisation model into the AFP's day-to-day business practices	<ul style="list-style-type: none"> Integration of the operational prioritisation model was delayed due to COVID-19 and resources being redirected to urgent operational matters Phased implementation of the operational prioritisation model will commence in 2021–22
Redefine the Strategic Property Plan and implement key property decisions	<ul style="list-style-type: none"> Conducted activities in support of the Strategic Property Plan and its connection to the Strategic Workforce Plan and Capability Strategy, including: <ul style="list-style-type: none"> prepared entity plans identifying future property portfolio optimisation prepared design brief informing future workspaces, supporting operational outcomes and positive workplace culture conducted a regional office accommodation review
Finalise the organisational restructure around Investigations, Protection, Community Policing and Regional Commands	<ul style="list-style-type: none"> Finalised the restructure in 2020–21. The new structure allows for closer engagement with our state and territory partners and better-informed decision-making based on regional matters

Improve productivity and operational effectiveness

Activity	Progress
Implement the AFP Technology Strategy	<ul style="list-style-type: none"> Co-designed the AFP Technology Strategy with all AFP Commands to drive the uplift of strategic capabilities Preparing to formally launch the AFP Technology Strategy in the first quarter of 2021–22
Continue to implement Taskforce Horizon	<ul style="list-style-type: none"> Managed the deployment of suitably skilled sworn police officers to high demand areas in Eastern and Southern Commands to support our partners and deliver positive operational impacts
Continue to implement the Police Services Model in ACT Policing	<ul style="list-style-type: none"> Onboarded an additional 17 staff in ACT Policing, taking the total to 31 new positions since the implementation of the Police Services Model commenced mid-2019 Highlights include: <ul style="list-style-type: none"> launch of the first of 3 Proactive Intervention and Diversion Teams to prevent and divert criminal behaviour, and issues causing repeat calls for service. Recruitment for the second team is underway and will commence in ACT Policing in 2021–22 launch of the Operationalised Intelligence Team. This team provides real-time access to intelligence which saves time for members responding to incidents, improves operational knowledge when responding to incidents, and increases officer safety

Develop leaders to lead change and high performance

Activity	Progress
Continue to implement the recommendations of the <i>Review into the AFP's response to and management of sensitive investigations</i>	<ul style="list-style-type: none"> • In accordance with the review, the Sensitive Investigations Oversight Board provides awareness and oversight to designated AFP sensitive investigations • Implemented 22 of the 24 recommendations • Published the AFP National Guideline on sensitive investigations on 1 September 2020. The guideline assists in identification, escalation and management of sensitive investigations
Refine the governance model to reflect the organisational structure and streamline processes	<ul style="list-style-type: none"> • Conducted an internal review of the Governance Instruments Framework (GIF) to assess whether the GIF, and its practical implementation, remained fit for purpose • Through the review, identified 11 recommendations that provided more effective/efficient ways of managing the framework and associated processes • The AFP Executive Leadership Committee endorsed the recommendations of the review, with implementation to occur in 2021–22
Continue strengthening domestic partnerships and service provision via the National Operations State Service Centre (NOSSC)	<ul style="list-style-type: none"> • Operated the NOSSC Watchfloor team 24/7 out of Canberra, delivering monitoring, triage, and incident response capabilities. During 2020–21 the Watchfloor responded to more than 18,000 incoming telephone calls per month in support of partners and the Australian community • Integrated members from Intelligence, INTERPOL, EUROPOL and the National Missing Persons Coordination Centre into the NOSSC

Improve diversity and inclusion to reflect our communities

Activity	Progress
Implement fit-for-purpose recruitment strategies	<ul style="list-style-type: none"> • Enhanced the recruitment system, providing SMS functionality and mobile compatible technology to better support applicants • Relunched the job website to focus on diversity and inclusion
Continue implementing the Gender Strategy 2016–26	<ul style="list-style-type: none"> • Formed a partnership with the Australian Human Rights Commission to refresh the Diversity and Inclusion Strategy • Announced the aspirational target of a 30% sworn female police cohort by 2028 • Announced the appointment of Assistant Commissioner Justine Gough as the AFP's first female Champion for Women

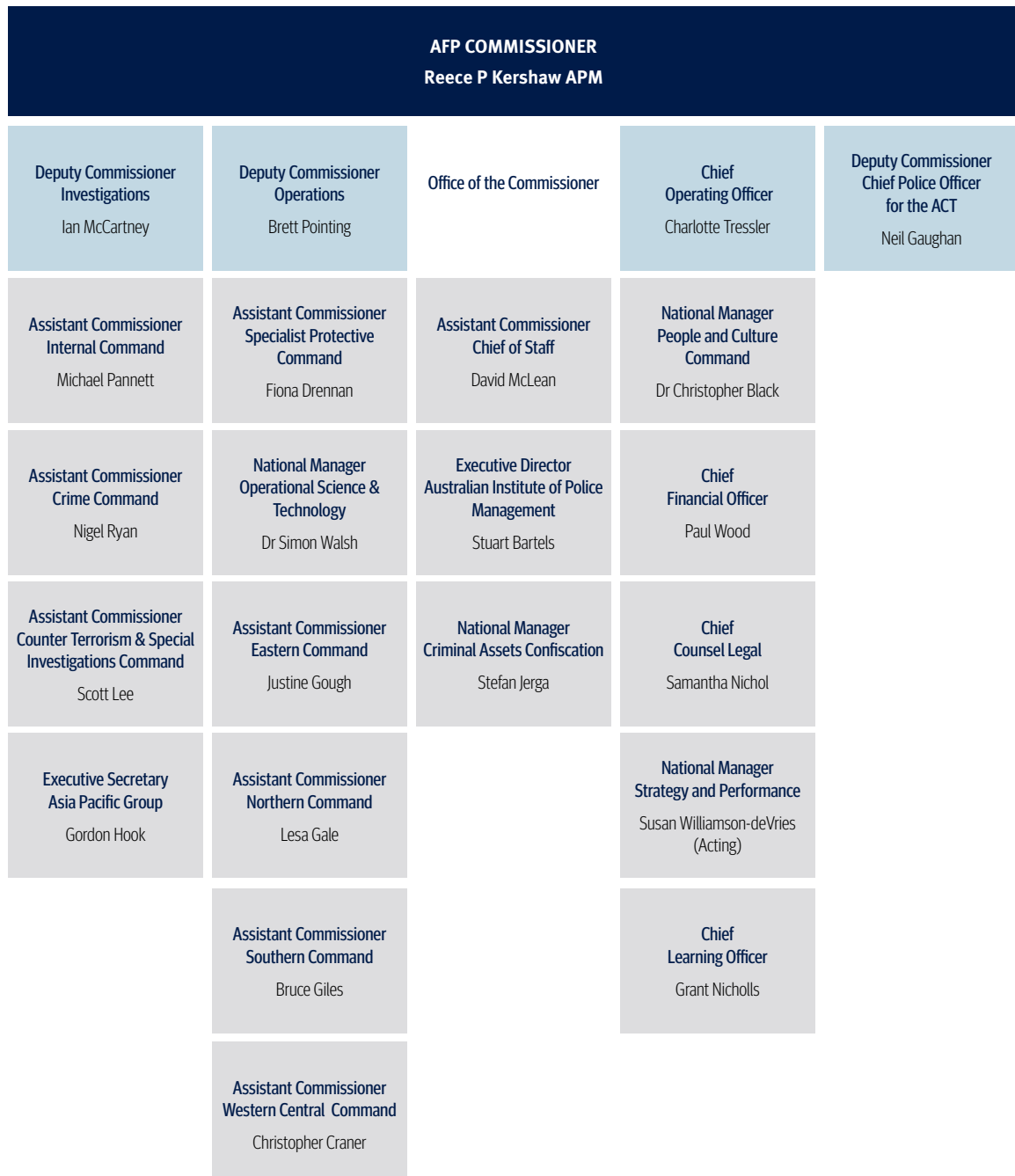
Organisational structure

The AFP is organised into 5 key areas of responsibility:

- Investigations
- Operations
- Office of the Commissioner
- Chief Operating Officer
- Chief Police Officer for the ACT.

Collectively these areas drive strategic initiatives and activities as described in the *AFP Corporate Plan 2020–21*. The organisational structure was developed with a focus on addressing priorities, improving knowledge flow and supporting capability development hubs to create maximum impact on the criminal environment.

Figure 2.3 AFP organisational structure as at 30 June 2021



Investigations

The Deputy Commissioner Investigations (DCI) oversees and provides strategic direction for criminal investigations, including counter terrorism, counter foreign interference, special investigations, transnational serious and organised crime (TSOC), fraud and corruption. DCI also oversees the International Network and a number of specialist operational capabilities, including the AFP's Human Source and Undercover programs and Intelligence Operations; and technical capabilities such as digital and aerial surveillance.

Performance highlights

Transnational, Serious and Organised Crime Strategy Board

In 2020–21, in recognition of the scale and impact of TSOC in Australia, the AFP established a TSOC Strategy Board to enhance strategic oversight of AFP TSOC efforts and initiatives. It is a critical mechanism ensuring AFP capabilities and efforts are coordinated and directed at activities inflicting maximum impact.

TSOC includes some of the most serious crime threats impacting Australians and Australia's interests:

- manufacture and trade of illicit commodities
- illicit drugs on our streets destroying lives and communities
- black market firearms fuelling criminal violence
- massive money laundering operations distorting our financial markets.

The AFP combats TSOC by making the criminal environment hostile for TSOC to operate in. This involves strategies to work on all aspects of the criminal drug business model by attacking TSOC's operations, logistics and finances. A primary focus of the AFP's TSOC efforts this year was Operation Ironside.

Operation Ironside: dismantling criminal networks

On 8 June 2021, the AFP publicly revealed Operation Ironside – a long-term, covert investigation into TSOC groups responsible for industrial-scale drug importations and manufacture, attempts to kill and other significant harm to the Australian community.

Operation Ironside is not only the largest crime operation in AFP history but also one of our most innovative. For nearly 3 years, the AFP and the Federal Bureau of Investigations (FBI) successfully infiltrated TSOC groups by monitoring alleged criminals' communications over a compromised dedicated encrypted platform called 'ANØM'.

Dedicated encrypted communication platforms are a significant enabler of TSOC as they provide a closed, heavily encrypted mechanism for criminals to communicate anonymously. This end-to-end encryption cannot be intercepted through traditional law enforcement capabilities and powers.

The successful takedown of the 'Phantom Secure' platform by the FBI, AFP and Royal Canadian Mounted Police in 2018 left criminals looking for alternative means to securely communicate with other criminals, particularly in Australia, where there had been more than 14,000 Phantom Secure devices in use. Criminals needed a mechanism to communicate, and criminal facilitators needed a product to address the needs of their criminal clientele.

The FBI and AFP identified a new product – ANØM – which could be used to fill the communications void; however, it would be useless without the means to legally access and see the communications transmitted across it. For 15 years, the AFP's digital surveillance program has been countering the challenge of law enforcement 'going dark' from the use of encryption. It has delivered capabilities to assist law enforcement with some of the most significant technical challenges, not just domestically but also internationally. It was this team in the AFP that built the technical means to access, decrypt, and read communications on the platform. It also built capabilities to monitor messages for key criminal themes and threats, automatically translate communications in foreign languages, and tag relevant content in images and audio. Throughout Operation Ironside, the FBI ran the platform while the AFP built and managed a strategy to covertly introduce it to the criminal market in Australia. This included the use of unwitting underground distributors residing and operating in Australia or servicing the Australian market.

ANØM users were brazenly open in discussing their criminal activity, trusting the platform's security and their belief that law enforcement were unable to monitor their communications. Alleged offenders identified through Operation Ironside have been linked to Australian-based mafia, outlaw motorcycle gangs, Asian crime syndicates, Albanian organised crime and South American drug cartels.

Access to ANØM communications gave law enforcement an unprecedented edge, with a window into a level of criminality that we have never seen before. Operation Ironside exposed that the trafficking of illicit drugs into Australia is occurring at an industrial scale and these criminal gangs are targeting Australia because it is one of the most profitable countries in the world to sell drugs in.

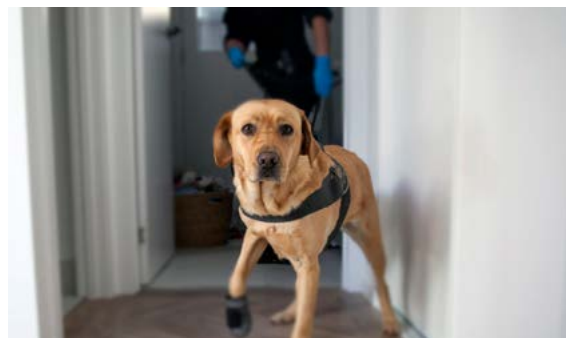
Operation Ironside was enabled by the highly skilled and extraordinarily smart people within the AFP, our unique global reach and strong, trusting partnerships with law enforcement in more than 33 countries. The global resolution of Operation Ironside, which ran in parallel to the FBI's Operation Trojan Shield and was supported by EUROPOL's Operation Task Force Greenlight, saw the involvement of more than 9,000 law enforcement officers and over 800 arrests internationally. The Australian resolution was led by the AFP, including coordinating the efforts of more than 4,000 members of law enforcement agencies involved in executing over 650 warrants across Australia.

Prior to the global resolution of Operation Ironside, the AFP worked with state and territory police partners to prevent 21 threats to life and disrupted a number of drug importations, while maintaining the covert nature of the operation. As of 30 June 2021, in Australia we have charged 287 offenders, shut down 6 clandestine drug labs and seized 136 weapons, over 4,000 kilograms of drugs and more than \$49 million in cash.

Operation Ironside allowed us to achieve unprecedented impact on TSOC. The AFP continues to work closely with our Commonwealth, state, territory, and international partners to investigate criminal activity identified as a result of this operation, and we anticipate the above figures will continue to rise into 2021–22. While the ANØM platform has now been taken down, Operation Ironside remains ongoing.



Alleged offender being taken into custody



AFP detection dog in action

Review of the AFP International Network

Between December 2020 and May 2021, a comprehensive review of the AFP International Network was conducted to assess whether the network had the right people, in the right place, with the right skills, capabilities and support. The review focused on the network's makeup and alignment; how its personnel, governance and structures contribute to operational outcomes; and its flexibility and responsiveness to emerging priorities and future growth opportunities.

The review found that the AFP International Network is respected globally and has a very strong reputation among Australian and international partners. The network has demonstrated an ability to swiftly respond to shifting priorities – including those relating to the COVID-19 pandemic. The network's response to the pandemic was praised by international partners, particularly given the majority of network members chose to remain in country and maintain business continuity. Recommendations of the review will be implemented by the end of 2021, so that the AFP can continue to build and promote regional and international partnerships for stability and security; disrupt and prevent transnational crime; and protect Australians and Australia's interests in our ongoing pursuit of being the best international law enforcement network in the world.

Operation Weathers: drug importation from Papua New Guinea

The Papua New Guinea – Australia Policing Partnership (PNG-APP) is a bilateral police development agreement between the AFP, the Royal Papua New Guinea Constabulary (RPNGC) and the Australian and Papua New Guinea (PNG) governments. The PNG-APP works alongside the RPNGC in an advisory capacity, supporting them to be a professional, effective and trusted community-oriented police service. It provides technical assistance, mentoring and support to the RPNGC across operations, training, corporate and enabling services.

Queensland's Joint Organised Crime Task Force Operation Weathers is a complex, multi-jurisdictional 2-year investigation of an Australian-based organised crime syndicate. The syndicate was allegedly attempting to fly border controlled drugs into Australia from PNG.

In July 2020, a small plane departed Mareeba in Queensland, flying illegally under the radar to PNG. The plane, loaded with approximately 549 kilograms of drugs, crashed on take-off from a remote airstrip in PNG later the same day. The Australian pilot fled the scene, and the drugs were removed before the RPNGC was able to reach the location. The RPNGC, with support and guidance from the AFP, investigated and subsequently recovered the drugs, as well as a yacht that had been used to import the drugs into PNG. Three PNG nationals, the Australian pilot and the Italian skipper of the yacht have been arrested and are currently before court in PNG.

This was the largest drug seizure in history for the RPNGC, and is an excellent example of collaboration between the AFP and the RPNGC to investigate and disrupt transnational crime. The AFP and the RPNGC continue to work collaboratively on the prosecution of this matter in PNG and Australia.

The AFP-led Criminal Assets Confiscation Taskforce (CACT) also obtained Australian restraining orders in respect of various assets of one suspect, which have a gross value of over \$3.5 million.

INTERPOL liaison

The AFP hosts Australia's INTERPOL National Central Bureau (NCB) in Canberra. The NCB facilitates and supports Australian law enforcement enquiries to 194 INTERPOL member countries and almost 50 EUROPOL members, and manages enquiries made to Australia by foreign partners. Enquiries cover all crime types and a range of operational issues. The NCB gives priority to threat-to-life matters and issues of community safety.

In 2020–21 the NCB received over 4,100 referrals and actioned over 500 urgent threat-to-life and next-of-kin notifications. Of all the Australian requests sent overseas, approximately 68% were conducted for state and territory police. The top 7 crime types involved in enquiries made to and received via the NCB were fraud, child sex offences, drugs, assaults, other sexual offences, theft and homicide.

Operation Pegasus: fraud against the National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) Fraud Taskforce was established in July 2018 to investigate suspected criminal activity targeting the NDIS. The taskforce is a multi-agency partnership between the National Disability Insurance Agency (NDIA), Services Australia and the AFP.

In April 2021, Operation Pegasus, an NDIS Fraud Taskforce investigation led by AFP Eastern Command, conducted 11 search warrants on premises in Western Sydney. This operational activity was a collaborative effort involving more than 100 AFP investigators, forensic specialists and partner agencies. Five members of a criminal syndicate were arrested. A sixth person associated with the group, who was a person of interest in another NDIS Fraud Taskforce investigation, was also arrested. Charges laid against them included dishonestly causing a loss to the NDIA, causing a loss to the NDIA and dealing with proceeds of crime.

Over \$2 million in assets were seized during the search warrants, including cash, cryptocurrency, gold bullion, luxury vehicles and jewellery. It is alleged that the syndicate has fraudulently claimed more than \$10 million in NDIS funding since 2017. Investigations continue into the scale and total value involved.

As exemplified by Operation Pegasus, the AFP provides leadership, support and oversight for matters selected for investigation by the NDIS Fraud Taskforce, together with the identification and deployment of niche AFP capabilities. The AFP also assists in reinforcing best practice in matters investigated by the NDIS Fraud Taskforce, and the NDIA more broadly, by providing specialist investigations advice that allows for skills transfer to NDIA investigators.

Countering cybercrime under the Australian Cyber Security Strategy 2020

In 2020–21 the AFP enhanced its ability to counter cybercrime by establishing target development teams with partners, expanding operational capacity and building technical capabilities as part of an \$89.9 million investment by the Australian Government over 4 years. The funding supports our commitments under Australia's Cyber Security Strategy 2020 and acknowledges that cybercrime investigations require significant resources, specialised skill sets and substantial cooperation with both domestic and overseas law enforcement and intelligence partners.

In 2020–21 the AFP procured highly sophisticated tools, training and technical equipment to uplift investigative capabilities to maximise the policing impact against the criminal environment. These new capabilities are essential for the AFP to keep up with the ever-evolving cybercriminal threat.

The AFP also carried out 163 disruption activities and charged 8 offenders with 21 offences, disrupting highly sophisticated criminal syndicates both onshore and offshore. Operation Dolos, an AFP-led multi-agency taskforce targeting fraud through business email compromise (page 46), has enhanced partnerships with state and territory police and the financial sector through intelligence sharing, capability uplift and joint operational activity. Leveraging the success of Operation Dolos and responding to the increasing ransomware threat, in June 2021 the AFP established Operation Orcus – an AFP-led taskforce involving the Australian Criminal Intelligence Commission (ACIC), the Australian Cyber Security Centre (ACSC), the Australian Transaction Reports and Analysis Centre (AUSTRAC) and state and territory police – to enhance intelligence sharing and better coordinate operational activity targeting organised crime groups that use ransomware against the Australian community.

Counter Terrorism and Special Investigations Command

The AFP's Counter Terrorism and Special Investigations (CTSI) Command was established in 2020–21. CTSI Command investigates a range of crime types including:

- terrorist activity against Australians and Australian interests, both domestically and internationally. CTSI Command aims to prevent, disrupt and investigate terrorist acts, terrorist groups, or those travelling overseas to participate in terrorist training or fighting in conflict zones
- espionage and foreign interference matters
- unauthorised disclosure of classified material or material that impacts on national security or interests, secrecy offences and crimes against humanity. Many of these investigations may be sensitive and are subject to enhanced oversight.

Counter terrorism investigations are conducted collaboratively through the Joint Counter Terrorism Teams (JCTTs). JCTTs are located in every Australian capital city and comprise Australian law enforcement and intelligence partners, including all state and territory police agencies, which lead responses to acts of terrorism in their jurisdictions. In 2020, the AFP established a capability to manage the reintegration of convicted high-risk terrorist offenders into the community ahead of their release from prison.

Operation Fruithof: first offender charged with foreign interference

The Counter Foreign Interference Taskforce (CFITF) comprises the AFP and its law enforcement and intelligence partner agencies. Their joint expertise, capabilities and powers have enhanced Australia's ability to discover, investigate and disrupt espionage and foreign interference.

In November 2020, as a result of a CFITF investigation, a Melbourne man was arrested and charged with preparing for a foreign interference offence. He is the first person in Australia to be charged with a foreign interference offence since the commencement of the *National Security Legislation Amendment (Espionage and Foreign Interference) Act 2018* (Cth). The arrest reflects the outstanding work of the CFITF and the effectiveness of the AFP's collaboration with partner agencies.

Operations

The Deputy Commissioner Operations (DCO) oversees the AFP's regional commands – the Eastern Command, Southern Command, Western Central Command and Northern Command. Regional commands provide frontline resources in each Australian capital city and work closely with our state and territory counterparts and capability development hubs. The DCO is also responsible for the AFP's specialist protective services, the AFP's specialist forensic and technology capabilities and the AFP-led Australian Centre to Counter Child Exploitation (ACCCE).

Performance highlights

Operation Crystalfields: prosecution of forced marriage offences

Operation Crystalfields was a Southern Command investigation led by the AFP's Human Trafficking Team (HTT). It related to the alleged forced marriage of a 20-year-old woman.

In August 2019, the HTT spoke with the woman in regional Victoria and assessed her to be at risk of forced marriage. Despite being referred to support services and ongoing contact from the HTT, she was married in November 2019 and moved to Perth with her husband.

On 18 January 2020, the woman's husband presented to Western Australian Police and admitted that he had stabbed his wife to death. He has since pleaded guilty to murder and is awaiting sentencing.

Following an investigation that involved support from Victoria Police, the Western Australia Police Force and a Victorian regional community, in October 2020 the HTT executed a number of search warrants in regional Victoria. Consequently 3 people were arrested and charged with forced marriage offences. Two of these alleged offenders were related to the victim. One remains before the court, with a committal scheduled for December 2021.

This is the second time that forced marriage charges have been prosecuted in Victoria.



Alleged offender being taken into custody

Rollout of aviation security Protection Operations Response Teams

In 2020–21, the AFP continued the rollout of Protection Operations Response Teams (PORTs). There are 11 PORTs now in place at designated airports in Canberra, Brisbane, Gold Coast, Melbourne, Sydney and Perth. Their role is to detect, deter and, in the worst case, minimise the impact of a terrorist incident at Australia's 9 designated airports. By 30 June 2022, there will be 17 PORTs across the 9 designated airports in Australia under the \$107 million Aviation Security Enhancement Program. The new PORTs will supplement the counter terrorist first response capability already provided by the AFP.

The members of PORTs include rapid appraisal officers and canine handlers with firearm and explosives detection dogs. Together they provide a highly visible deterrent for those intent on committing acts of terrorism or criminality. PORT members are trained in the use and carriage of short-barrel rifles (SBRs) as well as behavioural assessment, hostile reconnaissance detection and incident management.

In 2020–21 the AFP:

- brought the total number of trained PORT SBR members to 85
- developed and commenced delivery of the PORT enhancement program with 25 PORT members trained, building interoperability with aviation security sector stakeholders
- supported 51 training opportunities for PORT members in leadership and specialist skills.

The PORT capability augments the existing airport uniformed police, with teams working together to protect Australian designated airports.

Operation Amiens: record cocaine seizure

In August 2020, Operation Amiens resulted in the arrest of 3 offenders and the seizure of 1.8 tonnes of cocaine – the largest cocaine seizure in Australian history, with an estimated drug harm index value of \$1.2 billion (see Chapter 3, ‘Annual performance statement’ for more details).

On 13 August 2020, a large Chinese fishing vessel, the *Zhi Yu Yun*, was sighted within the Australian Exclusive Economic Zone (AEEZ) off the east coast of New South Wales. It had no fishing permits to conduct fishing activity within Australian waters. A second vessel – an Australian prawn trawler vessel, the *Coralynne* – was tracked navigating directly towards the *Zhi Yu Yun*.

On 15 August 2020, police intercepted the *Coralynne* off the coast of Newcastle. When police boarded, they identified a fire in the hull and heard explosive noises. Police also observed a large amount of fuel pooling in the water at the side of vessel. Everyone on board was evacuated immediately and police were able to put out the fire. Seventy-seven wrapped packages were located on board and were later confirmed to be cocaine.

Three crew members from the vessel were arrested and charged with attempting to import a commercial quantity of a border controlled drug and possession of a commercial quantity of a border controlled drug.

This investigation was a joint coordination effort between the AFP and Australian Border Force, the Australian Defence Force and the New South Wales (NSW) Police Force, including members from the Organised Crime Squad, Marine Area Command and Rescue and Bomb Disposal Unit.

Operation Protect: assistance with COVID-19 response

On 19 March 2020, in response to the COVID-19 pandemic, the Australian Government declared a health emergency. The AFP launched Operation Protect to help manage safety measures to contain the spread of the virus.

The AFP’s response to the COVID-19 emergency continued during 2020–21 and has ensured members continue to have access to personal protective equipment, current medical advice, and resources to address the changing domestic travel and border restrictions as they occur.

The Northern Territory (NT) Police requested AFP assistance in Operation Protect – NT Assist and Operation Repatriation Assist.

Under Operation Protect – NT Assist, the AFP continued to support the NT Police to implement NT border control measures until the last border checkpoint closed on 31 January 2021. At the operation’s peak, the AFP deployed 60 members to assist NT Police; the number progressively reduced as the need for assistance reduced.

Under Operation Repatriation Assist, which commenced in October 2020 following a request from the NT Police, the AFP has been working in partnership with the Australian Defence Force and NT Police providing policing services at the National Centre for Resilience (formerly known as the Howard Springs quarantine facility). The AFP provided support with uniform patrol and law enforcement resources at the facility. The first deployment for

Operation Repatriation Assist involved 15 AFP members. As at the end of 2020–21, the AFP had a commitment to provide 34 members. This commitment will remain until at least the end of 2021.

Since September 2020 the AFP has also maintained a contingency of 50 members ready to deploy at short notice to support Pacific nations with a pandemic response should the need arise.

Australian Centre to Counter Child Exploitation operational highlights

The AFP-led ACCCE is a collaborative hub based in Brisbane, Qld. It was officially opened in October 2020.

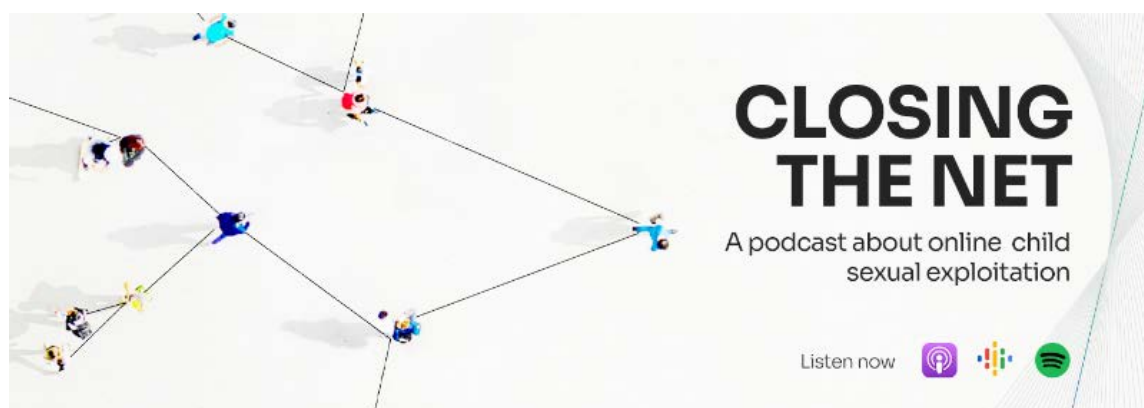
The ACCCE brings together law enforcement, the public and private sectors and civil society to drive a national response to deter, disrupt and prevent child exploitation, with a specific focus on countering online child sexual exploitation. The ACCCE has also enabled the signing of strategic partnerships with key non-government organisations in the child protection sector.

The COVID-19 pandemic has not slowed investigators, who continue to operate on the dark and clear net to keep children safe online. In 2020–21, the ACCCE received 22,680 reports of child sexual exploitation.¹

The AFP works alongside state and territory investigators in Joint Anti Child Exploitation Teams (JACETs) which execute search warrants almost daily to progress their investigations. Through these joint efforts, the AFP has charged 235 people with 2,772 child abuse related offences in 2020–21, compared to 161 people with 1,214 charges in 2019–20. Importantly, through increased victim identification efforts, in 2020–21 Australian and international law enforcement partners removed 232 victims from harm (88 in Australia and 144 internationally).

Other key achievements in 2020–21 include:

- hosting of the first Victim Identification Taskforce
- the launch in March 2021 of the Australian version of the Stop Child Abuse – Trace an Object platform. Developed by EUROPOL, the platform encourages members of the community to identify objects in the background of images and videos containing sexually explicit material involving children. As of 30 June 2021, the initiative generated 550 reports and several investigative leads
- the launch in June 2021 of the 10-part podcast series Closing the Net <https://www.accce.gov.au/closingthenet>, highlighting the work of the ACCCE. This series goes inside the world of the AFP, providing an informative and unique Australian perspective on the work being undertaken to prevent, deter and pursue child sexual abuse and exploitation.



The AFP podcast series

¹ Child exploitation and child sexual exploitation are broad terms often used in relation to child abuse.

Operation Molto: offenders sharing child abuse material

In 2020, the ACCCE began coordinating Operation Molto to target offenders sharing child abuse material online.

Operation Molto is a significant national operation involving the AFP and all Australian state and territory police, including the JACETs, ACIC and AUSTRAC.

The operation began when an international law enforcement partner referred information to the ACCCE showing that over 200,000 potential suspects worldwide were sharing child abuse material online through a cloud storage platform. Of these, approximately 1,440 suspects were located in Australia. They ranged from 19 to 57 years of age. Some of the alleged offenders are also accused of producing their own child abuse material online and were allegedly in possession of material produced by a man the AFP arrested in 2015 as part of Operation Niro. Initial review by the ACCCE in establishing Operation Molto identified that most of the material was categorised as being in the top tiers of severity.

As at 30 June 2021, 100 offenders had been charged with 888 offences. Importantly, 30 children have been removed from harm.

Operation Molto continues. It is the third major ACCCE-coordinated operation since the inception of the ACCCE, following the successes of Operation Soutien and Operation Walwa in 2019–20. The AFP and its partners will continue to work relentlessly to rescue children from sexual abuse and exploitation.

Specialist forensic support to state and territory police

The Operational Science and Technology Command provides specialist forensic and technical intelligence capabilities to support AFP priorities. It is also called upon regularly to support law enforcement and national security partners.

In 2020–21 every state and territory police force requested specialist support from AFP Forensics. Often these requests were in relation to the most serious, unsolved or sensitive matters. This highlights the value of AFP Forensics' high-end specialist capabilities and also the trust and confidence that Australian police jurisdictions have in it.

In 2020–21 AFP Forensics has directly supported more than 34 requests from state and territory police. Requests can involve either a single capability or multiple capabilities, and AFP Forensics supports a range of incidents and crime types, including homicide, child exploitation, illicit drug and firearm importations, identity crime, missing persons, organised crime gangs and serial sexual assaults. The AFP has unique forensics expertise

across over 100 services – for example, audio-visual enhancement of CCTV, textile damage analysis, handwriting and document examination, mobile phone data acquisition, geographic profiling, specialist search techniques and capabilities involving high-end imagery technologies.

In March 2021, the Imagery and Geomatics team supported the resolution of a state police investigation of a serious crime by locating hidden evidence that supported search warrants. This task was made significantly more complex by the fact that it involved searching a large open area of bushland (approximately 4.4 square kilometres, or 1,080 acres) that the person of interest had visited. The Imagery and Geomatics team coordinated and conducted the search, supported by state police, and recovered critical evidence buried in bushland.



Marked location in bushland

Office of the Commissioner

The Office of the Commissioner incorporates several functions including the Chief of Staff portfolio, the Australian Institute of Police Management (AIPM) and the Criminal Assets Confiscation Command. The Chief of Staff is responsible for the AFP's media and strategic communications activities and for Professional Standards, whose function maintains, promotes and enhances the integrity of the AFP. The AIPM is a leading educational institution for police and emergency services and hosts the Pacific Faculty of Policing. The Criminal Assets Confiscation Command provides leadership for the wider CACT, which brings together the AFP and other Commonwealth partners to trace, restrain and ultimately confiscate criminal assets.

Performance highlights

Building a bridge to the community

The AFP's external communication activities are focused on building public awareness to increase understanding of, and confidence in, the AFP.

The National Media Team responds to a 24-hour news cycle. It supports AFP priorities by highlighting operational outcomes and delivering crime prevention messages through various communication channels.

The team has implemented a range of traditional and social media strategies to show how the AFP prevents, deters and disrupts victim-based crimes, including child exploitation. National Child Protection Week is an important focus for this work each year.



Father's Day post on social media during NCPW

The AFP 2020 National Child Protection Week campaign was launched on Father's Day, September 2020, with the release of a child safety video on social media. The video was developed in-house and featured high-profile Australians across the spectrum of media, sport and radio. It reached more than 80,000 people on social media.

The campaign was also promoted in print, online and in broadcast media: a preview appeared in the weekend print media and interviews were conducted throughout the week by subject-matter experts from the AFP-led ACCCE. Other activities included a media release to support the launch of the Cairns JACET and a public statement from the AFP Commissioner. The cumulative reach of the media activities exceeded 3.7 million people.

Soon after National Child Protection Week, the AFP announced the results of Operation Molto (page 22) and Operation Arkstone (page 47). The National Media Team used traditional media and social media tactics to promote both operational outcomes, including by release of photos, video footage and infographics.

In March 2021, the National Media Team worked closely with teams across the AFP to raise awareness of Operation Saintes – an investigation of modern slavery offences allegedly committed by a man in regional NSW. The team's proactive media strategy aimed to protect the integrity of the operation while it was ongoing and, following resolution, to encourage further victims to come forward.

Operation Veltelen: targeting the assets of those engaged in child exploitation

In September 2020, during National Child Protection Week, the AFP Commissioner announced a strategy to deploy all legislative tools at the AFP's disposal to punish and deter those who groom children or create and share child abuse material. As part of this, the Commissioner announced that the assets of child sex offenders and anyone seeking to profit from the exploitation of children would now be at risk of being restrained under the *Proceeds of Crime Act 2002* (Cth) (POCA).

The AFP often restrains and confiscates the assets of fraudsters and organised crime syndicates, but the AFP-led CACT has now adopted an aggressive strategy specifically targeting those engaged in child exploitation.

The first individual targeted by the CACT under this new strategy was a man first referred to the AFP in February 2019. The AFP received a tip-off from the US-based National Centre for Missing and Exploited Children that child abuse material had been uploaded to the social media platform Snapchat. The person who uploaded the material was identified as a 26-year-old Belgian national who arrived in Australia in late 2018 for a holiday. The AFP investigation found that the man was also the administrator of a website selling child abuse material and was using various social media platforms in addition to Snapchat to advertise the abuse website. He was using proceeds from the website to fund his trip to Australia.

The man was arrested in April 2019. In October 2020 he pleaded guilty to various child exploitation offences. The AFP ascertained that the website had made about US\$19,000 in profit and referred the matter to the CACT.

On 8 October 2020 the CACT restrained 2 bank accounts (one in Australia holding around \$16,400 and another in Germany holding €8,000), camera equipment, a drone and scuba diving gear under POCA. The total value of the assets was approximately AU\$30,000.

The matter highlights the AFP's determination to use all available tools to damage the criminal environment and protect children from abuse. The CACT continues to engage with child protection investigators to identify further opportunities in this area.

Operation Rheinfels: investigating fraudulent child care businesses

Operation Rheinfels began as a criminal investigation into an alleged fraudulent network of family day care centres. The 2 directors of Play School Family Day Care were apparently employing around 600 educators as child carers. However, the investigation revealed that some submitted false timesheets and did not provide any care for children.

The directors also ran numerous registered training organisations (RTOs) to benefit the family day care businesses. The RTOs offered qualifications for courses such as first aid, anaphylaxis management, asthma emergency response and education. Investigators believe the directors provided these certificates in exchange for cash payment, without ever providing any training.

In total, the family day care centres received in excess of \$34 million in government rebates, of which approximately half was suspected of being unlawfully obtained.

Search warrants executed in August 2016 saw the seizure of cash, pre-filled timesheets, and pre-signed blank qualification certificates.

During the overt phase of the criminal investigation, the CACT took civil action against the directors under the POCA. In August 2016, the Supreme Court of NSW made orders restraining a number of items. Forfeiture orders over some of the property were first made in April 2020. The matter was finalised in April 2021 when additional forfeiture orders and a pecuniary penalty order were made in the Supreme Court of NSW.

The Supreme Court ordered a pecuniary penalty order against the directors, totalling more than \$25 million. This is the largest order ever in proceedings under the POCA and will operate as a judgment debt to the Commonwealth. The Supreme Court further ordered that restrained property, and a number of bank accounts, be forfeited to the Commonwealth. The total value of property forfeited in these proceedings exceeded \$4.8 million.

Reducing red tape and supporting the integrity of the front line

Safeguarding the integrity of the AFP and its appointees is a core requirement and priority. In support of this, the AFP has a robust mandatory reporting structure. Should an AFP appointee's own integrity or that of another AFP appointee be called into question, it is incumbent on the AFP appointee to notify AFP Professional Standards (PRS) by submitting an integrity report. During 2020–21, 1,584 integrity reports were submitted by AFP appointees.

As part of the AFP's Integrity Framework, PRS seeks opportunities to continuously improve its processes and increase appointees' compliance with reporting obligations. One example is the development of a simplified, easily accessible reporting option to submit an integrity report using DigiFlow software. This allows submission of integrity reports from AFP mobile devices, meaning members can now submit an integrity report while out in the field.

Another example relates to assisting members to meet their obligations under the Integrity Framework and obtain requisite approval to undertake secondary work or volunteering (SWV). Enhancements to the electronic workflow of the SWV form have effectively supported the front line.

Enhancing partnerships to prevent misconduct

The AFP recognises the importance of partnerships and collaboration with law enforcement agencies across Australia and internationally. Such partnerships have proven beneficial both operationally and strategically.

One example is the Preventing Misconduct through Early Intervention Sub-Working Group, which was established by the AFP and comprises police representatives from all Australian and New Zealand professional standards groups. Due to the COVID-19 pandemic, in early 2020 the AFP chaired 11 teleconference sessions on intervention (in lieu of an annual conference). Topics included machine-based learning, early intervention tools, technological advances, mental health and wellbeing, and reporting and accountability processes. The sessions were aimed at sharing agency experiences and promoting best practice.

This group is the first of its kind, and the resultant action plan – which was endorsed by the National Professional Standards Forum (represented by Assistant Commissioners and Commanders in every jurisdiction) – will promote a consistent approach to integrity in policing across Australia and New Zealand.

Chief Operating Officer

The Chief Operating Officer manages the corporate and enabling functions of the AFP. This includes strategy and performance, financial management, human resources, learning and training, legal services and organisational health.

Performance highlights

SHIELD health hubs

In October 2020, the government announced funding of \$65.3 million over 4 years for the AFP to deliver the SHIELD program.

SHIELD was developed with AFP members, for AFP members. It revolutionises the delivery of health and wellbeing services to AFP members, Reservists, former members and their families.

New health hubs will be established to bring together health practitioners to deliver a forward-leaning approach to education, prevention, early intervention, treatment and transition support. A centre of excellence will also be established to provide new insights and evidence bases for further action.

In May 2021, the first SHIELD health hub commenced operations in Western Central Command (Perth Office), providing access to an in-house doctor, exercise physiologist, psychologist, registered nurse and other clinical services.

Health hubs will be progressively operationalised across AFP regional locations by 2023, but all AFP members already have access to a comprehensive platform of existing and SHIELD-enhanced health services.

The AFP now has psychologists embedded in all regional locations, delivering preventive assessments and early intervention based services. Registered nurses are also conducting proactive health assessments in regional locations. The AFP has also boosted its Employee Assistance Program so that it is available to former and retired members and their families for 5 years post retirement (previously it was available for only 6 months post retirement).

Australian Human Rights Commission partnership

In early 2021, the AFP entered into a 5-year partnership agreement with the Australian Human Rights Commission to continue developing a healthy, diverse and inclusive culture within the AFP.

This partnership recognises the AFP's ongoing culture journey, our traditions and past success, and will underpin our approach to promoting a culture where our people feel safe, connected, respected and engaged.

Annual staff surveys will form an integral part of the measurement and evaluation process to track the success of the partnership and progress on key priorities over the next 5 years.

The AFP's inclusion aspirations and recently revised diversity targets will also guide the partnership to prioritise actionable and pragmatic approaches to sustainable cultural change.

AFP First Nations Unit

Through meaningful partnerships and a dedicated approach to innovation, the AFP is prioritising the First Nations agenda.

During NAIDOC Week celebrations in 2020, the AFP Commissioner announced the establishment of the AFP First Nations Unit to promote full and unhindered Aboriginal and Torres Strait Islander participation in the AFP workforce and inform the provision of culturally aware policing services to the Australian community.

Built on the views and experiences of AFP members, the unit demonstrates the AFP's commitment to reconciliation and will remain adaptable to future changes in the operational environment. It works across all areas of the AFP, including with ACT Policing, to improve outcomes for First Nations people and all Australians.

It will initially focus on strategies and initiatives to address 3 main priorities:

- embedding cultural awareness – ensuring culture is visible and valued as part of the AFP's everyday business. Initiatives will bring focus to and celebrate First Nations cultures
- strengthening cultural competence – delivering impactful training, education and awareness to support culturally competent policing services to the Australian community
- supporting First Nations members – informing culturally appropriate recruitment, professional development and retention initiatives for new and existing First Nations members.

The First Nations Unit is established in an ongoing capacity to support both immediate and longer term outcomes.

Global Policing Innovation Exchange

In July 2019, the AFP chaired the first iteration of the Global Policing Innovation Exchange (GPX), which aims to better understand opportunities and challenges in the future operating environment for policing around the world. Deputy and Assistant Commissioners shared developments and innovations to identify common challenges and maximise the influence of the collective by realising evolutionary opportunities.

GPX was held virtually in November 2020 due to the COVID pandemic and involved 10 agencies from 10 countries. Participating agencies included Australia (AFP), New Zealand (New Zealand Police), the United States (FBI), Canada (RCMP), the United Kingdom (National Crime Agency, UK Metropolitan Police, Police Scotland), Singapore (Singapore Police Force), the United Arab Emirates (Dubai Police), Brazil (Brasilia Federal Police), Germany (BKA – Federal Criminal Police Office) and the Netherlands (National Police of the Netherlands).

A range of thematic discussions emerged from GPX, including the overarching importance of leadership, the impact of environmental scanning, research and innovation, securing trust and values, the mobility of police and application of artificial intelligence.

In a short time, GPX has created and built a coalition of like-minded police agencies, focused on progressing targeted initiatives and a willingness to share, change and evolve, to meet the criminal threats we face.

Police Improvement Initiative

In line with the AFP strategic objective to reduce red tape, work to enhance process efficiency and deliver benefits to frontline operational staff was prioritised in 2020–21.

The Police Improvement Initiative (PII), which was established in early 2020, continues to support business areas to adopt (and identify) continuous improvement initiatives using the Continuous Improvement Framework (CIF). The CIF guides business areas through a 3-stage process of discovery, development and delivery for implementation of continuous process improvement.

The PII team achieved some significant milestones in 2020–21, including the optimisation of digital technology to transition manual (paper-based) processes into automated solutions that are more efficient and reduce errors. The implementation of the CIF has also been supported through the delivery of training specifically designed to help operational areas identify and analyse improvement opportunities. This training has been well received by AFP staff, with 93 participants attending 10 workshops in 2020–21.

The AFP established the Corporate Improvement Office (CIO) in early 2021. The CIO will review how the AFP's enabling services are delivered, with a view to achieving further efficiencies in alignment with the AFP's operating principles to support the front line and reduce red tape. From a strategic standpoint the CIO will provide advice to the AFP Executive on corporate initiatives that will deliver operational reforms to ensure continuous improvement and support the delivery of a modern policing agency.

Chief Police Officer for the ACT

The Chief Police Officer (CPO) for the ACT oversees the community policing services arm of the AFP. Through a purchase agreement between the AFP and the ACT Government, ACT Policing is responsible for providing a high-quality community policing service. ACT Policing's mission is to keep the peace and preserve public safety. In 2020–21, the CPO role was elevated to a Deputy Commissioner, which is a Senior Executive Service Band 3 equivalent, to be more commensurate with equivalent roles in state and territory police forces.

Performance highlights

Police, Ambulance and Clinician Early Response: a multi-disciplinary patient-centred approach to mental health crises

Mental health incidents are amongst the most common jobs police attend. These jobs account for about 10% of service demand. In 2020–21 ACT Policing attended to an average of 415 mental health incidents each month.

To meet the need for a specialised response to mental health incidents, since 2019 ACT Policing has deployed a tri-service mental health co-response capability known as the Police, Ambulance and Clinician Early Response (PACER). It operates in partnership with the ACT Ambulance Service and Canberra Health Services. ACT Policing implemented the PACER program after assessing similar programs run overseas.

PACER provides mental health assessment, treatment and care for acute mental health related incidents on the front line. It reduces the number of vulnerable people admitted to hospital. ACT Policing would traditionally be the first responders to a mental health call-out, but PACER capability gives vulnerable mental health patients a holistic mental health response.

A PACER team consists of a paramedic, a clinician and a police officer working together to attend call-outs requiring specialist mental health skills. The PACER model has proved to be an asset to ACT residents. During 2020–21 PACER responded to 1,472 mental health call-outs, resulting in 1,092 Canberrans receiving face-to-face contact. PACER has resulted in fewer involuntary apprehensions/presentations to hospital and an increase in the number of people getting the help they need. Across the 3 agencies there are 29 trained PACER first responders and 10 trained ACT Policing personnel.

In 2020–21 the ACT Government provided funding that will allow the program to operate from 2 pm to midnight daily over the next 4 years. For ACT Policing it will involve 4 officers operating 7 days a week.



A typical PACER team

Family Violence Intervention Operations help to reduce recidivism

ACT Policing continues to work with its partners to combat the cycle of family violence and increase support to both victims and perpetrators.

In August and September 2020, ACT Policing conducted Family Violence Intervention Operations focused on perpetrator compliance and intervention. These operations were conducted collaboratively with partner agencies, including the Domestic Violence Crisis Service, Child and Youth Protection Service, ACT Victim Support and the Office of Family Safety.

ACT Policing conducted bail and Family Violence Order (FVO) compliance checks and executed outstanding FVOs and First Instance Warrants (FIW) on offenders. Partner agencies were present to contact victims, offering assistance and support once the FVOs and FIWs were served.

The operations also focused on engagement with high-risk recidivist offenders, ensuring they understood compliance requirements. Victims of family violence were kept informed of relevant police action.

This collaborative approach has led to a number of immediate referrals for support for both victims and perpetrators, and the simultaneous sharing of information with partner agencies and services helped the operations to direct resources and prioritise victim safety.

Feedback from all participants in both operations was extremely positive. The success of the operations was further evidenced in the number of accepted perpetrator referrals, which increased in the September operation compared with the August operation.

ACT Drugs and Organised Crime section targets illicit drugs

ACT Policing remains committed to targeting those seeking to exploit the community for their own personal gain. ACT Policing's Drugs and Organised Crime teams work closely with the NSW Police Force and their colleagues in Criminal Investigations and Intelligence, utilising all available resources at their disposal to target illicit drugs and illegal activities within the territory. In 2020–21 ACT Policing seized approximately 231 kilograms of illicit drugs, with police actions stopping a significant amount of harmful substances from making their way into the ACT community.

In August 2020, ACT Policing intelligence identified a person travelling to Sydney to be allegedly supplied with a large amount of cocaine. At short notice, ACT Policing arranged support areas, gathered resources and obtained search warrants in preparation for the person returning to the ACT. ACT Policing coordinated the arrest of the person and seized 308 grams of cocaine. A search warrant executed at the person's residence resulted in cash and further amounts of cocaine being seized. ACT Policing's efficient and effective work saw an alleged key member of a criminal network arrested and charged, and controlled drugs with an estimated drug harm index (see Chapter 3, 'Annual performance statement', for more details) value of \$202,294 were prevented from entering circulation within the ACT community.



Cash seized in the operation

Constable Kenny Koala spreads awareness of child safety

The Constable Kenny Koala (CKK) program, delivered by ACT Policing is a strong foundation for educating preschool and primary school age children in Canberra. The program teaches road safety, protective behaviours, online safety, decision-making and consequences and encourages children to turn to police for help and advice. CKK has operated for more than 40 years, visiting more than 25,000 children (1,200 classrooms) and attending numerous community events each year.



Constable Kenny Koala highlights school zones

Following a review of the program to ensure it remained contemporary and accurately linked to the Australian curriculum, several modifications were introduced for the 2020 school year, including a new subject. When school visits resumed in term 1, 2021, the CKK program provided more tailored presentations to various age groups, including an online safety presentation for kindergarten to Year 2 using the ThinkUKnow program; and tailored decision-making and consequences lessons for kindergarten to Year 4.

ACT Policing also developed teacher resource packs, which are now provided to classrooms after each CKK visit. There is a new teacher resources section on the website to help teachers continue CKK's safety learnings in the classroom. In the first term back at school, in February 2021, CKK delivered lessons to 2,619 children (112 classrooms). This is the highest number of CKK classes in February in the past 3 years, and almost double the number in February 2019.

Feedback from teachers and students to ACT Policing is always positive. The continued success of the CKK program enables children in Canberra to be educated on important issues and ensures they have a favourable and positive experience with police throughout their childhood.

Proactive Intervention and Diversion Team enables new approach to policing

In August 2020, ACT Policing introduced the first of 3 proactive policing teams as part of the Police Services Model funding provided by the ACT Government. The Proactive Intervention and Diversion Team (PIDT) focuses on solutions that will reduce the impact of repeat calls for services on ACT Policing members. The duties of the PIDT include liaison with members of the community and third-party partners and targeting of recidivist offenders and those at risk of falling into a life of crime. The first team assisted with several issues that affect the capacity of broader ACT Policing response teams, including ongoing risk to young people, drug-related and youth gang violence offences, and problem-solving issues related to recurring instances of vehicles failing to stop for police.

In September 2020, PIDT targeted a high-priority active offender in the ACT. The offender and a co-offender were suspects in numerous incidents in Canberra and in Queanbeyan, NSW, over a week involving a stolen vehicle. These incidents included threats with weapons, theft, assault and a number of failures to stop. The offender was subsequently arrested by PIDT in NSW with the assistance of the NSW Police Force. He was extradited to the ACT and remanded in custody.

While he was in custody, the PIDT took the opportunity to engage with the offender and address fundamental issues such as the root cause for his offending. The offender willingly engaged with members of the team even though his criminal matter was still pending, as he wanted an opportunity to change his behaviour. The PIDT assisted the offender in identifying programs he could undertake when he is released from custody; and supported his placement in these programs. A subsequent visit with the offender showed he had enrolled in the programs and pursued opportunities to obtain work upon his release from custody. It is anticipated that this positive engagement will see a reduction in offending and the offender taking positive steps away from a life of crime.



CHAPTER 3



Annual performance statement

Statement of preparation

I, as the accountable authority of the Australian Federal Police (AFP), present the 2020–21 Annual Performance Statement of the AFP as required under subsection 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). In my opinion, this annual performance statement is based on properly maintained records, accurately reflects the AFP's performance in 2020–21 and complies with subsection 39(2) of the PGPA Act.



Reece P Kershaw APM
Commissioner
9 September 2021

Purpose of the AFP

In 2020–21 the AFP's mission was:

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

As part of the Australian law enforcement and national security community, the AFP leads policing efforts to keep Australians and Australia's interests safe, both at home and overseas. It does so as described in section 8 of the *Australian Federal Police Act 1979* (Cth) (AFP Act) and through priorities established in the annual Ministerial Direction and the AFP Corporate Plan. The AFP's legislated and practical remits are broad, spanning many crime types, policing functions and geographical jurisdictions.

The AFP holds a unique role in Australian policing. It is the national police service, Australia's law enforcement representative at international forums and the service responsible for policing offences against Commonwealth law. The AFP polices Commonwealth offences and, by doing so, protects the operation of national institutions, infrastructure and departments, including land and buildings, from criminal intent. Under the AFP Act, the AFP also pursues crimes with multi-state aspects, supporting effective interstate operations. When the AFP becomes involved, a national and international view of crime and potential solution may emerge.

The AFP also brings to Australian policing some unique powers, authorities and capabilities – controlled operations, telecommunication checks, control orders, witness protection and investigation of foreign interference to name a few. The AFP increasingly counters ever more complex crimes and develops policing solutions using these capabilities, while adhering to stringent compliance requirements and accountability frameworks. The AFP's investments in technologies and systems to support its operations have ensured that it can have operational effect while maintaining public trust.

In 2020–21, our key deliverables to government and the community were represented by 2 outcomes in the Portfolio Budget Statement (PBS) (see Figure 3.1). Through Outcome 1 and its 2 programs, the AFP works in diverse ways to counter criminal security threats against Australia's economic and social interests that originate in Australia or internationally.

Program 1.1 Federal Policing and National Security delivers investigative policing services and capabilities to address a broad spectrum of crime and national security threats. Program 1.1 also delivers a first response to potential terrorist threats at airports and protects designated airports, high office holders and establishments. This type of protection is vital for the trust and functioning of key government institutions and international relations.

Program 1.2 International Police Assistance contributes to vital international engagement and intelligence exchange. The AFP takes the fight against crime overseas using multilateral and bilateral arrangements and assists police services outside Australia. To do this, the AFP uses its International Network and INTERPOL National Central Bureau role (INTERPOL Canberra) and cooperation with international posts of partners like the Australian Border Force (ABF) and the Australian Criminal Intelligence Commission (ACIC).

The AFP is Australia's police representative at international forums and actively contributes to capability development for law enforcement agencies in our region. Engagement and priorities for work under Program 1.2 vary depending on international events and Australian foreign policy. These 2 programs account for most expenditure and staffing in the AFP (see Table 3.1).

Under Outcome 1, the AFP also has responsibility for policing the communities of Jervis Bay and Australia's external territories: Norfolk Island, Cocos (Keeling) Islands and Christmas Island. This reflects the AFP's national remit, which has a unique whole-of-Australia policing perspective. Members working in these territories operationally report to the ACT Chief Police Officer.

Under Outcome 2, the AFP delivers policing services in the Australian Capital Territory (ACT) through a service agreement with the ACT Government. ACT Policing effectively has dual reporting. It reports to the AFP Commissioner as the accountable authority under Outcome 2; and to the ACT Government against specific measures (see the ACT Policing annual reports at www.police.act.gov.au/about-us/publications). This year, the annual performance statement includes inaugural performance measures and reporting for Outcome 2 independent of the ACT Policing Service Agreement.

Delivery of Outcome 1 and Outcome 2 is monitored and assessed through performance criteria (see Table 3.1). The performance framework has been designed to include quantitative and qualitative measure that show the breadth and diversity of AFP activity and common operational themes. Measures are categorised as either public value and impact or operational outcomes. Public value and impact measure areas are community confidence, return on investment, and evaluations. Operational outcomes, which occur across both Outcomes 1 and 2, are prevention, disruption, response and enforcement.

Figure 3.1 AFP performance reporting structure including Portfolio Budget Statement outcomes and programs

Vision	Policing for a safer Australia	
Mission	As Australia’s national policing agency, we protect Australians and Australia’s interests	
Portfolio Budget Statement		
Outcomes	Outcome 1 Reduced criminal and security threats to Australia’s collective economic and societal interests through cooperative policing services Staffing: 5,887	Outcome 2 A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government Staffing: 894
	Program 1.1 Federal Policing and National Security Budget \$1,191,038,000	Program 2.1 ACT Community Policing Budget: \$189,848,000
Programs	Program 1.2 International Police Assistance Budget: \$208,933,000	

Relationships and partnerships are at the heart of delivering public value and operational outcomes. Crime and policing increasingly involve dealing with evolving, multi-disciplinary problems that require multi-agency and multi-jurisdictional solutions. Interagency cooperation enables a greater range of resources and viewpoints to be applied in framing the problem and solutions. Domestic and international law enforcement agencies, Commonwealth regulatory agencies and, increasingly, industry, academia and non-government organisations work with the AFP to create and deliver tailored, targeted solutions to criminal and security threats. Key Commonwealth partners are identified in PBS-linked programs (see the PBS 2020–21, pages 118–119).

The AFP has sought to bolster its evidence base and use of statistical analysis in operational decision-making and is encouraging a broader range of treatments to crime. Prevention and disruption are increasingly advocated as operational treatments. The AFP has continued its trial of a new case prioritisation process that considers the likely impact police may have on offending and harm from an incident. Disruption and prevention are at the heart of treatment considerations.

AFP operational goals and claims about what constitutes a success may vary by the mandated role of the AFP in the activity, the crime type and specifics of the matter. Even in the same kind of investigation the differences in process, suspect, location or time may alter goals and outcomes. Success in one case may be rescuing a child and in another it may be securing a strong prison sentence.

Further, few investigations start and end in the one financial year. Across the year, the AFP continually evaluates, accepts/rejects and finalises matters, constantly updating the total case load. Some matters are initially reported as one type of crime or response priority, but after checks the matter is re-evaluated and re-categorised. These

updates can occur during the life of a police action or task. An investigation may result in multiple outcomes like prevention, disruption and enforcement. Reporting needs to be mindful of this type of change within the dataset and operationally focused definitions of success. A significant share of AFP work and reporting does not neatly adhere to linear models.

The AFP's performance framework includes case studies and return on investment measures of cases that are finalised in the reporting period, despite some running longer than the 12-month period. Details of the AFP's performance are described in the following pages.

Results

The AFP was successful in meeting its purpose in 2020–21. We achieved excellent results (refer to Table 3.1) against a backdrop of the COVID-19 pandemic continuing to affect operations and travel. One performance measure was not met: the target for community confidence.

With continuing COVID-19 outbreaks, periodic lockdowns and hotel quarantine programs, officers (especially in aviation duties) continued to be diverted to alternative duties as airport passengers and incident numbers remained relatively low. Aviation had fewer priority 1 incidents than in previous years with lower passenger numbers and charges laid than in previous years. At designated airports there was an average of 26 priority 1 incidents per month in 2020–21, compared with an average of 50 per month between 1 July 2019 and 31 March 2020, and 49 people on average were charged per month in 2019–20 compared with 28 in 2020–21. In this dynamic working environment, the AFP continued to deliver the required response, meeting the measure.

In the investigative space, there was a peak of activity around Operation Ironside as the resolution phase drew closer. Operation Ironside was, and continues to be, the largest crime operation in AFP history. The AFP and FBI successfully infiltrated TSOC groups by monitoring alleged criminals' communications over a compromised dedicated encrypted platform called 'ANØM' over 3 years. As of 30 June 2021, in Australia we have charged 287 offenders, shut down 6 clandestine drug labs and seized 136 weapons, over 4,000 kilograms of drugs and more than \$49 million in cash. More outcomes from the operation are anticipated over the next few months. Offenders have been linked to Australian-based Italian mafia, outlaw motorcycle gangs, Asian crime syndicates and Albanian organised crime. To achieve this historic result, the AFP worked with state and territory partners and international police to identify and address diverse criminal networks operating across jurisdictions and in a range of crimes. Four thousand state and territory police were involved in Australian search warrants while 9,000 officers offshore worked in unison on related cases as part of global coordinated action pursuing offenders linked to Operation Ironside. It is anticipated that ongoing impacts and outcomes from Operation Ironside will be reported in future years. Between May and mid-June, 33% of all investigators' time was attributed to Operation Ironside. Members were deployed from a diverse range of teams and areas of the AFP.

At the peak of Operation Ironside between May and mid-June 2021, other cases were temporarily paused; almost 10% were suspended in May. By the end of June, the rate had returned to normal. The number of cases being finalised – crucial for many of the quantitative performance measures – also dropped temporarily in these months, with 2020–21 figures ending slightly lower than the previous 2 years. The bounce-back in work tempo following resolution, a pattern seen in AFP data after involvement in many historic major events or operations, indicates that AFP work and outcomes are likely to restore and continue at similar levels to previous years in the next reporting period. While it is anticipated that overall case throughput is likely to return to near normal levels, Operation Ironside is unique and poses new challenges for the service. It has offered investigative learnings and insights into police methodologies and case management as well as into organised crime structures and interactions. Both aspects will need to be incorporated into future policing approaches and may change operational processes. The case has also generated a large volume of ongoing brief preparation and court engagement, a labour-intensive part of any investigation as it draws on both investigative and specialist support services.

Detailed results are presented from page 39 onward. Overall analysis is on page 37 and a financial performance summary is on page 66.

Table 3.1 Performance criteria results in the 2020–21 Portfolio Budget Statement and 2020–21 Portfolio Additional Estimates Statement*

Performance criterion	Target	Result	Met
Program 1.1 Federal Policing and National Security			
High community confidence	75%	62%	No
Return on investment	>1	Transnational: 21.9	Yes
	>1	Assets confiscation: 2.44	Yes
Prevention case studies	Successful preventions	Successful preventions	Yes
Disruption case studies	Successful disruptions	Successful disruptions	Yes
Disruption count	41	145	Yes
Avoidable incidents	<2	0	Yes
Response case studies	Successful response	Successful response	Yes
Response times			
Priority 1	90% within 10 minutes	90%	Yes
Priority 2	90% within 20 minutes	93%	Yes
Priority 3	95% within 2 hours	99%	Yes
Priority 4	95% within 24 hours	100%	Yes
Enforcement case studies	Successful enforcement	Successful enforcement	Yes
Prosecution success rate	95%	98%	Yes
Program 1.2 International Police Assistance			
Mission or external territories performance evaluation	Evaluations completed and recommendations addressed	Completed	Yes
Return on investment	>1	International: 59.5	Yes
Disruption count	165	266	Yes
Prevention case studies	Successful preventions	Successful preventions	Yes
Disruption case studies	Successful disruptions	Successful disruptions	Yes
Program 2.1 ACT Policing			
Prevention case studies	Successful preventions	Successful preventions	Yes
Response case studies	Successful response	Successful response	Yes
Enforcement case studies	Successful disruptions	Successful disruptions	Yes

*The Portfolio Additional Estimates Statement updated the performance suite to ensure that the PBS aligned with the Corporate Plan, which is why it is used for the results table rather than the PBS.

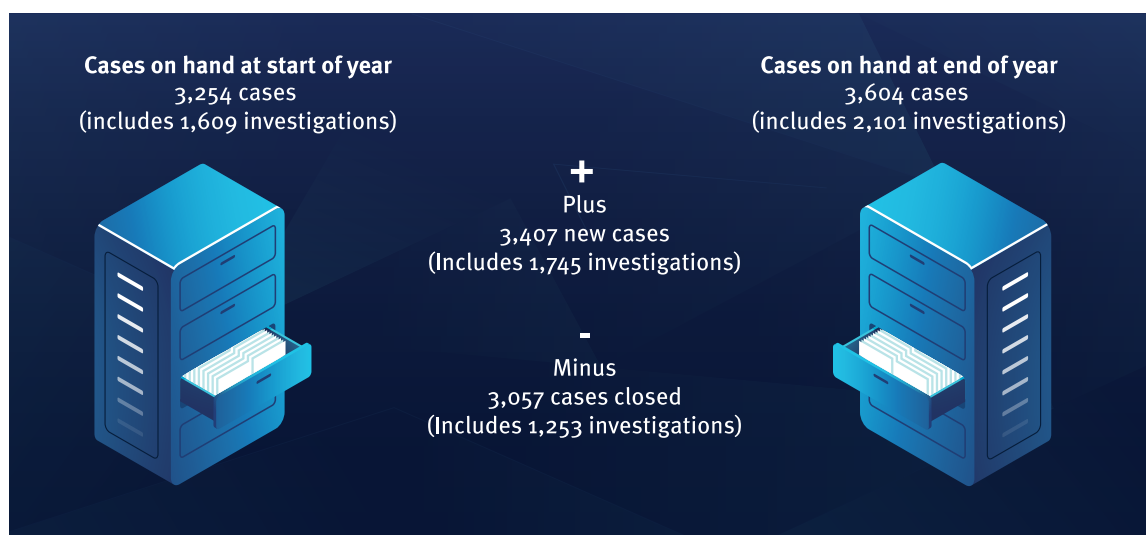
Overall analysis

The AFP continues to achieve positive results under Outcomes 1 and 2. Figure 3.2 shows the overall throughput of AFP national cases for 2020–21. Despite the challenging conditions of the COVID-19 pandemic, the AFP experienced only a small decrease in throughput in 2020–21. Within the case load, the AFP has delivered highlights such as:

- delivering public value, as seen through high returns from AFP activities
- successful and diverse enforcement, as seen in case studies and prosecution success rates showing support for community safety and the workings of the criminal justice system
- reducing crime through prevention and disruption, as seen in the growing disruption count and in case studies showing the diverse ways the AFP contributes to public safety, often by interrupting criminal activities and bolstering defences against crime.

These results have been facilitated by partnerships and cooperation with a diverse range of domestic and international agencies. The performance results demonstrate the AFP is managing these relationships effectively in a variety of situations.

Figure 3.2 Overall AFP national cases throughput, 2020–21



The AFP's high performance continued despite COVID-19. Across the year the AFP managed uneven staffing demands and work tempo as the nation gradually moved from lockdown conditions towards more normal arrangements. Some areas of the AFP were more affected by COVID-19 than others across the agency. Additional lockdowns in Victoria, for example, affected the teams there while aviation work across the country continued to switch to guarding and proactive patrols rather than incident response given reduced air travel. Community outreach and other prevention work was curtailed as face-to-face meetings and training was affected by social distancing. Investigations continued but in slightly modified ways in order to protect the community but also officers' wellbeing. Where possible, members worked flexibly, adapting to safety and work continuity requirements when lockdowns were called. During the reporting period, there were a mix of work arrangements in operation for the agency at any one time, depending on location and task, ably supported by AFP IT and welfare services.

Despite overall impressive performance, the AFP did not achieve its ambitious target for community confidence. However, there are many positive aspects of the community survey responses. For example, the community rates many of the AFP's priorities as highly important. Given the role of the media in informing people about the AFP, media strategies and other forms of communicating with the community will be explored and monitored. As the AFP regularly exceeds its performance criteria targets, during 2021–22 the AFP will review its performance measures and targets to see whether any improvements can be made. A focus will be on the high community confidence, disruption and return on investments measures.

Future performance

Given new spikes in COVID-19 and state border closures, as well as limited international mass travel, work tempo is expected to continue to fluctuate and be dynamic. Initiatives supporting staff welfare and offering surge capacity, and investment in new technical skills and capabilities outlined in Chapter 2, such as the SHIELD program, will continue to be used to support members to good effect, especially given the range of challenges and conditions officers will encounter.

In 2021–22, the AFP had the success of Operation Ironside. This operation has revealed the methodologies of organised crime groups and honed law enforcement capabilities. During 2021–22, the AFP will be required to devote significant resources from multiple disciplines to bring Operation Ironside to a successful conclusion particularly through the legal system. Because of the sheer volume of arrests, seizures and court actions arising from the operation, innovations and process improvements will be at the heart of how the AFP will manage the associated work ensuring other priorities are maintained. As the AFP has absorbed the workload so far and performance measures take a broad approach to outputs and impacts, it is not anticipated that the case will affect performance results at this stage, especially as measures span more than investigative activity. We do anticipate some impacts on investigative process, and potentially tempo, but the degree of this is uncertain.

The AFP's work on high-risk foreign terrorist fighters, and local terrorism risks as well as monitoring of those in the community on control orders, continues. The work poses specific challenges for the AFP, altering tasks, enhancing accountability systems and expanding the amount of time in which police are engaged in the life of an incident or investigation to cover post-sentence release in the community. Evolving responsibilities are part of modern policing with the AFP, and it is well equipped to conceptualise the change and plan to manage new requirements.

With such diverse and complex demands, policing is an increasingly sophisticated and challenging, although rewarding, business. The work often tests the AFP's personnel, processes and systems. The AFP clearly delivered this year. It will use ongoing reforms, innovation and support to the front line to continue to drive change and investment that will secure more success. These efforts should ensure continued high performance from the AFP.

Outcome 1:

Reduced criminal and security threats to Australia's collective economic and societal interest through co-operative policing services

Table 3.2 Program 1.1 High community confidence

Community Confidence Survey result	2019–20	2020–21	Target	Target achieved
	69%	62%	75%	No

The AFP annually commissions a survey of 1,000 people to gauge Australian community confidence in the AFP's contribution to law enforcement and national security. Some questions in the 2020–21 survey differed slightly from the 2019–20 survey but the core questions underpinning this performance criterion remained unchanged. Kantar Public, in partnership with Q&A Market Research, conducted the telephone survey using a random sample of the population stratified by age, gender and state.

Of those surveyed, 62% gave a high confidence rating in 2020–21 (8 or more out of 10) in the AFP. The target of 75% was not met, which follows a consistent trend for this performance measure. The AFP will review this target during 2021–22. While there was a spike in overall confidence in 2019–20, levels in 2020–21 aligned closely with those of 2018–19 and 2019–20. A Roy Morgan Image of Professions Survey 2021 highlighted a significant drop in respondents' perceptions of police ethics and trust, partly due to COVID-19 restrictions. This was the lowest rating for over 40 years (since 1979). The change in the AFP result was milder than this external research, with COVID-19 not reported in the AFP survey as a key factor shaping opinion. This may reflect the different role played by the AFP compared to state and territory police, given the latter were enforcing lockdowns.

Differences were noted across age groups surveyed, with older Australians (people aged 55 years and older) generally more confident, informed and positive about the AFP, and younger Australians (aged 18 to 34) less so. Younger people also had significantly lower levels of agreement that the AFP was honest and that it understood the needs of the community compared with older age groups.

Most Australians see the AFP on the news (29%), patrolling the airport (25%), or with dogs at airports (12%). They continue to have self-reported limited levels of understanding of the AFP's responsibilities: 11% in 2020–21 rated their knowledge of the AFP's responsibilities as good; 45% rated their knowledge as moderate; and 44% rated their knowledge as low.

When asked without prompts what respondents believed were the responsibilities of the AFP, most common responses were border protection and security (26%), keeping Australia safe/protecting Australia/looking after the country (15%) and addressing terrorism (11%). A total of 12% were unsure what the AFP's responsibilities are. This highlights a need to continue to educate the community about the AFP's role.

In 2020–21, the community stated that the AFP's most important responsibility was addressing online and international child sexual abuse and human trafficking (96% felt this was very important), followed by terrorism (93%).

A new question added in 2020–21 asked participants about their level of agreement with a set of statements about the AFP's values and professional standards. Most Australians (72%) strongly agreed that the AFP performs its job professionally. For all the value statements, only 2% to 4% of people rated their agreement as low.

The AFP continues to look for ways to strengthen community knowledge of and general confidence in the service. To this end, a new podcast series about the work of the AFP-led Australian Centre to Counter Child Exploitation (ACCCE) was launched in June 2021. Work to enhance recruitment practices, including advertising, is underway. Community liaison teams in regional commands also continue to build and deliver programs to enhance community relations. Teams issue press releases to advise the public about operations. The AFP continues to focus on increasing the number of the ways that the community can learn about the work of the AFP.

Return on investment

The AFP has 2 return on investment (ROI) measures under Program 1.1, focused on efficiency and public value. The first, the transnational ROI, examines drug and financial crime.

Table 3.3 Program 1.1 ROI transnational

	2019–20	2020–21	Target	Target achieved
ROI transnational result	10.3	21.9	Positive return (i.e. >1)	Yes

The transnational ROI is based on investigations finalised within the financial year, regardless of when the drug seizure or financial crime occurred. It is calculated by estimating the social harm to the community that was avoided by police action to stop drugs being sold (by seizing the drugs) or prevent fraud. This figure is then divided by the costs (including staffing and legal) of doing these investigations. Two measures – the drug harm index (DHI) and the estimated financial return (EFR) are used in the harm calculation (see Figure 3.3).

The transnational ROI result of 21.9 is significantly higher than previous years: it was 10.3 in 2019–20 and 3.6 in 2018–19 (see Figure 3.4). The increase was driven by an especially high DHI for finalised cases of \$5.3 billion, delivered by 2 large drug seizures in Operation Kozarnica (Eastern Command, in which 4 tonnes of ephedrine, with a DHI value of \$3.2 billion, were seized); and Operation Moorfoot (Eastern Command, in which 2 tonnes of GBL, with a DHI value of \$1.1 billion, were seized). By comparison, the largest DHI for a case finalised in 2019–20 was Operation Sweeney/Jacaranda (DHI \$410 million).

Relatively few financial investigations with large initial fraud estimates were finalised in 2020–21. Like last year, the result reflects that fraud matters are increasingly being investigated by other Commonwealth agencies, the relative priority within AFP of financial crime cases and the increasing use of non-prosecutorial treatments in this space.

The performance measure was clearly exceeded and the AFP continues to build on the trend for this measure.

Figure 3.3 Transnational return on investment calculation and social harm

Calculating return on investment (ROI)

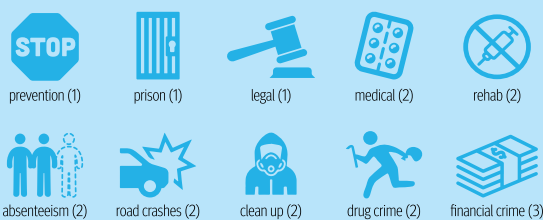
$$\text{ROI} = \frac{\text{Benefits}}{\text{Costs}} \longrightarrow (\text{DHI} + \text{EFR})$$

Calculating the benefits

To calculate the benefits of preventing crime before it happens the AFP considers the potential social harm that could have been caused if the crime had not been prevented. The AFP uses two different measures:

- ▶ DHI—drug harm index
- ▶ EFR—estimated financial return

The following components are included:



- 1 component is common to both the DHI and EFR calculations
- 2 component is used only in the DHI calculation
- 3 component is used only in the EFR calculation

Figure 3.4 Return on investment for transnational crime trend 2011–2021

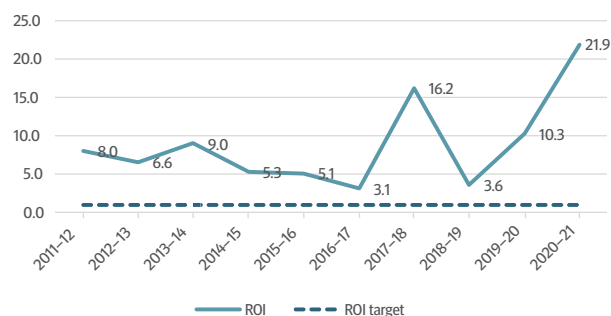


Table 3.4 Program 1.1 ROI asset confiscation

	2019–20	2020–21	Target	Target achieved
ROI asset confiscation result	2.5	2.44	Positive return (i.e. >1)	Yes

The second ROI measure focuses on asset confiscation. Australia is committed to confiscating illicit wealth from those involved in organised crime. It is a signatory to several international treaties to combat money laundering and terrorism financing and enable confiscations of the proceeds of crime. Under the *Proceeds of Crime Act 2002* (Cth) (POCA), the AFP Commissioner is a ‘proceeds of crime authority’ and the AFP plays a key role in targeting illicit wealth. This performance measure reports on the value of this work to the community.

The Criminal Assets Confiscation Taskforce (CACT), hosted by the AFP, is a multi-agency taskforce of investigators, forensic accountants, analysts and litigators in co-located teams around Australia. Participating agencies include the Australian Taxation Office (ATO), the Australian Criminal Intelligence Commission (ACIC), and the Australian Transaction Reports and Analysis Centre (AUSTRAC). The CACT also draws on the expertise of Australian Border Force (ABF) and other domestic and international partners.

Although money laundering and drug-related offences feature prominently in the criminality targeted by the CACT, under the POCA, CACT can target criminal assets linked to all types of criminal activity. In 2020–21, the CACT successfully restrained assets linked to child sexual abuse activities. The Australian Financial Security Authority (AFSA) also plays a key role in the process by managing assets until liquidation and managing the Confiscated Assets Account (CAA) on behalf of the Commonwealth. Once assets have been liquidated, proceeds are credited to the CAA. With the approval of the Minister for Home Affairs, funds in the CAA may be used for a suite of crime prevention and law enforcement programs and measures.

The ROI for assets confiscation compares the value of confiscated assets from proceeds of crime matters in 2020–21 with the costs of running the CACT.

AFSA provides the realised assets values. It should be noted that these assets may relate to investigations commenced in previous years or where the confiscation order was made in an earlier financial year and the assets have been realised in a subsequent financial year or over a few years.

The ROI for assets confiscation is 2.44 against a target of one. This is based on a total benefit of \$53.9 million of confiscated assets over costs of \$22.1 million.

Prevention case studies

Table 3.5 Programs 1.1 and 1.2 Prevention case studies

	2019–20	2020–21	Target	Target achieved
Prevention case studies result	Successfully targeted crime prevention	Case studies below	Successfully targeted crime prevention	Yes

To prevent offending and the harm that goes along with it, the AFP undertakes crime prevention activities.

Crime prevention is notoriously difficult to define. The United Nations developed a broad approach: ‘crime prevention covers strategies and measures that seek to reduce the risk of crimes occurring, and their potential harmful effects on individuals and society, including fear of crime, by intervening to influence their multiple causes’.² Using this as a starting point, the AFP has developed a working definition of prevention.³ AFP crime prevention work covers activities ranging from local to international, spanning investigations, protection and community policing. Prevention work has quite different practical expressions across the AFP, given the diversity of the agency’s activities. It includes Neighbourhood Watch, Airport Watch and training programs for social groups at risk, and community liaison teams in all regional commands who deliver community outreach such as youth engagement, intervention and recruitment programs, meetings with cultural leaders/groups and supporting charity drives. Some of this work is part of national initiatives such as the Social Cohesion Program.

² United Nations (2002/3), *United Nations Guidelines for the Prevention of Crime*; United Nations Office on Drugs and Crime (UNODC) (2010), *Handbook on the Crime Prevention Guidelines – Making Them Work*.

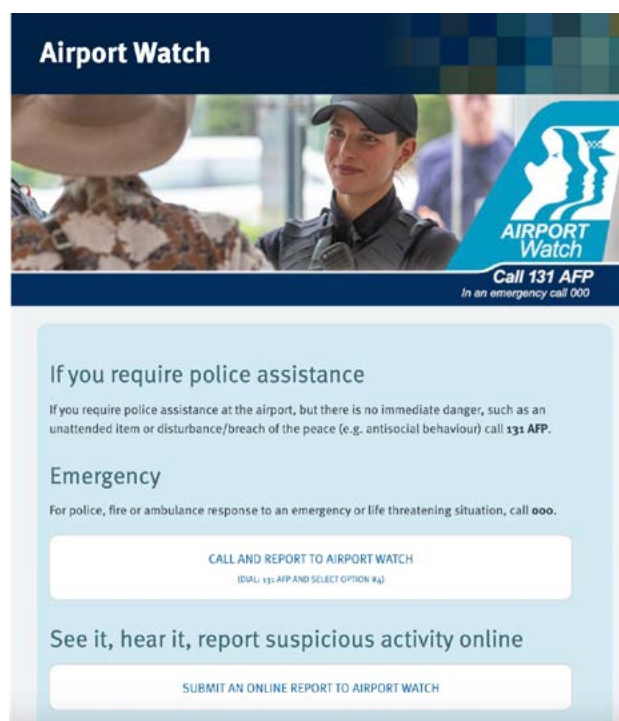
³ www.afp.gov.au/cp-definitions

Some work focuses on primary crime prevention, identifying social and physical environmental conditions that provide the opportunity for or precipitate criminal acts. Examples include checking workers' security credentials at designated airports and safeguarding the processes for government payment systems through the National Disability Insurance Agency Taskforce. Other steps include raising awareness of potential victims and their protectors/guardians through things like ThinkUKnow and the Closing the Net podcast so they are less likely to be harmed.

The following qualitative case studies present examples of Outcome 1 crime prevention. Statistics contextualise these accounts where possible. Into its third year, the AFP continues to refine its approach to this performance criterion in a field that is challenging to categorise and record.

Relaunch of AFP Airport Watch

On 25 March 2021, the AFP relaunched its revamped Airport Watch program to coincide with increasing domestic travel as COVID-19 restrictions eased. The first announcement was made at Sydney Airport, (NSW), with other launches around the country occurring shortly afterwards.



Airport Watch website

Airport Watch is similar to other crime prevention initiatives like Neighbourhood Watch. It seeks to engage the community as the 'eyes and ears' within the aviation environment and has the key message 'See it – Hear it – Report it'. Airport Watch originally commenced in 2012 and since then it has been a sustained crime prevention program. The scheme advises the public and airport workers about potentially suspicious activity across a range of crimes that involve airports and air travel and encourages these groups to report any suspicions to authorities. In the airport precinct, simple anomalies like abandoned luggage or certain behaviours by passengers may indicate security breaches and terrorism risks. The program aims to enhance the detection, reporting and resolution of suspicious or criminal activity at airports and to improve the security and crime prevention culture across the aviation sector. Airport corporations have been supportive of the relaunch, and their support is instrumental to the success of the program.

Airport Watch also issues business cards and uses information boards displaying a QR code

linking to the Airport Watch website. The site provides information on how to report online and the phone number (131 AFP) to report suspicious matters or seek non-emergency police assistance.

During 2020–21, 385 incidents linked to Airport Watch were logged by AFP airport uniformed police, arising from a mix of proactive patrols and public reports that identified a need for police action. Reports made to Airport Watch may provide information that supports other police work.

ThinkUKnow raises awareness of internet safety among new Syrian arrivals

ThinkUKnow provides interactive seminars to school students, teachers, parents and carers explaining potential risks of online child exploitation and strategies to counter those risks. It is a partnership between the AFP, the Commonwealth Bank of Australia, Datacom and Microsoft Australia. It is delivered by the AFP, all state and territory police forces, and Neighbourhood Watch Australasia.

In February 2021, AFP Western Central Command Community Liaison Team (CLT) members, in partnership with the Australian Refugee Association and South Australia Police, delivered a ThinkUKnow presentation in Arabic to a group of Syrian women new to Australia. These new community members were unaware of how social platforms operate or of the range of potential online dangers, including online radicalisation and sexual exploitation targeting children and young people.

Topics covered included the internet, privacy, dangers children can be exposed to when accessing the internet and how parents can protect them from predators. The presentation included an informative short-story video, based on real events, about an Australian child who was groomed online and killed by a predator. The video demonstrated that anyone, regardless of cultural and linguistic background, could potentially fall victim to online predators.

The video was effective in alerting participants to potential dangers of social media platforms for children. The success of the presentation was evident as the women invited CLT members to deliver it to their children's schools and to their husbands. The event fostered better relationships with members of the Syrian community and increased the women's understanding of internet safety. The program highlights one of the many roles the AFP takes in crime prevention – educating people to protect themselves, their families and their communities from potential online harm.

Community engagement programs supporting community resilience in Jordan

The Kingdom of Jordan is known for its stability in a region affected by terrorism and war. Despite this, the risk of terrorism and extremism remains a persistent threat. In August 2020, Jordan's Community Peace Centre (CPC) (part of the Jordan Public Security Directorate), in collaboration with AFP Amman post, launched a series of community engagement programs focusing on preventing and countering violent extremism.

The AFP's Counter Terrorism Special Investigations Command funded the programs. The first was opened by the Public Security Directorate's Assistant Director General of Security, the Australian Ambassador to Jordan and the AFP Amman Post Senior Officer, demonstrating the level of commitment to the programs.

The programs were attended by 120 key participants from community, government and non-government organisations. They covered identifying behaviours associated with radicalisation and methods of intervention; strengthening community cohesion; building trusted relationships; challenging extremist narratives; online radicalisation; extremist recruitment; and regional influences on young people. A 'train the trainer' component provided participants with the necessary skills to establish local outreach programs, with 68 sessions delivered to a further 1,038 participants. This approach ensured the learning continues to be disseminated to the benefit of additional people and communities.

Diversity and inclusiveness were also discussed during the programs, with some sessions involving participants spanning a range of ethnic groups, orphaned youth at risk and special needs groups. The CPC prioritised gender balance, delivering its first ever women-only program, focused on countering violent extremism, openly challenging social norms and acknowledging the important role women play in Jordanian society.

In line with the AFP's International Engagement Strategy, these programs highlight the AFP's leadership role in overseas crime prevention. In partnership with the CPC, the AFP built local awareness of radicalisation processes and ideologies and, in a culturally appropriate manner, fostered discussion about the marginalisation of social groups, which often underpins violent extremist viewpoints. The community engagement programs have assisted the AFP to contribute to ongoing stability in Jordan – a key security partner in the Middle East.

Youth, fitness and making a difference in Alice Springs

From October to December 2020, AFP members participated in the inaugural Making a Difference youth program for high school students in Alice Springs, Northern Territory. This crime prevention program aimed to build closer relationships between police and local youth in a community that experiences geographic isolation, significant crime and distrust of police, especially among young people.

AFP protective service officers (PSOs) live and work in the remote community, as they guard the Joint Defence Facility at Pine Gap outside Alice Springs. The PSOs saw a need to build better local relationships, and Making a Difference offered an opportunity to build them.

Making a difference is part of AFP Western Central Command's Bridging the Gap program, which is focused on increasing engagement between the AFP and diverse community groups. The initiative seeks to combine sport and police to make connections with youth that will enable them to better report abuse or crimes and to seek help from police and other services.

Making a Difference gives students the chance to train at a local community gym in Alice Springs alongside PSOs. It was made possible with support from the local gym operator, the school, cultural leaders, students' families and other groups who supported the initiative. The aim was to equip participants with the necessary skills to develop greater personal leadership, resilience and confidence and a sense of community through building up physical fitness and sports skills.

At the end of the training sessions, the AFP members and the students would get together as a group to discuss leadership values, the importance of the students' place in society and the community, and their role as future leaders. AFP members took the opportunity to let participants know that police can be approached if they need assistance, emphasising that police are there to help and support the community. Over time, the program assisted in building better trust and rapport. Many of the students who were initially reserved gradually became more comfortable in participating, had more confidence and interacted more openly with the PSOs.

One PSO said:

'The program has given [the kids] a safe space to talk about things they might not have been able to otherwise. It has allowed them to open up about issues they are facing, and we can offer support.'

On 10 December 2020 the inaugural class was completed. Members of the AFP executive travelled to Alice Springs to mark the occasion by attending the final session. Given the program's success, the AFP is considering opportunities to develop additional outreach partnerships in this region.

Preventing insider threats at airports

The COVID-19 pandemic caused closures and losses for many businesses and global industries. One of the key industries severely affected was aviation, with travel reduced significantly by interstate and international border closures. These closures in turn led to mass stand-downs and redundancies of commercial airline staff and in ancillary aviation support services such as cleaning, catering, security and retail workers. The scale of the stand-downs and uncertain futures of those now unemployed created a potential security risk: the 'trusted insider threat' posed by the non-return of various Aviation Security Identification Cards.

Recognising this vulnerability, a crime prevention initiative was undertaken to stop the threat becoming a reality. The Department of Home Affairs, in collaboration with AFP airport uniformed police members and ABF, commenced an operation focused on increasing compliance checks of Aviation Security Identification Cards held by personnel across Australia's major airports. Increasing the checks and the subsequent reporting of any breaches had the effect of informing would-be offenders that their actions were likely to be noted and scrutinised, making it less feasible for them to use and exploit the access cards for criminal purposes.

Between October and November 2020, additional weekly checks were conducted across all designated airports. AFP members completed 4,606 compliance checks – equivalent to 96 per day – and detected no breaches. There are plans to continue crime prevention work in this sector, with supplementary compliance checks planned, given emerging risks of quarantine duties and the progressive reopening of travel.

Disruption case studies

Table 3.6 Programs 1.1 and 1.2 Disruption case studies

	2019–20	2020–21	Target	Target achieved
Disruption case studies result	Successfully undertook disruption	See case studies below	Successfully undertook disruption	Yes

Disruption is an increasingly important treatment for crime. It involves delaying, diverting or otherwise complicating the commission of crimes or the operations of a criminal entity.⁴ Disruption reduces offending and the harm from it and opens opportunities for law enforcement to gather intelligence or design new interventions. The ways disruption occurs operationally will vary – the lawful actions used to do the disruption will often vary according to the crime type and specifics of the situation. For some crimes it is better to use disruption to interrupt the harm from continuing – for example, in human trafficking and counter terrorism. For others it is better to stop the trade – for example, by seizing drug imports or blocking websites to hinder instances of anonymous but trackable offending. Disruption was used effectively in Operation Ironside as the ANØM itself was a tool for disruption, leading to seizures of drugs, identifying gang members and interrupting trusted communications among members.

All Outcome 1 investigation teams use disruption activities and they take various tactical approaches. In Operation Ironside, disruption was used to good effect (see page 15). Police took specific actions to remove victims and stop actions that would be threats to life.

In AFP investigations there is often a very close relationship between prevention, disruption and enforcement. The AFP continues to review, refine and educate members about its categorisation of disruption to ensure there is clarity about its specific use.

Given the individual goals for using disruption in a case, and the various means used to achieve them, case studies are used to demonstrate AFP disruption activity, with the disruption count performance measure supporting them by providing a general tally.

Operation Enguri: confiscation of approximately \$1 million in assets

In May 2016, the CACT launched Operation Enguri. The operation centred on a 4-year investigation of a Western Australian man who had in his possession approximately \$1 million in assets but no legitimate source of income. The man owned 2 properties and several vehicles, including a boat, and spent hundreds of thousands of dollars a year to facilitate his lifestyle. Investigations revealed the man had a trust structure to hide his assets and was using family members and other associates to make the funds appear legitimate.

Police suspected that the man had links to organised crime networks – specifically, outlaw motorcycle gangs operating in Perth, Western Australia. In 2020, after civil court proceedings led by CACT litigators and the presentation of considerable evidence to the man and his legal representatives, he agreed to forfeit his assets to the Commonwealth.

Targeting the criminal economy by confiscating criminal assets, and removing the profit and proceeds of crime, is one strategy the AFP uses to disrupt organised crime and inflict maximum damage on the criminal environment. The Commonwealth's proceeds of crime laws provide powerful tools for the restraint of both proceeds and instruments of crime. Financial penalties can be imposed and unexplained wealth orders made on a civil standard of proof. These laws can also operate when there is no related criminal investigation or prosecution, as was the case in this unexplained wealth investigation. This made possible the investigation's unique outcome of achieving a resolution without a prosecution.

As a result of the investigation, the man's confiscated assets can now be sold, with proceeds from the sale being placed in the CAA (page 41).

⁴ www.afp.gov.au/cp-definitions

Freezing in-play fraud money transfers

Business email compromise (BEC) is an evolving and persistent threat worldwide. In Australia, BEC scams are increasing, generating financial losses in 2019 of \$132 million.⁵ BEC is a fraud technique that offenders use to redirect legitimate fund transfers to alternative accounts. Most commonly, offenders will intercept legitimate emails or invoices from known transaction partners and change certain details to include fraudulent payment information. The victim will then unsuspectingly transfer funds to the offender. BEC often goes unnoticed until the intended recipient of the funds enquires about the missing payment, or the victim becomes aware that the funds have been deposited incorrectly.

In response to the growing threat, Australian law enforcement formed Operation Dolos, a BEC taskforce in January 2020. The taskforce, coordinated by the AFP, involves state and territory law enforcement, ACIC, the Australian Cyber Security Centre (ACSC) and AUSTRAC. The taskforce coordinates a national effort to combat BEC scams and disrupt associated cyber-criminal syndicates. Sometimes disruption can be straightforward, such as interrupting fraudulent financial transactions. In 2020–21 the taskforce prevented \$8.45 million from being lost by people in the Australian community.

In September 2020, the taskforce assisted an Australian business that was compromised when offenders, claiming to be staff, sent internal invoice emails to the company's finance area, with altered bank details. On 17 September 2020, the business sent \$519,545 to a Singaporean bank account. A second transfer of \$2,148,938 was sent to the same overseas bank account on 22 September 2020. After the second transfer, the BEC was discovered. The affected business reported the matter to the NSW Police Force via Report Cyber, and the AFP was contacted to intercept the transferred funds.

AFP Cybercrime Operations contacted INTERPOL seeking assistance to notify Singaporean authorities to place a hold on the account. On 23 September 2020, the AFP was advised that the first fund transfer had already been extracted by the offender but the second transfer had been successfully intercepted after the Singaporean Police Force had alerted the bank. As a result of the intervention and disruption activity, \$2.1 million was recovered. Inquiries continue regarding the remainder of the funds.

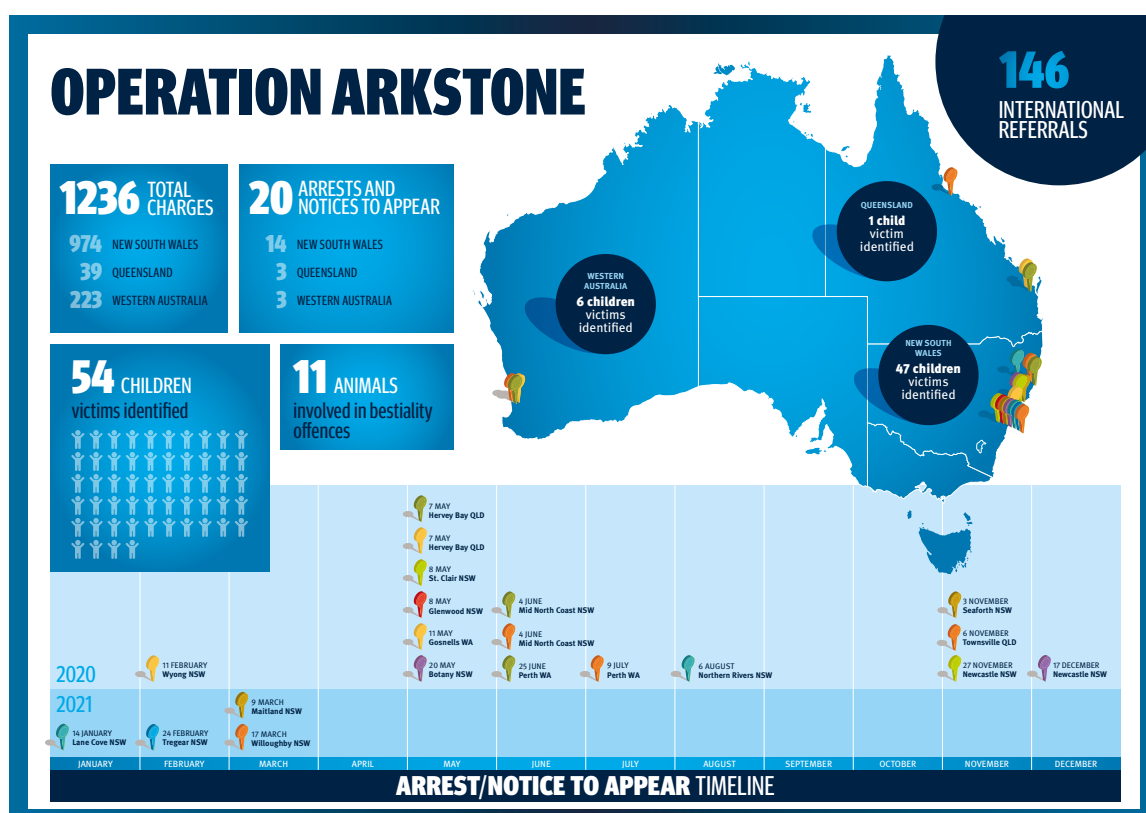
⁵ Australian Competition and Consumer Commission, 'Business email compromise scams cost Australians \$132 million', media release, 23 June 2020, at <https://www.accc.gov.au/media-release/business-email-compromise-scams-cost-australians-132-million>

Operation Arkstone: disrupting Australia's biggest child abuse ring

Operation Arkstone is an AFP-led investigation targeting a domestic online network of alleged child sex offenders who are accused of abusing and exploiting Australian children and recording the horrific crimes to share with other offenders. Operation Arkstone commenced in February 2020 after information was provided by the United States National Center for Missing and Exploited Children to the AFP-led Australian Centre to Counter Child Exploitation (ACCCE).

The AFP uncovered the online Australian network of alleged child sex offenders in February 2020 after examining a mobile phone seized during the arrest of a 30-year-old Wyong man for alleged child sexual abuse offences.

Upon further examination of the man's seized electronic devices during a search warrant, investigators followed leads and discovered encrypted social media forums and applications where some members were allegedly producing child abuse material, while others accessed and circulated this material. Evidence gathered from this arrest led to the unravelling of the alleged online network, culminating in the formation of Operation Arkstone.



Operation Arkstone results snapshot

By November 2020 the case had resulted in 9 men in NSW being arrested, 828 charges being laid and 46 child victims being identified. The offences included sexual intercourse with children, production of child abuse material, possession of child abuse material, and bestiality.

In March 2021 one of the original offenders appeared at Sydney Central Local Court to face 196 charges relating to child sexual abuse and bestiality offences. These included allegedly sexually abusing young children and filming the abuse to share online, including multiple counts of sexual intercourse with a child under 10 years.

During Operation Arkstone, AFP investigators worked tirelessly with their counterparts in the NSW Police Force, Queensland Police Service and Western Australia Police Force, with the United States (US) Department of Homeland Security and partners in Europe, Asia, Canada and New Zealand to track down and identify the alleged offenders and children in need of rescuing from further abuse. The alleged offenders ranged in age from 20 to 48 years and were working in a variety of professions. Offenders included childcare workers, volunteer soccer coaches, disability support workers, an electrician, a supermarket employee and a chef. Concerningly, some suspects were in occupations with potential ready access to children and in trusted positions.

In the US the Department of Homeland Security investigation resulted in 5 arrests, with inquiries ongoing. The Royal Canadian Mounted Police identified 2 young victims and charged one man with alleged sexual assault, sexual interference and possessing child abuse material. In the UK the National Crime Agency made 5 arrests, including of one offender who is a school teacher and another offender who was in the final stages of adopting 2 toddlers. New Zealand Police arrested one man for multiple child abuse material offences, with inquiries continuing in relation to possible sexual intercourse with children offences. By 30 June 2021, Operation Arkstone had led to 20 arrests, and notices to appear resulting in 1,236 charges, 54 children removed from harm, 11 animals involved in bestiality offences identified and 146 international referrals. Removing the children and animals from harm resulted in disrupting further harm and ongoing criminal activity. With AFP investigators continuing to examine the evidence gathered, more alleged offenders from this network will continue to be identified.

Operation Sunrise: dismantling a drug smuggling syndicate

Drug importations continue to pose threats to the Australian community. COVID-19 restrictions had some immediate impact on the availability of certain drug types such as methamphetamine, but most have recovered to near pre-COVID-19 levels.⁶ Traditionally methamphetamine is a key drug threat, topping consumption and seizure figures for the country. Heroin is also a steady feature of the drug scene, typically in east coast capital cities.

To address these persistent drug threats, in August 2018 Operation Sunrise commenced focusing on the importation and subsequent trafficking of high-grade heroin to Melbourne, Victoria. It arose from the Joint Organised Crime Taskforce, comprising members from the AFP, Victoria Police, ABF and ACIC, with assistance from the Victoria Police Drug Taskforce.

Inquiries into the operation of a syndicate revealed that a Melbourne-based syndicate leader, who described herself as the 'queen of heroin', had facilitated the transit of drugs into Australia using airline cabin crew as couriers.

The syndicate leader would order 'tickets' (one kilogram packages of heroin) on behalf of an Australian customer, placing the order with a syndicate member based in Malaysia. Once the order had been received, the Malaysian-based member would then arrange for a courier to transport the heroin from Kuala Lumpur into an Australian city. Australian investigators alleged that one of the syndicate's key couriers had made at least 20 trips into Australia.

In January 2019, 8 suspects, including the syndicate leader, were arrested and charged in Melbourne for commercial quantity drug importation offences. Of the 8, 6 were remanded and 2 were bailed to appear again at court on 15 May 2019.

These offenders were responsible for the importation of illicit drugs into Australia with an estimated drug harm index (for more details refer to page 40) value of over \$9.3 million, including at least 6 kilograms of high-grade heroin and 8 kilograms of methamphetamine. During the initial phase of the operation in 2019, 7 search warrants were executed, resulting in the seizures of heroin and methamphetamine, as well as approximately 0.5 kilograms of cocaine; drug paraphernalia; vehicles including a Porsche Macan and a Mini Cooper; and a significant quantity of cash. Removal of these items hindered the ongoing operation of the syndicate, disrupting further trade, while the number of arrests informed the syndicate they were now on the police radar and had to contend with costly and time-consuming court actions. With 6 of its members remanded in custody, the syndicate's operations were further disrupted as key players were hindered in performing activities for the syndicate.

In October 2020, 2 of the people arrested in 2019 were sentenced. A mother and son were convicted for supplying and trafficking a commercial quantity of methamphetamine. The son was also convicted of dealing in proceeds of crime. He received a sentence of 12 years' imprisonment and his mother a sentence of 10 years. In November 2020, the syndicate leader was convicted for her role in attempting to import high-grade heroin into Melbourne and sentenced to prison for 18 years. Operation Sunrise disrupted the Melbourne branch of the syndicate to the point of dismantling it and led to the successful prosecution of members across all levels of the syndicate hierarchy. The success of the operation resulted in illicit drugs being removed from Australian streets and preventing harm to the community.

⁶ ACIC, *Report 13 of the National Wastewater Drug Monitoring Program*, 30 June 2021, p. 13, at <https://www.acic.gov.au/publications/national-wastewater-drug-monitoring-program-reports/report-13-national-wastewater-drug-monitoring-program>

Operation Wintrange: countering the growing threat of ideologically motivated violent extremism

Terrorism continues to pose an enduring, complex and diverse threat to the Australian community. The operational tempo has remained high during the COVID-19 pandemic, with extremists taking advantage of the resulting isolation, loneliness and financial stress to boost their numbers.

Increased time spent online due to the COVID-19 pandemic restrictions has created an environment in which ideologically motivated violent extremism (IMVE) propaganda has flourished. Individuals involved in IMVE are geographically dispersed, although they may gather in rural communities, and use online platforms and material for their broad reach.

In combating these terrorism threats, the AFP uses a regional and international approach to disrupt, prosecute and manage domestic and internationally based terrorists and organisations in collaboration with Commonwealth and state and territory law enforcement and security partners. The AFP will apply appropriate disruption strategies to ensure the safety of the community from terrorist threats. For example, in December 2020 the NSW Joint Counter Terrorism Team (JCTT) arrested and charged an 18-year-old man in Albury, NSW, with one count of urging violence against members or groups and advocating terrorism. This activity was a result of an identified escalation in his extremist rhetoric online. It will be alleged in court that the man has regularly used social media forums and communications applications during 2020 to encourage other people to commit violent acts in furtherance of an IMVE ideology. This included allegedly expressing support for a mass casualty event and his potential involvement in that event. The matter is still before the court.

The AFP disrupted this man from encouraging others to commit violent acts.

Operation Doornzele: religiously motivated violent extremists

In a similar vein, the threat posed by religiously motivated violent extremism shows no sign of abating, with extremist propaganda from these groups continuing to be disseminated online. In Operation Doornzele a man from Bundaberg, Queensland, was charged in November 2020 with one count of an act done in preparation for, or planning, terrorist acts, following a Queensland JCTT investigation. It is alleged the man was planning to undertake a terrorist act in the Bundaberg region and had sought firearms training. Through the arrest and charges, the AFP and its partners disrupted his plans using offences that in themselves are disruptive in nature – targeting the preparation and plans for an attack to prevent it from ever eventuating.

Investigators targeted the criminal behaviour, acting early to disrupt the man and ensure the safety of the community. The investigation highlighted the effectiveness of the JCTT and the merit of this joint approach. Members are committed to bringing people to account for their criminal actions, regardless of background or ideology. This matter continues to proceed through the courts.

Disruption count

Table 3.7 Programs 1.1 and 1.2 Disruption count

Disruption count result	2019–20	2020–21	Target	Target achieved
Domestic	na	145	41	Yes
International	na	266	165	

The AFP recorded 411 disruptions in 2020–21. Of these, 65% were international and 35% were national (domestic).⁷ Additionally, there have been 3 counter terrorism disruptions.⁸ The disruption counts exceeded the targets. Most national disruptions focused on cybercrime (70%), followed by drugs (19%).

Much of this result was driven by the work of Operation Dolos (page 46) on business email compromise. The use of disruption strategies differs from the general split of the AFP's investigative case load for the year, in which child exploitation and then drug operations were the leading crime types. This reflects that disruption strategies tended to be used for specific crime types.

Although there were 145 disruptions nationally, officers recorded 259 benefits, indicating that each disruption generated more than one positive effect. This reflects the inherent efficiency in disruption. The top 3 types of benefits were building stronger partner relationships (20%), making future crimes less likely to occur (18.5%) and disrupting secondary offences (11.5%). The focus on secondary crimes indicates that officers are gaining extra opportunities to counter crime as additional illicit activities come to light during investigation.

Officers also recorded 381 impacts from domestic disruptions, such as reducing illegal trades, assisting foreign police, countering the use of aliases, limiting cybercrimes, bolstering border security, limiting criminals' money and wealth, and limiting physical harm to others. Even proportionally small impacts like limiting an entity's ability to develop and use aliases are likely to deliver longer term benefits for the AFP and the community beyond the initial disruption.

These results show that individual disruptions generate a broad range of benefits and impacts on different criminal operations and different types of community harms and have improved law enforcement capabilities without compromising investigations.

The AFP, through the ACCCE, records instances of children being rescued and other interventions to remove them from ongoing online sexual exploitation. Children at risk can be in Australia or in another country. In 2020–21, 43 of these matters, which sometimes involve more than one child, were reported. In some of these matters, disruption occurred by removing abusive parents' access to their own or other children through arrest, refusal of bail or apprehended violence orders. The removal of children or removal of parental/abuser access should stop exploitative material being made and prevent the harm associated with its production, hindering ongoing exploitation. Given the sensitivities involved, further work is planned to refine disruption activities and reporting.

International disruptions mostly related to drug matters where AFP posts assisted law enforcement to address the illicit drug trade. Some AFP posts recorded only drug-related disruptions, such as Mexico, China, Colombia and Myanmar. Using the drug harm index to measure harm avoided by the seizure of drugs, the biggest country where the AFP posts have assisted with disruptions is Myanmar (\$3.2 billion).

Other posts such as Kuala Lumpur, Manila, Phnom-Penh, Singapore and The Hague recorded disruptions involving people smuggling, terrorism, child exploitation, and financial crimes.

Results from the last 2 years show increasing use of disruption by the AFP. We continue to refine our recording methods for this performance measure.

⁷ Disruptions are counted using specific case notes entered into the AFP operational database, PROMIS.

⁸ Counter terrorism disruptions are defined according to national legislation.

Avoidable incidents

Table 3.8 Program 1.1 Avoidable incidents

Avoidable incidents result	2019–20	2020–21	Target	Target achieved
	0	0	<2 incidents	Yes

The AFP is solely responsible for delivering protection for designated high office holders and protected persons like the Governor-General, the Prime Minister, other ministers, diplomats and foreign officials. The AFP's close personal protection activities are supported by intelligence, risk assessment and prioritisation teams working to deliver a 24/7 service that covers the protected person's domestic and international travel and events.

Personal protection is complemented by the AFP's role in guarding key institutions like Parliament House, Commonwealth institutions and certain embassies. The goal is to keep these places and individuals safe from acts of terrorism, violent protest and violent extremism. In delivering these services, the AFP collaborates and engages with state and territory police, security agencies, Commonwealth departments, commercial enterprises, non-government organisations and community groups.

During 2020–21 this measure continued to be affected by the COVID-19 pandemic, which saw reduced travel by protected persons. When officers did travel, they had to adhere to stringent health and safety measures and quarantine. This year the AFP also began to implement a new operational model for close personal protection, following an external review of this service. The new operational model will enhance efficiency of the teams but is unlikely to affect this measure's result.

The success of the AFP's close personal protection effort is gauged by counting the number of avoidable incidents⁹ that occurred in the reporting period. There were no avoidable incidents in 2020–21. This continues the AFP's historical record of strong results for this performance criterion. The AFP has initiated reviews and changes to its protection function, cemented with the commencement of new Outcome 3 from 2021–22, which will give greater attention to this key area of the agency.

Response case studies

Table 3.9 Program 1.1 Response case studies

Response case study result	2019–20	2020–21	Target	Target achieved
	Successfully delivered response	Case studies below	Successfully delivered response	Yes

The AFP's response role is defined as domestic and international time-critical operational activities that reflect our links to national policing, the Australian Government and Australian interests.

The AFP's national response work differs from the response roles of state and territory police. Those services have a range of publicly well-defined roles and avenues of contact – for example, 000 and 131 444 call-out services. Responses relevant to this outcome can be cases recorded as responses in the AFP's Police Real-time On-line Management Information System (PROMIS), such as involvement in initial drug seizures at the border or in family law matters. In some investigations, such as child sexual exploitation matters where children are in danger or cases like Operation Ironside where there were threats of harm against individuals, the AFP can engage in response actions with state and territory partners.

Part of the AFP's response work is responding to phone calls from vessels in distress – reflecting our role in policing national territory and international boundaries. The AFP also responds to alarms at high office holder and foreign diplomat premises and to incidents at designated airports; and coordinates and participates in counter terrorism first response. Some of these activities are covered in other performance measures such as response times at designated airports, because of their significance for policing generally and for national security.

⁹ Avoidable incidents are incidents that could have been avoided through physical action, intervention or reasonable intelligence that result in death, injury, loss of dignity or embarrassment to individuals and interests identified by the Australian Government or the AFP as being at risk.

The AFP can also assist domestic agencies in national emergencies, such as bushfires and the COVID-19 pandemic effort in 2019–20 and 2020–21, or internationally. Sworn members, specialists or specific capabilities can offer assistance such as forensic disaster victim identification. Specialist Response Group provided support in New Zealand following the White Island volcano eruption in 2019–20 and provided divers to assist in the rescue of members of the Wild Boars soccer team from a Thai cave in 2018.

As Australia's international police representative, the AFP may also support time-critical efforts to protect citizens facing criminal and personal safety issues overseas – for example, where children are taken overseas by a parent during a family law dispute – or to support Australian Government efforts to assist Australian citizens overseas as required. The AFP is also the INTERPOL Bureau for Australia, which assists in its response role (refer to Chapter 2, 'Overview of the AFP', for more information).

The following case studies illustrate this important stream of work.

Security incident at the United States embassy

The AFP's National Operations State Service Centre (NOSSC) received a report of an apparent security incident outside the main entrance to the United States embassy in Canberra. A car appeared to be trying to ram the front gates. The NOSSC coordinated an urgent response involving PSOs from the Diplomatic Protection Unit and ACT Policing. The PSOs observed the driver of the vehicle exit their car with a knife, following which they were arrested and searched. ACT Policing officers took custody of the driver. The driver was charged with possessing a knife without reasonable justification and appeared before court the same day. A magistrate ordered that the person undergo a mental health assessment.

Bomb threat against a financial institution

The NOSSC received a call from the security team of a major financial institution, advising that a bomb threat had been made online. The threat was non-specific but advised a bomb would be detonated at a branch if bitcoin was not delivered within an appointed time. The threat appeared to originate in Victoria. AFP NOSSC Southern and Digital Forensics conducted checks and reported that the threat maker was probably based in the US. The matter was also referred to Victoria Police in line with the bank's policy.

After receiving the initial referral, the NOSSC also received calls from police in Queensland, Victoria and Western Australia who reported that the bank was in the process of evacuating all its premises nationally in response to the perceived physical threat. By the end of the same day, the bank had checked its premises and then gradually returned staff to the branches and reopened them.

In such incidents, while the AFP may coordinate a response and investigation in relation to the threat, any physical responses to the threat such as evacuations and other on-site actions are likely to be the responsibility of state or territory police. The NOSSC liaised with Victoria Police, the ACSC and the bank's security area in order to facilitate further assessments with the bank. Later the bank confirmed it also considered the matter a hoax.

A joint Outcome 1 and Outcome 2 case study: Specialist Protective Services support in snowy conditions

The AFP Search and Rescue team (SAR), part of the Specialist Protective Command, provides search and rescue capabilities and expertise in support of police operations in the Australian Capital Territory (ACT). SAR members provide effective professional leadership in the coordination and management of search and rescue incidents. These incidents are often complex and in remote locations surrounding the ACT.

In August 2020, SAR, acting on behalf of ACT Policing, assisted several vehicles that were trapped in snowy and icy conditions on the Brindabella Range. Officers were advised of 2 stranded vehicles on the Dingi Dingi Trail and understood that the occupants had no food, water or warm clothing.

While en route to the rescue location, SAR members came across and freed another vehicle stranded on the Dingi Dingi Trail. After this, the original vehicles were located (with a further 3 vehicles stranded nearby). Despite the poor weather conditions, the SAR members were able to free all the bogged vehicles. After diligent work by the officers, all vehicles arrived safely at Two Sticks Road and then made their way back into Canberra. All parties were safe and there were no injuries.



SAR members assisting bushwalker

In a separate rescue in February 2021, SAR members assisted the NSW Ambulance Service in a complex medical rescue effort. Officers were notified of an elderly bushwalker with a severe head injury requiring assistance on a walking trail in the NSW–ACT border region. SAR members attended the location and coordinated State Emergency Service (SES) personnel and resources after medical advice recommended a vertical rescue and stretcher carry to retrieve the injured bushwalker. Responding SAR officers prepared the vertical rescue kit and stretcher, and assisted NSW Ambulance Service and Toll paramedics to move the victim to a suitable winch location, prepared by the SES. As a result of the diligent work of all the rescuers, the victim was successfully airlifted to safety and received further medical care.

Aviation incidents

Table 3.10 Program 1.1 Response to aviation incidents

	2019–20	2020–21	Target	Target achieved
Response to aviation incidents within priority time frames results	91%	90%	Priority 1 within 10 minutes – 90%	Yes
	91%	93%	Priority 2 within 20 minutes – 90%	
	99%	99%	Priority 3 within 2 hours – 95%	
	100%	100%	Priority 4 within 24 hours – 95%	

Most police services report on their incident response times.¹⁰ In Outcome 1 this measure applies specifically to AFP's response at designated Australian airports: Adelaide, Brisbane, Cairns, Canberra, Darwin, Gold Coast (Coolangatta), Melbourne, Perth and Sydney. This is because the work at airports mirrors community policing incident management. Many of the call-outs are similar in nature to those made by the wider community and, like community police services, the AFP uses a computer-aided dispatch system to manage patrol call-outs. As with other response time measures, the AFP has set response time targets based on the priority level¹¹ of the incident, from priority 1 life-threatening incidents requiring the fastest response to priority 4 officers respond within 24 hours of the initial report.

As with many AFP functions, this work is supported by additional work from other teams and is part of the AFP's broader remit addressing national priorities and security concerns. Designated airports are key gateways to and from Australia, with people and cargo movements potentially affecting national security. AFP Specialist Protective Services undertakes intelligence, interviews of passengers, community engagement and proactive patrols. It also supports strategies and initiatives to enhance counter terrorism first responder capability through intelligence-informed preventative operations to deny, detect, deter, prevent or mitigate the impact of a terrorist incident. There are also investigations and checks of trusted insiders in the aviation industry. All these activities bolster security at the airport, with elements of this work affecting the number and severity of incidents reported. The AFP, through its airport uniformed police (AUP) teams, attended 271 priority 1 incidents in 2020–21 – a very different story to the high number of incidents pre-COVID (703) in 2018–19. This year's result continued to be suppressed by COVID-19 restrictions at all airports (refer to figure 3.5). The data shows how periodic lockdowns, especially in Victoria, affected the results. Between July 2020 and January 2021, for example, Melbourne Airport was reduced to 1% of the usual capacity of flights and passengers due to COVID-19 and restrictions in place across the state. As a result, there were very few priority 1 incidents during the period.

¹⁰ New South Wales, Queensland, Western Australia, South Australia and the ACT adopt response time measures and aim to have between 80% and 90% of their priority 1 call-outs met within time targets of between 10 and 15 minutes. The AFP's target of 90% is high compared with state targets, while the 10-minute time frame is also one of the leanest.

¹¹ Priority level definitions:

1. Life-threatening or time-critical situation.
2. Situation requiring immediate AFP attendance; however, not life-threatening.
3. No immediate danger to safety or property but where AFP response or attention is required. This is determined in consultation with the complainant but, in any event, no later than 120 minutes from the initial contact by the complainant.
4. No immediate danger to safety or property but where police response or attention is required. This is determined in consultation with the complainant but, in any event, no later than 24 hours from the initial contact by the complainant.

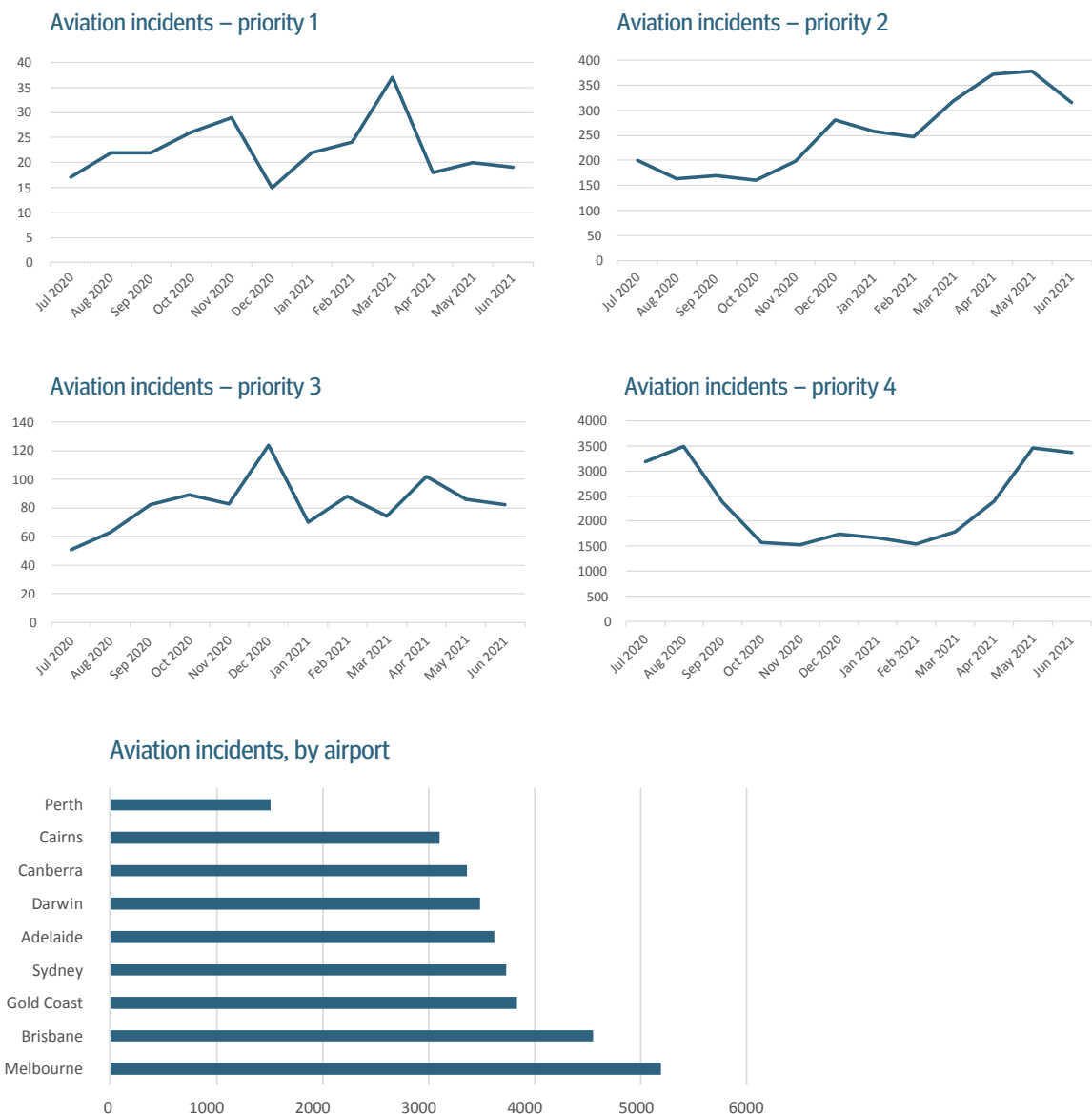
AUP teams undertake other duties like patrols and will respond to incidents as they occur while doing this. These patrols can add value to overall law enforcement outcomes and general public safety. For example, during a COVID-19 lockdown in Victoria, AUP teams conducted patrols in the long-term carpark at Melbourne Airport. Given reduced numbers of parked cars, officers were able to identify some stolen and dumped vehicles that were then recovered and removed from the carparks. The clean-up improved stakeholder engagement with Melbourne Airport Security and Wilson Parking staff, delivering overall gains in partner relationships.

In January 2021, AUP members arrested a man of interest at the Hertz rental car office at Melbourne Airport. He was also wanted by Victoria Police in relation to some other offences. AUP members searched the man and found that he was in possession of an unloaded semi-automatic firearm and drugs.

In another incident, AUP officers were called to 2 vehicles in the Melbourne Airport precinct, where suspects were attempting to access a formerly stolen vehicle in a car rental yard. When approached, both drivers fled in their vehicles, leaving the stolen vehicle. AUP and AFP canine members then conducted a search of the vehicle, locating \$35,300 cash and a quantity of methamphetamine. Members of Victoria Police attended and took carriage of the matter. The AUP responded within 5 minutes.

Such examples show the range of work involving incident response and related patrols supporting public safety at airports.

Figure 3.5 Airport incidents by priority and airport, 2020–21



In the course of their duties, AUP members at airports charged 921 offenders with 1,237 offences in 2020–21. The AUP also responded to 30,928 direct calls for assistance. The AFP's remit is to keep people safe by offering incident response. It successfully did this, despite the changing demand for the service.

Enforcement case studies

Table 3.11 Program 1.1 Enforcement case studies

	2019–20	2020–21	Target	Target achieved
Enforcement case study analysis result	Successful enforcement	Case studies below	Successfully delivered enforcement	Yes

Enforcement is generally seen as the ability to compel compliance with laws, rules and regulations. It is the most recognised element of any police service.¹² Unlike other agencies, police services have specific additional powers, including the use of force, detainment, questioning, surveillance and information exchange, accompanied by a raft of accountability and oversight measures.

Most AFP operational work, regardless of function or geographic region, will involve some element of enforcement. The AFP pursues offences against Commonwealth law and supports Commonwealth agencies and domestic and international police in various areas of their enforcement work. As Operation Ironside demonstrated, the AFP works with state and territory and international police, who charge alleged offenders with a range of state and Commonwealth offences. Many of the resulting charges are heard in state, territory, and federal courts. Given this, the AFP engages with and operates through every state and territory court and criminal justice system in Australia. In some cases, the AFP works with foreign courts and legal processes, as in the case of mutual assistance and extradition requests and returning foreign fugitives to their home states to face charges. Again Operation Ironside navigated these enforcement procedures, given the international connections and movements of suspects. Enforcement, like many policing processes, is not necessarily a linear or homogenous process. In every individual matter, there may be a mix of court and other legal processes, and tools including cautions, orders and warrants to progress a matter. While there are common elements and stages, there is diversity in how enforcement will occur, shaped by the individual matter and crime type.

With new offences and responsibilities emerging for the AFP, enforcement work has increased in complexity. For example, in counter terrorism matters, enforcement includes consideration of preparatory offences (pre or post attack) where people are planning to commit terrorism or helping others to do so. It also includes post-sentence work where control orders monitor offenders in the community following completion of their sentence.

The AFP supports the operation of the criminal justice system in many ways. The quality of its work is seen in AFP evidence being accepted in criminal prosecution, and the AFP acting lawfully when it enforces Commonwealth laws. Case studies are used to illuminate the diverse qualities of the AFP's contribution to enforcement.

Operation Ruthven: investigating large-scale phishing fraud

In November 2018, the AFP commenced a cybercrime investigation into one of the world's largest phishing services, Universal Administrator (uAdmin). Phishing is the fraudulent practice of sending emails or text messages purporting to be from legitimate companies to induce individuals or companies to reveal confidential information, such as passwords and credit card numbers. In the case of uAdmin, replica pages were created that mirror legitimate financial institutions' web pages to unlawfully capture victims' private banking credentials.

The effects of uAdmin activities were far-reaching. It is estimated that uAdmin was responsible for 50% of all SMS phishing activity targeting Australian banks and financial institutions. In 2019 alone, uAdmin was responsible for more than \$3 million in fraudulent transactions. Globally, it is estimated that the damage caused by uAdmin affected 11 countries and caused the loss of tens of millions of dollars worldwide. According to AFP analysis, uAdmin was one of the best known and most used phishing panels available online.

¹² www.afp.gov.au/cp-definitions

AFP Cybercrime Operations began investigating a series of phishing scam services in December 2018 following information provided by several Australian banking institutions including the big 4 – ANZ, Commonwealth Bank of Australia, National Australia Bank and Westpac.

In conjunction with big 4 cybersecurity analysts, the operation identified a uAdmin panel hosted on infrastructure that was not configured with any security features. Analysis of this website by AFP technical analysts revealed metadata information regarding the location of the suspect and their telecommunication device and provider. Cryptocurrency tracing allowed the AFP to identify over \$1 million being traded over a 2-year period as payment to an entity called Kaktys. As a result, the author and distributor of uAdmin was identified as a 39-year-old Ukrainian citizen with the online persona Kaktys.

The AFP's International Network was critical to the success of this operation. The AFP cyber liaison officer based at EUROPOL, The Hague, facilitated communication between AFP teams in Sydney and Ukrainian authorities, enabling exchange of information. This exchange of information with Ukrainian authorities led to an independent investigation into the Ukraine-based actor. The combined efforts of the AFP, along with the FBI, EUROPOL and Eurojust, in providing intelligence, operational and prosecutions support ensured the success of the operation. In February 2021, Ukrainian authorities arrested the person behind Kaktys. If found guilty, they face up to 5 years in prison and the confiscation of software or hardware.

As a result of this successful operation, one of the world's largest phishing services is now shut down and out of operation.

Taskforce Blaze: working with Chinese law enforcement to disrupt drug trade

Taskforce Blaze is a partnership between the AFP, the China National Narcotics Control Commission (NNCC) and the Guangdong Narcotics Control Board (GD NCB). The AFP has worked closely with Chinese law enforcement since 2015. During that time, 26 tonnes of drugs and precursors have been seized in Australia, over \$2 million has been restrained and 299 arrests have been made. Cooperation has included sharing intelligence and evidence in joint investigations (including statements, forensic reports and photographs and samples).

In April 2021, a shipment of 254 bricks¹³ of heroin was seized in Shenzhen, China by GD NCB, NNCC and the AFP Guangzhou Post. Working closely with the AFP in Guangzhou, Chinese law enforcement substituted the consignment, enabling the controlled delivery of 3 17.5 kilogram consignments to Newcastle, NSW, and one of 22.5 kilograms to Perth, WA. The AFP, along with state and territory law enforcement and ABF, arrested multiple individuals in relation to the consignments.

This result illustrates the strong relationships between the AFP and Chinese law enforcement, and particularly those built by the AFP Guangzhou Post through the AFP International Network.

INTERPOL notices helping to deliver enforcement and disruption



Range of INTERPOL notices

INTERPOL Canberra undertakes checks and inquiries on a wide range of crimes for Australian police services and other agencies, seeking information or assistance from international partners. Similarly, INTERPOL Canberra will facilitate enquiries from international law enforcement agencies to Australia, seeking assistance or information held here. The kinds of information and support exchanged include identification, fingerprint and criminal history checks, intelligence, investigative information, location of fugitives, welfare checks and searches of criminal databases. INTERPOL tools include INTERPOL notices – colour-coded international

requests for specific purposes allowing police to share information globally. Notices are published by the General Secretariat at the request of a nation's National Central Bureau and are made available to all member countries. Most notices are for police use only. Some examples of INTERPOL's role in enforcement are presented below.

¹³ A brick is equivalent to 1 kg.

Gang rapist identified and returned

Italian authorities sought to arrest an Italian man sentenced to 4 years' imprisonment for being part of a gang rape of a woman in Italy in February 2007. The group of offenders had been convicted in May 2013 and sentenced in Italy; however, one man could not be located. A warrant was issued for his arrest in 2018. Further investigations by Italian police established that the offender was probably residing in Australia. This led to an INTERPOL Red Notice being issued in October 2019. A Red Notice alerts police worldwide about an internationally wanted fugitive and the issuing country's request to locate.

INTERPOL Canberra located the man living in NSW. He had been in the country since June 2015 on a student visa. The team advised INTERPOL Roma and the Italian police liaison officer posted in Australia. Italy then commenced extradition proceedings to return the man to serve his sentence.

Concurrently, due to the nature of the conviction and potential elevated risk to the community of this serious offender in the community, the AFP also engaged the NSW Police Force and the Department of Home Affairs.

The Department of Home Affairs made an administrative determination to cancel the man's visa, as a result of which he was detained in February 2020. He was removed from Australia in August 2020. The fugitive was returned to Italy, where he was imprisoned as part of his original sentence.

Italian authorities were highly appreciative of Australia's collaborative efforts in returning a serious offender into Italian custody. Through international collaboration and communication between local agencies, the AFP assisted an overseas police service to enforce the law – in this case, Italian criminal law. Through the AFP's liaison with the NSW Police Force and the Department of Home Affairs and its support for the Italian police, both the Italian and Australian communities were made safer.

Extradition from Aruba to face murder charges in New South Wales

In November 2020, the AFP International Command's Americas posts facilitated the extradition of a Colombian man residing in Aruba in the Caribbean back to NSW, to face a murder charge. It was the first extradition from Aruba, and it was carried out in support of NSW Police Strike Force Onshore and the Attorney-General's Department (AGD).

An international student from Colombia allegedly killed a Sydney sex worker in her apartment in Coogee, NSW, on 8 January 2020 and then fled Australia. After the body was discovered, the NSW Police Homicide Squad contacted the AFP Mexico City post requesting AFP assistance to locate the suspect, as he was a citizen of Colombia.

AFP Bogotá post then made inquiries and confirmed that the subject's travel plans had involved returning to Colombia and then moving to Aruba. Because he was going to be in Aruba for a brief time (and given Colombia does not extradite its own nationals), urgent engagement with the NSW Police Force and AGD commenced, resulting in the approval of an INTERPOL Red Diffusion (like a Red Notice but targeting specific countries) to be issued by INTERPOL Canberra.

AFP Washington post commenced direct enquiries with police partners in Aruba to facilitate the arrest of the man based on the INTERPOL Red Diffusion and followed up with an urgent provisional arrest request by the AGD. This contact resulted in his apprehension on 25 February 2020. With the Americas experiencing some of the highest COVID-19 transmission rates in the world and direct Australia – to South America flights cancelled, the AFP had to design a way to progress this matter. The result involved the Bogotá, Mexico and Washington posts working together on a solution.

This case study shows the complexity of enforcement where it involves international extradition. Extradition is often a feature of enforcement work if there are international dimensions to the matter. There is an array of relationships and stages, negotiations and problem solving with different stakeholders in different nations. This enforcement activity was supported by INTERPOL capabilities and the AFP posts in key international locations. The posts undertook police-to-police liaison and diplomacy, securing the first extradition from Aruba. Despite the pandemic, they worked with Australian and foreign partners to ensure that the person could be moved across national borders and brought back to face court.

Combining enforcement, disruption and prevention to fight human trafficking and modern slavery

Human trafficking, slavery and slavery-like practices can include sexual servitude, forced labour and forced marriage. They are complex crimes and a major violation of human rights, and they create significant harm by exploiting the most vulnerable in our community and depriving victims of their liberties and freedoms.

Australia is not immune to these crimes. They often occur in plain sight but go undetected and unreported by the public. The Australian Institute of Criminology estimates that for every victim of trafficking found, there are approximately 4 victims who remain undetected.¹⁴

The AFP is the lead investigative agency responsible for combating human trafficking, slavery and slavery-like practices in Australia. The AFP considers that disruption and intervention outcomes that result in the removal of victims from harm are as significant as a successful prosecution.

Combating human trafficking and slavery requires close international cooperation with governments around the world, as evidence indicates perpetrators, victims and witnesses may be located overseas. The AFP works with international partners through its International Network, the Department of Foreign Affairs and Trade (DFAT) and other organisations, including the Santa Marta Group, to promote awareness of, and combat, human trafficking and slavery.

The AFP operates in an internationally connected legislative and operational space in relation to these crime types, often with cultural and international sensitivities. It uses a combination of prevention, disruption and enforcement strategies to combat the crimes. The primary objectives are to stop the crime from ever happening and to rescue victims.

In 2020–21, 51% of forced marriage reports involved victims under the age of 18 and 70% related to marriage overseas. Fortunately, almost 50% of the forced marriage reports resulted in the use of disruption or intervention strategies that stopped the offence from occurring.

The AFP is active in crime prevention, through participation in initiatives such as the UN World Day against Human Trafficking. The following examples highlight the varied crimes and policing actions in this space.

First conviction for ‘exit human trafficking’

In 2020–21, the AFP notably secured the first Commonwealth conviction for ‘exit human trafficking’.¹⁵ A NSW man had used threats, coercion and deception to force a woman and her child to return to India. While the woman and her child were at Sydney Airport boarding the flight to India, CCTV footage recorded her, visibly distressed, having an argument with the man, with her infant child watching. Despite her being distraught, she was not assisted by members of the public.

When the woman returned to Australia 2 months later, she contacted Anti-Slavery Australia. The matter was then reported to the AFP Human Trafficking Team for investigation. This resulted in a successful prosecution, and on 21 January 2021 the man was sentenced to 21 months’ imprisonment, becoming the first person in Australia to be convicted of an exit human trafficking offence.

Slavery in a cult

In March 2021, a NSW man was arrested and charged for slavery and sexual servitude offences for enslaving a woman in a cult-like living arrangement. The matter is ongoing, and the AFP continues to investigate the matter and provide victim support. The investigation was assisted by an ABC *Four Corners* program featuring human trafficking and the cult.

The AFP alleges the man manipulated a female victim as part of a cult and subjected her to ongoing physical, sexual and psychological abuse and degradation. Her movement and freedoms were allegedly curtailed. Police allege that when she expressed her wish to leave, she was subjected to death threats, and that the

¹⁴ AFP media release (30/7/20) ‘Stop Human Trafficking happening in plain sight’

¹⁵ Exit human trafficking relates to 271.2 offence of trafficking in persons in the *Criminal Code Act 1995*, which comprises (a) the first person organises or facilitates the exit or proposed exit of another person from Australia; and (b) the first person uses coercion, threat or deception; and (c) use of coercion, threat or deception results in the first person obtaining the other person’s compliance in respect of that exit or proposed exit.

woman and another 6 women living with the man on a rural property had signed slavery contracts and were his 'possessions'. Slavery offences carry a maximum penalty of 25 years in jail, while servitude offences carry 15 years' imprisonment, or 20 years for aggravated offences.

Forcing someone to be a servant

On 25 June 2021, a man and woman from NSW were sentenced to 3 years and 3 months and 2 years and 2 months respectively for slavery-like offences after keeping a woman in forced labour at their home and business for over 3 years.

The AFP began investigating the matter in July 2017 after receiving a referral from Anti-Slavery Australia regarding a woman from the Philippines who travelled to Australia in May 2013 on a tourist visa.

Police alleged in court that the female victim was invited to Australia by the 39-year-old woman to assist following the birth of a child. After 3 months, when her visa expired, the couple told the victim she would not be allowed to return to the Philippines. She was instructed not to leave the premises on her own or talk to people outside the family. The victim was directed to care for 3 children, prepare meals and clean the house. From 2014 the victim was also forced to work in a local business owned by the couple, in addition to her household and nanny duties. During this time, she was allegedly made to do significant hours of work with minimal pay.

Additionally, police alleged that when the victim attended the Sutherland Hospital, Sydney, for a medical procedure, the couple instructed her to give a misleading statement to hospital staff to receive free public health care under the Medicare system. She was then made to commence her duties the day after she was released from hospital.

The victim was constantly reminded of expenses paid for her, making her feel in debt to the offenders. This made her feel unable to refuse any commands or tasks.

In October 2020, the couple both entered guilty pleas for a range of offences, including the modern slavery charge of forced labour (maximum penalty of 12 years' imprisonment), harbouring an unlawful non-citizen (maximum penalty of 10 years imprisonment) and making or authorising a false statement for benefits.

These cases highlight the importance of public awareness, as these offences occur every day in people's neighbourhoods and possibly involve their neighbours. Responses to complex issues such as forced marriage cannot be solely focused on prosecution. The goal is to increase prevention and disruption and save victims from potential harm while they are still in Australia.

Operation Elbrus: tax fraud syndicate members charged

Each year, serious financial crime costs the Australian community millions of dollars in lost revenue. In 2016–17 the AFP conducted Operation Elbrus – a key enforcement activity focused on fraudulent tax activities targeting the Australian tax system by a sophisticated crime syndicate.

Operation Elbrus revealed that a syndicate that was involved in defrauding the Commonwealth of more than \$105 million over a 3-year period. The syndicate facilitated its illicit activities by using payroll service companies to divert pay-as-you-go withholding tax and goods and services tax owed to the Australian Taxation Office (ATO).

It is alleged that the syndicate was involved in the creation of a payroll company, through which it provided services to legitimate clients. Funds from this company were allegedly passed on to subcontracted companies, also controlled by members of the syndicate, who were involved in processing payments to individual workers of the clients.

Through this process, the subcontracted companies were required to send pay-as-you-go tax instalments to the ATO on behalf of the clients. Instead, only part of these funds was paid, with the remainder of the funds siphoned off and channelled through a complex system of companies and trusts for the syndicate's own personal and financial gain.

Despite the complexity of the system used by the syndicate, members of the Serious Financial Crimes Taskforce were able to uncover the network and dismantle the syndicate's operations.

To date, more than 17 people have been charged in relation to Operation Elbrus, with multiple members of the syndicate being convicted and sentenced to various terms in prison. On 10 July 2020 the Supreme Court of NSW sentenced one offender to a 4-year jail term after the person plead guilty to causing a loss to the Commonwealth and dealing with the proceeds of crime worth \$1 million or more.

On 31 July 2020 the Supreme Court of NSW sentenced another person, the architect of the fraud and principal conspirator, to 7 years and 6 months imprisonment. The man pleaded guilty to charges of conspiring to defraud the Commonwealth and dealing with the proceeds of crime worth \$1 million or more. Additional court hearings will occur in 2021–22 as this operation continues to put other people before court.

Operation Elbrus illustrates the technical complexity and expense of the crimes being pursued, as well as the sophisticated response by police and partners to the crimes targeting tax revenue and government stimulus packages. Enforcement in this space is technically challenging, and requires persistence, patience and a multi-agency response.

Operation Elbrus also shows how modern enforcement often involves sophisticated cooperation. It is supported by the work of the ATO-led Serious Financial Crimes Taskforce, whose members include both law enforcement and financial regulatory agencies including the ACIC, the AGD, AUSTRAC, ASIC, the Commonwealth Director of Public Prosecutions, the Department of Home Affairs, ABF and Services Australia. Taskforce members build and share their resources, data-matching capability, and international and domestic intelligence-sharing relationships to uncover even the most intricately planned serious financial crimes.

The Serious Financial Crimes Taskforce also supports Australia's involvement as a member of the Joint Chiefs of Global Tax Enforcement. This allows Australia to work internationally with leaders of tax enforcement authorities from Canada, the UK, the US and the Netherlands to further disrupt international tax crime and money laundering. The fight against complex financial crime involves enforcement that is multi-dimensional and international, supported by intelligence and operational cooperation.

Enforcement continues post-sentence as the AFP addresses growing numbers of High-Risk Terrorist Offenders

The AFP and its domestic partners continue to manage the reintegration of convicted high-risk terrorist offenders (HRTOs) into the community upon their release from jail. The numbers of convicted terrorist offenders will continue to increase as matters before the court are finalised and additional persons are prosecuted for terrorism offences.

Given this demand, the AFP has established an Enduring Risk Investigations stream and dedicated HRTO investigative teams in the ACT, NSW and Victoria. These teams work closely with partners at the Commonwealth and state level to apply treatment strategies and ensure compliance and enforcement of conditions placed on high-risk terrorist offenders.

Some of this work can be highly responsive, with the AFP considering treatment options, such as control orders on short notice or against additional persons following the conclusion of any court proceedings, including short sentences, time-served sentences or appeals.

The AFP is responsible for applying for, monitoring and enforcing control orders. In 2021–22, the AFP applied for and was granted interim control orders against 6 individuals; and arrested and charged 7 people for breaching the conditions of their control orders.

On 16 January 2021, the AFP HRTO team arrested and charged a NSW man with 3 counts of contravening a control order. An additional 6 charges of contravening a control order were laid on 17 March 2021. The man was released from prison on 1 January 2021 after serving a sentence of 14 months for 2 counts of associating with a terrorist organisation. He was placed under a control order upon his release. The AFP HRTO team actively monitored the man's compliance with his control order, subsequently identifying breaches and responding swiftly to reduce any threat to the community. The matter continues to proceed through the courts.

Prosecution success

Table 3.12 Program 1.1 Prosecution success rate

Prosecution success rate result ¹⁶	2019–20	2020–21	Target	Target achieved
	94%	98%	95%	Yes

The AFP's prosecution success rate performance criterion measures the percentage of cases finalised in the reporting year that went before court and resulted in a conviction. Few cases that go to court are finalised in the same financial year. Most investigations take 3–6 months to close after a sentence is issued, given appeals, returning property items and administrative case closure procedures. Also, there is a likelihood that other offenders in the case will also go before court and the case will be required to remain active. The more complex the matter, the more likely it is to run over reporting periods. The percentage of successful matters in 2020–21 was high and the result clearly met the target.

This strong court performance is reflected in committal hearing reports by the Commonwealth Department of Public Prosecutions. Most AFP matters, regardless of proceeding from the starting point of arrest or summons, go to a committal hearing where a magistrate decides to proceed to sentencing (if a guilty plea is entered), to trial, or to dismiss the matter if there is poor evidence or other irregularities or too much time has passed. Most AFP matters proceed past this point.

In 2020–21, the AFP charged 922 offenders with 4,256 offences resulting from 730 investigations. Many offenders were charged with more than one offence, showing their engagement in different aspects of crime.

Mission/external territories

Table 3.13 Program 1.2 Mission/external territories

Mission/external territories performance evaluation result	2019–20	2020–21	Target	Target achieved
	Evaluations completed and recommendations addressed	Evaluation results below	Evaluations completed and recommendations addressed	Yes

Under the *AFP Corporate Plan 2020–21*, the AFP must evaluate the Tonga–Australia Policing Partnership (TAPP), the Timor-Leste Police Development Program (TLPDP) and the Solomon Islands Police Development Program (SIPDP) during 2020–21. COVID-19 had a significant impact on planned evaluations – it affected the operating environment and prevented overseas travel, so all 3 planned evaluations were delayed. With permission and support from the Solomon Islands Government, the SIPDP evaluation took place in early 2021. The TAPP and TLPDP evaluations will be undertaken when the operating environment permits.

COVID-19 also affected the AFP responses to new demands. The AFP Police Development Missions assisted with pandemic and natural disaster responses in several locations. For example, the Vanuatu Australia Policing and Justice Program (jointly implemented by the AFP and DFAT) supported the Vanuatu Police Force Community Engagement Team to develop a short video dispelling myths about COVID-19. The video was developed with Vanuatu Broadcasting and Television Corporation and broadcast on social media. The adaptability and willingness of AFP Police Development Missions to support our partners on the front line, particularly during times of crisis, increased in-country community confidence and strengthened police and bilateral relations.

The Royal Solomon Islands Police Force (RSIPF) and the SIPDP also have continued to play a major role in assisting AFP operations. In 2020–21 a sentence of 14 years and 5 months was handed down in relation to the joint Operation Diameria between the AFP and the RSIPF and SIPDP members. The operation delivered an outstanding result that removed a criminal threat from NSW and facilitated significant skills and experience transfer between the agencies.

A comprehensive review of the AFP International Network also took place during 2020–21 (see page 16).

¹⁶ This measure uses investigations data where the matter has a case status of finalised, gone before court and resulted in either a conviction/not convicted in PROMIS to calculate the percentage.

Solomon Islands Police Development Program

The Solomon Islands Police Development Program (SIPDP) was a 4-year program (2017–2021) that was part of the Australian Government's aid to the Solomon Islands. The SIPDP aimed to enhance local police ability to be a capable and responsive community-orientated service, able to maintain security and increasingly be integrated within the justice sector.¹⁷

In 2020–21 the AFP commissioned and conducted a joint independent evaluation of the program. The evaluation found that the program had contributed to the improved professionalism of the RSIPF, with improved outcomes in areas including community policing, investigations management and response to emerging crime types. Significant achievements also included the program's successful pivot to support the Solomon Islands Government to contain, manage and prevent the spread of COVID-19; the establishment of a Family Violence Unit in the RSIPF and associated training on gender-based violence and victim support; and improved corporate services, logistics and procurement within the RSIPF.

Return on investment international operations

Table 3.14 Program 1.2 ROI international operations

ROI international operations results	2019–20	2020–21	Target	Target achieved
	43	59.5	Positive return (i.e. >1)	Yes

The ROI international operations measure assesses a key aspect of work by AFP international posts – international drug seizures where there was AFP involvement – against the cost of the AFP doing this work. Estimates of costs include all operating and staffing costs of AFP international posts in 2020–21. The value of the international drug seizures – that is, the benefit – is measured by applying the DHI.¹⁸

In 2019–20 this result continued to climb, as it did in 2019–20. In 2020–21 the AFP's international operations returned \$59.50 for every dollar spent, which is substantially above the target ROI of one and the result of \$43 last year. This figure was calculated based on 19.4 tonnes of drugs and precursors, with a corresponding DHI of approximately \$7.0 billion, which were seized overseas by local police services with AFP assistance during 2020–21, and AFP post costs of \$117 million.

The countries associated with the largest overall seizures by weight and with the highest DHI were Myanmar (\$3.2 billion), South Africa (\$2.9 billion), China (\$589 million) and Cambodia (\$515 million). This reflects the strong and effective partnerships in the AFP's international network.

¹⁷ For further information see <https://www.dfat.gov.au/sites/default/files/sipdp-design.pdf>

¹⁸ Australian Federal Police, 'Return on Investment Methodology' (web page), at www.afp.gov.au/about-us/publications-and-reports/return-investment-methodology

Outcome 2:

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

The AFP has responsibility for providing policing services in the ACT. ACT Policing delivers a diverse range of services to the local community. Some key examples of its prevention, response and enforcement work are provided in the following case studies.¹⁹

Prevention, response and enforcement case studies

Table 3.15 Program 2.1 Prevention, response and enforcement case studies

	2019–20	2020–21	Target	Target achieved
Prevention, response and enforcement case studies results	na	Prevention case studies	Successfully targeted crime prevention	Yes
	na	Response case studies	Successfully delivered response	Yes
	na	Enforcement case studies	Successfully delivered enforcement	Yes

AFP officers respond to COVID-19 in the external territories

AFP officers are offered the option of taking a 2-year transfer to Jervis Bay, Norfolk Island, Christmas Island and Cocos (Keeling) Islands. During the last year, AFP officers in these external territories were integral to responding to and enforcing the Commonwealth, NSW and WA governments' requirements to prevent COVID-19 in these areas.

In January 2020, AFP officers contributed to Operation Burdei, where 277 Australian citizens were repatriated from Wuhan, China, to a facility on Christmas Island. The operation was also supported by the Australian Defence Force, ABF, AUSMAT, the Department of Agriculture, Water and the Environment and the Department of Health.

Over the last year, this work has continued with AFP officers in the external territories protecting the communities during declared states of emergency, notably by the NSW and WA governments. Our officers have adapted to the environment and have undertaken many additional duties to respond to COVID-19 requirements. This includes conducting regular education forums and events to inform the community about COVID-19 requirements, ensuring quarantine and isolation requirements are met, assisting in border compliance checks, enforcing travel requirements at ports and airports and even assisting in contact tracing.

The COVID-19 response in the external territories has been of particular importance as there are difficulties with accessing medical assistance and some communities are quite vulnerable. Throughout 2020–21, our officers checked on members of the community who were in isolation to ensure they had enough food, water, medical supplies and entertainment to support their mental and physical health.

¹⁹ Results against the performance criteria from the Policing Arrangement between the Commonwealth and ACT Governments can be found in the ACT Policing annual reports at www.police.act.gov.au/about-us/publications

To assist the Muslim community on Cocos (Keeling) Islands, AFP officers assisted the imam and members of the Cocos Islands Islamic Association (Persatuan Islam Pulu Cocos (PIPC)) to implement social distancing requirements in mosques. In periods of lockdown, AFP officers worked with the imam and PIPC to ensure the ‘call to prayer’ was done in a socially distant way to ensure the community was aware of prayer times. They also escorted the imam to be able to visit members of the community while in isolation.

These actions demonstrate the varied duties that ACT Policing and AFP officers have undertaken to respond to and enforce requirements relating to COVID-19, which are in addition to their usual community policing roles. In Cocos (Keeling) Islands this has included managing a search and rescue operation and responding to 4 severe weather events. Because of AFP officers’ excellent work in undertaking their duties, the vulnerable communities of the external territories were protected from COVID-19.

ACT Policing addresses road safety through new initiatives

As part of ACT Policing’s Response Portfolio, Road Policing manages road safety by enforcing the ACT road rules, and promoting safer driving to reduce road trauma and the ACT road toll.

Road Policing provides high-visibility patrols and undertakes specific targeted operations to ensure ACT roads are safe for all road users. The team enforces traffic laws in line with the priority focus of the ACT Road Safety Calendar. In alignment with the calendar, ACT Policing delivers strategic awareness campaigns to educate the community on their obligations as road users.

Following a marked increase in speeding offences in 2020, ACT Policing teamed up with ACT Fire and Rescue, the ACT Ambulance Service, Canberra Health Services and William Cole Funerals to curb this aspect of troubling driver behaviour.

In November 2020, ACT Policing launched a road safety campaign called ‘Who Are You Rushing to Meet?’. The aim of ‘Who are you rushing to meet?’ is to compel drivers to seriously reflect on their behaviour behind the wheel, with the message being that speeding can lead drivers to a very different destination than initially intended – such as a meeting with the police, the fire brigade, ambulance officers, trauma surgeons, or even a funeral director.

This campaign has seen positive results trickle into the community with ACT Policing issuing 297 traffic infringement notices for speeding between 1 January and 31 May 2021 compared with 510 for the same period in 2020 – a decrease of 42%.

In addition to the campaign, in March 2021 ACT Policing proudly launched its new motorcycle, equipped with technology that currently makes it the only one of its kind in Australasia and one of only a few in the world.

Fitted with automated number plate recognition (ANPR) technology, the motorcycle carries several high-definition video cameras that accurately capture a vehicle’s licence plate information from almost all angles. The ANPR system provides more detailed information to the police officer than the previous version to assist with vehicle identification. The system also captures metadata such as GPS location, time and date to provide accurate evidence.

The new motorcycle complements new Road Policing cars that were unveiled in November 2020, in an effort to better equip officers to keep Canberra’s roads safe.

ACT Policing continues to target organised crime

ACT Policing's aim is to ensure there is no profit made from crime in Canberra. Powers under the *Confiscation of Criminal Assets Act 2003* (ACT) provide greater opportunity for police to tackle crime at its source.

Following a joint operation in August 2020, ACT Policing and the NSW Police Force arrested a 32-year-old man and placed him before court on firearm and criminal group related offences. Police also seized assets worth more than \$500,000. At the time of the arrest, this man was the National President of the Nomads outlaw motorcycle gang.

Offenders can be oblivious to how clear it is to police that they do not legitimately have the financial income to support their lifestyle. Removing assets means that offenders cannot reinvest money in illegal activities or expand their wealth to commit more crime.

ACT Policing's investigation into illegal activity and associated profits in Canberra has continued as a key policing strategy.

In October 2020, detectives from Criminal Investigations, including Taskforce Nemesis, and officers from Specialist Protective Services simultaneously restrained assets in the Batemans Bay region of NSW and in Kambah, ACT. Assets removed included 3 boats, 3 Harley Davidson motorcycles, a caravan and trailers.



Boat and car restrained under new unexplained wealth laws



Assets being restrained



Motorcycle unveiled in November 2020

Financial performance

The AFP's \$1,487 million departmental operating income for 2020–21 comprised \$1,158 million in government appropriation, \$181 million from the ACT Government for policing services and \$148 million in other revenue. In addition, the AFP received \$81 million in government appropriations for departmental capital expenditure and \$26 million in equity injections for specific initiatives. The AFP also administered \$9 million in expenses on behalf of the government in 2020–21.

The result for 2020–21 reported by the AFP is a departmental comprehensive loss of \$136 million. After adjusting for the impact of depreciation expense of \$209 million and including the impact of lease payments of \$104 million, the AFP recorded a deficit for the year of \$31 million. The deficit was predominantly a result of additional operational requirements including the response to COVID-19, targeting of a dedicated encrypted communications platform exclusively used by organised crime, and increased personal protection activities.

Audited financial statements showing the AFP's financial position are in Chapter 5 Financial statements (page 87). The agency resource statement is in Appendix C: Agency resource statement and resources for outcomes (page 130). Summary financial tables are in Appendix D: Summary financial tables (page 133).



CHAPTER 4



Management and accountability

Corporate governance

Strategic board framework

The AFP's strategic board framework ensures a strong linkage between strategy and performance, to support strategic decision-making and governance in line with the AFP Commissioner's Statement of Intent www.afp.gov.au/intent. The framework is made up of 4 strategic boards and 3 advisory forums, which collectively met on 40 occasions during 2020–21.

The Strategy and Performance Board (SPB) is the AFP's principal governing body, ensuring that the strategic intent of the AFP is matched by the required level of organisational performance. Chaired by the AFP Commissioner, it adapts strategic direction in line with emerging operational and policy challenges and is informed by evidence-based performance monitoring.

The Commissioner's Advisory Panel (CAP) provides independent, non-binding strategic advice to the AFP Commissioner on non-operational matters. The CAP assists the AFP Commissioner to navigate the external environment, engage key stakeholders and facilitate over-the-horizon thinking.

The Senior Leadership Committee (SLC) delivers strategic outcomes, based on the performance standards set by the SPB. It monitors and reflects on changes in the operating environment and recommends adjustments to strategy to maintain organisational momentum and performance. The SLC held multi-day meetings in September 2020 and April 2021. At these, the AFP Senior Executive Service reflected on the changes made to reposition the AFP to meet current and future challenges facing the agency, and the continued focus on enhancing partnerships to achieve our mission: to protect Australians and Australia's interests.

The Resource Management Board, chaired by the Chief Operating Officer, provides advice to the Commissioner and the SPB on the management of AFP business resources to meet strategic and operational priorities. This includes national coordination on strategic workforce, finance, budgetary and property matters.

The Investigations and Operations Board provides joint strategic oversight of the AFP's investigations and operations, including direction on crime and operational strategies and priorities, and on the AFP's responses to emerging threats and changes in the criminal environment. Co-chaired by the Deputy Commissioner Operations and the Deputy Commissioner Investigations, it ensures that there is national and international coordination on investigations and that operational resources are aligned with strategic priorities.

The Capability Board advises the AFP Commissioner and the SPB on current and future capability requirements in support of the AFP's vision and strategic priorities. Chaired by the Deputy Commissioner Operations, it ensures the AFP is an effective and innovative capability-led agency.

The Audit and Risk Committee (ARC) provides independent advice to the Commissioner on the appropriateness of the AFP's risk, control and compliance framework, and its financial statement and performance reporting responsibilities.

The strategic board framework is shown at Figure 4.1.

Figure 4.1 AFP strategic board framework



Corporate planning and reporting

The AFP Corporate Plan sets out our purpose, priorities, environmental context, activities, performance measurement methods and management approach to risk engagement. It guides us in achieving the results we have targeted. The AFP updates our Corporate Plan every year, ensuring it aligns with the legislative requirements of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act), the accompanying Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), AFP Ministerial Directions and AFP Commissioner's Statement of Intent.

Along with the AFP Portfolio Budget Statement and annual performance statement, the Corporate Plan is an integral part of our performance management and reporting cycle.

Progress and performance against our performance criteria as detailed in the *AFP Corporate Plan 2020–21* appear in this report in Chapter 3, 'Annual performance statement'.

Internal audit

The AFP delivers an annual Internal Audit Work Program that takes into consideration agency-wide and organisational business unit risks, previous and proposed Australian National Audit Office (ANAO) coverage, previous internal audit coverage and new initiatives. The program is approved by the AFP Commissioner and is delivered using in-house and external resources.

The AFP ARC met 7 times during 2020–21 and considered 7 internal audit reports and 5 assurance reviews. As per subsection 17(2) of the PGPA Rule 2014, the ARC reviews and provides written advice to the AFP Commissioner on the appropriateness of the AFP's financial reporting, performance reporting, system of risk oversight and management and system of internal control.

The ARC monitors the progress of recommendations listed in internal audit and ANAO reports, through regular reporting. The ARC Charter determines its functions. A copy of the charter is available from www.afp.gov.au/arc-charter.

Table 4.1 Audit and Risk Committee membership and attendance, 2020–21

Member name	Qualifications, knowledge, skills and experience	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional information
Philippa Godwin	Philippa Godwin PSM is a consultant providing advice in areas such as leadership, organisational design and public sector management. Philippa retired from the Australian Public Service in 2013 after a career of almost 40 years in the areas of service delivery and design, program and organisational management, and change leadership and management. Philippa's roles in the public service included Deputy Secretary, Department of Human Services (Head of the Child Support Agency) and Deputy Chief Executive Officer and Acting Chief Executive Officer for Medicare Australia. In 2010 Philippa was awarded the Public Service Medal for leading major organisational and cultural change in a range of departments and agencies.	7/7	\$33,956	ARC Chair throughout 2020–21
Mark Ridley	Mark Ridley has served as the chair of audit committees for the AFP, the Australian Signals Directorate, the Australian Financial Security Authority, the Royal Australian Mint, the Department of Human Services (Services Australia), the Department of Home Affairs, the Clean Energy Regulator and private entities such as CO2CRC Ltd. Mark has also served as a member of the audit and risk committees for other Commonwealth entities such as the Department of Defence, the Australian National University and the Australian Electoral Commission. Mark was previously a senior partner with over 20 years' experience at chartered accounting firm PricewaterhouseCoopers, holding leadership roles with the firm in risk management and assurance.	7/7	\$23,865	ARC member throughout 2020–21
John Lawler	John A Lawler AM APM has been deeply involved in a diverse array of law enforcement and intelligence functions for over 40 years. He served in the AFP, including as its Deputy Commissioner and as the Chief Executive Officer of the then Australian Crime Commission, Australia's criminal intelligence agency. He runs a private consultancy business conducting independent reviews and investigations for government, which have included examining political and public sector corruption and the Review into the AFP's response to and management of sensitive investigations. He led the AFP's Internal Security and Audit Division and was until recently an external member of the Department of Home Affairs Audit and Risk Committee.	6/7	\$36,422	ARC member throughout 2020–21
Carol Lilley	Carol Lilley has held numerous audit committee roles for both the Australian and ACT governments as well as being a special assurance advisor on the Commonwealth whole-of-government financial statements. Carol has held board positions for the Australian Financial Security Authority and private sector entities. Carol was a partner at chartered accounting firm PricewaterhouseCoopers, with 20 years' experience providing financial statement and internal audits, account advice and risk management.	7/7	\$28,440	ARC member throughout 2020–21
Charlotte Tressler	Charlotte Tressler commenced in her current role as the Chief Operating Officer (COO) at the AFP in October 2020. Before this, Charlotte was the Head of the Coronavirus Business Liaison Unit with the Treasury, responsible for engaging with the business community on the impacts of COVID-19 to inform the government's response. Her career started in the private sector as a financial management consultant at PricewaterhouseCoopers, which provided a strong foundation for her numerous corporate and enabling services roles in the Commonwealth. This has included 3 years at the Department of the Prime Minister and Cabinet as both the Chief Financial Officer and the Chief Operating Officer. Charlotte has completed a Bachelor of Commerce degree at the Australian National University, a Chartered Accounting Professional Year, and an Executive Master of Public Administration from the Australia and New Zealand School of Government.	5/7	\$0	ARC member from November 2020

Brett Pointing	Brett Pointing commenced his current role as Deputy Commissioner Operations at the AFP in January 2020. Before this, Brett was Deputy Commissioner at the Queensland Police Service (QPS) for 5 years, having joined the QPS in 1978. Brett has been a member of multiple audit and risk committees for both Australian and state government entities. Brett has been a board member of numerous policing foundations including Police Citizens Youth Club, Queensland Reconstruction Authority, White Ribbon (Qld) and Red Rose Foundation. Brett has completed both a Bachelor of Arts (Policing) at Monash University and a Master of Education (Leadership and Management) at QUT.	5/7	\$0	ARC member throughout 2020–21
Darren Box	As the AFP's acting COO, Darren Box was responsible for driving the strategic corporate direction and intent of the Commissioner. In that role he drove the successful bid for a long-term sustainable funding model for the AFP; established Taskforce Horizon; was responsible for the creation of the AFP Reserve Force; improved organisational diversity and inclusion; and chaired the AFP's Resource Management Board.	2/7	\$0	ARC member from March to September 2020

Risk management

The AFP's Risk Management Framework assists it to meet the requirements of section 16(a) of the PGPA Act and the Commonwealth Risk Management Policy issued by the Department of Finance. The framework is also based on International Standard ISO 31000:2018 (Risk Management Guidelines). The objective of the framework is to support effective risk management across the AFP. It enhances the quality of the AFP's decisions in complex and dynamic environments and allows the AFP to consider emerging risks, which may arise from developments in economic, technological, social, political or environmental factors, including community expectations. The framework provides the AFP with a mature basis for engaging with and managing risk, contributing to innovation, efficiency and safety in the achievement of its objectives.

In 2020–21, the framework was formally reviewed and updated. Enhancements to the framework have also been made as part of an ongoing continuous improvement process. Stemming from framework updates in 2020–21 the AFP also commenced development of a risk culture strategy to improve understanding and normalisation of sound risk management practices in all aspects of AFP activities.

In addition, the AFP's risk profile was formally reviewed and updated to ensure the ongoing effectiveness of its risk engagement. The review included assessment of risks related to COVID-19. The coordinated approach to addressing coronavirus-related risk through the AFP Pandemic Plan and Operation Protect was captured in the risk profile.

At the agency level, the AFP manages 8 risks that directly relate to its ability to achieve objectives. When engaged and managed well, these risks are also recognised as significant opportunities to support the AFP's outcomes and contribute to policing for a safer Australia.

The 8 agency-level risks relate to:

- health, safety and wellbeing of AFP appointees
- AFP culture, standards and integrity
- achievement of operational outcomes
- partnerships and stakeholder engagement
- ongoing effectiveness of AFP capabilities
- attracting, retaining, maintaining and effectively utilising a skilled workforce
- effectively managing the AFP's resources, including finances
- effectively accessing/collecting, using, managing or protecting information.

Fraud control

The AFP promotes a culture of ethical conduct and does not tolerate misconduct and, specifically, fraud and corruption. The AFP maintains a robust internal fraud control and anti-corruption framework designed to prevent, detect and respond to fraud and corruption. As a Commonwealth entity, the AFP maintains a fraud control plan and conducts fraud assessments in compliance with section 10 of the PGPA Rule.

The AFP Fraud Control and Anti-Corruption (FCAC) Plan 2024 sets out the strategy for overall management of fraud and corruption risks within, and against, the agency. The FCAC Plan applies to all appointees, contractors and service providers, who are made aware of their individual roles and responsibilities in fraud and corruption prevention, detection and response. The FCAC Plan is consistent with the AFP's professional standards framework. Fraud and corruption risks are reviewed regularly. As part of its oversight and assurance role, the AFP Audit and Risk Committee monitors the progress and effectiveness of the implementation of the FCAC Plan.

Governance instrument framework

The governance instrument framework is a collection of formal documents that articulate enforceable AFP policies, practices and procedures, including Commissioner's Orders, national guidelines, standard operating procedures, external agreements (for example, memoranda of understanding) and legislatively based instruments (for example, enterprise agreements).

The AFP's governance collection is generally available through an AFP internet portal. Some governance instruments are only accessible internally on request due to their classification or the sensitive nature of information they contain.

The governance instrument framework contributes to the:

- achievement of AFP operational and administrative outcomes, consistent with AFP values and the efficient and ethical use of Commonwealth funds and property
- security of the AFP
- professional standards of the AFP and procedures for addressing conduct issues established in Part V of the *Australian Federal Police Act 1979* (Cth) (AFP Act)
- legal compliance of AFP appointees in discharging their duties, including responsibilities under the PGPA Act, *Work Health and Safety Act 2011* (Cth) (WHS Act), *Crimes Act 1900* (ACT), *Crimes Act 1914* (Cth) and *Privacy Act 1988* (Cth)
- management of risk
- effective delegation of statutory authority and powers.

More information is available on the AFP's Information Publication Scheme web page: www.afp.gov.au/ips.

In 2020–21 the AFP conducted an internal review of the governance instrument framework to ensure it remained fit for purpose and aligned with other elements of the AFP governance arrangements. The recommendations of the review will be implemented in 2021–22.

Business continuity

The AFP has a well developed and exercised business continuity management framework. This framework assists in preventing, preparing for, responding to, managing and recovering from the impacts of a disruption. The framework includes policies, systems and programs to assist the AFP to continue to operate effectively during unplanned disruptions to its staff, facilities, infrastructure or logistics for up to 3 weeks. Disruptions continuing beyond 3 weeks, or reasonably anticipated to do so, require a planned or incident management response. The AFP's first priority in managing a disruption is always the safety, security and welfare of its members and the general public. The framework was reviewed and updated in 2020 and will be reviewed again in 2021.

The AFP has an appointed business continuity committee, which is responsible for coordinating the AFP's recovery from a major incident. The focus of the committee is to restore core supporting functions required for the AFP to continue business activities. Disruptions within regional commands are managed locally by the responsible command. The business continuity committee is activated in the event that resources are not adequate to support recovery efforts locally or if a disruption affects multiple sites/commands.

Ecological sustainability

The AFP continues to be committed to ecological sustainability and being recognised as a leader across both government and industry, despite the challenges imposed by ongoing state and territory border closures precipitated by COVID-19. The agency has finalised, or is nearing completion of, a number of substantial projects in the last year. The projects have bolstered the performance and efficiency of operations, enabling and supporting infrastructure. Additionally, these projects represent substantial, ongoing operating cost savings to the agency.

A key project delivered in 2020–21 was the full refurbishment and resizing of the Uninterruptable Power Supply (UPS) infrastructure at AFP National Headquarters, Canberra. This project saw aged and operationally unsuitable infrastructure modernised and rationalised, significantly reducing operating risk for the AFP and associated maintenance overheads. The new system has reduced energy use by 30% and contributed to approximately \$300,000 in savings annually.



New UPS units and batteries

Through our Whole-of-Government Property Services Provider JLL, the AFP was able to facilitate the introduction of recycling separation and collection across all major ACT Policing sites in 2020–21. This has helped align ACT Policing with the AFP's waste management practices; and reduced the environmental impacts from recyclable waste going to landfill and the cost of sending bulky, recoverable material (like paper and cardboard) to landfill.

In 2020–21, the AFP continued to invest in replacing inefficient lighting across our owned and leased properties. The lighting was replaced with energy-efficient LED technology at Winchester Centre, ACT, Tuggeranong Police Station, ACT, and the Perth Airport Operations Centre, Western Australia. LED technology continues to provide an effective mechanism to reduce the AFP's energy and maintenance costs, removing the need for continual maintenance and reducing energy use by up to 50%.

External scrutiny

Auditor-General reports

Auditor-General Report No 43 of 2020–21 examined the AFP's use of statutory powers. The audit was conducted to assess the effectiveness of the AFP's framework to ensure the lawful exercise of powers in accordance with applicable legislation. It commenced in June 2020.

The report was tabled in June 2021 and the AFP has accepted and agreed to all 3 audit recommendations. The findings in the audit included accountability, records management, training and guidance.

Commonwealth Ombudsman reports

The Commonwealth Ombudsman conducts a number of inspections at the AFP every year to ensure the AFP is using its powers as the Australian Parliament intended. The AFP continues to work closely with the Ombudsman's office and identify any areas of improvement and implementation of any recommendations.

In 2020–21 the Ombudsman conducted inspections across a number of business areas based on the requirements under acts such as section 40XA of the *Australian Federal Police Act 1979* (Cth) (AFP Act), the *Telecommunications (Interception and Access) Act 1979* (Cth), the *Telecommunications Act 1997* (Cth), the *Surveillance Devices Act 2004* (Cth) and the *Crimes Act 1914* (Cth).

Covert Analysis and Assurance

In 2020–21, Covert Analysis and Assurance (CAA) was subject to 9 inspections by the Commonwealth Ombudsman. CAA has a productive working relationship with the Commonwealth Ombudsman and is continually striving to demonstrate a strong compliance culture. In support of our compliance culture, CAA has undergone workforce reform to provide additional support to oversight bodies. The CAA Inspections and Training Team was established in 2020–21. It is responsible for facilitation of inspections and provides a point of continuity in the adoption and implementation of recommendations from external oversight.

Professional Standards and Practice

Section 40XA of the AFP Act requires the Commonwealth Ombudsman to conduct at least one annual review of the AFP's administration of Part V of the AFP Act and report to parliament on the results of those reviews.

The Ombudsman's office conducted one records-based review in 2019–20. It was carried out in a shortened format in June 2020 due to COVID-19 restrictions. This review examined complaints finalised between 1 March 2019 and 29 February 2020, and the related report was tabled in parliament in January 2021. A number of suggestions were made by the Ombudsman to assist the AFP to improve complaint management. There were no significant or systemic issues identified as part of the review.

An inspection of records related to complaints finalised between 1 March 2020 and 28 February 2021 was conducted in April 2021. The report on this review is yet to be published and tabled before parliament.

The AFP continues to work closely with the Ombudsman's office to ensure best-practice complaint management in the AFP.

Counter terrorism

Division 11 of Part IAAB of the *Crimes Act 1914* (Cth) empowers the Commonwealth Ombudsman to inspect AFP records of the AFP's compliance with the provisions of Part IAAB of the Crimes Act. Part IAAB of the Crimes Act provides the AFP with powers to monitor compliance with control orders.

In June 2021 the Commonwealth Ombudsman undertook its first inspection of the AFP's compliance with the provisions of Part IAAB. This inspection covered the use of Part IAAB powers for 2019–20. The report associated with this inspection is pending.

ACT Policing

The ACT Ombudsman’s oversight role of ACT Policing is delivered by the Commonwealth Ombudsman under a service agreement with the ACT Government, which outlines the services the Ombudsman provides on behalf of the ACT Government. The service agreement specifies that activities undertaken by the ACT Ombudsman with respect to ACT Policing include:

- investigation of individual complaints
- conduct of own motion investigations
- inspection of AFP records relating to the handling of complaints
- provision of summary statistics relating to ACT community policing services complaints inspected by the Ombudsman under the AFP Act.

Australian Information Commissioner decisions

In 2020–21, the Australian Information Commissioner made 3 decisions concerning AFP freedom of information requests. Two decisions did not provide the applicant with greater access to information contained in the documents, and one decision provided only a small portion of additional information contained in the documents.

Freedom of information: Information Publication Scheme

The Information Publication Scheme (IPS) created by Part II of the *Freedom of Information Act 1982* (Cth) (FOI Act) requires Commonwealth Government agencies subject to the FOI Act to publish a broad range of information on their public website.

The IPS underpins a pro-disclosure culture across government and transforms the freedom of information framework from one that is reactive to individual requests for documents to one that is agency driven. More information is available on the AFP IPS web page: www.afp.gov.au/ips.

Judicial decisions and decisions of administrative tribunals

In 2020–21, there were no judicial or tribunal decisions that had a significant effect on the operations of the AFP.

Parliamentary committees

In 2020–21, the AFP made submissions to, or appeared before, the following parliamentary committee inquiries in relation to operations of the AFP:

- Parliamentary Joint Committee on Law Enforcement – examination of the AFP’s 2019–20 annual report pursuant to section 7(1)(f) of the *Parliamentary Joint Committee on Law Enforcement Act 2010* (Cth)
- Parliamentary Joint Committee on Intelligence and Security – review of the AFP’s functions under Part 5.3 of the Commonwealth Criminal Code and Division 3A of Part IAA of the *Crimes Act 1914* (Cth)
- Parliamentary Joint Committee on Law Enforcement – inquiry into criminal activity and law enforcement during the COVID-19 pandemic
- Senate Environment and Communications References Committee – inquiry into press freedom
- Parliamentary Joint Committee on the Australian Commission for Law Enforcement Integrity – inquiry into the integrity of Australia’s border arrangements
- Senate Finance and Public Administration Legislation Committee – inquiry into the operation and management of the Department of Parliamentary Services

-
- Parliamentary Joint Committee on Intelligence and Security – inquiry into extremist movements and radicalism in Australia
 - Parliamentary Joint Committee on Intelligence and Security – inquiry into the Counter Terrorism Legislation Amendment (High-Risk Terrorist Offenders) Bill 2020
 - Parliamentary Joint Committee on Intelligence and Security – inquiry into the Surveillance Legislation Amendment (Identify and Disrupt) Bill 2020
 - Senate Legal and Constitutional Affairs Legislation Committee – review of the Crimes Legislation Amendment (Economic Disruption) Bill 2020
 - Parliamentary Joint Committee on Intelligence and Security – review of Declared Areas provisions
 - Parliamentary Joint Committee on Intelligence and Security – review of AFP powers
 - Parliamentary Joint Committee on Intelligence and Security – review of the amendments made by the *Telecommunications and Other Legislation Amendment (Assistance and Access) Act 2018* (Cth)
 - Parliamentary Joint Committee on Law Enforcement – inquiry into the operation of the *Australian Crime Commission Amendment (Special Operations and Special Investigations) Act 2019* (Cth)
 - Senate Rural and Regional Affairs and Transport Legislation Committee – inquiry into the Transport Security Amendment (Serious Crime) Bill 2020.

Significant developments in external scrutiny and capability reviews

In 2020–21 no other significant external or capability reviews were finalised.

Our people

The AFP continues to develop a workforce that reflects all elements of our community. We are focused on harnessing the inherent abilities of our diverse workforce through inclusion initiatives that enable our members to support the communities they serve.

The AFP continues to place a high priority on the health, welfare and development of its staff, supporting them to succeed in their roles.

Workforce overview

The AFP had 7,173 staff as at 30 June 2021. This figure comprises:

- 3,346 police officers
- 869 protective service officers
- 2,958 unsworn staff.

In 2020–21, 43% of employees were located outside the Australian Capital Territory (ACT), including 175 staff overseas and 27 serving in Commonwealth external territories.

In 2020–21, the natural attrition rate decreased slightly to 4.3%, compared with 4.9% in 2019–20.

The overall proportion of female staff slightly increased in 2020–21, with women comprising 39.3% of the workforce compared with 38.6% in 2019–20. The proportion of women in Senior Executive Service (SES) roles decreased from 41.9% in 2019–20 to 39.8% in 2020–21. Further AFP staffing statistics are in Appendix B.

Employment arrangements and remuneration

Enterprise Agreement and Executive Level Enterprise Agreement

On 16 December 2020, Determination 2 of 2020 was signed by the AFP Commissioner. This determination will operate until 24 May 2024. It sits alongside both the AFP Enterprise Agreement 2017–2020 and the AFP Executive Level Enterprise Agreement 2019–2021 and provides increases to remuneration and specified allowances for all AFP Band 1 to 8 and Executive Level employees.

The determination received majority workplace support and accommodated the Australian Government's policy of deferring wage increases for 6 months.

Senior Executive Service remuneration

The AFP Commissioner and Deputy Commissioners (DCs) are statutory appointments made by the Governor-General under section 17 of the AFP Act.

The AFP Commissioner's remuneration is determined by the Remuneration Tribunal, and the DCs' remuneration is set out in an AFP determination under sections 17(4A) and 20(2A) of the AFP Act.

All other SES employees are engaged under section 24 of the AFP Act and declared under section 25 of the AFP Act to be senior executive AFP employees.

The terms and conditions of employment for SES employees are set out in individual AFP SES employment contracts. SES (including DC) salaries are reviewed annually by the AFP Commissioner following performance assessments. Further information on AFP SES remuneration can be found in Appendix B.

Performance management

In 2020–21 the AFP was focused on supporting a high-performing, safe and healthy workplace culture. Increased investment in performance management capabilities, including through performance workshops, saw an increase in the number of matters reported to the Performance Management Team at early stages, leading to positive and timely early resolution.

Internal engagement indicated a strong positive sentiment towards supervisors and most staff felt their workgroup performance had improved.

The Performance Management Team continued to collaborate across People and Culture Command to ensure there was a holistic approach to complex people matters and strategies in place to support a positive performance culture.

Recruitment

In 2020–21 frontline policing was a primary recruitment focus, with the AFP graduating 14 recruit programs, totalling 360 graduates. Of this, 109 were police officer graduates, 30 were police officer graduates transitioning from protective service, 47 graduates were lateral police and 174 were protective service officer graduates.

The new police officers were deployed to the ACT and various national roles, primarily in Sydney (Eastern Command) and Melbourne (Southern Command). The new protective service officers were deployed to various locations within Australia.

In 2020–21 the AFP continued to make improvements in recruitment. Highlights include:

- improvements to the AFP's recruitment platform, MyCareer, which now includes the capability to send SMS messages
- the development and implementation of an account-based recruitment model to enhance the experience and service for business areas
- streamlined entry-level recruitment processes to reduce the time taken to onboard new people and ensure a more positive candidate experience.

Recruitment Market Research and Communications Project

In 2020–21 the AFP leveraged market research by Host Havas in mid-2020 to further explore and deliver on opportunities to promote the AFP as a career option for all Australian communities.

While the project has a focus on key target groups (women, First Nations peoples and culturally and linguistically diverse (CALD) communities) and entry-level policing and specialist protective roles, its deliverables have broader benefits for the AFP.

A key initiative launched in March 2021 was a new recruitment website – www.jobs.afp.gov.au. The new site features testimonials and has been informed by the market research to provide a comprehensive, single point for efforts to inform, attract and recruit talented individuals.

Diversity and inclusion

In 2020–21, the AFP continued to progress implementation of its Diversity and Inclusion Strategy 2016–2026.

The strategy acknowledges the valuable role of diversity in modern policing, and outlines initiatives to progress inclusion and other outcomes for women; Aboriginal and Torres Strait Islander people; lesbian, gay, bisexual, trans and intersex people; people with disability; and people with linguistically diverse backgrounds.

During 2020–21 key diversity initiatives included:

- formally establishing a First Nations Unit (page 26)
- delivering enhancements to the AFP Directions Program for First Nations people
- commencing a 5-year partnership with the Australian Human Rights Commission (page 26)
- appointing the AFP's first female Champion for Women, Assistant Commissioner Justine Gough, who will lead and promote a culture in the AFP that advances the rights of women and ensures female members are connected and respected
- announcing an aspirational target of a 30% sworn female cohort by 2028
- participation in the Australian Network on Disability Access and Inclusion Index
- participation in Mardi Gras and other Pride events
- participation in the Workplace Reconciliation Action Plan (RAP) Barometer.

The AFP continued to support its 5 primary diversity networks:

- Malunggang Indigenous Officers Network (MION)
- Gay and Lesbian Liaison Officers Network
- AFP Ability Advisory Network
- National Women's Advisory Network
- CALD Network.

Reconciliation Action Plan

In 2020–21, the AFP completed the implementation of its inaugural *innovate* Reconciliation Action Plan (RAP). The RAP guided AFP efforts to address challenges and identify opportunities to strengthen Aboriginal and Torres Strait Islander outcomes.

Significant outcomes from the *innovate* RAP include:

- increased engagement through the MION, supporting improved recruitment, retention and career development for AFP staff
- increased engagement by ACT Policing in Aboriginal and Torres Strait Islander forums, including collaboration with the Aboriginal and Torres Strait Islander Elected Body
- Acknowledgment of Country embedded in the AFP email signature block
- increased organisational demand and broader regional participation in the AFP Directions Program
- recognition and celebration of First Nations focused events such as National Reconciliation Week and NAIDOC Week.

Disability reporting

The National Disability Strategy 2010–2020 is Australia’s overarching framework for disability reform. Reporting on the strategy is available on the Department of Social Services website. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia’s policies and programs that affect people with disability, their families and carers.

Disability reporting is also included in the Australian Public Service Commission (APSC) State of the Service reports and the Australian Public Service Statistical Bulletin, which are available on the APSC website. The AFP subscribes to reporting at a high level (Portfolio) and embraces the strategy’s focus areas to improve outcomes for people with disability.

The AFP continues to develop initiatives aimed at increasing the representation of people with a disability in the AFP workforce and to improve support within the workplace, including:

- a refresh of the AFP Ability Advisory Network, a staff network aimed at providing an avenue of support for AFP employees who have a disability, work with colleagues with a disability or care for people with disabilities
- the appointment of a Senior Executive member as a Disability Champion
- a project aimed at identifying opportunities for engagement with neurodiverse people.

Work health, safety and rehabilitation

In 2020–21 to ensure the AFP’s compliance with the *Work Health and Safety Act 2011* (Cth) (WHS Act) and associated regulations, the Injury Prevention Team conducted 16 audits and 50 workplace inspections across multiple AFP business areas.

During 2020–21 the AFP notified Comcare of 30 workplace incidents under section 38 of the WHS Act. Comcare issued one notice pursuant to section 155 of the WHS Act; the AFP responded to the request and provided information as required. Additionally, Comcare issued one provisional improvement notice with a subsequent Corrective Actions Plan to support the remediation of the identified contraventions.

In November 2019 Comcare completed an audit of the AFP Work Health and Safety Management System (WHSMS). The findings of that audit were presented to the AFP in February 2020. The AFP achieved a conformance rate of 74% and did not formally contest any of the 58 non-conformances and observations identified. On 22 June 2021 Comcare approved closure of the AFP Management System Corrective Actions Plan.

Support services

The AFP has an extensive range of support services available to members and their families. These services are provided by a range of skilled professionals, including doctors, registered nurses, mental health nurses, psychologists, social workers, chaplains, health and fitness advisors, exercise physiologists, work health and safety advisors and rehabilitation case managers.

In addition, the AFP has a Welfare Officer Network. This network provides support to members affected by stress of work or personal pressures and can help facilitate pathways to professional help or other forms of assistance where required.

In 2020–21, in addition to ongoing delivery of the new SHIELD program, a number of initiatives continued or progressed to better support AFP staff by increasing the availability and accessibility of support services, empower staff through health and wellbeing training and education, and improve staff experiences throughout health and wellbeing processes.

Learning and development

The AFP Learning Strategy provides for a principles-based approach to learning, including the premise that learning is critical for success. As part of the strategy the AFP has a 70:20:10 learning model, recognising that 70% of learning is informal 'on the job' experience, 20% is coaching, mentoring and developing through others and 10% is formal learning.

Formal training delivery

The AFP College is a registered training organisation (RTO) registered by the Australian Skills Quality Authority. This enables the AFP College to deliver and award nationally recognised qualifications and accredited vocational education and training courses domestically and regionally to our appointees and law enforcement partners. Qualifications currently on the AFP College scope of registration are:

- Certificate IV in Government Investigations
- Certificate IV in Protective Services
- Diploma of Policing
- Diploma of Police Intelligence Practice
- Diploma of Police Search and Rescue Coordination (Marine/Land)
- Advanced Diploma of Surveillance
- Advanced Diploma of Police Close Personal Protection
- Advanced Diploma of Police Investigation.

In 2020–21 the AFP College awarded 377 qualifications to AFP appointees. As the only RTO within the Home Affairs portfolio, the AFP is uniquely placed to enhance relationships with our partner agencies by assisting them to develop quality training and awarding qualifications to their employees.

Training delivery and support

Leadership training

In 2020–21 the AFP supported a range of leadership development initiatives, including:

- participation in specialist leadership courses with institutions such as the Australian Institute of Police Management (AIPM), the National Security College, the Institute of Public Administration Australia and Future Women's Platinum Plus
- a new year-long SES Development Program, guided by the SES Development Program Framework
- development of a series of leadership and management modules and resources as part of the Core Leadership Continuum
- refreshed the Team Leader Development Package to include a mix of self-directed learning, online learning and classroom facilitation.

AFP Tertiary Study Assistance Scheme

The AFP encourages appointees at all levels to pursue lifelong learning in order to meet the current and future demands of their roles. In 2020–21 the AFP Tertiary Study Assistance Scheme (ATSAS) supported 289 AFP appointees to study and gain qualifications that are relevant to their current roles or career development. The most common areas of study related to law, cybersecurity, leadership, psychology and terrorism/security. ATSAS support included financial aid to assist with the cost of course fees.

Coaching and mentoring

Coaching and mentoring initiatives supported by the AFP in 2020–21 included:

- participation in the Women in Law Enforcement Strategy Mentoring Program, which supports women pursuing executive-level careers in law enforcement. The program is sponsored by the Criminal Justice and Law Enforcement Forum
- delivery of 4 Executive Coach Certification Programs to train 80 internal coaches forming the internal coaching network and provided ongoing professional development.

Investigations training

The AFP Investigator's Development Continuum describes a career pathway from new police officer through to detective and senior investigating officer to the Management of Serious Crime (MOSC). The MOSC program sits at the pinnacle of the continuum, focusing on domestic and international partnerships and managing multi-agency and multi-jurisdictional investigations in complex and high-threat environments. The AFP's investigator development programs are aligned to higher education qualifications and provide participants with an opportunity to develop and demonstrate a high level of investigative skills, practices, decision-making and knowledge.

Building capability of our partners

The AFP's *International Strategy 2020 and Beyond* highlights the need for greater connectivity and information sharing with partners in order to protect Australians and Australia's interests from offshore threats. In taking the fight against crime offshore, the AFP is well positioned and connected with both state and foreign law enforcement partners to detect, deter, prevent and disrupt crime at its point of origin.

An extension to the strategy is an investment in policing development and innovation, focusing on strengthening the exchange of knowledge and experience at the SES level of police agencies. This strengthened international footprint seeks to create innovative partnerships to achieve our agency's objectives.

In 2020–21 the AFP supported a range of initiatives, including:

- secondment of a senior police officer from an international agency – a Dutch police officer from the Netherlands was seconded for 12 months to engage on issues relating to strategy, performance and innovation
- chairing the first iteration of the GPX (see page 27)
- the Jakarta Centre for Law Enforcement Cooperation's (JCLEC's) adaptation to the COVID-19 pandemic by developing an online delivery model to replace suspended face-to-face programs and providing 89 activities to participants throughout the Asia-Pacific region. JCLEC was established as an expertise exchange hub in 2004. It is located in Central Java, Indonesia, and has 35,772 alumni representing 81 countries. It contributes to capacity and capability-building efforts to combat terrorism and transnational crime
- inclusion of ACT Office of the Director of Public Prosecutions staff in continuous improvement training workshops
- the AIPM's conversion of both educational and developmental programs online to support better leadership across policing, public safety and security organisations across Australia and overseas. Overwhelmingly, the experience of online programs was positive, with the online format making AIPM programs accessible to participants who would not normally be able to attend such programs. Balance Online gave a glimpse of the potential of online learning – 93 participants from 12 agencies (including New Zealand and across the Pacific) came together to learn about better police leadership.

Financial management

Purchasing and procurement

The AFP applies the Commonwealth Procurement Rules when procuring goods and services, including consultancies. The rules are applied to activities through the Commissioner's Financial Instructions with supporting guidelines. The AFP has a centralised procurement and contracting team that actively promotes and focuses on compliance and value for money.

In 2020–21, the AFP entered into 12 contracts of \$100,000 or more that did not provide for the Auditor-General to have access to the contractor's premises. These contracts are detailed in Table 4.2.

Table 4.2 Contracts without Auditor-General access, 2020–21

Name of vendor	Purpose of contract	Value of contract \$ (GST inc.)	Reason
ALTIA-ABM Pty Ltd	Provision of software maintenance and support	104,819	The AFP accepted the vendor terms
Thermo Fisher Scientific Australia Pty Ltd	Provision of maintenance and support	116,259	The AFP accepted the vendor terms
Telstra Corporation Limited	Communication site licence agreement – Qld	116,892	The AFP accepted the vendor terms
Digital Barriers	Supply of body worn cameras	127,855	The AFP accepted the vendor terms
Sai Global Property Division P/L T/as Espreon Property Services	Provision of online searches	130,000	The AFP accepted the vendor terms
Icon Retail Investments Limited and ACT Retail Investments Pty Ltd	Supply of gas	220,000	The AFP accepted the vendor terms
Boroko Motors Limited	Supply of vehicles – estimated	251,822	The AFP accepted the vendor terms
Telstra Corporation Limited	Communication site licence agreement – ACT	300,455	The AFP accepted the vendor terms
Telstra Corporation Limited	Communication site licence agreement – CI	367,306	The AFP accepted the vendor terms
Microsoft Pty Ltd	Provision of support services	940,260	The AFP accepted the vendor terms
Adobe Systems Software Ireland Limited T/as Adobe Systems Pty Ltd	Provision of software licensing	1,572,780	The AFP accepted the vendor terms
Trustee for Secure Kings Unit Trust T/as Secure Parking Pty Ltd	Provision of parking	1,589,187	The AFP accepted the vendor terms

Exempt contracts

In 2020–21 the AFP did not publish on AusTender the details of 41 contracts, with a total value of \$16,582,380, as the details would disclose exempt matters under the *Freedom of Information Act 1982* (Cth) (FOI Act).

Reportable consultancy contracts

During 2020–21, 53 new reportable consultancy contracts were entered into involving total actual expenditure of \$2,272,525. In addition, 13 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$1,979,035.

Decisions to engage consultants are made in accordance with the PGPA Act, Commonwealth Procurement Rules and relevant internal policies where there is an identified need for specialist skills, knowledge or independent expertise in areas outside of the agency's core business functions. The AFP takes into consideration the skills and resources required for the task, the skills available internally and the cost-effectiveness of engaging external expertise.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 4.3 Expenditure on reportable consultancy contracts, 2020–21

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2020–21	53	2,272,525
Ongoing contracts active during 2020–21	13	1,979,035
Total	66	4,251,560

Table 4.4 Organisations receiving a share of reportable consultancy contract expenditure, 2020–21

Organisation	Expenditure \$ (GST inc.)
Australian Government Solicitor (ABN 69405937639)	592,410
Labs2design Pty Ltd (ABN 67396906039)	521,417
Gray Puksand Pty Ltd (ABN 12051320971)	335,376
Ernst & Young (ABN 75288172749)	258,500
Lawyerbank Pty Ltd (ABN 23159266583)	248,325

Reportable non-consultancy contracts

During 2020–21, 1,242 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$191,931,240 (GST inclusive). In addition, 698 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$193,109,298 (GST inclusive).

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Table 4.5 Expenditure on reportable non-consultancy contracts, 2020–21

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2020–21	1,242	191,931,240
Ongoing contracts active during 2020–21	698	193,109,298
Total	1,940	385,040,538

Table 4.6 Organisations receiving a share of reportable non-consultancy contract expenditure, 2020–21

Organisation	Expenditure \$ (GST inc.)
Bayernfonds Opalus GmbH (ABN 136907689)	25,786,951
Kinder Investments Proprietary Limited (ABN 82004331597)	13,891,404
Shape Australia Pty Limited (ABN 70003861765)	12,428,543
Built Pty Limited (ABN 24083928045)	10,523,930
Motorola Solutions Australia (ABN 16004742312)	10,405,215

Procurement initiative to support small businesses

The AFP supports small business participation in the Commonwealth Government procurement market.

Small and medium enterprises (SME) and small enterprise participation statistics are available on the Department of Finance's website.

The AFP's procurement practices support small business enterprises by promoting, where possible, use of the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000, encouraging the use of credit card payments for procurements valued under \$10,000 and setting the default terms of payment for small business through the accounts payable system to 7 calendar days.

The AFP recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.

Discretionary grants

Information on grants awarded by the AFP during 2020–21 is available at www.grants.gov.au.

Advertising and market research

Table 4.7 Advertising and market research expenditure, 2020–21

Category	Vendor	Expenditure \$ (GST inc.)
Campaign	Coordinate Group Pty Ltd	14,990
Campaign	Havas Australia Pty Ltd	389,787
Campaign	Mediabrand Australia Pty Ltd	46,820
Campaign	Military Shop	14,355
Campaign	Nous Group Pty Ltd.	77,050
Campaign	Promosphere Pty Ltd	187,360
Market Research	Havas Australia Pty Ltd	40,284
Market Research	Kantar Public Australia Pty Ltd	34,973
Non-Campaign	Havas Australia Pty Ltd	527,604
Non-Campaign	Folk Pty Limited	26,313
Total		1,359,535

The AFP did not conduct any government advertising campaigns in 2020–21.

This page is intentionally left blank



CHAPTER 5



INDEPENDENT AUDITOR'S REPORT

To the Minister for Home Affairs

Opinion

In my opinion, the financial statements of the Australian Federal Police (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following statements as at 30 June 2021 and for the year then ended:

- Statement by the Commissioner and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Commissioner is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Commissioner is also responsible for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Commissioner is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Sally Bond

Executive Director

Delegate of the Auditor-General

Canberra

9 September 2021

Table of contents

Statement by the Commissioner and Chief Financial Officer	91
Departmental primary financial statements	
Statement of comprehensive income	92
Statement of financial position	93
Statement of changes in equity	94
Cash flow statement	95
Administered primary financial schedules	
Administered schedule of comprehensive income	96
Administered schedule of assets and liabilities	97
Administered reconciliation schedule	97
Administered cash flow statement	98
Notes to and forming part of the financial statements	
Overview	99
Events after the reporting period	100
Note 1.1: Expenses	101
Note 1.2: Own-source revenue and gains	103
Note 2.1: Financial assets	104
Note 2.2: Non-financial assets	105
Note 2.3: Payables	109
Note 2.4: Interest bearing liabilities	109
Note 2.5: Other provisions	110
Note 3.1: Employee provisions	111
Note 3.2: Key management personnel remuneration	112
Note 3.3: Related party disclosures	112
Note 4.1: Appropriations	113
Note 4.2: Net cash appropriation arrangements	115
Note 4.3: Special accounts	116
Note 4.4: Contingent liabilities and contingent assets	117
Note 4.5: Current/ non-current distinction for assets and liabilities	118
Note 5.1: Budget reporting and major budget variances	119

Statement by the Commissioner and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) (Cth) and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act (Cth).

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Federal Police (AFP) will be able to pay its debts as and when they fall due.



Reece P Kershaw APM
Commissioner

9 September 2021



Paul Wood
Chief Financial Officer

9 September 2021

Statement of comprehensive income

for the year ended 30 June 2021

	Notes	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ \$'000	Variance ² \$'000
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	974,340	943,682	954,081	20,259
Suppliers	1.1B	416,157	403,343	394,161	21,996
Depreciation and amortisation	2.2A	212,290	203,319	208,015	4,275
Finance costs	1.1C	14,499	14,941	23,174	(8,675)
Write-down and impairment of other assets	1.1D	2,479	2,434	-	2,479
Grants		2,888	2,148	-	2,888
Other expenses		1,030	1,250	-	1,030
Total expenses		1,623,683	1,571,117	1,579,431	44,252
Own-source income					
Own-source revenue					
Revenue from contracts with customers		315,688	290,676	315,842	(154)
Other revenue		5,105	5,150	2,841	2,264
Total own-source revenue	1.2A	320,793	295,826	318,683	2,110
Gains					
Resources received free of charge		6,095	6,179	6,248	(153)
Gains from sale of assets		514	611	-	514
Other gains		2,164	3,703	-	2,164
Total gains	1.2B	8,773	10,493	6,248	2,525
Total own-source income		329,566	306,319	324,931	4,635
Net cost of services		(1,294,117)	(1,264,798)	(1,254,500)	(39,617)
Revenue from government	4.1A	1,157,890	1,128,302	1,155,909	1,981
Deficit attributable to the Australian Government		(136,227)	(136,496)	(98,591)	(37,636)
Other comprehensive income					
Items not subject to subsequent reclassification to net cost of services					
Revaluation of property, plant and equipment		(176)	22,877	-	(176)
Total other comprehensive income		(176)	22,877	-	(176)
Total comprehensive loss attributable to the Australian Government		(136,403)	(113,619)	(98,591)	(37,812)

The above statement should be read in conjunction with the accompanying notes.

¹ The original budget is from the 2020–21 Portfolio Budget Statement (PBS) (unaudited).

² The variance between the actual and original budgeted amount for 2020–21. Explanations of major variances are presented in Note 5.1.

Statement of financial position

as at 30 June 2021

	Notes	Actual 2021	Actual 2020	Original Budget ¹	Variance ²
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Financial assets					
Cash and cash equivalents	2.1A	23,432	23,442	24,611	(1,179)
Trade and other receivables	2.1B	254,043	294,235	264,093	(10,050)
Total financial assets		277,475	317,677	288,704	(11,229)
Non-financial assets					
Land and buildings	2.2A	1,378,742	1,361,999	1,375,400	3,342
Property, plant and equipment	2.2A	236,098	244,973	297,648	(61,550)
Intangibles	2.2A	124,214	101,295	87,615	36,599
Inventories		6,978	6,197	6,198	780
Prepayments		29,884	23,067	23,757	6,127
Total non-financial assets		1,775,916	1,737,531	1,790,618	(14,702)
Total assets		2,053,391	2,055,208	2,079,322	(25,931)
LIABILITIES					
Payables					
Suppliers	2.3A	64,913	65,443	61,333	3,580
Other payables	2.3B	37,710	35,535	35,603	2,107
Total payables		102,623	100,978	96,936	5,687
Interest bearing liabilities					
Leases	2.4	1,069,448	1,046,592	1,046,592	22,856
Total interest bearing liabilities		1,069,448	1,046,592	1,046,592	22,856
Provisions					
Employee provisions	3.1	429,412	417,220	406,728	22,684
Other provisions	2.5	38,436	37,732	38,223	213
Total provisions		467,848	454,952	444,951	22,897
Total liabilities		1,639,919	1,602,522	1,588,479	51,440
Net assets		413,472	452,686	490,843	(77,371)
EQUITY					
Contributed equity		1,552,756	1,455,572	1,590,138	(37,382)
Reserves		147,172	147,348	147,347	(175)
Accumulated deficit		(1,286,456)	(1,150,234)	(1,246,642)	(39,814)
Total equity		413,472	452,686	490,843	(77,371)

The above statement should be read in conjunction with the accompanying notes.

¹ The original budget is from the 2020–21 PBS (unaudited).² The variance between the actual and original budgeted amount for 2020–21. Explanations of major variances are presented in Note 5.1.

Statement of changes in equity

for the year ended 30 June 2021

	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ \$'000	Variance ² \$'000
CONTRIBUTED EQUITY				
Opening balance carried forward from previous period	1,455,572	1,330,782	1,455,572	-
Transactions with owners				
<i>Departmental capital budget</i>				
Returns of contributed equity	(9,996)	(6,780)	-	(9,996)
<i>Contributions by owners</i>				
Equity injection - appropriations	25,827	53,319	53,213	(27,386)
Departmental capital budget	81,353	78,251	81,353	-
Total transactions with owners	97,184	124,790	134,566	(37,382)
Closing balance as at 30 June	1,552,756	1,455,572	1,590,138	(37,382)
RETAINED EARNINGS				
Opening balance				
Opening balance carried forward from previous period	(1,150,234)	(1,039,217)	(1,150,231)	(3)
Adjustment for changes in accounting policies ³	5	25,479	-	5
Adjusted opening balance	(1,150,229)	(1,013,738)	(1,150,231)	2
Comprehensive income				
(Deficit) for the period	(136,227)	(136,496)	(96,411)	(39,816)
Total comprehensive income	(136,227)	(136,496)	(96,411)	(39,816)
Closing balance as at 30 June	(1,286,456)	(1,150,234)	(1,246,642)	(39,814)
ASSET REVALUATION RESERVE				
Opening balance carried forward from previous period	147,348	124,471	147,347	1
Comprehensive income				
Other comprehensive income	(176)	22,877	-	(176)
Total comprehensive income	(176)	22,877	-	(176)
Closing balance as at 30 June	147,172	147,348	147,347	(175)
TOTAL EQUITY	413,472	452,686	490,843	(77,371)

The above statement should be read in conjunction with the accompanying notes.

¹ The original budget is from the 2020–21 PBS (unaudited).

² The variance for prior year is between the actual and original budgeted amount for 2020–21. Explanation of major variances are presented in Note 5.1.

³ In 2020, the adoption of AASB 16 *Leases* resulted in the lease balances previously recognised under AASB 117 being adjusted against opening retained earnings. A small adjustment was identified and made in 2021.

Accounting policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Departmental primary statements

Cash flow statement

for the year ended 30 June 2021

	Notes	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ \$'000	Variance ² \$'000
Operating activities					
<i>Cash received</i>					
Appropriations		1,544,437	1,420,744	1,466,746	77,691
Sales of goods and rendering of services		334,387	309,107	318,656	15,731
Net GST received		49,998	45,160	32,148	17,850
Other		21,912	41,323	396	21,516
Total cash received		1,950,734	1,816,334	1,817,946	132,788
<i>Cash used</i>					
Employees		974,560	938,718	964,741	9,819
Suppliers		479,967	447,586	392,224	87,743
Section 74 receipts transferred to Official Public Account (OPA)		365,907	309,529	325,034	40,873
Interest payments on lease liabilities		14,266	14,381	23,174	(8,908)
Grant payments		2,888	2,148	-	2,888
Total cash used		1,837,588	1,712,362	1,705,173	132,415
Net cash used by operating activities		113,146	103,972	112,773	373
Investing activities					
<i>Cash received</i>					
Proceeds from sale of property, plant and equipment		514	611	-	514
Total cash received		514	611	-	514
<i>Cash used</i>					
Purchase of property, plant and equipment		28,272	74,700	-	-
Purchase of land and buildings		53,612	34,088	-	-
Purchase of intangibles		40,001	31,264	-	-
Total cash used		121,885	140,052	155,870	(33,985)
Net cash used by investing activities		(121,371)	(139,441)	(155,870)	34,499
Financing activities					
<i>Cash received</i>					
Contributed equity		45,615	43,556	-	-
Departmental capital budget funding		66,213	91,110	-	-
Total cash received		111,828	134,666	148,810	(36,982)
<i>Cash used</i>					
Principal payments of lease liabilities		103,613	97,222	104,544	(931)
Total cash used		103,613	97,222	104,544	(931)
Net cash used by financing activities		8,215	37,444	44,266	(36,051)
Net increase in cash held		(10)	1,975	1,169	(1,179)
Cash and cash equivalents at the beginning of the period		23,442	21,467	23,442	-
Cash and cash equivalents at the end of the period	2.1A	23,432	23,442	24,611	(1,179)

The above statement should be read in conjunction with the accompanying notes.

¹ The original budget is from the 2020–21 PBS (unaudited).² The variance between the actual and original budgeted amount for 2020–21. Explanation of major variances are presented in Note 5.1.

Administered primary schedules

Administered schedule of comprehensive income

for the year ended 30 June 2021

	Actual	Actual	Original	
	2021	2020	Budget ¹	Variance
	\$'000	\$'000	\$'000	\$'000
Notes				
NET COST OF SERVICES				
Expenses				
Consultants and contractors	611	259	-	-
General and office	759	377	-	-
Grants	-	400	-	-
Impairment loss on financial instruments	3	10	-	-
Operational expenses	129	259	-	-
Police equipment for other jurisdictions ²	6,818	3,390	-	-
Training	984	2,401	-	-
Travel	133	963	-	-
Total expenses	9,437	8,059	9,659	(222)
Income				
Non-taxation revenue				
Court fees, fines and penalties	146	191	-	-
Exhibits and seizures	259	701	-	-
Other income	11	7	-	-
Total non-taxation revenue	416	899	-	416
Net cost of services	9,021	7,160	9,659	(638)
Total comprehensive deficit	(9,021)	(7,160)	(9,659)	638

The above schedule should be read in conjunction with the accompanying notes.

¹ The original budget is from the 2020–21 PBS (unaudited).² Police equipment for other jurisdictions is for amounts gifted to international police jurisdictions which are not cost recovered.

Administered primary schedules

Administered schedule of assets and liabilities

as at 30 June 2021

	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ \$'000	Variance \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	-	-	-	-
Receivable - GST from Australian Taxation Office	54	23	23	31
Receivable - Other	-	-	2	(2)
Receivable - Court fees, fines and penalties	1,324	1,341	1,341	(17)
Less: impairment allowance (court fees, fines and penalties)	(1,320)	(1,317)	(1,317)	(3)
Total financial assets	58	47	49	9
Non-financial assets				
Prepayments	39	-	-	39
Total non-financial assets	39	-	-	39
Total assets administered on behalf of government	97	47	49	48
Liabilities				
Payables				
Suppliers ²	954	528	527	427
Other payables	77	433	435	(358)
Total liabilities administered on behalf of government	1,031	961	962	69
Net liabilities	(934)	(914)	(913)	(21)

The above schedule should be read in conjunction with the accompanying notes. All assets and liabilities are related to Outcome 1.

¹ The original budget is from the 2020–21 PBS (unaudited).

² Settlement is usually made within 7 days.

Administered reconciliation schedule

	Actual 2021 \$'000	Actual 2020 \$'000
for the year ended 30 June 2021		
Opening net liabilities as at 1 July	(914)	(1,063)
Net cost of services		
Income	416	899
Expenses	(9,437)	(8,059)
Total net cost of services	(9,021)	(7,160)
Transfers (to)/from Australian Government		
Appropriation transfers through Official Public Account (OPA):		
Annual appropriations	9,889	8,364
Transfers to OPA	(888)	(1,055)
Total transfers from Australian Government	9,001	7,309
Closing net liabilities as at 30 June	(934)	(914)

The above schedule should be read in conjunction with the accompanying notes.

Administered primary schedules

Administered cash flow statement

for the year ended 30 June 2021

	Actual 2021	Actual 2020	Original Budget ¹	Variance
	\$'000	\$'000	\$'000	\$'000
Operating activities				
<i>Cash received</i>				
Court fees, fines and penalties	166	227	-	166
Exhibits and seizures	259	701	-	259
Other – income	11	7	-	11
Net GST received	145	70	12	133
Total cash received	581	1,005	12	569
<i>Cash used</i>				
Suppliers	9,406	8,225	9,659	(253)
GST paid	176	89	12	164
Total cash used	9,582	8,314	9,671	(89)
Net cash used by operating activities	(9,001)	(7,309)	(9,659)	658
Net (decrease) in cash held by the Commonwealth	(9,001)	(7,309)	(9,659)	658
Cash at the beginning of the reporting period	-	-	-	-
<i>Cash from Official Public Account</i>				
Appropriations	9,889	8,364	9,659	230
<i>Cash to Official Public Account</i>				
Appropriations	(775)	(1,009)	-	(775)
GST	(113)	(46)	-	(113)
Cash at the end of the reporting period	-	-	-	-

The above schedule should be read in conjunction with accompanying notes. All assets and liabilities are related to Outcome 1.

¹ The original budget is from the 2020–21 PBS (unaudited).

Overview

Objectives of the Australian Federal Police

The AFP is an Australian Government controlled not-for-profit entity. 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 delivered through the following 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

The continued existence of the AFP in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

AFP's activities contributing toward these outcomes are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the entity in its own right.

Administered activities involve the management or oversight by the entity, on behalf of the Government, of items controlled or incurred by the Government. AFP conducts administered activities on behalf of the Government supporting the objectives of Outcome 1, predominantly international development assistance.

Basis of preparation of the financial statements

The financial statements are general-purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013 (Cth)*.

The financial statements have been prepared in accordance with:

- *Public Governance Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.
- Australian Accounting Standards and Interpretations - Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Significant accounting judgements and estimates

The AFP has made estimates and judgements with respect to the methods used to assess the fair value of assets and the calculation of employee provisions. All assets and liabilities are held at fair value. These estimates and judgements are outlined at the relevant note.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period.

Overview (cont.)

Impact of COVID-19 pandemic on the financial statements

Since mid-February 2020, the COVID-19 pandemic has led to global financial uncertainty. The AFP has been impacted by the pandemic through the delivery of emergency response services and capital project delays.

Management has assessed the impact on the financial statements including the potential for movements in the fair value of non-current assets and the potential for impairment of other assets such as receivables. The COVID-19 pandemic has not had a significant impact on the transactions and balances in the financial statements.

New Australian Accounting Standards

Adoption of new Australian Accounting Standards requirements

New, revised and amending standards or interpretations that were issued prior to the sign off date and are applicable to future reporting periods are not expected to have a future material impact on the AFP's financial statements.

No accounting standard has been adopted earlier than the application date as stated in the standard.

Taxation

The AFP is exempt from all forms of taxation except fringe benefits tax (FBT) and the goods and services tax (GST).

Reporting of administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated below, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards. Administered items are presented on shaded blue background.

Administered cash transfers to and from the OPA

Revenue collected by the AFP for use by the government rather than the AFP is administered revenue. Collections are transferred to the OPA maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under parliamentary appropriation on behalf of the government. These transfers to and from the OPA are adjustments to the administered cash held by the AFP on behalf of the government and reported as such in the administered cash flow statement and in the administered reconciliation schedule.

Events after the reporting period

Departmental

No significant events have occurred since the reporting date requiring disclosure in the financial statements.

Administered

No significant events have occurred since the reporting date requiring disclosure in the financial statements.

Notes to and forming part of the financial statements

Note 1.1: Expenses

Note 1.1A: Employee benefits expense

	2021 \$'000	2020 \$'000
Wages and salaries	681,907	656,833
Superannuation:		
Defined contribution plans	72,518	65,368
Defined benefit plans	64,114	65,322
Leave and other entitlements	142,835	138,162
Separation and redundancies	2,729	4,807
Other employee expenses	10,237	13,190
Total employee benefits expense	974,340	943,682

Note 1.1A: Accounting policy

The AFP's employees are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or a nominated superannuation fund. The CSS and PSS are defined benefit plans for the Australian Government. All other superannuation funds are accumulation plans.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes. The AFP makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the government. The AFP accounts for the contributions as if they were contributions to defined contribution plans. Read in conjunction with Note 3.1 Employee Provisions disclosures.

Note 1.1B: Supplier expenses

	2021 \$'000	2020 \$'000
Supplier expenses – goods and services		
Operational	59,879	56,397
Consultant and contractor services	56,849	49,989
Staff and recruitment	49,948	51,078
Communications and IT	73,282	62,501
Building and accommodation	45,832	45,755
Travel	27,550	31,042
General and office	33,381	34,304
Training	9,804	12,692
Vehicle expenses	7,318	7,483
Postage and freight	2,494	2,855
Total supplier expenses – goods and services	366,337	354,096
Supplier expenses – other		
Short-term and low-value leases	7,387	7,733
Workers compensation expenses	42,430	41,498
Other supplier expenses	3	16
Total supplier expenses - other	49,820	49,247
Total supplier expenses	416,157	403,343

The AFP has short term lease commitments of \$0.273m as at 30 June 2021.

The above lease disclosures should be read in conjunction with the accompanying Note 1.1C Finance Costs.

Note 1.1: Expenses (cont.)**Note 1.1B: Accounting policy (cont.)***Short-term leases and leases of low-value assets*

AFP has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The entity recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Note 1.1C: Finance costs

	2021	2020
	\$'000	\$'000
Interest on lease liabilities	14,266	14,381
Unwinding of discount	233	560
Total finance costs	14,499	14,941

Finance costs are recognised as incurred.

Note 1.1D: Write-down and impairment of assets

	2021	2020
	\$'000	\$'000
Impairment on trade and other receivables	-	1,585
Impairment of buildings	76	54
Impairment of property, plant and equipment	847	715
Impairment of intangibles	1,556	80
Total write-down and impairment of assets	2,479	2,434

Note 1.1E: Regulatory charging summary

The AFP undertakes national police checks that are cost-recovered, as outlined in Schedule 2 of the *Australian Federal Police Regulations 1979*. Expenses and income associated with this activity is outlined below.

	2021	2020
	\$'000	\$'000
Expenses – departmental	24,784	19,591
Revenue – departmental ¹	34,820	27,755

¹ Revenue in this note only relates to revenue that can be attributed to external sources. Note 1.2 discloses revenue from all sources.

Notes to and forming part of the financial statements

Note 1.2: Own-source revenue and gains

Note 1.2A: Revenue

	2021 \$'000	2020 \$'000
Revenue from contracts with customers		
Sale of goods	46	119
Rendering of services:		
Police services	256,323	237,731
Criminal record checks	35,963	28,936
Other services	23,356	23,890
Total revenue from contracts with customers	315,688	290,676
Other revenue	5,105	5,150
Total revenue	320,793	295,826

Note 1.2A: Accounting policy

AFP primarily generates revenue from providing policing services to the ACT Government and other Commonwealth agencies. AFP also generates revenue from performing criminal record checks, and training related to police services.

Revenue from contracts with customers is recognised when the performance obligation has been met, either:

- at a point in time where the ownership or control of the goods or services is passed to the customer at a specific time (police services); or
- over time where the services are provided and consumed simultaneously (all other services).

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction which is only relevant to contracts with revenue recognised over time.

Note 1.2B: Gains

	2021 \$'000	2020 \$'000
Resources received free of charge	6,095	6,179
Sale of assets:		
Proceeds from sale of assets	529	652
Carrying value of assets sold	(15)	(41)
Other gains	2,164	3,703
Total gains	8,773	10,493

Note 1.2B: Accounting policy

Resources Received Free of Charge

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Resources received free of charge includes Australian National Audit Office audit fees of \$0.265m (2020: \$0.275m) for AFP's financial statements and \$5.830m (2020: \$5.904m) for ACT Policing's facilities and legal services received free of charge from the ACT Government.

Sale of Assets

Contributions of assets at no cost of acquisition, or for nominal consideration, are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another government entity as a consequence of a restructuring of administrative arrangements.

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

Notes to and forming part of the financial statements

Note 2.1: Financial assets**Note 2.1A: Cash and cash equivalents**

	2021 \$'000	2020 \$'000
Cash in special accounts	6,220	4,603
Cash on hand	98	101
Cash at bank	7,364	11,238
Cash - held by the OPA	9,750	7,500
Total cash and cash equivalents	23,432	23,442

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value
- c) cash in special accounts.

The closing balance of Cash in special accounts does not include amounts held in trust: \$50.406m in 2021 and \$31.045m in 2020. See Note 4.3 Special Accounts for more information.

Note 2.1B: Trade and other receivables

	2021 \$'000	2020 \$'000
Goods and services receivable	7,189	13,198
Accrued revenue	6,439	9,230
Total goods and services receivables	13,628	22,428
Appropriation receivable		
- for ordinary services	189,540	210,180
- for equity projects	43,063	57,707
Total appropriations receivables	232,603	267,887
Other receivables		
GST receivable from the Australian Taxation Office	5,733	5,761
Comcare	3,876	47
Other	126	438
Total other receivables	9,735	6,246
Total trade and other receivables (gross)	255,966	296,561
Less: impairment loss allowance	(1,923)	(2,326)
Total trade and other receivables (net)	254,043	294,235

Note 2.1B: Accounting policy

All trade receivables are expected to be recovered in less than 12 months. Credit terms for goods and services are 30 days (2020: 30 days). Receivables are held for the purpose of collecting contractual cash flows and measured at amortised cost using the effective interest method adjusted for any loss allowance.

Good and services receivables are assessed for impairment at the end of each reporting period based on *Expected Credit Losses*, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses.

Notes to and forming part of the financial statements

Note 2.2: Non-financial assets

Note 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Land \$'000	Buildings \$'000	Leasehold improve- ments \$'000	Total land and buildings \$'000	Other property, plant and equipment \$'000	Intangible assets - computer software ¹ \$'000	Total non- financial assets \$'000
As at 1 July 2020							
Gross book value	2,615	1,230,045	229,709	1,462,369	256,138	190,417	1,908,924
Accumulated depreciation and amortisation	(46)	(100,298)	(26)	(100,370)	(11,165)	(89,122)	(200,657)
Total as at 1 July 2020	2,569	1,129,747	229,683	1,361,999	244,973	101,295	1,708,267
Additions:							
Purchased or internally developed	-	2,250	27,667	29,917	65,275	32,407	127,599
Right-of-use assets	-	75,252	-	75,252	13,194	-	88,446
Assets not previously recognised	-	-	-	-	95	-	95
Impairment recognised in net cost of services	-	-	(76)	(76)	(847)	(1,556)	(2,479)
Depreciation/amortisation	-	(6,014)	(28,414)	(34,428)	(44,787)	(15,623)	(94,838)
Depreciation on right-of-use assets	(46)	(103,244)	-	(103,290)	(14,162)	-	(117,452)
Other movements of right-of-use assets ²	-	28,036	-	28,036	1,395	-	29,431
Reclassifications	-	256	21,076	21,332	(29,023)	7,691	-
Disposals:							
Other	-	-	-	-	(15)	-	(15)
Total as at 30 June 2021	2,523	1,126,283	249,936	1,378,742	236,098	124,214	1,739,054
Total as at 30 June 2021 represented by:							
Gross book value	2,615	1,325,171	278,503	1,606,289	303,834	226,901	2,137,024
Accumulated depreciation and amortisation	(92)	(198,888)	(28,567)	(227,547)	(67,736)	(102,687)	(397,970)
Total as at 30 June 2021	2,523	1,126,283	249,936	1,378,742	236,098	124,214	1,739,054
Carrying amount of right-of-use assets	123	987,055	-	987,178	34,004	-	1,021,182

¹ The carrying amount of computer software includes purchase of software of \$66.330m and internally generated software of \$57.884m.

² Other movements of right-of-use assets arise from lease modifications entered into during the financial year.

Capital commitments

The AFP has entered into contracts to purchase equipment, intangibles, leasehold fit-outs and buildings that are currently under construction. Some contracts contain a termination clause as part of the contract, the value of these contracts for 2021: \$31.776m (2020: \$43.976m). At 30 June, the AFP intends to fully exercise these contracts.

	2021 \$'000	2020 \$'000
As at 30 June, the future minimum payments under non-cancellable contracts were:		
Less than one year	56,899	44,671
Between one and five years	9,517	7,888
More than five years	-	-
Total capital commitments	66,416	52,559

Note 2.2: Non-financial assets (cont.)

Note 2.2B: Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate. Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Asset recognition thresholds

Assets are recorded at cost on acquisition, except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Asset class	Threshold
Land and buildings	\$5,000
Property, plant and equipment	\$5,000
Intangibles - purchased	\$10,000
Intangibles - internally developed	\$25,000

All asset purchases below these thresholds are expensed in the year of acquisition. Where assets cost less than the threshold and form part of a group of similar items which are significant in total, they are recognised as assets.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to make good provisions in property leases taken up by the AFP where there exists an obligation to restore the property to its original condition. These costs are included in the value of the AFP's leasehold improvements with a corresponding provision for the make good recognised.

Assets under construction (AUC)

AUC are included in all asset classes in Note 2.2A except for Land. AUC are initially recorded at acquisition cost. They include expenditure to date on various capital projects carried as AUC. AUC projects are reviewed annually for indicators of impairment and all AUC older than 12 months at reporting date is externally revalued to fair value. Prior to rollout into service, the accumulated AUC balance is reviewed to ensure accurate capitalisation of built and purchased assets.

Leased right-of-use (ROU) assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned. Following initial application, an impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and an impairment loss is recognised against any right-of-use lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition.

Note 2.2: Non-financial assets (cont.)

Note 2.2B: Accounting policy (cont.)

Key judgement

Reasonable certainty of option exercise in relation to ROU assets

The AFP enters into property lease arrangements for domestic and international offices and residential premises. A significant number of these leases have options for the AFP to extend its ROU beyond the initial term. These option periods have been included in the measurement of the ROU asset and lease liability when management make the judgment that the option is reasonably certain to be exercised based on historical experience and the importance of the underlying asset to AFP's operations, the availability of alternative assets, security considerations and other relevant requirements for each particular location.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The AFP has adopted a 3 year revaluation cycle. The AFP tests the valuation model as an internal management review at least once every 12 months to ensure there are no material differences through a desktop review with the valuer.

A full valuation was conducted by registered and independent valuers at 30 June 2020 by JLL Public Sector Valuations Pty Ltd (JLL). Revaluations were conducted on all tangible assets, including those under construction. In 2021, JLL conducted a fair value assessment to confirm the valuation. The review assessment by JLL found that despite the impacts of COVID-19 no material indicators of declines in asset values and considers the values at 30 June 2021 are reliable.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation surplus except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Key judgement

The valuation basis for each class of assets is as follows:

- land – fair value based on market value of similar properties
- buildings and leasehold improvements – depreciated replacement cost due to no active market for custom-built assets
- other property, plant and equipment – measured at market selling price for assets unless a market does not exist. In these circumstances depreciated replacement cost is applied.

Where possible, a market approach was used through examination of similar assets. Revaluations were conducted on the following basis:

Asset class	Valuation technique
Land	Market valuation
Buildings	Depreciation replacement cost
Leasehold improvements	Depreciation replacement cost
Property, plant & equipment	Depreciation replacement cost and market valuation

Note 2.2: Non-financial assets (cont.)

Note 2.2B: Accounting policy (cont.)

Impairment and derecognition

All assets were assessed for impairment at 30 June 2021. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. Where assets were no longer used by the AFP, these have been written down during the financial year.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the AFP were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use.

The AFP's intangibles comprise of internally developed and externally acquired software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Depreciation and amortisation expense

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to AFP using the straight-line method of depreciation. Depreciation and amortisation rates have been applied to each class of asset based on the following useful lives:

Asset class	Useful lives
Buildings on freehold land	10 to 40 years
Buildings on leasehold land	4 to 60 years
Leasehold improvements	15 years or lease term
Other property, plant and equipment	1 to 30 years
Software assets	2 to 20 years

Useful lives, residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods, as appropriate.

Software is amortised on a straight-line basis over its estimated useful life.

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Inventories

Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition. Inventory held by the AFP includes uniforms and goods held for distribution.

Notes to and forming part of the financial statements

Note 2.3: Payables**Note 2.3A: Supplier payables**

	2021	2020
	\$'000	\$'000
Trade creditors and accruals	64,913	65,443
Total supplier payable	64,913	65,443

Note 2.3B: Other payables

	2021	2020
	\$'000	\$'000
Wages and salaries	17,557	15,970
Superannuation	2,510	1,908
Unearned income	17,450	17,656
Other payables	193	1
Total other payables	37,710	35,535

Note 2.3: Accounting policy

Recognition and measurement of supplier and other payables: payables are carried at the amount owing to parties for goods and services provided, which is usually the invoice amount. Settlement is usually made within 7 days (2020: 7 days).

Note 2.4: Interest bearing liabilities

	2021	2020
	\$'000	\$'000
Leases		
Lease liabilities: land	219	217
Lease liabilities: buildings	1,035,684	1,013,024
Lease liabilities: property, plant and equipment	33,545	33,351
Total interest bearing liabilities	1,069,448	1,046,592

Total cash outflow for leases for the year ended 30 June 2021 was \$117.879m, comprising \$103.613m in principal repayments and \$14.266m in interest payments. (2020: \$111.604m, comprising \$97.223m in principal repayments and \$14.381m in interest payments). Lease disclosures should be read in conjunction with accompanying Note 2.2 Non-Financial Assets.

Maturity analysis - contractual undiscounted cash flows

	2021	2020
Within 1 year	98,129	84,680
Between 1 to 5 years	383,739	351,335
More than 5 years	728,925	744,342
Total leases	1,210,793	1,180,357

The AFP in its capacity as lessee leases office space, vehicles and other equipment. Variable lease payments, including market or index-related increases, are recognised in the measurement of lease liabilities when the change in future payments is known. Extension options that are assessed as reasonably certain are included in the measurement of lease liabilities.

Note 2.4: Interest bearing liabilities (cont.)

Note 2.4: Accounting policy

For all new contracts entered into, the AFP considers whether the contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Note 2.5: Other provisions

	Provision for restoration obligations	Provision for relocations	Total
	\$'000	\$'000	\$'000
As at 1 July 2020	32,518	5,214	37,732
Additional provisions made	96	6,215	6,311
Amounts used	-	(3,866)	(3,866)
Provisions not realised	-	(2,150)	(2,150)
Revaluation	176	-	176
Unwinding of discount or change in discount rate	233	-	233
Total as at 30 June 2021	33,023	5,413	38,436

Note 2.5A: Accounting policy

Provisions

Provisions are recognised when the AFP has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are discounted using a rate that reflects the risks specific to the liability. When discounting is used, the increase in the provision due to the unwinding of the discount or change in the discount rates is recognised in the Statement of comprehensive income.

Provision for restoration obligations

The provision for restoration obligations relates to leased accommodation where the AFP is required to restore the premises upon termination of the lease. The original estimates for future costs associated with restoration obligations are determined by independent valuation and discounted to their present value. The original provisions are adjusted for changes in expected future cost and the discount rate.

The AFP has 46 (2020: 44) agreements for leases of premises which have provisions requiring the AFP to restore the premises to their original condition at the conclusion of the lease. The AFP has made a provision to reflect the present value of this obligation.

Provision for relocations

Staff relocations are payments which staff are entitled to for relocating but are yet to fully claim.

Note 3.1: Employee provisions

	2021 \$'000	2020 \$'000
Leave	343,562	335,383
Underpayment of superannuation	85,800	78,697
Unpaid overtime	-	3,090
Other	50	50
Total employee provisions	429,412	417,220

Note 3.1: Accounting policy

Recognition and measurement of employee benefits

Employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if there is a present legal obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Leave

The leave liabilities are annual and long service leave. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation. The liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the AFP's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

An actuarial review is performed every 3 years. A formal actuarial review was conducted as at 30 June 2019.

Employee provision

Employee provisions due within twelve months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Employee provisions which are expected to be settled wholly beyond 12 months are long-term (commonly long service leave), are discounted to present value using market yields on the 10-year government bond rate.

Superannuation

The AFP's employees are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or a nominated superannuation fund. The CSS and PSS are defined benefit plans for the Australian Government. All other superannuation funds are accumulation plans.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes. The AFP makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the government. The AFP accounts for the contributions as if they were contributions to defined contribution plans.

Underpayment of superannuation relates to unpaid employee entitlements for superannuation. An estimate of the associated cost was recognised in the opening balances for 2018-19 to the extent applicable to earlier years. Following clarification on inclusion of entitlements to superannuation, the provision is based on management's assessment of the range of potential outcomes taking into account independent advice. The estimate is subject to uncertainty such that the final outcome may be lower or higher than the amount reported as at 30 June 2021, as there are several eligibility criteria to be assessed when unpaid entitlements are calculated for each affected employee.

Key estimate

Employee provisions which are expected to be settled beyond 12 months required management judgement and independent actuarial assessment of key assumptions, including, but not limited to:

- future salaries and wages increases;
- future on-cost rates; and
- period of service and attrition; and
- discounted to present value using market yields on 10 year government bonds.

Note 3.2: Key management personnel remuneration (KMP)

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of the AFP. The AFP has determined the key management personnel to be the members of the Executive Leadership Committee, including any member whom has acted for 30 days or more continuously. KMP remuneration is reported in the table below. Included are those who have acted in any of the above mentioned roles deemed as KMP or who have departed prior to the reporting date.

	2021	2020
	\$'000	\$'000
Short-term employee benefits	1,984	2,531
Post-employment benefits	285	380
Other long-term employee benefits	53	61
Termination benefits	-	620
Total key management personnel remuneration expenses¹	2,322	3,592

The total number of key management personnel included in the above table is 6 including 1 acting in management positions (2020: 13 including 4 acting in management positions). The number of key management personnel roles at 30 June 2021 was 5 (2020: 6 roles).

¹ Employee benefits include vehicle costs, representation costs and financial advice allowance.

² The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

Note 3.3: Related party disclosures

The AFP is an Australian Government controlled entity. Related parties to this entity are KMP including the Portfolio Minister and Executive, and other Australian Government entities.

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Giving consideration the above and to relationships with related entities, and transactions entered into during the reporting period by the AFP, it has been determined that there are no related party transactions to be separately disclosed.

Notes to and forming part of the financial statements

Note 4.1: Appropriations**Note 4.1A: Revenue from government**

	2021 \$'000	2020 \$'000
Departmental appropriations	1,157,890	1,128,302
Total revenue from government	1,157,890	1,128,302

Note 4.1A: Accounting policy*Revenue from government*

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue from government when the AFP gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

Appropriations receivable are recognised at their nominal amounts.

Note 4.1B: Annual and unspent appropriations

	2021 \$'000	2020 \$'000
Annual Appropriations		
Opening unspent appropriation balance	286,925	273,432
Annual appropriation - operating ¹	1,159,658	1,127,943
Annual appropriation - capital budget ²	81,353	78,251
Annual appropriation - equity injection	25,827	53,319
PGPA Act Section 74 receipts	365,907	309,529
Total appropriation available	1,919,670	1,842,474
Appropriation applied (current and prior years)	1,674,386	1,555,549
Closing unspent appropriation balance	245,284	286,925
Balance comprises appropriations as follows:		
Appropriation Act (No. 1) 2017–18	-	160
Appropriation Act (No. 1) – Capital Budget (DCB) – Non Operating – 2017–18	-	4,091
Appropriation Act (No. 2) – Equity Injection – 2017–18	-	7,664
Appropriation Act (No. 4) – Equity Injection – 2017–18	-	2,332
Appropriation Act (No. 2) – Equity Injection - 2018–19	11,635	21,033
Appropriation Act (No. 4) – Equity Injection - 2018–19	-	238
Appropriation Supply Act (No. 1) 2019–20	-	91,000
Appropriation Supply Act (No. 2) – Equity Injection - 2019–20 Appropriation Act (No. 1) 2019–20	-	14,463
Appropriation Act (No. 2) – Equity Injection - 2019–20 ¹	6,780	115,853
Appropriation Act (No. 4) – Equity Injection - 2019–20	-	16,758
Appropriation Supply Act (No. 1) 2020–21	-	2,000
Appropriation Supply Act (No. 2) – Equity Injection – 2020–21 Appropriation Act (No. 1) 2020–21 ¹	108,972	-
	2,964	-
	78,610	-
Appropriation Act (No. 1) – Capital Budget (DCB) – Non Operating – 2020–21	15,140	-
Appropriation Act (No. 2) – Equity Injection – 2020–21	10,901	-
Appropriation Act (No. 3) 2020–21	399	-
Appropriation Act (No. 4) – Equity Injection – 2020–21	2,423	-
Appropriation – Cash on hand / at bank	7,460	11,333
Total unspent appropriation	245,284	286,925

All amounts are GST exclusive.

¹ The following amounts are included in unspent appropriations as the amounts have not been formally reduced (by law). They have been reduced by permanent quarantine under s51 of the PGPA Act which constitutes a permanent loss of control. They are included in this note, but do not form part of the appropriation receivable balance at Note 2.1B:

Note 4.1: Appropriations (cont.)

- \$6.780m – Appropriation Act (No.2) Equity Injection 2019–20
- \$1.715m – Appropriation Act (No.1) Equity Injection 2020–21

² DCB are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

At 30 June 2021 the AFP recognised a receivable at Note 2.1B of \$3.274m to be received in 2021–22: \$0.895m for a no win / no loss arrangement to cover additional FBT expense related to living away from home allowance and \$2.379m relating to the COVID-19 Response. This met the formal recognition criteria under section 51 of the PGPA Act; however, as the appropriation had not been formally appropriated by law, it is not represented in this note (2020: receivable of \$3.699m).

Note 4.1C: Annual and unspent administered appropriations

	2021	2020
	\$'000	\$'000
Opening unspent appropriation balance	3,519	3,435
Annual appropriation - operating ¹	9,609	9,115
Total available appropriation	13,128	12,550
Appropriation applied (current and prior years)	10,886	9,031
Closing unspent appropriation balance	2,242	3,519
Balance comprises appropriations as follows:		
Appropriation Act (No. 1) 2017–18	-	7
Appropriation Act (No. 1) 2018–19	-	6
Appropriation Act (No. 3) 2018–19	-	1,464
Appropriation Supply Act (No. 1) 2019–20	-	10
Appropriation Act (No. 1) 2019–20 ¹	226	785
Appropriation Act (No. 3) 2019–20	-	1,247
Appropriation Supply Act (No. 1) 2020–21	147	-
Appropriation Act (No. 1) 2020–21	1,869	-
Appropriation – Cash on hand / at bank	-	-
Total unspent appropriation - ordinary annual services	2,242	3,519

All amounts are GST exclusive.

¹ The following amounts are included in unspent annual appropriations, as the amounts have not been formally reduced (by law). They have been reduced by permanent quarantine under section 51 of the PGPA Act which constitutes a permanent loss of control:

- \$0.226m – Administered Appropriation Act (No.1) 2019–20

Note 4.2: Net cash appropriation arrangements

From 2010–11, the government introduced net cash appropriation arrangements whereby revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact on implementation of *AASB 16 Leases*, it does not directly reflect a change in appropriation arrangements.

	2021	2020
	\$'000	\$'000
Total comprehensive income (loss) less depreciation/amortisation expenses ¹	(30,772)	(33,391)
Movement in revaluation reserve	(176)	22,877
Plus: Depreciation/amortisation expenses not funded through revenue appropriation ¹	(91,616)	(90,139)
Plus: Depreciation of right-of-use assets	(117,452)	(110,188)
Less: Principal repayments - leased assets	103,613	97,222
Total comprehensive income (loss) - per the Statement of comprehensive income	(136,403)	(113,619)

¹ The comprehensive income (loss) per the Statement of comprehensive income is (\$136.403m) (2020: (\$113.619m)). The depreciation/amortisation expense per the Statement of comprehensive income is \$212.290m including depreciation on right-of-use assets (2020: \$203.319m). The amount presented above for these two items has been reduced by \$3.222m (2020: \$2.992m), representing the depreciation/amortisation expense funded by the ACT Government for Outcome 2.

Note 4.3: Special accounts

The AFP has one special account that contains the receipt of monies temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth, for the payment of monies in connection with services performed on behalf of other governments and non-agency bodies and for expenditure related to providing secretariat support in relation to the detection and prevention of money laundering in the Asia-Pacific region and carrying out activities that are incidental to this purpose.

Services for other entities and trust moneys account¹	2021	2020
	\$'000	\$'000
Balance brought forward from previous year	43,150	53,084
Increases		
Appropriation credited to special account	5,282	3,738
Departmental receipts (AIPM ² and APG ³)	14,768	13,870
Other receipts	52,262	47,042
Total increases	72,312	64,650
Available for payments	115,462	117,734
Decreases		
Departmental payments (AIPM and APG)	(16,183)	(15,499)
Other payments	(32,901)	(59,085)
Total decreases	(49,084)	(74,584)
Balance carried to next year and represented by:	66,378	43,150
Cash – held by the agency	6,222	4,605
Cash – held by the agency on trust	50,406	31,045
Cash held in the OPA	9,750	7,500
Total balance carried to the next year	66,378	43,150

All amounts are GST exclusive.

¹ Appropriation: Public Governance, Performance and Accountability Act 2013, section 78.

Establishing Instrument: *Financial Management and Accountability (Establishment of Special Account for Australian Federal Police) Determination 2011/03*. Date established: 17 May 2011.

² Accounting for the Australian Institute of Police Management (AIPM)

The purpose of the AIPM is to provide executive development and education services to Australasian police forces. The AIPM is hosted by the AFP. It also reports on its performance to a Board of Control that is comprised of police Commissioners from Australia and New Zealand.

³ Accounting for the Asia-Pacific Group (APG) on Money Laundering

The purpose of the APG on Money Laundering is to facilitate the adoption, implementation and enforcement of internationally accepted anti-money-laundering and anti terrorist financing standards. The APG is hosted by the AFP. It also reports on its performance to the members of the APG.

The AIPM and APG operate within the corporate governance framework of the AFP and the AFP's policies apply in all aspects of the AIPM's and APG's functions. All staff members are staff members of the AFP. The AIPM is partly funded from AFP annual departmental appropriations. The AFP has effective control of the AIPM and APG and therefore AIPM and APG transactions are consolidated into the financial statements of the AFP.

AIPM and APG transactions are contained within the special account, 'Services for other entities and trust moneys account', in addition to being consolidated within the AFP financial statements. As a special account, AIPM and APG funds can only be used for the purpose specified.

Note 4.4: Contingent liabilities and contingent assets

Contingent liabilities and assets are not recognised in the Statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

The AFP had no administered contingent liabilities or contingent assets at 30 June 2021 (2020: nil).

Unquantifiable contingencies

The AFP has unquantifiable contingencies in relation to a potential underpayment of employee costs resulting from interpretations of Enterprise Agreements and other employee arrangements. The quantum is indeterminate as the obligation is not considered probable.

If a matter prosecuted by the AFP is defended successfully, the court may order that the AFP meet certain costs incurred by the defence.

Any contingencies that may arise relating to compensation matters are covered by AFP's insurance providers, Comcare and Comcover.

If a matter is being litigated by the AFP and assets are restrained under the *Proceeds of Crime Act 1987 (Cth)* or the *Proceeds of Crime Act 2002 (Cth)*, the AFP gives an undertaking against potential damages caused to the person(s) whose assets have been restrained. If the proceeds of crime action is unsuccessful, damages may be awarded against the AFP. In addition, cost orders may be made against the AFP if a proceeds of crime action is unsuccessful. Costs awarded are met from the AFP or client organisations' annual appropriations. Damages may be covered by Comcover where Comcover assesses that the liability is covered by the AFP's insurance policy.

Although costs and damages may be awarded against the AFP from time to time, the AFP is unable to declare an estimate of liabilities not recognised nor undertakings due to the uncertainty of the outcome of matters but, more particularly, due to the sensitivity of the information related to matters still before the courts.

Notes to and forming part of the financial statements

Note 4.5: Current/ non-current distinction for assets and liabilities**Note 4.5A: Departmental current/ non-current distinction for assets and liabilities**

	2021	2020
	\$'000	\$'000
Asset expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	23,432	23,442
Trade and other receivables	254,043	294,235
Inventories	6,978	6,197
Prepayments	26,202	18,856
Total no more than 12 months	310,655	342,730
More than 12 months		
Land and buildings	1,378,742	1,361,999
Property, plant and equipment	236,098	244,973
Intangibles	124,214	101,295
Prepayments	3,682	4,211
Total more than 12 months	1,742,736	1,712,478
Total assets	2,053,391	2,055,208
Liabilities expected to be settled in:		
No more than 12 months:		
Suppliers	64,913	65,443
Other payables	37,710	35,535
Leases	80,884	79,175
Employee Provisions	179,842	175,154
Other provisions	8,995	3,814
Total no more than 12 months	372,344	359,121
More than 12 months		
Leases	988,564	967,417
Employee Provisions	249,570	242,066
Other provisions	29,441	33,918
Total more than 12 months	1,267,575	1,243,401
Total liabilities	1,639,919	1,602,522

All administered assets and liabilities are expected to be settled in no more than 12 months.

Note 5.1: Budget reporting and major budget variances

The following provides an explanation of the variance between the original budget figures as presented in the 2020–21 Portfolio Budget Statements (PBS) and the 2020–21 actual result. The budget is not audited.

Explanations are provided for major budget variances only. The variances in the Cash Flow Statement are interrelated with figures disclosed in the Statement of Comprehensive Income and Statement of Financial Position and consequently are not separately explained.

The original budget as published in the PBS was amended by the Government as part of the Portfolio Additional Estimates Statements (PAES). This was an immaterial impact for 2020–21.

Departmental income

The total variance between departmental income and original budget is an increase of \$6.6m (less than 1%) that is attributable to accrued revenue relating to the COVID-19 Response (Howard Springs), reversed provisions and refunds relating to prior years not anticipated in the budget.

Departmental expenses

The total variance between departmental expenses and original budget is an increase of \$44m (3%) and is largely attributable to:

- Unforeseen additional operational requirements (\$20m) for the response to COVID-19, targeting of a dedicated encrypted communications platform used exclusively by organised crime and increased personal protection activities
- Underestimated depreciation in the budget largely relating to right-of-use assets (\$4m)
- Cost pressures which were not able to be fully offset within the existing budget, including increased worker's compensation premiums (\$6m) and recognition of additional provisions for unpaid superannuation (\$8m).

Departmental assets

Total departmental assets are \$25.9m lower than budget (1%) and is largely attributable to:

- Property, Plant and Equipment \$61.5m lower than budget due to delays in the capital program including capability maintenance, the Victorian State Office and Brisbane training facility and offset by: surveillance, investigation management, Computer Aided Dispatch (CAD) upgrades and the Forensic Management System
- An increase in prepaid expenses (\$6m).

Departmental liabilities

Total departmental liabilities are \$51.4m higher than budget (3%) and is largely attributable to:

- Employee provisions are \$23m higher than budget due to underestimated leave provisions, additional provision raised for unpaid superannuation and less leave taken over the period.
- Lease liabilities increased by \$23m due to new leases (\$94m Perth Melbourne, Cairns) and lease modifications (\$33m) recognised during the year, offset by actual lease payments (\$103m).

This page is intentionally left blank



APPENDIXES

Appendix A: Professional standards and AFP conduct issues

AFP Professional Standards (PRS) is responsible for the development and maintenance of a robust and transparent framework to safeguard and strengthen the integrity of the AFP. It operates under Part V of the *Australian Federal Police Act 1979* (Cth) (AFP Act) to support the agency and its appointees through the AFP's integrity framework, based on the key elements of prevention, detection, response and continuous improvement.

PRS has increased its focus on educating appointees to encourage voluntary compliance with the integrity framework and prevent misconduct. New initiatives have been undertaken to better inform appointees of their responsibilities. These initiatives include:

- PRS appointees visiting AFP workplaces to engage directly with appointees and educate them on the AFP's integrity framework
- improving access to materials relating to the integrity framework
- creating a variety of communication products to increase awareness including podcasts, newsletters, posters, staff communiques and case studies
- increased PRS attendance on AFP training programs, including Recruit Training, New Member Induction, Detective Training, Team Leader Development Program, International Deployment and Executive Level Induction, to ensure PRS education is continuous throughout appointees' careers
- converting paper-based forms to digital forms.

Additionally, enhancing systems continues to be a high priority for PRS to identify trends, risks and vulnerabilities that will better inform the AFP Executive of the agency's integrity health.

Complaint management

Part V of the AFP Act defines the categories of complaints relating to AFP appointees. Complaints are dealt with as breaches of the AFP Code of Conduct, and fall into 4 categories:

- Category 1 (Customer Service – managed in the workplace)
- Category 2 (Minor Misconduct – managed in the workplace)
- Category 3 (Serious Misconduct – investigated by PRS)
- Category 4 (Conduct that gives rise to a corruption issue).*

Corruption issues as defined by the *Australian Law Enforcement Integrity Commissioner Act 2006* (Cth) can be deemed to be either significant or non-significant corruption and must be reported to the Australian Commission for Law Enforcement Integrity (ACLEI). Corruption issues may be investigated by:

- ACLEI
- ACLEI and the AFP jointly
- AFP with ACLEI oversight or management
- AFP without ACLEI oversight or management.

If conduct would otherwise belong to more than one category, it is taken to belong to the higher or highest of those categories.

In 2020–21, the AFP received a total of 282 Category 1–4 complaints, a 7.8% decrease on the 306 received in 2019–20. The number of new alleged breaches of the AFP Code of Conduct resulting from these complaints was 436, 25.6% lower than the corresponding figure for 2019–20 (586).

* Corruption is the abuse of entrusted power for private gain. Corrupt conduct includes bribery and misuse of public office such as payment or receipt of secret commissions, release of confidential information in exchange for a benefit, serious conflict of interest or serious nepotism and/or cronyism.

Table A1 Categories of AFP conduct issues and case examples

Category 1	<p>Incident: Inadequate service – (established)</p> <p>A member of the public working at Canberra Hospital made a complaint about an unprofessional and inappropriate comment made by an ACT Policing Officer to a victim of a vehicle collision. The complaint was found to be established. The officer admitted making the comment in an attempt to be jovial. The officer was required to undergo formal counselling and the matter was recorded on the officer's Performance Development Agreement (PDA).</p>
Category 2	<p>Incident: Breach of Code of Conduct – other – inappropriate behaviour/conduct (established)</p> <p>A member of the public made a complaint about an incident relating to his teenage son and his friends regarding an AFP Officer's use of strong language when not required. The complaint was found to be established as the officer failed to act with courtesy and respect; admitting to responding in a manner unbecoming by using offensive language. The officer received formal counselling and the matter was recorded on the officer's PDA.</p>
Category 3	<p>Incident: Breach of governance – failure to follow lawful direction – secondary employment (established)</p> <p>An AFP appointee breached the AFP Code of Conduct on 3 occasions in relation to engaging in secondary employment without approval. The appointee's employment with the AFP was terminated on 27 May 2020, following which the appointee filed an unfair dismissal application with the Fair Work Commission (FWC), seeking reinstatement.</p> <p>On 15 December 2020, the FWC found in favour of the AFP, stating the appointee's dismissal was not harsh, unjust or unreasonable because the appointee's conduct was deliberate (as opposed to accidental or inadvertent) and/or recklessly indifferent to the AFP's professional standards and AFP Code of Conduct.</p>
Category 4 (Corruption)	<p>Incident: Abuse of office – unauthorised use and acquittal of AFP corporate credit cards (established)</p> <p>A complaint was made alleging the misuse of an AFP vehicle. During the investigation, concerns were raised in relation to the use and acquittal of multiple transactions on AFP corporate credit cards. The matter was listed as a significant corruption issue and a joint investigation was established with the ACLEI. Multiple appointees were identified as having engaged in misconduct with 9 corruption issues established against 4 appointees, in addition to 12 established category 3 conduct issues, including failing to report corruption. Corrupt conduct ranged from private spending on the AFP corporate credit card, unauthorised acquittal of transactions, utilising Commonwealth monies to fund non-business related travel, collusion to engage in corruption and the coercion of others. Two appointees resigned during the investigation and 2 appointees had their employment terminated including one having a section 40K (serious misconduct and corruption) declaration made against them by the AFP Commissioner.</p>

Table A2 Alleged conduct breaches recorded by category, 2017–18 to 2020–21

	2017–18	2018–19	2019–20	2020–21
All AFP				
Category 1	96	117	84	48
Category 2	323	259	209	129
Category 3	183	197	202	178
Category 4	80	80	91	81
Total	682	653	586	436

Note: Conduct breaches are individual issues identified within a complaint. Multiple breaches may be applied when 2 or more complaint issues are identified from information supplied by a complainant or when 2 or more members are subject to a complaint.

Table A3 Alleged complaints recorded by source, 2020–21

Source	Number of alleged complaints	Percentage
Member of the public	75	27%
Another AFP member	193	68%
Self-reported	14	5%
Total	282	100%

Table A4 Finalised conduct breaches by category, 2020–21

	Established	Not established	Withdrawn	Discretion not to proceed	Total finalised
All AFP					
Category 1	6	50	4	7	67
Category 2	91	93	0	26	210
Category 3	94	149	2	65	310
Category 4	7	19	2	25	53
Total AFP	198	311	8	123	640
Percentage	31%	49%	1%	19%	100%

Note: Conduct breaches are individual issues identified within a complaint. Multiple breaches may be applied when 2 or more complaint issues are identified from information supplied by a complainant or when 2 or more members are subject to a complaint.

Section 40TF of the AFP Act sets out the circumstances under which the Commissioner may decide to take no further action in relation to a conduct issue (discretion not to proceed). These circumstances include when appropriate action has already been taken or further investigation is determined to be not warranted or the alleged issue took place more than 12 months before reporting.

Table A4 includes matters reported before 1 July 2020 and finalised during 2020–21.

Table A5 Prohibited drug tests conducted, 2020–21

Category	2020–21
Mandatory applicant testing	527
Mandatory targeted and random testing	2,117
Mandatory investigation and certain incident testing	4
Total	2,648

Note: The mandatory applicant testing figure above includes recruitment (professional members) and business applicants, contractors and recruits (Protective Service Officer/Police Officer).

The term 'certain incident' relates to an incident where a person is seriously or fatally injured in an incident involving a motor vehicle or while in police custody, or a person is seriously or fatally injured by a firearm discharging or physical force.

Appendix B: Staffing statistics and executive remuneration

Table B1 Ongoing employees by location, 2020–21

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	717	8	725	244	30	274	3	0	3	1,002
Qld	369	1	370	147	23	170	1	0	1	541
SA	104	0	104	33	8	41	0	0	0	145
Tas	5	0	5	4	0	4	0	0	0	9
Vic	469	7	476	182	45	227	2	0	2	705
WA	232	3	235	72	15	87	0	0	0	322
ACT	2,099	25	2,124	1,541	278	1,819	3	0	3	3,946
NT	74	0	74	24	0	24	0	0	0	98
Commonwealth territories	13	0	13	8	0	8	0	0	0	21
Overseas	127	0	127	47	0	47	0	0	0	174
Total	4,209	44	4,253	2,302	399	2,701	9	0	9	6,963

Table B2 Non-ongoing employees by location, 2020–21

	Male			Female			Indeterminate			Total
	Full time	Part time*	Total male	Full time	Part time*	Total female	Full time	Part time*	Total	
NSW	17	4	21	18	9	27	0	0	0	48
Qld	2	2	4	7	6	13	0	0	0	17
SA	0	0	0	3	0	3	0	0	0	3
Tas	0	0	0	0	0	0	0	0	0	0
Vic	2	1	3	8	4	12	0	0	0	15
WA	1	0	1	4	3	7	0	0	0	8
ACT	19	40	59	25	27	52	0	0	0	111
NT	0	0	0	1	0	1	0	0	0	1
Commonwealth territories	4	1	5	1	0	1	0	0	0	6
Overseas	1	0	1	0	0	0	0	0	0	1
Total	46	48	94	67	49	116	0	0	0	210

*Casual employees are included in part time figures.

Table B3 Ongoing employees by location, 2019–20

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	685	7	692	202	27	229	0	0	0	921
Qld	323	1	324	136	18	154	1	0	1	479
SA	97	0	97	29	10	39	0	0	0	136
Tas	2	0	2	3	0	3	0	0	0	5
Vic	458	7	465	158	47	205	0	0	0	670
WA	234	3	237	63	11	74	0	0	0	311
ACT	2,026	20	2,046	1,462	261	1,723	3	0	3	3,772
NT	110	0	110	27	0	27	0	0	0	137
Commonwealth territories	15	0	15	7	0	7	0	0	0	22
Overseas	115	0	115	56	0	56	0	0	0	171
Total	4,065	38	4,103	2,143	374	2,517	4	0	4	6,624

Table B4 Non-ongoing employees by location, 2019–20

	Male			Female			Indeterminate			Total
	Full time	Part time*	Total male	Full time	Part time*	Total female	Full time	Part time*	Total	
NSW	13	5	18	21	8	29	0	0	0	47
Qld	2	1	3	5	4	9	0	0	0	12
SA	0	0	0	2	0	2	0	0	0	2
Tas	0	0	0	0	0	0	0	0	0	0
Vic	1	1	2	7	6	13	0	0	0	15
WA	0	1	1	4	3	7	0	0	0	8
ACT	26	31	57	37	21	58	0	0	0	115
NT	0	0	0	1	0	1	0	0	0	1
Commonwealth Territories	3	3	6	1	0	1	0	0	0	7
Overseas	2	0	2	1	0	1	0	0	0	3
Total	47	42	89	79	42	121	0	0	0	210

*Casual employees are included in part time figures.

Table B5 Remuneration for key management personnel

Name	Position title ¹	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits ⁶	Total remuneration ⁷
		Base salary ²	Bonuses	Other benefits and allowances ³		Long service leave ⁵	Other long-term benefits		
		\$	\$	\$	\$	\$	\$	\$	\$
Reece Kershaw	Commissioner	669,433	-	1,584	85,094	18,783	-	-	774,894
Charlotte Tressler ⁸	COO	223,513	-	1,576	34,278	6,346	-	-	265,714
Darren Box ⁹	COO	79,860	-	404	11,867	2,224	-	-	94,354
Ian McCartney	DC – Investigations	348,441	-	1,584	52,313	9,340	-	-	411,677
Neil Gaughan	CPO – ACT	327,365	-	2,862	53,387	9,801	-	-	393,414
Brett Pointing	DC – Operations	323,833	-	2,573	48,360	6,165	-	-	380,930
Total		1,972,445	-	10,581	285,298	52,659	-	-	2,320,983

1. The AFP has determined the key management personnel (KMP) to be the Commissioner, Deputy Commissioners, Chief Police Officer, and Chief Operating Officer, and any other members of the AFP Executive Board. Included are individuals who have acted in a KMP role for a continuous period of 30 days or more, or departed prior to reporting date. Details of Senior Executive Service (SES) employment arrangements can be found in Chapter 4.

2. Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

3. Other benefits and allowances includes non-monetary benefits included in the Fringe Benefits Tax (FBT) Return for the year ended 31 March 2021 such as the provision of motor vehicle benefits. It also includes a health and fitness allowance, and associated FBT.

4. For individuals in a defined contribution scheme (for example Public Sector Superannuation accumulation plan (PSSap) and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefit scheme (for example Public Superannuation Scheme (PSS) and Commonwealth Superannuation Scheme (CSS)), superannuation includes the relevant Notional Employer Contribution Rate and the Employer Productivity Superannuation Contribution.

5. Long service leave comprises the amount of leave accrued.

6. Termination benefits are payments that may be made in relation to the cessation of a KMP position from the AFP.

7. Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits* with the exception of superannuation and non-monetary benefits. This means that there are differences between remuneration determined by the Remuneration Tribunal and the remuneration disclosed in the table.

8. Commenced KMP role in October 2020.

9. Includes remuneration while acting in KMP role.

Table B6 Remuneration for senior executives

Total remuneration bands	Number of senior executives ^(a)	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary ^(b)	Average bonuses	Average other benefits and allowances ^(c)		Average long service leave ^(e)	Average other long-term benefits		
		\$	\$	\$	Average superannuation contributions ^(d)	\$	\$	\$	\$
\$0–\$220,000	23	78,509	-	3,074	15,335	2,965	-	-	99,883
\$220,001–\$245,000	18	195,420	-	2,191	32,000	6,108	-	-	235,719
\$245,001–\$270,000	21	212,660	-	2,770	34,619	6,388	-	452	256,889
\$270,001–\$295,000	14	233,448	-	6,868	38,626	6,765	-	-	285,707
\$295,001–\$320,000	9	248,177	-	5,859	40,146	6,854	-	-	301,036
\$320,001–\$345,000	5	209,742	-	23,486	35,487	6,299	-	57,905	332,919
\$345,001–\$370,000	-	-	-	-	-	-	-	-	-
\$370,001–\$395,000	2	296,010	-	26,722	47,284	8,728	-	-	378,744
\$395,001–\$420,000	1	308,226	-	56,344	44,124	6,254	-	-	414,948

(a) Senior executives comprises AFP employees declared Band 1, 2 or 3 senior executive in accordance with section 25 of the *AFP Act 1979* (Cth) who are not substantive KMP. Included are individuals who have acted in a SES role for a continuous period of 30 days or more. Details of SES employment arrangements can be found in Chapter 4.

(b) Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

(c) Other benefits and allowances includes overseas living allowances, non-monetary benefits included in the FBT Return for the year ended 31 March 2021 such as the provision of motor vehicle benefits, accommodation and utilities whilst posted overseas, and associated FBT. Employees posted overseas reside in Commonwealth leased or owned residences at the expense of the AFP and the benefit value is not received by the individual as direct remuneration.

(d) For individuals in a defined contribution scheme (for example PSSap and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefit scheme (for example PSS and CSS), superannuation includes the relevant Notional Employer Contribution Rate and the Employer Productivity Superannuation Contribution.

(e) Long service leave comprises the amount of leave accrued.

(f) Termination benefits are payments that may be made in relation to the cessation of a position from the AFP.

(g) Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits* with the exception of superannuation and non-monetary benefits.

Table B7 Remuneration for other highly paid staff

Total remuneration bands	Number of other highly paid staff ^(a)	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary ^(b)	Average bonuses	Average other benefits and allowance ^(c)		Average long service leave ^(e)	Average other long-term benefits		
		\$	\$	\$	Average superannuation contribution ^(d)	\$	\$	\$	\$
\$230,001–\$255,000	73	200,414	-	3,212	31,306	5,387	-	1,666	241,985
\$255,001–\$280,000	8	223,582	-	6,247	29,513	4,915	-	-	264,257
\$280,001–\$305,000	2	207,875	-	-	36,158	3,298	-	45,545	292,876

(a) Other highly paid staff include staff who are neither KMP nor substantive senior executives and whose total remuneration for the reporting period exceeds \$230,000. Details of SES employment arrangements can be found in Chapter 4.

(b) Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

(c) Other benefits and allowances includes overseas living allowances, non-monetary benefits included in the FBT Return for the year ended 31 March 2021 such as the provision of motor vehicle benefits, accommodation and utilities whilst posted overseas. It also includes associated FBT. Employees posted overseas reside in Commonwealth leased or owned residences at the expense of the AFP and the benefit value is not received by the individual as direct remuneration.

(d) For individuals in a defined contribution scheme (for example PSSap and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefit scheme (for example PSS and CSS), superannuation includes the relevant Notional Employer Contribution Rate and the Employer Productivity Superannuation Contribution.

(e) Long service leave comprises the amount of leave accrued.

(f) Termination benefits are payments that may be made in relation to the cessation of a position from the AFP.

(g) Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits* with the exception of superannuation and non-monetary benefits.

Appendix C:

Agency resource statement and resources for outcomes

Table C1 Agency resource statement, 2020–21

	Actual available appropriation for 2020–21 ¹	Payments made 2020–21	Balance remaining 2020–21
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
Ordinary annual services²			
Departmental appropriation ³	1,826,663	1,614,523	212,140
Total	1,826,663	1,614,523	212,140
Administered expenses			
Outcome 1 ⁴	12,907	10,891	2,016
Total	12,907	10,891	2,016
Total ordinary annual services	A	1,839,570	1,625,414
Other services⁵			
Departmental non-operating			
Equity injections	83,535	55,612	27,923
Total other services	B	83,535	55,612
Total available annual appropriations	1,923,105	1,681,026	
Total available annual appropriations excluding special accounts	1,923,105	1,681,026	
Special appropriation limited by amount			
<i>Public Governance, Performance and Accountability Act 2013</i> (Cth) (PGPA Act) (section 77)	0	0	
Total special appropriations	C	0	0
Special accounts			
Opening balance ⁶	12,105		
Appropriation receipts ⁷	5,282		
Non-appropriation receipts to special accounts	14,768		
Payments made		16,183	
Total special accounts	D	32,155	16,183
Total resourcing and payments (A+B+C+D)	1,955,260	1,697,209	258,051
Less appropriations drawn from annual or special appropriations above and credited to special accounts	(20,050)	(20,050)	–
Total net resourcing and payments	1,935,210	1,677,159	258,051

1. Actual available appropriation excludes amounts permanently quarantined under section 51 of the PGPA Act.
2. Appropriation Bill (No. 1) 2020–21 and Appropriation Bill (No. 3) 2020–21. This includes prior-year departmental appropriations available and section 74 relevant agency receipts.
3. Includes an amount of \$81.353 million in 2020–21 for the departmental capital budget. For accounting purposes this amount has been designated as 'contributions by owners'.
4. Appropriation Bill (No. 1) 2020–21. This also includes prior-year administered appropriations.
5. Appropriation Bill (No. 2) 2020–21 and Appropriation Bill (No. 4) 2020–21. This includes available equity appropriations from previous years.
6. Excludes trust moneys held in the Services for Other Entities and Trust Moneys Special Account and other special accounts.
7. Appropriation receipts from annual appropriations for 2020–21 included above.

Table C2 Expenses for Outcome 1

Outcome 1: Reduced criminal and security threats to Australia's collective economic and societal interests through cooperative policing services	Budget¹ 2020–21 \$'000	Actual expenses 2020–21 \$'000	Variation 2020–21 \$'000
	(a)	(b)	(a)–(b)
Program 1.1: Federal Policing and National Security			
Administered expenses			
Ordinary annual services (Appropriation Bills No. 1)	988	844	144
Special appropriations			
<i>Public Governance, Performance and Accountability Act 2013</i> (Cth) (PGPA Act) (section 77)	50	0	50
Departmental expenses			
Departmental appropriation ²	1,085,386	1,125,901	(40,515)
Special accounts	16,666	16,183	483
Expenses not requiring appropriation in the budget year ³	88,986	90,003	(1,017)
Total for Program 1.1	1,192,076	1,232,931	(40,855)
Program 1.2: International Police Assistance			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	8,621	8,594	27
Departmental expenses			
Departmental appropriation ²	196,759	190,498	6,261
Expenses not requiring appropriation in the budget year ³	3,553	1,847	1,706
Total for Program 1.2	208,933	200,939	7,994
Outcome 1 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	9,609	9,438	171
Special appropriations			
Special appropriations	50	0	50
Departmental expenses			
Departmental appropriation	1,282,145	1,316,399	(34,254)
Special accounts	16,666	16,183	483
Expenses not requiring appropriation in the budget year	92,539	91,850	689
Total expenses for Outcome 1	1,401,009	1,433,870	(32,861)
		2019–20	2020–21
Average staffing level (number)		5,526	5,877

1. Full-year budget, including any subsequent adjustment made to the 2020–21 Budget.

2. Departmental appropriation combines 'Ordinary annual services (Appropriation Bill (No. 1) 2020–21 and Appropriation Bill (No. 3) 2020–21)' and 'Revenue from independent sources (section 74)'.

3. Expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, excluding right of use assets, and resources received free of charge.

Table C3 Expenses for Outcome 2

Outcome 2: A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government	Budget¹ 2020–21 \$'000	Actual expenses 2020–21 \$'000	Variation 2020–21 \$'000
	(a)	(b)	(a)–(b)
Program 2.1: ACT Community Policing			
Departmental expenses			
Departmental appropriation ²	181,355	176,362	4,993
Expenses not requiring appropriation in the budget year ³	8,493	9,052	(559)
Total expenses for Outcome 2	189,848	185,414	4,434
		2019–20	2020–21
Average staffing level (number)		977	1,039

1. Full-year budget, including any subsequent adjustment made to the 2020–21 Budget.
2. Departmental appropriation combines 'Ordinary annual services (Appropriation Bill (No. 1) 2020–21 and Appropriation Bill (No. 3) 2020–21)' and 'Revenue from independent sources (section 74)'.
3. Expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, excluding right of use assets, and resources received free of charge.

Appendix D: Summary financial tables

Table D1 Entity resource statement subset summary, 2020–21

	Actual available appropriation — current year	Payments made	Balance remaining
	(a)	(b)	(a)–(b)
	\$'000	\$'000	\$'000
Departmental			
Annual appropriations – ordinary annual services	1,826,663	1,614,523	212,140
Annual appropriations – other services – non-operating	83,535	55,612	27,923
Total departmental annual appropriations	1,910,198	1,670,135	240,063
Departmental special appropriations	-	-	-
Total special appropriations			
Special accounts	32,155	16,183	15,972
Total special accounts	32,155	16,183	15,972
Less departmental appropriations drawn from annual/special appropriations and credited to special accounts	(20,050)	(20,050)	
Total departmental resourcing (A)	1,922,303	1,666,268	256,035
Administered			
Annual appropriations – ordinary annual services	12,907	10,891	2,016
Annual appropriations – other services – non-operating	-	-	-
Annual appropriations – other services – specific payments to states, ACT, NT and local government	-	-	-
Annual appropriations – other services – new administered expenses	-	-	-
Total administered annual appropriations	12,907	10,891	2,016
Administered special appropriations	-	-	-
Total administered special appropriations	-	-	-
Special accounts	-	-	-
Total special accounts receipts	-	-	-
Less administered appropriations drawn from annual/special appropriations and credited to special accounts	-	-	-
Less payments to corporate entities from annual/special appropriations	-	-	-
Total administered resourcing (B)	12,907	10,891	2,016
Total resourcing and payments (A+B)	1,935,210	1,677,159	258,051

Table D2 Statement of comprehensive income, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Net cost of services			
Expenses			
Employee benefits expense	974,340	943,682	954,081
Supplier expense	416,157	403,343	394,161
Depreciation and amortisation expense	212,290	203,319	208,015
Other expenses	20,896	20,773	-
Total expenses	1,623,683	1,571,117	1,579,431
Income			
Total own-source income	329,566	306,319	324,931
Net cost of services			
Net cost of services	(1,294,117)	(1,264,798)	(1,254,500)
Revenue from government			
Revenue from government	1,157,980	1,128,302	1,155,909
Surplus/(deficit) after tax			
Surplus/(deficit) after tax	(136,227)	(136,496)	(98,591)
Other comprehensive income/loss			
Other comprehensive income/loss	(176)	22,877	-
Total comprehensive income/(loss)	(136,403)	(113,619)	(98,591)

Table D3 Statement of financial position, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Assets			
Total financial assets	277,475	317,677	288,704
Total non-financial assets	1,775,916	1,737,531	1,790,618
Total assets	2,053,391	2,055,208	2,079,322
Liabilities			
Total payables	102,623	100,978	96,936
Total interest bearing liabilities	1,069,448	1,046,592	1,046,592
Total provisions	467,848	454,952	444,951
Total liabilities	1,639,919	1,602,522	1,588,479
Net assets	413,472	452,686	490,843
Equity			
Total equity	413,472	452,686	490,843

Table D4 Statement of changes in equity, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Opening balance			
Balance carried forward from previous period	452,686	416,036	454,868
Adjusted opening balance	452,691	441,515	454,868
Changes in equity			
Total transactions with owners	97,184	124,790	134,566
Total comprehensive income	(136,403)	(113,619)	(98,591)
Closing balance as at 30 June	413,472	452,686	490,843

Table D5 Cash flow statement, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Operating activities			
Total cash received (operating activities)	1,950,734	1,816,334	1,817,946
Total cash used (operating activities)	1,837,588	1,712,362	1,705,173
Net cash from operating activities	113,146	103,972	112,773
Investing activities			
Total cash received (investing activities)	514	611	-
Total cash used (investing activities)	121,885	140,052	155,870
Net cash from investing activities	(121,371)	(139,441)	(155,870)
Purchase of land and buildings	28,272	74,700	-
Purchase of property, plant and equipment	53,612	34,088	155,870
Purchase of intangibles	40,001	31,264	-
Financing activities			
Total cash received (financing activities)	111,828	134,666	148,810
Total cash used (financing activities)	103,613	97,222	104,544
Net cash from financing activities	8,215	37,444	44,266
Cash at the end of the reporting period			
Cash at the end of the reporting period	23,432	23,442	24,611

Table D6 Notes to the financial statements (departmental), 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Current assets	310,655	342,730	-
Current liabilities	372,344	359,121	-

Table D7 Administered statement of comprehensive income, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Net cost of services			
Total expenses administered on behalf of the government	9,437	8,059	9,659
Total income administered on behalf of the government	416	899	-
Net cost of services	9,021	7,160	9,659
Net contribution by services	(9,021)	(7,160)	(9,659)
Other comprehensive income			
Total other comprehensive income/(loss)	-	-	-
Total comprehensive income/(loss)	(9,021)	(7,160)	(9,659)

Table D8 Administered schedule of assets and liabilities, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Assets			
Total financial assets	58	47	49
Total non-financial assets	39	-	-
Total assets	97	47	49
Liabilities			
Total payables	1,031	961	962
Total provisions	-	-	-
Total liabilities	1,031	961	962
Net assets	(934)	(914)	(913)

Table D9 Administered reconciliation schedule, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Opening assets less liabilities	(914)	(1,063)	(913)
Closing assets less liabilities	(934)	(914)	(913)

Table D10 Administered cash flow statement, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Operating activities			
Total cash received (operating activities)	581	1,005	12
Total cash used for (operating activities)	9,582	8,314	9,671
Net cash from operating activities	(9,001)	(7,309)	(9,659)
Investing activities			
Total cash received (investing activities)	-	-	-
Total cash used (investing activities)	-	-	-
Net cash from investing activities	-	-	-
Financing activities			
Total cash received (financing activities)	-	-	-
Total cash used (financing activities)	-	-	-
Net cash from financing activities	-	-	-
Transfers to/from official public account			
Total cash from official public account	9,889	8,364	9,659
Total cash to official public account	888	1,055	-
Cash at the end of the reporting period	-	-	-

Table D11 Commonwealth Lessees – Departmental Leases under AASB 16, 2020–21

	30 June 2021	30 June 2020	Budget 30 June 2021
	\$'000	\$'000	\$'000
Note to depreciation – depreciation on right-of-use assets	117,452	110,188	101,488
Cash flow – operating activities – interest payments on lease liabilities	14,266	14,381	23,174
Cash flow – financing activities – principal payments of lease liabilities	103,613	97,222	104,544

Table D12 Regulatory Charging Summary Note

	30 June 2021	30 June 2020
	\$'000	\$'000
Expenses		
Total expenses	24,784	19,591
External revenue		
Total external revenue	34,820	27,755

Appendix E: List of annual report requirements

Below is the table set out in Schedule 2 of the PGPA Rule. Section 17AJ(d) requires this table be included in entities' annual reports as an aid of access.

PGPA Rule Reference	Description	Requirement	Page
17AD(g)	Letter of Transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	iii
17AD(h)	Aids to access		
17AJ(a)	Table of contents	Mandatory	v
17AJ(b)	Alphabetical index	Mandatory	153
17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	152
17AJ(d)	List of requirements	Mandatory	138
17AJ(e)	Details of contact officer	Mandatory	ii
17AJ(f)	Entity's website address	Mandatory	ii
17AJ(g)	Electronic address of report	Mandatory	ii
17AD(a)	Review by accountable authority		
17AD(a)	A review by the accountable authority of the entity	Mandatory	2
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	8
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	14
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity	Mandatory	9
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	8
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	ii
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	ii
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	ii
17AE(1)(b)	An outline of the structure of the portfolio of the entity	Portfolio departments mandatory	n.a.
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, Mandatory	n.a.
17AD(c)	Report on the performance of the entity		
	Annual performance statement		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory	32

PGPA Rule Reference	Description	Requirement	Page
17AD(c)(ii)	Report on financial performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	66
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	130
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results	If applicable, Mandatory.	n.a.
17AD(d)	Management and accountability		
	Corporate governance		
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	72
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory	iii
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place	Mandatory	iii
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity	Mandatory	iii
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	68
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory	n.a.
	Audit committee		
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	69
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	70
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	70
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	70
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	70
	External scrutiny		
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	74
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, Mandatory	75
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman	If applicable, Mandatory	74
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, Mandatory	76

PGPA Rule Reference	Description	Requirement	Page
Management of human resources			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	77
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full time employees (b) statistics on part time employees (c) statistics on gender (d) statistics on staff location	Mandatory	125
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: <ul style="list-style-type: none"> Statistics on staffing classification level Statistics on full time employees Statistics on part time employees Statistics on gender Statistics on staff location Statistics on employees who identify as Indigenous 	Mandatory	n.a.
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i>	Mandatory	n.a.
17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c)	Mandatory	n.a.
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	n.a.
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	n.a.
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, Mandatory	n.a.
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, Mandatory	n.a.
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, Mandatory	n.a.
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, Mandatory	n.a.
Assets management			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, Mandatory	n.a.
Purchasing			
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	83
Reportable consultancy contracts			
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	84
17AG(7)(b)	A statement that "During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"	Mandatory	84

PGPA Rule Reference	Description	Requirement	Page
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory	84
17AG(7)(d)	A statement that “Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”	Mandatory	84
Reportable non-consultancy contracts			
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	84
17AG(7A)(b)	A statement that “Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”	Mandatory	84
17AD(daa) Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	84
Australian National Audit Office access clauses			
17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, Mandatory	83
Exempt contracts			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters	If applicable, Mandatory	83
Small business			
17AG(10)(a)	A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”	Mandatory	85
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	85
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”	If applicable, Mandatory	85
Financial statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory	87

PGPA Rule Reference	Description	Requirement	Page
Executive remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule	Mandatory	127
Other mandatory information			
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, Mandatory	n.a.
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, Mandatory	85
17AH(1)(b)	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, Mandatory	85
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	80
17AH(1)(d)	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory	75
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, Mandatory	n.a.
17AH(2)	Information required by other legislation	Mandatory	144



ANNEX A



Annex A:

National Witness Protection Program

annual report 2020–21

Minister's introduction

I am pleased to submit the 2020–21 annual report on the operation of the National Witness Protection Program under the provisions of the *Witness Protection Act 1994* (Cth).

The report sets out the provisions of the legislation and relevant activity for the reporting period. The costs of the program are shown in the Appendix to this report.

This report has been prepared to provide as much detail as possible without prejudicing the effectiveness of the security of the National Witness Protection Program.



The Hon Karen Andrews MP

Minister for Home Affairs

5 October 2021

Introduction

The *Witness Protection Act 1994* (Cth) (the Act) provides the statutory basis for the National Witness Protection Program (NWPP). It commenced operation on 18 April 1995. The Act enables protection and assistance to be provided to witnesses who are assessed as being under significant threat.

General operations of the NWPP

The NWPP provides an environment in which participants are able to give evidence in criminal trials that involve a significant degree of criminality at both the Commonwealth and state levels without fear of retribution. The majority of participants in the NWPP have been accepted into the program because of their involvement as witnesses in prosecutions relating to serious criminal matters.

In the year ending 30 June 2021, the NWPP managed 24 witness protection operations, providing protection and assistance to 42 people.

Four assessments continued from the previous year and no assessments were commenced for inclusion into the NWPP, resulting in 6 people being included and 9 people assessed as being unsuitable for inclusion in the NWPP.

The Commissioner made no disclosures under section 27 of the Act during the reporting period.

Integrity and accountability of the NWPP

Safeguards in the Act help to ensure that the integrity and accountability of the NWPP are maintained. AFP employees deployed to witness protection either hold or occupy designated positions that have national security clearance of Negative Vetting level 2.

NWPP employees are subject to AFP anti-corruption strategies, which include drug testing in accordance with section 40M of the *Australian Federal Police Act 1979* (Cth) (AFP Act).

The NWPP is subject to the AFP governance instrument framework, which includes auditing of financial and performance management processes and compliance with the Act.

Complaints and reviews of decisions

The protection of information relating to participants in the NWPP is of paramount concern. Therefore, decisions made under the Act are not subject to the *Administrative Decisions (Judicial Review) Act 1977* (Cth).

AFP employees who administer the NWPP are subject to the same obligations as other members of the AFP. If a complaint is received, it will be dealt with in accordance with the AFP Act. Complaints against officers may also be the subject of investigation by the Commonwealth Ombudsman under the *Ombudsman Act 1976* (Cth).

In 2020–21, there were no Commonwealth Ombudsman investigations relating to the NWPP.

In 2020–21, the AFP Commissioner was not required to review any decisions made by a Deputy Commissioner to remove a person from the program involuntarily.

Performance and effectiveness of the NWPP

Section 28 of the Act protects participants' identities during court proceedings. The court can hold parts of the proceedings in private or it can make suppression orders on the publication of the evidence. Two suppression orders were required during the reporting period.

Amendment to the Act and related matters

There were no legislative amendments to the Act during the reporting period.

Complementary witness protection legislation

The purpose of section 24 of the Act is to protect the integrity of key Commonwealth documents that are needed in order for witnesses to establish new identities. All jurisdictions have enacted complementary legislation,²⁰ which has been declared 'complementary witness protection law' under section 3 of the Act. Signed section 24 arrangements are in place in all jurisdictions except Tasmania and the Northern Territory.

²⁰ New South Wales – *Witness Protection Act 1995*; Queensland – *Witness Protection Act 2000*; South Australia – *Witness Protection Act 1996*; Tasmania – *Witness Protection Act 2000*; Victoria – *Witness Protection Act 1991*; WA – *Witness Protection (Western Australia) Act 1996*; Australian Capital Territory – *Witness Protection Act 1996*; and Northern Territory – *Witness Protection (Northern Territory) Act 2002*.

Financial arrangements

The NWPP is administered and operated by the AFP. Basic administration costs and the base salaries of AFP employees involved in witness protection activities are met from within the AFP budget.

By arrangement with the AFP, other agencies that have witnesses in the NWPP are responsible for costs, including those related to the security and subsistence needs of their witness and any operational expenses that the NWPP incurs. The AFP is responsible for costs of AFP-sponsored witnesses in the NWPP.

A table of costs for the NWPP for the previous 10 financial years is in the Appendix to this report. The figures do not include the salaries and overhead costs of administering the NWPP. Figures provided are correct as at 30 June 2021.

Appendix: Expenditure

Table AA1 National Witness Protection Program expenditure, 2020–21

AFP expenditure on NWPP	\$1,331,931.45
Less amounts recovered	\$400,000.00
Total AFP expenditure on NWPP	\$931,931.45

Table AA2 Total expenditure (before costs were recovered) in previous years

1 July 2019 – 30 June 2020	\$1,213,085.19
1 July 2018 – 30 June 2019	\$1,093,071.32
1 July 2017 – 30 June 2018	\$911,186.92
1 July 2016 – 30 June 2017	\$1,000,069.17
1 July 2015 – 30 June 2016	\$883,025.10
1 July 2014 – 30 June 2015	\$712,565.61
1 July 2013 – 30 June 2014	\$688,515.13
1 July 2012 – 30 June 2013	\$1,179,698.65
1 July 2011 – 30 June 2012	\$899,942.79
1 July 2010 – 30 June 2011	\$974,316.78



ANNEX B

Annex B:

Unexplained wealth investigations and proceedings annual report 2020–21

Section 179U of the *Proceeds of Crime Act 2002* (Cth)

Pursuant to section 179U of the *Proceeds of Crime Act 2002* (Cth) (POCA), the AFP provides the following information about unexplained wealth investigations and proceedings for the year ending 30 June 2021:

a) The AFP is not currently investigating any matters of which a likely outcome may, or will, be the initiation of proceedings under Part 2–6 of the POCA.

The final decision regarding under which part of the POCA proceedings are commenced is made after an assessment of the investigation, completion of financial analysis, related legal considerations, and advice in accordance with paragraphs 4.2 and 4.7 of the *Legal Services Directions 2017* (Cth).

b) No new applications were made for:

- (i) restraining orders under section 20A of the POCA
- (ii) unexplained wealth orders.

However, the AFP continues to actively litigate 2 unexplained wealth matters. In addition in the year ending 30 June 2021, a proceeding in which an unexplained wealth restraining order had been made was resolved in the AFP's favour.

c) There is no other information relating to the administration of these regulations.



ANNEX C

Annex C:

Delayed notification search warrants annual report 2020–21

Part IAAA of the *Crimes Act 1914* (Cth)

Pursuant to section 3ZZFB of the *Crimes Act 1914* (Cth), the AFP provides the following information for the year ending 30 June 2021:

- a) six applications for delayed notification search warrants were made in person by eligible officers of the agency.
- b) zero applications for delayed notification search warrants were made under section 3ZZBF by eligible officers of the agency.
- c) six delayed notification search warrants were issued as a result of applications referred to in paragraphs (a) and (b) and the eligible offences to which they related.
- d) two delayed notification search warrants were executed by an eligible officer of the agency.
- e) two delayed notification search warrants were executed by an eligible officer of the agency under which:
 - (i) one or more things were seized from the warrant premises; or
 - (ii) one or more things were placed in substitution at the warrant premises for a seized thing; or one or more things were returned to, or retrieved from, the warrant premises; or
 - (iii) one or more things were copied, photographed, recorded, marked, tagged, operated, printed, tested or sampled at the warrant premises.
- f) There is no other information relating to delayed notification search warrants and the administration of Part IAAA.

Abbreviations and acronyms

ABF	Australian Border Force
ACCCE	Australian Centre to Counter Child Exploitation
ACIC	Australian Criminal Intelligence Commission
ACLEI	Australian Commission for Law Enforcement Integrity
ACT	Australian Capital Territory
ADF	Australian Defence Force
AFP	Australian Federal Police
AFSA	Australian Financial Security Authority
ANAO	Australian National Audit Office
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
CACT	Criminal Assets Confiscation Taskforce
CDPP	Commonwealth Director of Public Prosecutions
Cth	Commonwealth
DHI	drug harm index
EFR	estimated financial return
FOI Act	<i>Freedom of Information Act 1982</i>
GST	goods and services tax
KMP	key management personnel
JCTT	Joint Counter Terrorism Team
MP	Member of Parliament
na	not applicable
NCB	INTERPOL National Central Bureau
NSW	New South Wales
NT	Northern Territory
PAES	Portfolio Additional Estimates Statement
PBS	Performance Budget Statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
POCA	<i>Proceeds of Crime Act 2002</i>
Qld	Queensland
ROI	return on investment
SA	South Australia
SES	Senior Executive Service
Tas	Tasmania
Vic	Victoria
WA	Western Australia
WHS Act	<i>Work Health and Safety Act 2011</i>

Glossary

Criminal Assets Confiscation Taskforce (CACT)	An AFP-led multi-agency taskforce, comprising representatives from the Australian Crime Commission, the Australian Taxation Office and the AFP. Established in 2011 to disrupt, deter and reduce serious and organised crime by taking the profit out of crime.
Child exploitation	The abuse of a child, often where some form of remuneration is involved or whereby the perpetrators benefit in some manner, e.g. monetarily, socially, or politically. Exploitation constitutes a form of coercion and violence, detrimental to the child's physical and mental health, development and education. It is often referred to as child sexual exploitation. Child exploitation does not always involve physical contact; it can also occur through the use of technology.
cybercrime	Crime directed at computing and communications technologies themselves, such as unauthorised access to, modification or impairment of electronic communications or data crime where the use of the internet or information technology is integral to the commission of the offence (sometimes referred to as a technology enabled crime).
Designated high office holders	Office holders determined by the Security Coordination Group to be high ranking and requiring protective security arrangements.
Drug Harm Index (DHI)	A performance measure which puts a dollar figure on the overall damage to the Australian community that has been prevented by seizing drugs at the border.
EUROPOL	The law enforcement agency of the European Union, which aims to help achieve a safer Europe by supporting the law enforcement agencies of European Union member states in their fight against international serious crime and terrorism.
Fraud	Dishonestly obtaining a benefit or causing a loss by deception or other means.
High-risk terrorist offenders	Persons convicted of Commonwealth terrorism and terrorism-related offences across Australia, who have served their sentence and are assessed by the relevant minister as posing an unacceptable risk of future terrorist conduct.
INTERPOL	The world's largest international police organisation, with 194 member countries, which facilitates cross-border police cooperation and assists agencies to prevent or combat international crime.
Jakarta Centre for Law Enforcement Cooperation Foundation (JCLEC)	A bilateral partnership between Indonesia and Australia. Since its inception JCLEC has become a centre of enforcement training excellence. JCLEC delivers capacity and relationship building activities in Semarang and throughout Indonesia.
Portfolio Budget Statements	Documents that inform parliamentarians and the public of the allocation of resources to achieve government outcomes.
ThinkUKnow	A program that delivers cyber safety presentations to school children. The presentations cover topics including sexting, cyber bullying, online child exploitation and online privacy. It is delivered in partnership with all state and territory police and Neighbourhood Watch Australasia.
Transnational Serious and Organised Crime (TSOC)	Transnational Serious and Organised Crime threats include child exploitation, human trafficking and slavery, illicit drugs, illicit firearms and money laundering.
Trusted-insider threat	The threat of the unauthorised accessing, use or disclosure of privileged information by an individual (typically an employee) with legitimate access.

Index

A

abbreviations and acronyms, 151

Ability Advisory Network, AFP, 80

accountable authority, ii

achievements snapshot, 4 *see also* results summary

ACT Policing, 10, 28–30, 34, 36

- case study, 52
- Ombudsman oversight, 75
- performance results for, 63–66
- service agreement and reporting, 33

administrative tribunal decisions, 75

advertising and market research, 85

advisory boards, 68–69

AFP College, 81

agency resource statement 2020–21, 130

Airport Watch, AFP, 42

airports and air travel, 4, 42

- counter terrorism activities, 19–20, 33
- effect of COVID-19 on operations, 35
- see also* aviation incidents, response to; Aviation Security Identification Card (ASIC) compliance checks; priority incidents, aviation

annual report contact officer, ii

ANØM platform, 15–16, 35, 45

areas of responsibility, AFP, 14

assets confiscation, 2, 5, 17, 23–24, 45, 65

- return on investment measure performance results, 36, 41

assurance reviews, 69

Attorney-General's Department, 57, 60

Audit and Risk Committee, 68–71

audit, internal, 69–71

Auditor-General access clauses, 83

Auditor-General reports, 74

Australian Border Force, 33, 41, 60, 63

Australian Centre to Counter Child Exploitation, 21, 39, 47, 50

Australian citizens overseas, assistance to, 52

- see also* repatriation from Wuhan, China

Australian Commission for Law Enforcement Integrity, 122

Australian Criminal Intelligence Commission, 22, 33, 41, 46, 60

Australian Cyber Security Strategy 2020, 2, 18, 46

Australian Defence Force, 3, 20, 63

Australian Federal Police Act 1979 (Cth), 8, 33, 72, 122, 145

Australian Financial Security Authority, 41

Australian Human Rights Commission, 13, 26, 79

Australian Information Commissioner decisions, 75

Australian Institute of Police Management, 23, 82

Australian National Audit Office, 69

Australian Network on Disability Access and Inclusion Index, 3, 79

Australian Securities and Investments Commission, 60

Australian Taxation Office, 41

Australian Transaction Reports and Analysis Centre, 22, 41, 46, 60

aviation incidents, 4

- performance results for, 53–55
- see also* airports and air travel; Aviation Security Identification Card (ASIC) compliance checks; priority incidents, aviation

Aviation Security Enhancement Program, 19

Aviation Security Identification Card (ASIC) compliance checks, 42, 44

avoidable incidents, 36

- performance results for, 51

B

boards, governance, 68–69

bomb threat against financial institution, 52

Bridging the Gap program, 44

business continuity, 73

business email compromise, 18, 46

C

canine teams, 20

Capability Board, 68–69

capability development, mission/external territories, 5, 33, 61–62

Capability Strategy, 12

Champion for Women, AFP, 13, 79

Chief Operating Officer performance highlights, 26–27

Chief Police Officer for the ACT performance highlights, 28–30

child exploitation and sexual abuse, 2, 5, 50

- asset confiscation, 2, 23–24, 41
- online child abuse material, 22, 47–48
- see also* Australian Centre to Counter Child Exploitation; ThinkUKnow program
- children, education and outreach, 30

Christmas Island, policing in, 33

classified material, disclosure of, 18

close personal protection, 4, 51

Closing the Net podcast, 21, 42
 coaching and mentoring, 82
 Cocos (Keeling) Islands, policing in, 33, 64
 Code of Conduct, AFP, 122–124
 Comcare, 80
 Commissioner's Advisory Panel, 68–69
 Commissioner's review, 2020–21, 2–3
 Commonwealth Director of Public Prosecutions, 60, 61
 Commonwealth Ombudsman reports and investigations, 74–75, 145
 communications *see* community engagement and outreach
 community confidence performance criterion, 3, 35, 36, 37
 performance results for, 39
 community engagement and outreach 21, 23, 30, 37, 39, 41–44
 community partnerships, 43
 complaint management, 122–124
 National Witness Protection Program, 145
 Confiscated Assets Account, 41, 45
Confiscation of Criminal Assets Act 2003 (Cth), 65
 Constable Kenny Koala program, 30
 consultancies, 83, 84–85
 contact details, ii
 Continuous Improvement Framework, 27
 contracts, 84–85
 control orders, 33, 38, 55, 60, 74
 corporate governance, 68–73
 Corporate Improvement Office, AFP, 27
 Corporate Plan 2020–21, 9, 11, 14, 33, 69
 corruption, internal, investigation of, 122
 Counter Foreign Interference Taskforce, 18
 counter terrorism, 5, 15, 18, 38, 55
 at airports, 19–20, 33
 disruption case study, 49
 international cooperation on, 43
 performance results relating to, 50–51
 terrorism financing, 41
 see also airports and air travel; aviation incidents; terrorist offenders, high-risk
 Counter Terrorism and Special Investigations Command, 18, 43
 Counter Terrorism Command, 43
 court cases finalised, 61
 Covert Analysis and Assurance inspections, 74
 COVID-19 pandemic, 3
 effect on operations, 35, 37, 39, 51, 53–54

 public health response assistance, 5, 20–21
 response assistance in mission/external territories, 20–21, 61–62, 63–64
 crimes against humanity, 18
 Criminal Assets Confiscation Taskforce, 17, 24, 41, 45
 criminal justice system, support for, 55
 criminal networks and organised crime, 2, 35, 65
 performance results relating to, 45
 see also child exploitation and sexual abuse; drugs and precursors, illicit; Operation Ironside (ANØM platform); operations
 culturally and linguistically diverse communities, 43
 cybercrime, 2, 18, 55–56
 Cybercrimes Operations, AFP, 46

D

dedicated encrypted platforms *see* ANØM platform
 delayed notification search warrants annual report, 150
 deliverables, 33
 Department of Agriculture, Water and the Environment, 63
 Department of Foreign Affairs and Trade, 58, 61
 Department of Health, 63
 Department of Home Affairs, 44, 57
 Deputy Commissioners, 14
 diplomats, protection of, 52
 Disability Champion, AFP, 80
 disability reporting, 80
 disaster victim identification, 52
 disruption measure, 2, 4, 34–35, 36, 37
 disruption count, 50
 performance results for, 45–49
 diversity and inclusion *see* members and staff
 Diversity and Inclusion Strategy, AFP, 13, 79 *see also* members and staff
 diversity networks, 79
 drug harm index, 20, 29, 40, 48, 50
 drugs and precursors, illicit, 2, 4, 5, 15, 29
 importations, 17, 20, 48, 56
 performance results relating to, 40, 50, 62
 see also drug harm index; Operation Ironside (ANØM platform); operations

E

ecological sustainability, 73
 email scams, 46
 Employee Assistance Program, 26
 energy use, 73

enforcement measure, 5, 36, 37
 performance results for, 55–60
 enterprise agreements, 77
 espionage *see* foreign interference and espionage
 EUROPOL, 16, 17, 21, 56
 Executive Coach Certification Programs, 82
 exempt contracts, 83
 exit human trafficking, 58
 expenses for outcomes, 131–132
 external scrutiny, 74–76
 external territories *see* mission/external territories measure
 extradition *see* mutual assistance and extradition requests

F

family day care network, fraudulent, 24
 Family Violence Intervention Operations, 29
 Family Violence Order compliance checks, 29
 Federal Bureau of Investigation, US, 15, 16, 56
 Federal Policing and National Security outcome, 10, 33, 36
 female police, 3, 13, 79
 financial crime, 4, 15, 40, 59–60
 financial management, 83–85
 financial performance summary, 66, 133–137
 financial statements, 88–119
 firearms and illegal weapons, 15, 16, 35, 65
 First Nations Unit, AFP, 3, 26–27, 79
 forced labour, 58, 59
 foreign dignitaries, visits by, 4
 foreign diplomats, protection of, 51
 foreign fugitives, 55
 foreign interference and espionage, 15, 18, 33
 foreign terrorist fighters, 18, 38
 forensic and technical intelligence capabilities, 22, 52
 fraud and corruption, 15
 business email compromise, 46
 family day care, 24
 performance results relating to, 40
 phishing, 55–56
 tax, 59–60
 see also corruption, internal, investigation of; fraud control, internal
 fraud control, internal, 72
 freedom of information, ii, 75
 functions, 8

G

Gender Strategy 2016–26, 13
 Global Policing Innovation Exchange, 27
 glossary, 152
 governance framework, 9
 review, 13
 governance instruments, 72
 government stimulus packages, fraud related to, 60
 graduates, 78
 grants, 85

H

Health and Wellbeing Strategy, AFP, 11 *see also* members and staff
 Health Education Framework, 11
 high office holders, protection of, 4, 33, 51
 Human Source and Undercover programs, 15
 human trafficking, 19, 58

I

information campaigns, 23, 34
 Information Publication Scheme, 72, 75
 Injury Prevention Team, AFP, 80
 Integrity Framework, 25
 integrity reports, 24–25
 interagency partnerships and collaboration, 29, 33, 60, 63
 criminal assets confiscation, 41
 performance results relating to, 34
 see also National Disability Insurance Agency Taskforce; Police, Ambulance and Clinician Early Response
 Internal Audit Work Program, 69–71
 international engagement and collaboration, 2, 5, 25, 33, 55–58
 child exploitation and sexual abuse, 21, 22, 47–48
 counter terrorism, 43
 performance results relating to, 62
 policing development initiatives, 82
 see also Operation Ironside (ANØM platform)
 International Engagement Strategy, AFP, 43
 international forums, 33
 International Network, AFP, 15, 33, 56, 58
 review, 16
 international operations return on investment measure
 performance results for, 62
 international partnerships and collaboration, 62
 International Police Assistance program, 10, 33, 36
 International Strategy 2020 and Beyond, 82

INTERPOL, 46

National Central Bureau, 17, 33, 56, 57

Red Notices and Diffusions, 56–57

Investigations and Operations Board, 68–69

Investigations performance highlights, 15–18

investigations, management of, 34–35

investigator development programs, 82

J

Jakarta Centre for Law Enforcement Cooperation, 82

Jervis Bay, policing in, 33

Joint Anti Child Exploitation Teams, 21, 22

Joint Chiefs of Global Tax Enforcement, 60

Joint Counter Terrorism Team, 49

Joint Counter Terrorism Teams, 18

Joint Organised Crime Taskforce, 48

Jordan, Kingdom of, 43

judicial decisions, 75

K

Kershaw, Reece P (Commissioner), ii, 3, 14

L

LED lighting, 73

list of requirements, 138–142

locations, iv

M

Making a Difference youth program, 44

Management of Serious Crime program, 82

marriage, forced, 19, 58

media and strategic communications, 21, 23, 30, 37, 39, 41–44

members and staff, 37, 77–82

Aboriginal and Torres Strait Islander, 26

diversity and inclusion, 13, 26–27, 78, 79–80

enterprise agreements, 77

health and wellbeing, 2, 11, 26, 38

performance management, 78

professional standards training, 122

recruitment, 3, 12, 13, 78

remuneration, 77

statistics, 77, 125–129

support services for, 80

training, 20, 23, 27, 81–82

see also SHIELD program

mental health incident response, 28

mentoring, 82

Ministerial Direction, 2, 8, 33, 69

mission, 34

mission/external territories, 5, 33, 36, 61–64

performance results for, 61–62

money laundering, 15, 41

mutual assistance and extradition requests, 55, 57

MyCareer recruitment platform, 78

N

NAIDOC Week, 26, 79

National Centre for Resilience, 20

National Child Protection Week, 23

National Disability Insurance Agency Taskforce, 17, 42

national emergencies, 52

National Operations State Service Centre, 13, 52

National Reconciliation Week, 79

National Witness Protection Program annual report, 144–146

natural disaster response, 61

Norfolk Island, policing in, 33

NOSSC Watchfloor monitoring, triage and response, 13

notifiable incidents, 80

O

Office of the Commissioner performance highlights, 23–25

online learning, 82

online safety for children, 4, 30, 42, 43

Operation Ironside (ANØM platform), 2, 35, 45

case study, 15–16

outlook, 38

operational prioritisation model, 12

Operationalised Intelligence Team, ACT Policing, 12

operations

Amiens (drug seizure), 20

Arkstone (child exploitation and sexual abuse), 47

Burdei (repatriation from Wuhan, China), 63

Crystalfields (forced marriage), 19

Diameria, 61

Doornzele (violent extremism), 49

Elbrus (tax fraud), 59–60

Enguri (unexplained wealth), 45

Fruithof (foreign interference), 18

Kozarnica (drug seizure), 40

Molto (child exploitation and sexual abuse), 22

Moorfoot (drugs and precursors, illicit), 40

Orcus (ransomware), 18

Pegasus (National Disability Insurance Scheme), 17

Protect — NT Assist (COVID-19 response), 20–21

- Protect — Repatriation Assist (COVID-19 response), 3, 20–21
- Rheinfels (fraud), 24
- Sainte (modern slavery offences), 23
- Sunrise (drug importation and trafficking), 48
- Veltelen (assets confiscation), 23–24
- Weathers (drug importation), 17
- Wintrange (violent extremism), 49
- Operations performance highlights, 19–22
- organisational reform, 12
- organisational structure, 14
- outcomes, 9–10, 33, 34
- outlaw motorcycle gangs, 16, 35, 45, 65
- outlook 2021–22, 38
- overview of the AFP, 8
- P**
- Pacific Faculty of Policing, 23
- Pacific Police Development Program, 5
- Papua New Guinea — Australia Policing Partnership, 17
- parliamentary committees, 75–76
- partnerships and collaboration *see* community partnerships; interagency collaboration; international engagement and collaboration; state and territory police services, partnerships with
- performance criteria, 34, 36
- performance highlights, 15–30
- performance management, 78
- performance outlook, 38
- performance results summary, 35–37
- phishing, 55–56
- podcasts, 21, 39, 42
- Police Development Missions, AFP, 61
- Police Health Model, 11
- Police Improvement Initiative, 27
- Police Real-time On-line Management Information System (PROMIS), 51
- Police Service Model in ACT Policing, 12, 30
- Police, Ambulance and Clinician Early Response, 28
- Portfolio Budget Statement 2020–21, 9, 33, 36
- press releases, 39
- Preventing Misconduct through Early Intervention Sub-Working Group, 25
- prevention measure, 4, 34–35, 36, 37
 - performance results for, 41–44
- priority incidents, aviation, 35, 53–55
- Proactive Intervention and Diversion Teams, ACT Policing, 12
- Proceeds of Crime Act 2002* (Cth), 23–24, 41, 148
- procurement, 83
- professional standards, 23, 24–25, 39, 72, 74, 122–124
- programs, 9, 33, 34
- prohibited drug tests, 124, 145
- prosecution success rate measure, 36, 37
 - performance results for, 61
- protected Commonwealth buildings, 4, 33, 51
- protected persons, 4, 51
- Protection Operations Response Teams, 19–20
- Public Governance, Performance and Accountability Act 2013* (Cth), 10, 69, 84–85
- purchasing, 83
- purpose, 8, 33, 35
- Q**
- qualifications, delivery and award of, 81
- R**
- ransomware threats, 18
- Reconciliation Action Plan, 79
- recruitment *see* members and staff
- Recruitment Market Research and Communications Project, 78
- recycling, 73
- red tape reduction, 24–25, 27
- registered training organisations, fraudulent, 24
- rehabilitation, 80
- remuneration, Senior Executive Service, 77
- repatriation from Wuhan, China, 63
- Report Cyber, 46
- reporting framework, 9–10, 33–35, 69
- Reserves, AFP, 11, 26
- Resource Management Board, 68–69
- response measure, 5, 36
 - performance results for, 51–52
- results summary, 35–37
- return on investment measures, 36, 40 *see also*
 - asset confiscation return on investment measure;
 - international operations return on investment measure;
 - transnational return on investment measure
- risk management, 68–69, 71
- road safety initiatives, 64
- role, 8, 33, 34

S

scams, 46, 55–56
 search and rescue, 52–53
 secondments, 82
 security incidents, 52
 Senior Leadership Committee, 68–69
 sensitive investigations review, 13
 Serious Financial Crimes Taskforce, 59–60
 Services Australia, 17, 60
 sexual servitude, 58–59
 SHIELD program, 2, 11, 26, 38, 80
 slavery and slavery-like practices, 23, 58–59
 small and medium business participation, 85
 social media, 23
 Solomon Islands Police Development Program, 61–62
 Specialist Protective Services, 9, 19, 52–53, 65
 staff *see* members and staff
 state and territory police services, partnerships with,
 12, 19, 28, 51, 55
 counter terrorism, 18
 Operation Amiens, 20–21
 Operation Arkstone, 47–48
 Operation Dolos, 18, 46
 Operation Ironside, 16, 35, 55
 Operation Molto, 28
 Operation Wintrange, 49
 search and rescue, 52–53
 Taskforce Blaze, 56
 ThinkUKnow program, 43
 see also Joint Anti Child Exploitation Team
 Statement of Intent, 2, 9, 68, 69
 states of emergency, 63
 Stop Child Abuse — Trace an Object platform, 21
 strategic board framework, 68–69
 strategic initiatives, 11–13
 Strategic Property Plan, 12
 Strategy and Performance Board, 68–69
 surveillance, digital and aerial, 15
 surveys
 community confidence, 39
 staff, 26

T

taskforces
 Basilisk (organised crime), 57
 Blaze (drug importation), 56
 Dolos (business email compromise), 18, 46

Horizon, 12

Nemesis, 65

see also operations

tax fraud, 59–60

Technology Strategy, AFP, 12

terrorism *see* counter terrorism

terrorist offenders, high-risk, 18, 60

ThinkUKnow program, 4, 30, 42, 43

Timor-Leste Police Development Program, 61

Tonga — Australia Policing Partnership, 61

transnational return on investment measure,
 36, 40

performance results for, 40

see also Operation Ironside (ANØM
 platform); operations

transnational serious and organised crime, 2, 15, 35

see also Operation Ironside (ANØM platform);
 operations; transnational return on
 investment measure

Transnational, Serious and Organised Crime Strategy
 Board, 15

trusted insider security threats, 44, 53

U

UN World Day against Human Trafficking, 58

unexplained wealth, 45, 65

unexplained wealth investigations and proceedings
 annual report, 148

Uninterruptable Power Supply infrastructure, 73

V

Vanuatu Australia Policing and Justice Program, 61

vessels in distress, 51

Victim Identification Taskforce, 21

violent extremism, ideologically and religiously
 motivated, 49, 51

vision, 8, 9, 34

W

website, ii

recruitment, 78

Welfare Officer Network AFP, 80

witness protection, 33, 144–146

Women in Law Enforcement Strategy Mentoring
 Program, 82

work health and safety, 80

Y

youth programs, 44 *see also* children, education and
 outreach; ThinkUKnow program



AFP
AUSTRALIAN FEDERAL POLICE

POLICING FOR
A SAFER AUSTRALIA