



**AFP**

AUSTRALIAN FEDERAL POLICE

ANNUAL REPORT  
2021-22

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#### 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 2021	30 June 2022

#### Acknowledgement of Country

The Australian Federal Police acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.





12 September 2022  
The Hon Mark Dreyfus KC MP  
Attorney-General  
House of Representatives  
Parliament House  
Canberra ACT 2600

Dear Attorney-General

I am pleased to submit the Australian Federal Police annual report for the period 1 July 2021 to 30 June 2022. 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)
- the annual report on account takeover warrants pursuant to Part IAAC section 3ZZVM of the *Crimes Act 1914* (Cth)
- the annual report on assumed identities pursuant to Part IAC section 15LD(1) of the *Crimes Act 1914* (Cth)
- the annual report on witness identity protection certificates pursuant to Part IACA section 15MU(2) 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 2022.

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 P Kershaw APM  
Commissioner

## AFP principal locations

### **National Headquarters**

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# Commissioner's review



In 2021–22, the work of the Australian Federal Police (AFP) continued to be shaped by an evolving criminal landscape, ongoing impacts of COVID-19, and social, economic and geopolitical change. Throughout this period, our high levels of organisational agility, innovation and partnerships ensured we successfully targeted threats to Australians and Australia's national interests.

Partnerships, both domestic and international, continue to play a pivotal role in the operational and organisational success of the AFP. We work in close collaboration with a range of law enforcement and government agencies at the state, territory and Commonwealth levels, as well as industry and academia, to ensure the safety of the Australian community. With AFP staff positioned in 33 countries, 34 AFP posts and 7 police development missions, the AFP has longstanding operational and cultural ties with our overseas law enforcement partners and their communities. The AFP maintains strong relationships with our partners through joint operations and investigations, sharing information and intelligence, building capability and capacity, mutual assistance and task forces that target crime.

In 2021–22, for example, we worked alongside our partners in the Pacific to assist with ensuring the restoration of public order in Solomon Islands (Operation Skyray, page 25); assumed the Chair of the Five Eyes Law Enforcement Group, comprising the AFP and our counterparts from Canada, New Zealand, the United Kingdom and the United States (page 35); and opened the AFP Transportable Forensic Laboratory in collaboration with the Australian Border Force and Australia Post. Through increased collaboration, we are maximising our impact on the criminal environment.

In 2021–22, the AFP recorded 312 disruptions across 22 countries, including Australia; seized 21.6 tonnes of illicit drugs and precursors; charged 744 people with criminal offences; and charged 221 people as a result of child exploitation investigations.

Despite the ongoing challenges of COVID-19 in 2021–22, AFP members have worked diligently to protect our communities from a broad range of criminal threats including high-risk terrorist offenders (Operation Rosendaal, page 17); foreign bribery (Operation Telchar, page 28); online child sexual abuse (Operation Tatsuta, page 28); slavery (Operation Cupola, page 29); and money laundering (page 42). The AFP also continued with the prosecution phase of our biggest organised crime operation (Operation Ironside, page 21) and coordinated the policing resources needed to provide a safe and secure 2022 federal election (Operation Phonix, page 75).

The AFP is also stepping up to meet new and emerging threats with innovation and technological advances. Through our Cyber Command, the AFP is targeting evolving cyber threats such as remote access trojans, business email compromise and ransomware (page 19), and the launch of the Joint Policing Cybercrime Coordination Centre, which enables the coordination of Australia's policing response to high-volume cybercrimes affecting the Australian community (page 20).

As always, it is the people of the AFP who make us the agency we are today – those *on* the front line, and those *supporting* the front line.



In 2021–22, increasing the number of frontline officers continued to be a primary recruitment focus. The AFP graduated 237 recruits across 11 programs, translating to the recruitment of 79 protective service officers and 158 police officers. To ensure the agency is reflective of the diverse community we serve, we continue to enhance our diversity and inclusion, with key initiatives such as the launch of the *AFP innovate Reconciliation Action Plan 2022–2024* through the First Nations Unit, continued support for the AFP's 5 diversity networks and partnership with the Australian Human Rights Commission. We also launched the *Crime Interrupted* true crime podcast series, providing the public and potential future recruits an insight into what happens behind the scenes to disrupt serious and organised crime.

Through the AFP Strategic Workforce Plan, we outlined our vision for our future workforce. To ensure the workforce is fully and appropriately supported, we finalised an Enabling Services Review, resulting in the Corporate Reform Enhancement (CoRE) program. The CoRE program marks the start of the AFP's journey to continue to embed a customer-centric culture in our corporate teams and reduce unnecessary red tape to ensure a continued focus on meeting operational and frontline needs.

Our people continue to be supported and protected through the SHIELD program, which recognises that early intervention is key to supporting members with work-related injury or illness.

I am extremely proud of the diverse work of the AFP, and in particular the resilience and dedication of our members. I look forward to another busy year for law enforcement as we continue to work to protect Australians and Australia's national interests.



Reece P Kershaw APM  
Commissioner  
12 September 2022

## Snapshot of achievements 2021–22

### PREVENTION



Provided **259** security briefings for parliamentarians

Ensured the safety of **53 significant visits** by Commonwealth protected persons

Protected **32** critical Commonwealth establishments

Almost **10%** of the AFP contributed to operations and activities ensuring the safety and security of the 2022 federal election

Safeguarded **9 designated airports**, with airport police and protective service officers responding to

**16,073** incidents



Assessed **16,923 movements** and **3,789 events** and/or protests

### DISRUPTION



**21.6 tonnes**

of illicit drugs and precursors seized at the border or domestically

**\$7.2 billion**

in avoided harm to the Australian community and economy from seizure of illicit drugs and precursors

**\$38.9 million** in benefit to the economy from successful financial investigations

**312 disruptions** recorded across **22 countries**, including Australia

## RESPONSE AND ENFORCEMENT

**744** people charged with criminal offences



**16** people charged as a result of terrorism investigations by the AFP and its domestic partners

**221** people charged as a result of child exploitation investigations



**146** people charged and more than **\$1.4 million** in cash seized under Operation Ironside


## INTERNATIONAL COLLABORATION

AFP staff positioned in **33** countries, <sup>34</sup> AFP posts and 7 police development missions



**\$6.8 billion** in harm avoided through international drug seizures

**20.3 tonnes** of illicit drugs seized by overseas police with AFP assistance



**Pacific Police Development Program** delivered in **19 countries**

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The background of the entire page is an abstract composition of numerous glowing blue lines of varying lengths and orientations, creating a sense of depth and movement. The lines are most prominent in the top and bottom sections, which are separated by a dark blue horizontal band containing the text.

# CHAPTER 1

Overview

# The AFP's role and purpose

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

Our role is to enforce Commonwealth and Australian Capital Territory criminal law and protect Commonwealth interests from criminal activity in Australia and overseas. We work closely with domestic and international partners to combat complex, transnational serious and organised crime impacting Australia's national security.

**Figure 1.1** The AFP's core functions



Figure 1.2 Links between the AFP’s Portfolio Budget Statement, outcomes and programs



### Outcome 1

#### Program 1.1: Federal Policing – Investigations

The AFP aims to reduce criminal and security threats through 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.

### Outcome 2

#### Program 2.1: ACT Community Policing

The AFP provides community policing services in the Australian Capital Territory which deliver, in partnership with government and community agencies, support for enforcement of the law, emergency management and community safety; efforts to counter victim-based crime and road trauma, building community resilience against crime; and working with the community to prevent and disrupt crime.

### Outcome 3

#### Program 3.1: Specialist Protective Services

The AFP provides police-based protective services to enhance the rule of law; national stability; the workings of key institutions; international relations; national security at designated airports, high-profile residential and dignitary locations, and specialised events; and protection for official persons.

#### Program 3.2: International Police Assistance and External Territories

This program provides policing services and/or support for Australia’s external territories and to other nations to enhance the rule of law internationally. This is facilitated through the AFP’s official development assistance in the Indo-Pacific region, the AFP’s contribution to United Nations missions, training programs for police, and community policing in Australia’s external territories.

## Strategic initiatives

In 2021–22, the AFP continued to progress 5 enterprise-wide strategic initiatives, in accordance with the *AFP Corporate Plan 2021–22*:

- 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.

Table 1.1 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 1.1** Strategic initiatives and related activities, 2021–22

Improve the health and wellbeing of our people	
Activity	Progress
<b>Continue to implement SHIELD within the AFP's health and wellbeing services</b>	<ul style="list-style-type: none"> <li>• Commenced the first SHIELD Health Hub in Western Command on 1 July 2021 with strong demand for services, resulting in positive outcomes for members</li> <li>• Commenced new SHIELD services in Central Command and the Canberra region in the second half of 2021. Services in the Canberra region further expanded in February 2022, while SHIELD services commenced in Northern Command in mid-2022</li> <li>• Operated priority SHIELD services in Eastern and Southern Command, building on existing health capabilities.</li> </ul>
<b>Continue to embed the 2018–2023 Health and Wellbeing Strategy</b>	<ul style="list-style-type: none"> <li>• Developed and published the Health Education Framework</li> <li>• Developed and implemented the Health and Wellbeing Dashboard and the Health Risk Profile Tool.</li> </ul>
<b>Develop a Strategic Workforce Plan</b>	<ul style="list-style-type: none"> <li>• Endorsed the new <i>Strategic Workforce Plan 2022–27</i> and began planning for delivery from early 2022–23. The new Plan integrates a range of proactive strategies to deliver a highly skilled and adaptable AFP workforce, maximise operational agility and impact, and manage talent and leadership pipelines.</li> </ul>
Organisational reform to continuously deliver a modern policing agency	
Activity	Progress
<b>Embed the Operational Prioritisation Model (OPM)</b>	<ul style="list-style-type: none"> <li>• Completed a 3-month trial of the OPM in Southern Command</li> <li>• Considered and commenced implementation of recommendations from the 3-month trial</li> <li>• Established a project to complete the implementation in the 2022–23 financial year.</li> </ul>
<b>Embed the contemporary operating model for Protection Operations</b>	<ul style="list-style-type: none"> <li>• Undertook significant work to embed the new protection operating model</li> <li>• Undertook continuous assessment of the security of all parliamentarians in the current environment, based on an assessment of threat/risk and vulnerability, to ensure the safety and security of all parliamentarians is appropriate.</li> </ul>



<p><b>Continue to strengthen service provision delivered via the National Operations State Service Centre (NOSSC)</b></p>	<ul style="list-style-type: none"> <li>• Provided 24/7 incident response and situational awareness for the AFP and its stakeholders through the NOSSC, including the provision of centralised incident coordination for Operation Ironside, Operation Skyray and the 2022 federal election</li> <li>• Received over 550 incoming telephone calls per day on average to the NOSSC in support of partners and the Australian community</li> <li>• Shared operational and situational awareness information between the NOSSC and the National Situation Room to strengthen response and awareness.</li> </ul>
<p><b>Develop and implement an AFP Innovation Strategy and Research agenda that continues to enhance a culture of innovation and continuous improvement</b></p>	<ul style="list-style-type: none"> <li>• Developed the <i>AFP Research and Innovation Strategy 2022–24</i>, which provides strategic direction and a roadmap for development and management of research and innovation within the AFP</li> <li>• Published the AFP Innovation Fund Better Practice Guide.</li> </ul>
<p><b>Implement the outcomes from the Enabling Services Review (ESR)</b></p>	<ul style="list-style-type: none"> <li>• Launched the Corporate Reform Enhancement (CoRE) program, which monitors the delivery of a range of initiatives aimed at enhancing the AFP’s structure, governance, systems, processes, capability, culture and leadership. This includes the establishment of an enhanced corporate operating model to support the AFP’s frontline operations</li> <li>• Reviewed and streamlined the procurement process to ensure it is fit for purpose</li> <li>• Reviewed delegations to ensure appointees can make appropriate decisions</li> <li>• Developed an AFP program and project management framework to strengthen reporting, compliance and automation of reporting and approval processes.</li> </ul>

### Improve productivity and operational effectiveness

Activity	Progress
<p><b>Proactively pursue legislative reform to ensure AFP’s ability to respond to current and emerging criminal threats and evolving technologies</b></p>	<ul style="list-style-type: none"> <li>• Pursued and introduced the <i>Surveillance Legislation Amendment (Identify and Disrupt) Act 2021</i> (Cth) to assist in protecting the Australian community from serious threats.</li> </ul>
<p><b>Continue to implement the AFP Reserve</b></p>	<ul style="list-style-type: none"> <li>• Increased enrolments on the AFP Reserves Register. As of June 2022, there are 89 AFP Reserves on the Reserves Register, comprising former sworn police, protective service officers and unsworn members. The AFP Reserve provides a key opportunity for former appointees to contribute their knowledge and experience to the AFP and maintain a sense of commitment to the Australian community</li> <li>• Called upon AFP Reserves to support AFP commands in areas such as national investigations, recruitment processes, training development and delivery, project and administration support, and ceremonial events.</li> </ul>
<p><b>Implement the recommendations from the Governance Instrument Framework Review</b></p>	<ul style="list-style-type: none"> <li>• Implemented the recommendations of the review and embedded them in the framework for ongoing review and maintenance of governance instruments.</li> </ul>

<p><b>Trial the Investigations Management Solution and embed into the AFP's investigative process</b></p>	<ul style="list-style-type: none"> <li>• Launched the Investigations Management Solution (IMS), which went 'live' in March 2022. Early Adopters – Phase 1 commenced using the IMS to shadow live investigations managed in the AFP's Police Real-time On-line Management Information System (PROMIS)</li> <li>• Finalised critical integration with PROMIS to enable the sharing of crucial system data to support officer safety and achieve minimum viable product</li> <li>• Trained 205 members (Constable to Superintendent) as IMS advisors</li> <li>• Undertook command engagement and planning to ensure the successful implementation and enterprise rollout of the IMS in early 2022.</li> </ul>
<p><b>Enhance the AFP's technological capability to counter online child exploitation, including implementation of the Australian Victim Identification Database and the Child Abuse Reporting and Triage System</b></p>	<ul style="list-style-type: none"> <li>• Reached 75% completion of the Australian Victim Identification Database project and began planning its deployment to our state and territory police partners across Australia</li> <li>• Migrated the Child Abuse Reporting and Triage System to the new cloud version in September 2021.</li> </ul>
<p><b>Establish the Joint Police Cybercrime Coordination Centre (JPC3)</b></p>	<ul style="list-style-type: none"> <li>• Established and launched the JPC3 in a purpose-built facility in the AFP's Eastern Command Headquarters in Sydney in March 2022. The JPC3 will utilise the powers, experience, investigative and intelligence capabilities of all Australian policing jurisdictions and partner agencies to inflict maximum impact on high-harm, high-volume cybercrime threats confronting the Australian community</li> <li>• Progressed work with stakeholders to finalise JPC3 governance and secondment arrangements.</li> </ul>
<p><b>Implement the transnational serious and organised crime (TSOC) Strategy Framework and embed into the AFP's day-to-day operational practices</b></p>	<ul style="list-style-type: none"> <li>• Ensured AFP capabilities and efforts are coordinated and directed at activities inflicting maximum impact through the AFP's TSOC Strategy Framework. This included supporting the development of a formal strategy framework and sub-strategies to clearly articulate the focus points of finances, communications, operations and logistics, and how to target and disrupt them</li> <li>• Continued to capitalise on information from Operation Ironside, with ongoing arrests and seizures, a week of action in December 2021, and a renewed focus on Italian organised crime. A conference on Italian organised crime in April 2022, hosted by the AFP, supported sharing experiences and joint targeting opportunities with foreign and domestic law enforcement partners</li> <li>• Briefed relevant areas on how the new Network Activity Warrant powers provide opportunities to uplift TSOC work and how they can support AFP priorities. TSOC areas have also focused on building organisational capacity by running training sessions and workshops, including on outlaw motorcycle gangs and money laundering.</li> </ul>
<p><b>Continue to grow the Bribery Prevention Network in conjunction with the public and private sectors</b></p>	<ul style="list-style-type: none"> <li>• Launched the Bribery Prevention Network in Perth, Sydney and Brisbane</li> <li>• Expanded membership of the Bribery Prevention Network and its Bribery Prevention Hub content</li> <li>• Became one of 3 finalists for the Basel Institute on Governance's International Collective Action Awards in the Inspirational Newcomer category for the Bribery Prevention Network.</li> </ul>

<p><b>Restrain \$600 million (gross) of criminal assets in the 5 years to 30 June 2024</b></p>	<ul style="list-style-type: none"> <li>• Restrained \$592 million (gross) in criminal assets as at 30 June 2022.</li> </ul>
<p><b>Continue to enhance the operation of the Counter Foreign Interference Taskforce</b></p>	<ul style="list-style-type: none"> <li>• Continued to harden the national security environment through successful disruption of espionage and foreign interference activity to protect Australia’s interest</li> <li>• Developed the AFP Countering Community Interference Strategy, examining specific objectives for the AFP to define and mitigate the espionage and foreign interference threat within Australian communities.</li> </ul>
<p><b>Continue to enhance capabilities for the management of released high-risk terrorist offenders (HRTOs)</b></p>	<ul style="list-style-type: none"> <li>• Continued to develop a national framework for the monitoring of HRTOs in the community</li> <li>• Monitored a growing number of HRTOs</li> <li>• Continued to enhance AFP capabilities for enduring risk investigations, including the delivery of training for HRTO teams.</li> </ul>
<p><b>Continue to embed the Police Services Model in ACT Policing</b></p>	<ul style="list-style-type: none"> <li>• Created a further 17 positions in ACT Policing, taking the total number of additional positions to 48 since the commencement of the Police Services Model</li> <li>• Established the second of 3 Proactive Intervention and Diversion Teams to prevent and divert criminal behaviour, and issues causing repeat calls for service</li> <li>• Began recruitment for the third Proactive Intervention and Diversion Team, which will commence in ACT Policing in 2023</li> <li>• Progressed toward the launch of the ACT Policing Online Reporting Portal, which will provide the community with an additional method of engaging with ACT Policing for non-urgent matters</li> <li>• Created a continuous improvement capability to deliver strategically aligned and sustainable change initiatives</li> <li>• Initiated a research and evaluation function, which will research and test policing methods used widely to deliver new ways to solve systemic crime issues and inform prevention work in ACT Policing.</li> </ul>

**Develop leaders to lead change and high performance**

Activity	Progress
<p><b>Implement and embed the new year-long SES Development Program, guided by the SES Development Program Framework</b></p>	<ul style="list-style-type: none"> <li>• Commenced a 12-month Senior Executive Service (SES) Development Program in 2021 that explored contemporary leadership skills and concepts. This program concluded in May 2022</li> <li>• Made available a number of development programs to the SES to assist in the continual development of their leadership skills and knowledge in alignment with expectations outlined in the AFP Leadership Model</li> <li>• Recognised continuous learning as a key foundational principle of the SES Performance Framework launched in early 2022.</li> </ul>
<p><b>Continue to deliver the AFP Innovation Fund to support activities that advance the AFP as a high-performing and innovative policing agency</b></p>	<ul style="list-style-type: none"> <li>• Sponsored 22 projects under the AFP Innovation Fund for 2021–22, promoting a culture of innovation and encouraging our members to invest efforts towards identifying solutions for barriers and challenges to their work.</li> </ul>

<p><b>Continue to invest in training and development opportunities for our people to develop skills and capability, focusing on policing and leadership</b></p>	<ul style="list-style-type: none"> <li>• Delivered the Senior Investigator Officer Program to develop 18 senior investigators, including embedding the AFP Decision Making Model</li> <li>• Delivered the 62nd Management of Serious Crime (MOSC) program – the first MOSC program delivered since 2019 – to 19 participants from 12 domestic and one international police and investigative agencies</li> <li>• Delivered detective, counter terrorism and special investigations, child protection, and international investigations training, despite COVID-19 travel restrictions, border closures and staff capacity issues</li> <li>• Implemented IMS Advisor/user training and trials – significantly benefiting the investigator cohort (including managers and investigations support) and investigative outputs</li> <li>• Conducted regular and ongoing engagement with IMS command leads and IMS Advisors in fortnightly meetings/seminars</li> <li>• Launched the AFP Leadership Continuum.</li> </ul>
<p><b>Improve diversity and inclusion to reflect our communities</b></p>	
<p><b>Activity</b></p>	<p><b>Progress</b></p>
<p><b>Continue to enhance diversity and inclusion through strategy development and recruitment initiatives</b></p>	<ul style="list-style-type: none"> <li>• Refreshed the diversity networks and produced network action cards to increase accountability for delivering diversity and inclusion outcomes</li> <li>• Completed a review of the first 5 years of the 2016–2026 Diversity and Inclusion Strategy through the AFP–Australian Human Rights Commission partnership and prepared a new strategy (covering 2022–2026) for endorsement in early 2022–23</li> <li>• Developed a new AFP Jobs website and corporate video aimed at attracting more applications from diverse candidates</li> <li>• Delivered a new podcast series <i>Crime Interrupted</i> to encourage candidates from diverse backgrounds and experiences to consider a career with the AFP.</li> </ul>
<p><b>Embed cultural awareness and reconciliation through the First Nations Unit</b></p>	<ul style="list-style-type: none"> <li>• Established, through the First Nations Unit, a new partnership – the Justice Policy Partnership – with the National Indigenous Australians Agency and the Attorney-General’s Department relating to the National Agreement on Closing the Gap. The partnership includes representation from ACT Policing and provides for collaboration on development and implementation of action plans to ensure they will be fit for purpose</li> <li>• Became an official signatory to the Indigenous Police Recruitment Our Way Delivery Program and established a dedicated program team to increase our First Nations recruitment pathways and representation in our sworn workforce</li> <li>• Released the second <i>AFP innovate Reconciliation Action Plan</i>. The <i>AFP innovate Reconciliation Action Plan 2022–2024</i> focuses on providing workforce support in our reconciliation journey and increased positive community engagement. The plan contributes to a suite of initiatives and other strategies that support our cultural capability uplift</li> <li>• Provided regular opportunities for individuals to increase their cultural awareness through dedicated cultural appreciation training, online resources and events during National Reconciliation Week and NAIDOC.</li> </ul>

The background of the entire page is an abstract composition of numerous diagonal streaks in various shades of blue and white, creating a sense of motion and depth. The streaks are most prominent in the top and bottom sections, framing the central text area.

# CHAPTER 2

Annual highlights

## 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 2021–22*. 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 2.1** AFP organisational structure as at 30 June 2022

AFP Commissioner Reece P Kershaw APM				
Office of the Commissioner	Chief Operating Officer Charlotte Tressler	Deputy Commissioner Operations Brett Pointing APM	Deputy Commissioner Investigations Ian McCartney APM	Deputy Commissioner Chief Police Officer for the ACT Neil Gaughan APM
Assistant Commissioner Chief of Staff Doug Boudry	Assistant Commissioner Learning and Development Grant Nicholls	Assistant Commissioner Central Command Peter Harvey APM	Assistant Commissioner Counter Terrorism and Special Investigations Command Scott Lee APM	Deputy Chief Police Officer Peter Crozier
	Chief Counsel Samantha Nichol	Assistant Commissioner Eastern Command Kirsty Schofield APM	Assistant Commissioner Crime Command Nigel Ryan APM	
	Chief Financial Officer Paul Wood	Assistant Commissioner Northern Command Lesa Gale APM	Assistant Commissioner Cyber Command Justine Gough	
	National Manager People and Culture Command Dr Christopher Black	Assistant Commissioner Security Command Chris Craner APM	Assistant Commissioner International Command Michael Pannett MNZM	
	National Manager Strategy and Performance Katherine Van Gorp	Assistant Commissioner Southern Command Krissy Barrett	National Manager Criminal Asset Confiscation Stefan Jerga	
	Executive Director Australian Institute of Police Management Stuart Bartels APM	Assistant Commissioner Specialist Protective Command Jason Kennedy APM (Acting)	Executive Secretary Asia Pacific Group Gordon Hook	
		Assistant Commissioner Western Command Pryce Scanlan APM		
		National Manager Operational Science Technology Dr Simon Walsh PSM		

## 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. The DCI also oversees Cyber Command, established in 2021–22, which leads the AFP's response to cybercrime and the Joint Police Cyber Coordination Centre (JPC3).

The 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. The DCI oversees Criminal Assets Confiscation Command, which provides leadership for the wider Criminal Assets Confiscation Taskforce (CACT). The CACT brings together the AFP and other Commonwealth partners to trace, restrain and ultimately confiscate criminal assets.

### Performance highlights

#### Operation Bletsoe: extremist charged

In November 2021, a man was arrested and charged with 6 state-based offences following a siege in Windang, New South Wales (NSW). The man, dressed in black clothing with a tactical-style vest and balaclava, armed himself with numerous firearms, a fake improvised explosive device, cable ties and a folding knife before walking to an intersection. The man allegedly fired a number of shots at vehicles and pedestrians before taking hostages in a local shop. Local police successfully negotiated the release of the hostages and the man's surrender to police. During the negotiations, the offender demonstrated anti-government sentiments.

In February 2022, the same man was charged with an additional offence of engaging in an act of terrorism, contrary to section 101.1 of the *Criminal Code Act 1995* (Cth), following a comprehensive investigation by the NSW Joint Counter Terrorism Team after the incident in November 2021. A search conducted at the man's premises following the siege found devices and multiple files, including the man's manifesto, which was consistent with ideologically motivated violent extremist sentiments. The documents demonstrated that the man was seeking to use violent means to advance and promote his manifesto, ideology and agenda. During the search, 5 additional firearms were located, along with 5 gel blasters, 6 replica handguns, NSW Police Force uniform, a Nazi flag, military knives and an 'Australia for Republic' sign.

This case is the first time Commonwealth charges have been laid for an act of terrorism committed by an individual with ideologically motivated violent extremist views. It reinforces the message that the AFP targets all criminality regardless of the ideology of the perpetrator. The AFP and our partners have seen an increase in the number of ideologically motivated violent extremism investigations, which primarily align to nationalist and racist threat drivers.

The successful charges highlight the partnership and commitment of the AFP, the NSW Police Force, the NSW Crime Commission and the Australian Security Intelligence Organisation (ASIO) in working together to combat these threats.

#### Operation Rosendael: monitoring terrorist offenders

The AFP continues to monitor a growing number of high-risk terrorist offenders (HRTOs) under Operation Rosendael. There are currently 55 offenders serving custodial sentences for terrorism offences, 19 of whom are scheduled for release in the next 5 years.

The AFP is monitoring 4 current control orders, breaches of which are a criminal offence under the Criminal Code and subject to a maximum of 5 years' imprisonment. Two offenders were arrested in 2021–22 for breach of their control orders and one has been sentenced.

#### Operation Rosendael–Invercauld

On 5 November 2021, the Victorian HRTO team arrested and charged a Victorian man for breaching his control order. It was alleged he failed to comply with the conditions of the interim control order (ICO) when he accessed material online depicting torture and firearms, as well as accessing social media services without permission. The man was arrested and charged with 8 counts under section 104.27 of the Criminal Code.

On 23 June 2021, the man was sentenced to 6 years and 8 months' imprisonment in relation to one charge contrary to section 7(1)(e) of the *Crimes (Foreign Incursions and Recruitment) Act 1978* (Cth) in relation to his travel to and involvement in the Syrian conflict. Accounting for time served and Victorian emergency management days, he was released from custody on the same day and subsequently placed under an ICO.

The man was charged in December 2021 with an additional 30 breaches of the ICO, as well as additional charges in relation to child abuse material. The matter remains before the court.

### **Operation Rosendael–Drimnagh**

On 16 January 2021, the AFP HRTO team arrested and charged a NSW man with 3 counts of contravening a control order, contrary to section 104.27 of the Criminal Code. It was alleged he failed to comply with a condition of the control order by accessing material online that supported executions, beheadings and torture.

The man had been released from custody in NSW after completing 14 months' imprisonment for 2 counts of associating with a terrorist organisation, Islamic State, contrary to section 102.8(1) of the Criminal Code.

An ICO came into effect upon his release.

Following ongoing analysis of previously seized devices, on 17 March 2021 the AFP charged the man with an additional 6 breaches.

On 11 April 2022, the man was sentenced to 2 years and 3 months' imprisonment for these offences.

### **Operation Rosendael–Medija**

On 30 April 2022, the NSW HRTO team arrested and charged a NSW man for breaching his ICO. It was alleged he failed to comply with the conditions of his control order when he failed to notify the AFP that he was undertaking paid work.

The man was arrested and charged with one count of contravening a control order under section 104.27 of the Criminal Code.

On 9 February 2018, the man was sentenced to 4 years and 9 months' imprisonment for his 2013 travel to Syria and involvement with members of an insurgent group whose intention was to remove Syrian President Bashar al-Assad from power. He was convicted of engaging in hostile activity in a foreign state, contrary to section 6(1)(a) of the *Crimes (Foreign Incursions and Recruitment) Act 1978* (Cth).

On 29 July 2021, an ICO was granted against the man, and he was released from custody on 2 August 2021.

The matter remains before the courts.

## **Community Liaison Teams: connecting with diverse communities**

The AFP's Community Liaison Teams (CLTs) around Australia continue to build and maintain positive relationships with a range of communities and organisations in support of the government's strategy to counter violent extremism and promote greater social cohesion. CLTs act as a conduit between communities and law enforcement. Two key international events shaped the focus of CLT activities in 2021–22: the conflict in Ukraine, and the Allied withdrawal from Afghanistan and its subsequent takeover by the Taliban.

### **CLTs engage with Eastern European communities**

CLTs have been actively engaging with Eastern European communities in Australia, including both Ukrainian and Russian communities, to build relationships and identify issues.

Following the Russian Federation's invasion of Ukraine, the Ukrainian government invited foreigners to travel to Ukraine to serve in a foreign legion. CLTs have engaged with a number of individuals, including some who expressed an interest in travelling to Eastern Europe to participate in the conflict or provide humanitarian assistance. CLTs have communicated the Australian Government's advice that travel to the conflict zone is unsafe and not advisable. CLTs continue to provide support, including through meeting with community leaders and attending events.



### CLTs engage with Afghan communities

CLTs have longstanding relationships with many Afghan communities across Australia and were well placed to capture community sentiment following the Taliban's rise to power in 2021. In addition to engaging with the Australian Afghan community, CLTs work closely with government partners and key NGOs such as Settlement Services International, the Sadaqa Welfare Fund, and other agencies involved in the Australian Government's Humanitarian Settlement Program. CLTs have used this opportunity to support recent arrivals and identify future engagement opportunities such as community events.

From discussions with the Afghan community, the most common theme that emerged was concern for family, friends and the general people of Afghanistan. Significant work arose from these engagements, including providing the community with advice and education in relation to sending money overseas, people smuggling and laws relating to Australians travelling to fight against the Taliban.

CLTs are in regular contact with community leaders and have facilitated direct meetings between the AFP Commissioner and the Australian National Imams Council (ANIC) Board of Imams. ANIC is the only central Australian Islamic body with representation from Australia-based Muslim clerics representing each Australian state and territory.

### Emerging cyber threats: remote access trojans, business email compromise and ransomware

The AFP has positioned itself at the forefront of fighting cybercrime through the establishment of Cyber Command to directly combat this pervasive threat. Cybercrime activity against Australia's national and economic interests is increasing in frequency, scale, sophistication and impact. In combating these evolving threats to the Australian public, Cyber Command is focusing on:

- remote access trojans
- business email compromise (BEC)
- ransomware.

Although the Australian community continues to face an escalating cybercrime threat, Cyber Command has achieved operational impact against these key areas of focus through direct and effective disruption and prevention, leveraging international and domestic cooperation and community engagement.

#### Remote access trojans

Malware development and sale has emerged as a key threat to Australian interests, as it is a scalable crime model whereby single developers have a damaging effect on substantial numbers of victims globally.

Since 2019, Cyber Command has co-led the Remote Access Trojan Working Group, Operation Splinter, whose primary mission is to collaborate with international partners to disrupt the development, dissemination and malicious use of remote access trojans and associated malware worldwide.

Through Operation Splinter, Cyber Command has delivered intelligence packages identifying and leading to action against malware developers across the globe.

#### Business email compromise

Business email compromise continues to pose a financial risk to Australian communities, with the Australian Cyber Security Centre reporting approximately \$81.45 million in self-reported BEC losses over the 2020–21 financial year. In 2020 the AFP initiated Operation Dolos – an AFP-coordinated multi-agency operation targeting the BEC crime model. Throughout 2021–22, in conjunction with partners, the AFP developed new techniques that had sizeable impacts on BEC, reducing the harm to everyday Australians and enterprises. In addition, Operation Dolos has coordinated national and international campaigns and disrupted illicit proceeds by targeting transnational organised cybercrime syndicates conducting and facilitating BEC.

In 2021–22, Operation Dolos recovered over \$5.97 million in funds stolen by BEC perpetrators and criminal syndicates.

## Ransomware

In July 2021, the AFP established Operation Orcus to coordinate a multi-agency taskforce targeting developers and those who use ransomware as a service. Operation Orcus leverages domestic relationships with international partners to address the growing ransomware threat.

Through Operation Orcus, the AFP has detected indicators of ransomware compromise in Australian organisations. Disruptive action was taken to notify impending victims, pre-emptively halt attacks and protect victims from financial and data loss.

Operation Orcus has analysed hundreds of ransomware incidents, prepared and distributed intelligence reports to law enforcement agencies and other partners, and conducted a number of early victim notifications.

## Joint Policing Cyber Coordination Centre: addressing cybercrime and cyber security threats

Australia's Cyber Security Strategy 2020 highlighted the crucial role the AFP plays in providing a meaningful deterrent to cyber-enabled criminality, contributing to a safe and secure online environment for all Australians and a renewed focus on cybercrime. The government subsequently provided the AFP with \$89.9 million over 4 years from 2020–21 to increase the AFP's cybercrime capacity and capability.

Following the Australian Cyber Security Strategy, the Australian Transnational Serious and Organised Crime Committee led CyberWave Project identified the need for an enhanced national approach to cybercrime, especially types of cybercrimes that do not have a strong cybersecurity connection, including cybercrimes where:

- the victims are individuals or small to medium enterprises
- the offender is in a different jurisdiction to the victims (often overseas)
- the losses incurred in individual crimes are not significant enough to warrant a multi-jurisdictional effort.

Acknowledgement of this strategic gap and the emergence of high-volume cyber threats led to the establishment of the Joint Policing Cybercrime Coordination Centre (JPC3), which was launched by the Minister for Home Affairs on 21 March 2022. The JPC3 forms part of broader initiatives announced by the Australian Government in the National Plan to Combat Cybercrime 2022.

The JPC3 is an AFP-led initiative subject to AFP governance and regulations. It operates from a purpose-built facility in the AFP's Eastern Command Headquarters in Sydney.

The JPC3 uses the powers and experience and the investigative and intelligence capabilities of all Australian policing jurisdictions and brings together capabilities from across Australian Government agencies and industry to coordinate Australia's policing response to high-volume cybercrimes affecting the Australian community.

The 3 core functions of the JPC3 are investigations, target development and disruption, and prevention and community outreach.

The JPC3 is a hybrid facility, with stakeholders from the public and private sectors co-located and working together to inflict maximum impact on high-volume cybercrime groups targeting the Australian community.

Key benefits of the JPC3 and what this capability will bring are:

- law enforcement resources targeted towards priority high-volume cybercrime threats, thereby lessening the harm to the Australian community
- AFP and partner agency cyber capabilities of people, tools and processes enhanced through collaboration
- cybercriminals and cybercrime campaigns actively disrupted
- national coordination of joint investigations and taskforces with partner agencies
- operational outcomes actively communicated to strengthen community awareness, contributing to nationally consistent prevention messaging and initiatives.

## Fugitive Apprehension Strike Team: targeting a wanted criminal

In February 2021, the AFP established the Fugitive Apprehension Strike Team (FAST), a dedicated transnational capability for proactively pursuing and arresting fugitives wanted for serious Commonwealth, state and territory offences.

In March 2021, a notorious con man was accused of defrauding a Hong Kong pilot of Bitcoin valued at about \$2 million in 2019 and 2020. He was charged with 5 counts of publishing false or misleading material to obtain an advantage, and 10 counts of dishonestly obtaining financial advantage by deception and knowingly dealing with proceeds of crime with intent to conceal. After the man failed to appear in court to face these charges, FAST received a request from the Queensland Police Service (QPS) to assist with locating and apprehending him.

After a 6-month investigation, FAST, in conjunction with QPS and Victoria Police, identified that the man was in the Gisborne area of Victoria. FAST engaged with the Australian Transaction Reports and Analysis Centre (AUSTRAC) Fintel Alliance, AFP Specialist Operations and AFP Southern Command, who provided their support to the investigation. Their combined investigative efforts narrowed the man's location to a property in Gisborne.

In December 2021, FAST investigators confirmed that the man was on the premises. Soon after, AFP members conducted a forced entry of the premises and located the man trying to evade police. He was arrested and extradited to Queensland.

FAST is committed to removing high-value targets from our community, while enhancing public safety and the AFP's partnership with international, Commonwealth, and state and territory partners. As a result of this successful investigation, a FAST member and 2 QPS members were awarded the Commissioner's Certificate in recognition of their work.

## Operation Ironside: targeting proceeds of crime

Between 2018 and June 2021, the AFP and the United States Federal Bureau of Investigation (FBI) monitored communications over a dedicated encrypted communications platform known as ANØM. The users of ANØM believed that it was completely secure, and it is alleged some of the world's most senior criminals were users of this platform.

Working closely with state, territory and international partners, the AFP was able to identify offenders linked to organised crime, drug cartels and outlaw motorcycle gangs. These transnational serious and organised crime groups are allegedly responsible for large drug imports, drug manufacturing and attempts to kill.

Over the life of Operation Ironside, 1,659 devices were active on the platform in Australia, with 19.37 million messages sent. As of 19 June 2022, 774 search warrants have been executed in Australia, leading to 383 offenders being charged with a cumulative total of 2,340 offences. Through these searches, 6,339 kilograms of drugs were seized, including 2,038 kilograms of cannabis and 988 kilograms of cocaine. Law enforcement also seized \$55.6 million in cash, 69 firearms and 78 weapons. Six clandestine labs were shut down and 29 threats to kill were identified. In 2021–22, 146 people were charged and more than \$1.4 million in cash was seized under Operation Ironside.

In addition to criminal prosecutions, the AFP's CACT is working to remove illicit wealth from the alleged offenders. Throughout Operation Ironside, the CACT restrained more than \$58 million of assets including property, cash, funds in bank accounts, vehicles, jewellery and other luxury items. The CACT continues to target the criminal business model and pursue the assets and ill-gotten wealth of criminal syndicates under Operation Ironside. Two of these matters were completed in 2021–22, resulting in funds in excess of \$11 million being forfeited to the Confiscated Assets Account.

The prosecution phase of Operation Ironside is ongoing.

## Operation Ironside–Rega

Operation Ironside–Rega targeted a crime syndicate with outlaw motorcycle gang links involved in drug importation, trafficking and money laundering. The AFP identified a 'Lone-Wolf' outlaw motorcycle gang member as a key member of this syndicate.

In June 2021, with assistance from the NSW Police Force, the AFP conducted a search at the alleged offender's property located near Cessnock. Cash was discovered behind a shed wall in 49 vacuum-sealed bags, each estimated to contain \$100,000. Police also seized 2 vehicles, 2 motorcycles and a number of designer handbags and watches. The alleged offender was charged with money laundering offences under the Criminal Code and criminal proceedings are ongoing.

During 2021–22, the Supreme Court of NSW made forfeiture orders over the \$4.9 million in cash seized during Operation Ironside–Rega.

The investigation resulted in 11 further arrests and the seizure of more than 700 kilograms of methamphetamine.

### Operation Ironside–Maidos

Operation Ironside–Maidos focused on a syndicate involved in border-controlled drugs and money laundering. The syndicate had links to international outlaw motorcycle gangs.

In November 2020, AFP members executed a search warrant at a property in Girrawheen, WA. The police located \$6.1 million in cash at the property, as well as cash-counting equipment, latex gloves, a vacuum-sealing machine and various packaging items.

Two men involved in the syndicate were present at the time and were observed removing latex gloves. It transpired that the police had arrived when the men were in the middle of packaging the cash for transportation.

The 2 men were charged with dealing with proceeds of crime greater than \$1 million pursuant to the Criminal Code. Both pleaded guilty. On 27 July 2021, the men were sentenced in the District Court of Western Australia to 5 years' imprisonment. In September 2021, the Supreme Court of Western Australia made restraint and forfeiture orders over the \$6.1 million in cash seized during the search warrant.

### Operation Kippage: taking the profit out of human exploitation

In early 2017, the Australian Border Force (ABF) referred a matter to the AFP-led CACT regarding illegitimate labour-hire intermediaries supplying workers to vegetable-packing sheds in Cardinia, Victoria. A man and his co-conspirators were suspected of deriving unlawful monies from the arrangement, while workers were underpaid over a 10-year period.

The man and his co-conspirators attempted to distance themselves from the criminality by cycling through different company names, often with 'straw' directors (people who agree to be named as a director on paper but do not take part in the business), in a 'phoenixing' pattern of behaviour. The labour-hire company would recruit workers by word of mouth, pay in cash and maintain minimum or non-existent records of payment. It would send a bulk invoice to the farmer, who would transfer money into a bank account, from which the money would then be withdrawn in cash. This arrangement enabled the company to make a substantial profit by avoiding its responsibilities to pay minimum wage to its workers.



*Seized cash suspected to be proceeds of crime*

Prior to the CACT referral, the ABF and the AFP executed search warrants in December 2016. Police located and seized items including cash suspected of being the proceeds of crime and documents linking the man and a co-conspirator to a number of the companies. The pair were charged with migration and money laundering offences. The man was convicted in April 2021 and sentenced to 6 months' imprisonment. Other members of the group also received prison sentences.

Between 2018 and 2021, the CACT obtained restraint and forfeiture orders over 3 properties, a Mercedes-Benz motor vehicle, cash, funds in bank accounts, rental income and other items seized under warrants. The last set of forfeiture orders were issued on 29 March 2022, in relation to property under the control of a self-managed superannuation fund of the man, his wife and 2 unrelated beneficiaries. The total value of assets forfeited in the matter is approximately \$4.2 million.

Operation Kippage demonstrates the impact of collaboration and cooperation between CACT partner agencies in pursuing both criminal prosecution and civil proceeds of crime action to deliver maximum impact and punish and deter those intent on profiting from the exploitation of vulnerable workers in Australia.

### ***Surveillance Legislation Amendment (Identify and Disrupt) Act 2021: using new legislation to fight serious crime***

The *Surveillance Legislation Amendment (Identify and Disrupt) Act 2021* (Cth) (the Act) came into effect in late 2021 and allows the AFP and the Australian Criminal Intelligence Commission (ACIC) to collect intelligence, conduct investigations, and disrupt and prosecute serious online criminal activity. The Act introduced 3 new powers for the AFP and the ACIC:

- data disruption warrants – modify and delete data to frustrate the commission of a serious offence occurring online
- network activity warrants – access data used by criminal networks operating online, to gather intelligence about serious offending and the identities of those involved
- account takeover warrants – take control of online accounts for the purposes of gathering evidence to further a criminal investigation.

Rapid technological advances over the past decade have provided multiple new ways for criminals to hide their identities and avoid law enforcement detection. From dedicated encrypted communication platforms like PhantomSecure and ANOM, to the anonymising capabilities of virtual private networks and similar services, criminal uptake of technology has directly affected our ability to identify offenders and prevent them harming the Australian community.

The new powers in the Act significantly enhance the options available to the AFP to overcome these technological obstacles and take appropriate action. Combined with existing technical capabilities and other legislative powers, the Act allows the AFP and ACIC to more effectively target, uncover and combat criminals who use the dark web and anonymising technology to facilitate and disguise their criminal activities.

The AFP proactively looks for opportunities to use the new powers across all our priority crime types, including terrorism, transnational serious and organised crime, cybercrime and child protection. These powers ensure the AFP has the right tools to protect the Australian community from serious threats.

### **Artificial Intelligence for Law Enforcement and Community Safety Lab: implementing new technologies to assist investigations**

The AFP has partnered with Monash University to research and implement the application of artificial intelligence and related technologies to advance law enforcement and community safety.

The Artificial Intelligence for Law Enforcement and Community Safety (AiLECS) Lab is focused on bridging the gap between research on artificial intelligence and the operational implementation of artificial intelligence within law enforcement.

This collaboration highlights the unique opportunity to research explainable algorithms, machine learning classification algorithms for illicit image video and text, frameworks for ethical artificial intelligence, and techniques for leveraging massive law enforcement datasets.



*Digital rendering of a firearm created in AiLECS*

Project Metior Telum (“measure the weapon”) is a large-scale AiLECS initiative to build a highly accurate automatic firearm detection system. A key part of this project is the construction of a hybrid machine learning dataset that augments real image data with rendered firearm imagery obtained by 3D scanning and photogrammetry of real-world AFP weaponry holdings. The project involves 3D scanning of firearms to create a library of highly accurate digital models. This library will be used as a reference and has many applications, including automatic detection and identification of illicit firearms in photos and videos. Machine learning pipelines and models are being developed for this project, with the initial firearm scanning completed in May 2022.

Artificial intelligence techniques are also being developed for automated detection and triage of child sexual exploitation material. Doing this is particularly difficult due to the sensitivities involved in dealing with the training data these algorithms use to learn to recognise this material. However, once developed, this technology could greatly assist in identifying child exploitation material without exposing investigators to the distressing content.

AiLECS Lab is an exciting partnership that is on a mission to advance the research and ethical application of artificial intelligence theories and techniques into real-world operational solutions to significant threats to community safety.

## Operations

The Deputy Commissioner Operations (DCO) oversees the AFP's regional commands: Eastern Command, Southern Command, Western Command, 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 also oversees the AFP's Security Command (created in 2021–22), specialist protective services, specialist forensic and technology capabilities, the AFP-led Australian Centre to Counter Child Exploitation (ACCCE) and the Professional Standards function, which maintains, promotes and enhances the integrity of the AFP.

### Performance highlights

#### Operation Skyray: support to Solomon Islands

The AFP has maintained a presence in Solomon Islands since the Regional Assistance Mission to Solomon Islands in 2003 through police development programs, which provide capacity development and capability uplift for the Royal Solomon Islands Police Force (RSIPF). The purpose of the AFP's engagement in Solomon Islands is to provide regional assistance through the allocation of policing resources, training delivery and equipment and, when requested, to provide a security response.

On 24 November 2021, Australia received a formal request from the Solomon Islands Government for assistance under the Australia–Solomon Islands Bilateral Security Treaty to respond to unrest that had developed in the capital, Honiara. During the escalation of the unrest, AFP members of the RSIPF-AFP Policing Partnership Program (RAPPP) provided advice and support to the RSIPF. Within 24 hours of receiving the formal request, a team of 23 Specialist Operations Tactical Response members deployed alongside Australian Defence Force colleagues to Honiara. AFP Special Operations provided immediate support to the RSIPF to protect life and key infrastructure and to safely restore order. The AFP secured Honiara Airport to allow it to remain open, and assisted the RSIPF to clear Chinatown of rioters, re-establishing control of the area. This assistance was instrumental in restoring immediate order.

Following the re-establishment of order, the RSIPF Commissioner and the Minister for Police and Correctional Services chose the RAPPP AFP Commander to be sworn in as a Deputy Commissioner of the RSIPF, with responsibility for the Solomon Islands International Assistance Force (SIAF). The AFP Deputy Commissioner SIAF also provided strategic policing and security advice to the Solomon Islands Government throughout the state of emergency.

Following the initial deployment, over 100 additional members deployed to Solomon Islands as part of Operation Skyray, including special members from the NSW Police Force. Members supported the RSIPF with investigative activities, high-visibility patrols, security operations and community engagement. The RAPPP also continued to deliver training and capacity development to the RSIPF, including weapons training for RSIPF Specialist Response Team members and public order management training. In addition to the security response, in January 2022, Operation Skyray pivoted to support the Solomon Islands Government COVID-19 response. The AFP provided critical personal protective equipment, rapid antigen tests and advisory support to the RSIPF to assist in protecting RSIPF members and the community.

The AFP was able to assist local RSIPF forces to contain and stabilise the situation and ensure the restoration of public order in Honiara. The AFP continues to maintain a presence in Solomon Islands and endeavours to assist the government and local authorities as requested.

#### Establishment of AFP Security Command: prioritising security

In January 2022, Commissioner Kershaw announced the establishment of the AFP's Security Command, which recognises the focus the AFP places on this important capability across the agency. Security Command provides a single coordination point for security matters in the AFP, reflecting the agency's maturity across the 4 Protective Security Policy Framework (PSPF) pillars (information security, physical security, governance and personal security vetting).

Security Command supports the protection of AFP people, information and assets by providing a protective security framework that ensures the secure delivery of AFP objectives. It is critical to fostering and maintaining a strong protective security culture across the AFP. This is achieved through the continuing assessment of current and emerging security risks, the provision of up-to-date advice and the delivery of security awareness training and compliance activities in accordance with the protective security requirements set by the Australian Government.

Security Command delivers on key strategic security initiatives including:

- innovative protective security measures to safeguard AFP people, operations, information, systems and assets in compliance with the PSPF
- investment and reform to operationalise security and increase security discipline and literacy through modern and effective security services, training and awareness, identifying and treating security vulnerabilities, and promoting a proactive strong security culture across the AFP.

### **Working towards better First Nations representation**

The AFP actively supports a vision for reconciliation with First Nations people that includes an equal and equitable experience within the workplace and community, and one that contributes to existing and new initiatives for First Nations people. To this end, the AFP has partnered with the NSW Police Force and NSW TAFE in the co-design and delivery of the refreshed Indigenous Police Recruitment Our Way Delivery Program (IPROWD). This new partnership enables young First Nations people seeking to commence a career in law enforcement to undertake a fit-for-purpose job-ready program, specifically designed to prepare for a career with the AFP.

Initiated through Eastern Command (Sydney) and supported by the First Nations Unit, a new IPROWD Team has been established in 2021–22 to work closely with the students over their 18-week program. The IPROWD Team, consisting of all First Nations team members, will engage with each IPROWD cohort and provide culturally competent support and guidance as they explore and prepare for the beginning of a new career. The AFP committed to the partnership as a 12-month pilot. If the pilot is successful, the AFP will explore options to roll out the IPROWD initiative to other locations and with other police partners. On completing the program, students who want to join the AFP and are deemed suitable will be offered placement in a merit pool.

This is a new approach to preparing and recruiting First Nations members to better represent the Australian community. It provides a real opportunity to effectively support the AFP's future First Nations leaders and guide them into roles of interest where they will add value to the organisation and the community. The AFP envisions that this initiative will assist in delivering better operational outcomes.

Through this partnership, the AFP hopes to achieve better educational and employment outcomes for the students involved. The AFP understands the positive impact such outcomes can have for individuals, families and communities. The impact can be mutually beneficial. The AFP is committed to being a culturally competent employer of choice, and to delivering culturally competent policing services to Australian communities. The AFP needs First Nations and other diverse representation to effectively serve and grow with our communities. The IPROWD initiative will be the first step to support the AFP on its journey to become a diverse organisation that is reflective of the wider community.

### **Seizure of approximately \$700,000 in Perth Airport: disrupting the criminal economy**

The aviation environment is fast paced and often used by criminals for transporting cash acquired through crime. Currency and drug detection dogs are used in aviation precincts on a regular basis to assist in detecting the transport of large amounts of currency and disrupting criminal activities.

In September 2021, Perth Airport Uniformed Policing members worked alongside the Protection Operations Response Team and National Canine Operations members in one of the domestic terminals at Perth Airport.





*The baggage containing the detected cash*

The teams were conducting random sweeps of passengers, using a currency and drug detection dog. The dog indicated a passenger, who was then selected for a baggage search. Approximately \$700,000 in cash was found in the baggage of the passenger, who explained the cash was business income derived from the sale of goods interstate. An investigation was undertaken and the cash was seized by the AFP as suspected proceeds of crime.

Targeting the criminal economy by removing the profits and proceeds of crime is an important strategy the AFP uses to disrupt organised crime and inflict maximum impact on the criminal environment. The Commonwealth's proceeds of crime laws provide a powerful tool in this regard.

The matter was referred to the CACT for further investigation, with a view to restrain and forfeit the cash.

## Operation Fuji: policing attempted drug trafficking from prison

Legal professional privilege protects communications between lawyers and clients. It allows people to consult freely with their legal advisor without fear of these conversations being used against them later. Telephone calls made by prisoners are recorded and can be listened to by prison staff, unless they are between a prisoner and their lawyer. One Melbourne organised crime figure thought he had found a way to avoid having his calls overheard as he directed his organised crime syndicate from prison.

In August 2021, Malaysian authorities detected 400 kilograms of methamphetamine addressed to a company in Melbourne. Enquiries by AFP intelligence soon linked the importation to an organised crime syndicate whose leader was in Barwon Prison, having been convicted of murder.

Upon making the connection between the seized drugs and the crime syndicate, the AFP commenced Operation Fuji.

In December 2021, the AFP identified a mobile phone that was used by a criminal associate of the prisoner. The prisoner had registered the number with corrections authorities as that of his lawyer. This meant that calls to the phone would not be listened to by corrections authorities under legal professional privilege. However, interception of the associate's phone revealed that the prisoner was directing his syndicate's criminal activities through his associate.

In February 2022, as a result of conversations intercepted between the prisoner and his associate, Operation Fuji investigators were able to provide the ABF with intelligence resulting in the detection of 56 kilograms of methamphetamine and 13 kilograms of heroin.

During Operation Fuji, investigators learned of threats made by the syndicate against criminal rivals, which escalated until the risk of harm was too great. On 23 April 2022, search warrants were executed at homes and businesses linked to the prisoner and his associate. Investigators visited Barwon Prison and charged the prisoner with importing the 56 kilograms of methamphetamine and 13 kilograms of heroin detected in February 2022, and with directing a criminal organisation. The associate was charged with the same importation and, on 25 April 2022, with attempting to import the 400 kilograms of methamphetamine detected in Malaysia in August 2021.

Operation Fuji highlights the importance of collaboration with law enforcement partners and the ability to find innovative solutions in combating organised crime.

## Operation Telchar: foreign bribery by an Australia business

Operation Telchar began after a self-report by Sinclair Knight Merz Pty Ltd to AFP Northern Command Fraud and Anti-Corruption Team in August 2013. The company disclosed to AFP investigators that it had, through its South-East Asian subsidiaries, made illegitimate payments to foreign public officials to secure World Bank and Asian Development Bank financed loan projects in Vietnam and the Philippines.

Throughout this operation, the AFP maintained a productive relationship with the offending company and its legal team to progress the investigation. The AFP's 2017–18 Annual Report highlighted this as 'best practice' cooperation in an investigation.

The investigation was highly complex, requiring the analysis of a large amount of electronic data and documentation, and numerous international enquiries made via mutual assistance requests to overseas law enforcement agencies.

These enquiries established that Sinclair Knight Merz Pty Ltd, now known as Jacobs Group (Australia) Pty Ltd, had offered over \$1,000,000 in bribes to foreign public officials in Vietnam and the Philippines, and had paid over \$460,000 over a 12-year offending period to obtain or retain business in the form of large engineering and construction contracts.

Operation Telchar led to the first contested foreign bribery trial. After 3 years of court process, in May 2021 the offending company entered a plea of guilty to 3 foreign bribery offences in Vietnam and the Philippines. On 9 June 2021, the offending company was sentenced in the NSW Supreme Court in relation to these matters, and fines totalling \$1.47 million were imposed. The Commonwealth Director of Public Prosecutions has appealed the leniency of this decision.

This judgment, although subject to appeal, provides clear guidance about the benefits that arise for corporations that self-report and cooperate in respect of such matters. The verdict was only the third conviction obtained against an Australian company for foreign bribery offences, and will present a significant deterrent to the Australian business community.

## Operation Tatsuta: online child sexual abuse disruption

Operation Tatsuta commenced in February 2020 after a South Australian resident returned to Australia following travel to South-East Asia. ABF officers examined the man's electronic devices and located a quantity of child abuse material.



*A scene from the search warrants*

The AFP later executed a search warrant at the man's home, uncovering more than 50,000 files of child abuse material held on numerous electronic devices. Further examination of these files resulted in the identification of 55 incidents where the man had directed and live streamed the sexual abuse of 13 separate victims in the Philippines.

In April 2020, the alleged offender was arrested and charged with 50 offences. On 3 August 2022, he appeared at the District Court of South Australia for sentencing. For the Commonwealth offences, the man received a sentence of 15 years.

After extensive analysis by victim identification specialists and investigators, information relating to the victims and facilitators in the Philippines was referred to the Philippines Internet Crimes Against Children Centre.

The AFP's international posts in the Philippines engaged Philippine authorities and referred intelligence about the identities of the people suspected of being involved in the abuse to the Philippine Internet Crimes Against Children Centre, of which the AFP is a partner agency. In August 2020, authorities in the Philippines executed multiple search warrants, resulting in the rescue of 15 victims of sexual exploitation and the arrest of 5 offenders.

In November 2020 and May 2021, the CACT obtained restraining orders under the *Proceeds of Crime Act 2002* (Cth) (POCA) in the Supreme Court of South Australia in relation to the offender's residential property. In December 2021, the matter was finalised, with the offender required to forfeit \$165,000 to the Confiscated Assets Account. Funds from this account, established under section 295 of POCA, are used to benefit the community through crime prevention, intervention or diversion programs and other law enforcement initiatives.

Operation Tatsuta demonstrates how a shared vision and a global, multifaceted approach can pave the way in combating child sexual exploitation locally, nationally and internationally.

### Operation Cupola: prosecution for slavery offences

Although slavery is a concept many people associate with a distant past, recent events in a suburb of Melbourne show that modern slavery continues to impact many lives.

In 2015 the Southern Command Human Trafficking Team was informed that an Indian national had been admitted to hospital with severe malnourishment, diabetes, and gangrene of the feet and hands. The victim reported that she had been employed to provide live-in domestic help to a family 8 years earlier but had received no payment and had not been permitted to leave the home.

The victim had been deprived of her passport and the ability to make contact with her family. When Victoria Police made enquiries on behalf of her concerned family in 2015, they were told that she had left a short time after her arrival in Australia and gone to live with relatives interstate. She was, in fact, critically ill in hospital by this time, having been denied access to medical care over an extended period.

In 2016 a couple in their fifties were each charged with one count of possessing a slave and one count of keeping a slave. In 2017 they were committed to stand trial on both charges, and in 2021 they were both convicted of the charges by a jury. Those convictions are now the subject of appeals.

One member of the couple was sentenced to 8 years' imprisonment for her part in the offending and will be eligible for parole after serving 4 years. The other was sentenced to 6 years' imprisonment and will be eligible for parole after serving 3 years.

The Human Trafficking Team has provided extensive support to the victim since becoming aware of her plight.

The AFP has formed partnerships aimed at increasing public awareness of the issue of modern slavery and encouraging victims to seek support.

### Australian Centre to Counter Child Exploitation: operational highlights including Operation Molto

The AFP-led 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.

In 2021–22, the ACCCE received 36,600 reports of child sexual exploitation. Of these, 619 were referred for further investigation. Through the joint efforts of AFP, state and territory investigators working within Joint Anti Child Exploitation Teams (JACETs), 221 people were charged with 1,746 child abuse related offences in 2021–22. Through increased victim identification efforts, in 2021–22, Australian and international law enforcement partners removed 79 victims from harm, 33 of these in Australia.

The ACCCE continues to establish, coordinate and lead major operations to counter child exploitation. In 2020 it began coordinating Operation Molto to target offenders sharing child abuse material online. This was a significant nationwide operation, which closed in 2021–22, involving the AFP and all Australian state and territory police, including the JACETs, the ACIC and AUSTRAC.

The operation began when the ACCCE received intelligence from the New Zealand Te Tari Taiwhenua (Department of Internal Affairs) showing over 200,000 potential suspects using a cloud storage platform to share abhorrent child material abuse online.

In Australia, approximately 1,440 persons of interest were assessed. At the conclusion of the operation in March 2022, police from every state and territory in Australia had executed 158 search warrants in Australia, charged 121 men with 1,248 charges, and removed 51 children from harm.

Some of the alleged Australian offenders are 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.

Globally, the multinational law enforcement effort has resulted in 153 children being removed from harm in many countries around the world.

### FunnelWeb: using new technologies to automate digital forensic work

The FunnelWeb software system is the creation of one of the AFP's digital forensics analysts. It was developed by the AFP in conjunction with an industry partner, with the purpose of increasing efficiency by automating the digital evidence acquisition process.



A FunnelWeb kiosk

In 2021–22, a number of purpose-designed kiosks housing the FunnelWeb software on specialised PCs were deployed to AFP commands nationally.

The simplicity and accessibility of the FunnelWeb system means that any user, regardless of technical skill, can retrieve data from disk and storage devices in a timely manner. In terms of workforce allocation, FunnelWeb will ensure our AFP digital forensics analysts can refocus on more complex investigative processes.

The FunnelWeb capability is predicted to improve productivity by up to 300% while ensuring consistency in process and adherence to standards. Future enhancements will include integration with existing artificial intelligence systems designed to triage child exploitation material and with evidence management systems to provide a streamlined evidence continuity process.

FunnelWeb is the on-ramp for seemingly endless opportunities for data triage and exploitation. Because this technology was developed in-house, the intellectual property belongs to the AFP, allowing us to share this capability with other law enforcement agencies in the future.

### Forensics Laboratory Remediation Program and Transportable Forensic Laboratory: supporting operations and investigations through innovative solutions

The AFP's Forensics Laboratory Remediation Program (FLRP) was established in 2018 to address workplace health and safety and compliance issues across the AFP's regional forensics laboratories.

Working with AFP infrastructure projects, the program delivered a number of significant milestones over 4 years to provide world-class safe laboratories for our forensics specialists to deliver high-end capabilities in support of AFP and partner agency investigations.

The Northern Command site was the first laboratory delivered under the FLRP, in 2020. This was followed by the delivery of remediated laboratories for Southern Command and Central Command, digital forensics laboratories for Eastern Command and new laboratories in the Western Command headquarters in 2021. The final lab remediation was completed in Eastern Command in June 2022.

The laboratory redesigns required careful consideration of current need and future demands of forensic evidence recovery, analysis and new technology. New design features include appropriately scaled laboratory spaces

for operational capacity and capability to enable enhanced workflows, as well as dedicated digital forensics acquisition and review spaces, separate bulk drug examination laboratories, biometric collection laboratories and dedicated spaces for trace evidence collection and advanced chemical analysis equipment.



Member undertaking examination in one of the remediated laboratories

The FLRP has delivered a network of state-of-the-art, modern and future-enabled laboratories to ensure world-class forensics services to maximise impact on the criminal environment.

The AFP Transportable Forensic Laboratory (rapid lab) was officially opened in March 2022. It is a state-of-the-art, fully self-sufficient laboratory made from 3 customised 20-foot standard shipping containers, allowing it to be deployed by road and air to anywhere in the world in support of significant AFP operations.

The new laboratory is based at the International Mail Centre at Australia Post’s Clyde gateway facility in Sydney, where 80% of Australia’s international mail is processed.

This custom-built laboratory is the result of a collaboration between the AFP, the ABF and Australia Post. It provides a safe place for our

world-class forensics team to unleash advanced science and technological techniques on mail items containing illicit firearms and drugs, to drive investigative and intelligence outcomes.

The forensic information gathered in this way will allow the AFP to build intelligence about individuals and syndicates for sharing with international law enforcement, enabling action against offenders targeting Australians.

Suspect packages will be identified by the ABF in the Clyde mail facility. They will be referred to the rapid lab.

### Technological innovations: improving in-field policing

The AFP’s Technology Strategy was launched in 2021–22. It outlines the strategic shifts the AFP must make to ensure that we are maximising our impact on the criminal environment. One of these shifts is the ability to connect online, anywhere, to have effective access to required information. A number of these technologies have been operationalised in 2021–22 to provide efficiencies, safety and situational awareness.

These innovative technological upgrades provide improved networks and communication capabilities for the AFP, enhancing our program delivery and operational support to response policing.



Mobile Responder app screenshot

Upgrades to our Mobile Responder application and computer-aided dispatch system delivered an application on AFP mobile devices providing operational members with real-time access to details of incidents while in the field.

AFP members using Mobile Responder are able to update their status, view and update incident information, and navigate more easily to incidents, all while remaining in the field. The mobile device’s integration with the Global Positioning System (GPS) brings tactical benefit to the AFP, increasing real-time situational awareness for our operational members and the NOSSC and ACT Policing operations, informing decision-making that supports improved operational efficiency, allocation of resources and officer safety.

Further enhancements made to specialist policing software allow the AFP to explore computer-aided dispatch and Mobile Responder data through interactive reports and dashboards, enabling better operational decisions. The software provides this data in advanced reports such as geospatial heat mapping, playback visualisations and other customisable reports, and enhances members' safety through real-time situational awareness allowing time-critical decisions to ensure operational success.

### National DNA program: using forensic innovation to solve cold cases

In July 2020, the National Missing Persons Coordination Centre launched the National DNA Program for Unidentified and Missing Persons. The program was funded from the Confiscated Assets Account.

The aim of this program, the first of its kind in Australia, is to use modern forensic techniques and databases to assist Australian law enforcement to identify unidentified human remains, solve long-term missing persons cases and provide answers to families with missing relatives.

The program's nationwide case audit recorded 850 sets of unidentified human remains. Some of the remains have been stored in police and forensic facilities for over 70 years, while others were discovered more recently. The program has so far received 54 cases from state and territory police across Australia.

Initial program assistance included conducting forensic anthropology examinations and/or radiocarbon dating for 19 sets of unidentified human remains to help jurisdictions determine their coronial significance and suitability for further forensic testing. Forensic odontology support provided through the program has increased the number of dental records on the National Missing Persons and Victim System and led to one dental match as at 30 June 2022.

Since the launch of the program's DNA laboratory at the AFP forensic facility in December 2021, 34 sets of unidentified human remains have undergone or are in the process of DNA testing, and one has been submitted for forensic genetic genealogy. To date, the DNA results provided back to jurisdictions have resulted in 2 DNA matches. In February 2022, one of these matches enabled the South Australian Coroner to identify Mario Della Torre, who had gone missing from Whyalla in 1976.

The program also provided the Royal Australian Navy with DNA evidence to help identify the remains of an 'unknown sailor' as Able Seaman Thomas Welsby Clark. This followed an 80-year investigation after the sinking of HMAS *Sydney (II)* off the Western Australian coast during World War II, claiming the lives of all 645 men on board.

Families of long-term missing persons are being encouraged to participate in the program by completing the new online Missing Persons Details Form and providing a familial DNA sample, along with any medical and dental records, photographs and personal effects of their missing loved one.

The results achieved through this program are examples of how advancements in forensic science can provide fresh hope in previously unsolvable cases, help answer longstanding questions and reunite families with those they have lost.

### Remote Piloted Aircraft System (RPAS) and counter-RPAS capabilities at Northern Command airports: innovation in the aerial space

The unauthorised use of RPAS (drones) is a safety concern at all airports and creates a significant counter terrorism vulnerability. In 2019, a custom-built drone flew between 2,000 and 4,000 feet above the Brisbane Airport International Terminal. The drone had video cameras on board, live streaming the flight footage.



*View of Brisbane international airport from an RPAS*

In response to this threat, AFP Northern Command engaged with AFP Specialist Protective Command (SPC) to leverage the AFP's drone and counter-drone capability. In consultation with SPC's Air Support Team, research and development began for a Northern Command rollout of a capability to address the identified gap.

### Development of AFP RPAS and counter-RPAS capability

In 2020, Northern Command developed an RPAS and counter-RPAS capability, focusing on compliance with AFP national governance, Civil Aviation Safety Authority approvals, Air Services Australia protocols and training.

In 2021–22, 4 AFP drones were deployed to Brisbane, Cairns, Gold Coast and Darwin airports.

Approximately 17 AFP pilots are now trained across Northern Command branches, and the capability has been used for a variety of lawful purposes by aviation, investigation and protection teams.

For example, the AFP deployed a drone in response to protest action at the ABF immigration detention centre at Brisbane Airport to provide live aerial footage to a joint AFP and QPS forward command post. This allowed for greater situational awareness, which enhanced both officer and protestor safety while the incident was being resolved.



*Protest at ABF detention facility, Brisbane, 2021*

### Counter-RPAS enhancements

Through close engagement with partner agencies, Northern Command has now acquired an enhanced RPAS detection device, which detects all drone incursions into airport airside operations. This device provides real-time information for AFP duty sergeants to inform resource deployment, reducing response times and allowing for greater risk mitigation.

### International liaison

Northern Command, through the AFP intelligence officer attached to the FBI, is liaising with international counterparts to gain a better understanding of RPAS operating environments and best practices, with the aim of enhancing local operations.

Ongoing liaison with domestic and international stakeholders will enable the AFP to assess best practice for RPAS deployments and counter-RPAS measures, to ensure we have the most effective capability to enhance the safety of Australian airports and AFP operations.

## Office of the Commissioner

The Office of the Commissioner incorporates the Chief of Staff Command, which is responsible for the AFP's media communications activities. The highlights captured here reflect the work led across the whole of the AFP that contribute to the Commissioner's commitment to support partnerships and engage with the community.

### Performance highlights

#### Events, productions and campaigns: engaging with the community

Building strong relationships with the community is a priority because it helps to increase understanding of, and confidence in, the work done by the AFP locally and internationally.

The AFP places particular importance on building trust with culturally and linguistically diverse communities, especially immigrants who have come from conflict zones and may carry negative perceptions of police. It is vital community members trust the AFP enough to feel they can come to police for help.

Dedicated Community Liaison Teams (CLTs) based across the nation are among the front line for this engagement. They attend community and youth events, organise and participate in forums with spiritual and community leaders, and act as a conduit between the community and law enforcement.

In November 2021, the AFP organised a multicultural community event at Noorla Yo-long, an outdoor adventure facility in South Australia (SA). The AFP hosted the fun event with SA Police and the Country Fire Service and Ambulance Service for Yazidi, Hazara, Afghan Muslim and Congolese immigrants who have settled in the area. Participants included recent arrivals from Afghanistan who were still adjusting to a new life in Australia. This event also assisted in breaking down barriers between police and young people.

The 2019–2020 bushfires devastated many Victorian communities. The Australian Islamic Centre (AIC) volunteers were among those who travelled to impacted areas to provide essential supplies to people in need. The AFP CLT helped to highlight this community involvement in the documentary *Fired Up*, which the AIC, Human Appeal and Blueprint Studios co-produced and launched in 2021–22.

*Fired Up* features interviews with AIC volunteers and local residents who received assistance, some of whom had not met Muslim Australians before. The project has received overwhelmingly positive feedback.

The AFP's efforts to keep people safe through engagement covers a range of topics, particularly child protection. Each year, members present the ThinkUKnow program to thousands of students and parents. It is an evidence-based education program led by the AFP, delivered nationally to prevent online child sexual exploitation. The program is a partnership between the AFP, Commonwealth Bank of Australia, Datacom and Microsoft Australia, in collaboration with all state and territory police and Neighbourhood Watch Australasia. The AFP-led ACCCE also funded a Child Safe Handbook.

Everyone's favourite ACT Policing officer – Constable Kenny Koala – is a highlight of the AFP's outreach engagement in Canberra.

#### *Crime Interrupted* podcast: informing the community

In February 2022, the AFP's new recruitment marketing team partnered with award-winning true crime podcast *Casefile* and external agency Host/Havas to launch *Crime Interrupted*, a 6-episode true crime podcast series that provides the public and potential future recruits a glimpse of what happens behind the scenes to disrupt serious and organised crime.

The series was developed as a creative addition to standard recruitment activities to engage the next generation of officers for the AFP.

Featuring interviews with AFP officers and personnel from other Australian and international police forces, the series covers cases of human trafficking, counter terrorism operations, international kidnappings and more. It highlights how diverse skill sets and backgrounds help the AFP stay a step ahead of serious crime.



As of June 2022, *Crime Interrupted* has been downloaded close to 500,000 times. It peaked as Australia’s number one true crime podcast on Spotify and ranked as high as second on Apple’s podcast charts. The 2022 global Design and Art Direction Awards recognised the series as the best of the year for entertainment in 2 categories: use of audio, and use of talent and influencers.



*The podcast series*

### Chairing the Five Eyes Law Enforcement Group: building international partnerships to fight serious crime

In October 2021, the AFP Commissioner assumed the role of Chair of the Five Eyes Law Enforcement Group (FELEG), succeeding the Administrator of the United States Drug Enforcement Administration (DEA). Formed in 2006, the FELEG is a law enforcement partnership between federal agencies from Australia, Canada, New Zealand, the United Kingdom (UK) and the United States (US).

Alongside the AFP and the DEA, member agencies are the ACIC, the Federal Bureau of Investigation (US), Immigration and Customs Enforcement (US), Homeland Security Investigations (US), the National Crime Agency (UK), the New Zealand Police, and the Royal Canadian Mounted Police. The Head of Counter Terrorism Policing (UK) is an advisor to the group.

In June 2022, the AFP Commissioner hosted the principals of the FELEG agencies in Sydney to further the group’s common objective of leveraging capabilities to combat transnational serious and organised crime and protect the collective national security environment, with the goal of making our nations safer.

During this meeting the FELEG agency principals agreed to:

- strategically use collective resources to place collective, compounded pressure on common thematic crime issues
- drive activities at a strategic level, with a focus on informing legislative change, elevating the FELEG brand, and actively engaging with traditional and non-traditional partners
- drive outcomes by identifying common threats and bringing about operational impact with a more agile and timely response
- share information and capabilities targeting transnational organised crime
- send a unified message to organised crime that the FELEG is collaborating on a global scale to develop a hardened environment that better protects our communities and brings to justice those who seek to do harm.

Each agency brings a unique perspective, legal framework and expertise to the FELEG, which is harnessed to force multiply the operational impact on transnational organised crime. Successfully targeting transnational crime requires international collaboration and strong relationships between trusted like-minded partners. Operation Ironside (page 21) is a great example of what can be achieved through the close cooperation and support of FELEG partners. The AFP continues to work closely with FELEG partners on leads generated from Operation Ironside.

## Chief Operating Officer

The Chief Operating Officer leads 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. The COO oversees the Australian Institute of Police Management, a leading educational institution for police and emergency services, and hosts the Pacific Faculty of Policing.

### Performance highlights

#### The Enabling Services Review and the Corporate Reform Enhancement program: improving our corporate services

In April 2021, the AFP initiated a review of its enabling services (the Enabling Services Review (ESR)). The review sought feedback on the way corporate services are delivered across the AFP, with a view to enhancing the customer experience and aligning with the centrally distributed operating model that was implemented for operational functions.

In May 2022, the AFP launched the Corporate Reform Enhancement (CoRE) program, aimed at addressing a range of opportunities identified in the ESR.

The expected benefits of CoRE include:

- a professional, unified and engaged corporate enabling services workforce standing together with the front line
- optimised customer channels for interaction with corporate services, and streamlined entry points through one corporate ‘front door’
- reduced corporate administrative burden on the front line, with boosted capacity to focus on operational outcomes
- a co-designed tiered corporate support model that provides high-quality, consistent customer-centric services.

In 2021–22, the AFP completed a range of CoRE initiatives including:

- a review of procurement to ensure processes are streamlined and fit for purpose
- a review of delegations to ensure staff are empowered to make decisions as appropriate
- development of an AFP program and project management framework to include strengthened reporting, compliance and automation of reporting and approval processes
- development of a new AFP business planning framework
- a review of recruitment processes, which will deliver significant time savings when onboarding new staff.

Initiatives scheduled for delivery in 2022–23 include a new command corporate support unit operating model, streamlining of corporate channels, and piloting a corporate helpdesk concept.

The CoRE program starts the next phase of the AFP’s journey to embed a customer-centric culture in our corporate teams and reduce unnecessary red tape, to ensure a continued focus on meeting operational and frontline needs.

#### SHIELD: improving health and wellbeing through early intervention and treatment

The AFP’s SHIELD program is a new way of delivering health and wellbeing services for AFP employees, with a strong focus on education and prevention to give our employees the training and resources they need to better manage their health and wellbeing.

Since SHIELD formally commenced on 1 July 2021, there has been strong demand for services, resulting in many positive outcomes. SHIELD teams across the country have assisted hundreds of AFP appointees to prevent and resolve health and wellbeing concerns before they become complex problems.

The AFP recognises that early intervention is key to supporting members with work-related injury or illness. Early intervention improves injury outcomes, supports appointees to remain at work and can prevent the development

of long-term injury. The Early Access program, managed through SHIELD, offers a streamlined process designed to assist employees with injuries or illnesses that are likely to be resolved with limited intervention.

Through Early Access, members are covered for external medical treatment costs and limited periods of leave associated with the work-related injury or illness, without the need to submit a workers compensation claim. Early Access does not prevent an employee from submitting a claim for workers compensation at any stage.

The SHIELD team, supporting Outcome 2, is a partnership between ACT Policing’s established health and wellbeing staff and incoming clinical and administrative employees. It works closely with ACT Policing’s Human Resources Team. The trusted relationship already in place between the health and wellbeing staff and the ACT Policing workforce enabled a smooth integration of SHIELD services. This produced a strong demand for SHIELD services and has delivered positive health outcomes for ACT Policing members.

*‘My first interaction with SHIELD services was in station with the attending occupational therapist. From a single session, I was immediately referred to a SHIELD physiotherapist and informed of the Early Access program. The reporting obligations for my injury and alternative avenues for my rehabilitation were explained and I was assigned a Rehabilitation Case Manager ... My recovery is a direct result of SHIELD making these [support] services available to me.’*

– Police Officer, ACT Policing

## Comcover Awards for Excellence in Risk Management: recognising risk engagement and management through Operation Ironside

In October 2021, the AFP was shortlisted for an award in the Comcover Awards for Excellence in Risk Management. The aim of these awards is to raise the profile of risk management across Australia by recognising innovation and excellence through leadership in the field of risk management.

There are 2 categories of awards:

- Enterprise Wide Risk Management – for excellence in implementing risk management frameworks, practices and processes across the entity
- Risk Initiative – for excellence in risk management demonstrated by a specific entity program/project, or service delivery initiative.

Operation Ironside was nominated in the Risk Initiative category, based on the anticipated operational outcomes and an opportunity to promote operational risk engagement throughout the life cycle of this significant operation. Meticulous planning, along with strong risk engagement throughout the life of the initiative, reinforced the need for a robust and evolving risk management process. The highly complex nature of Operation Ironside meant that a higher tolerance of risk was adopted, enabling enhanced efficiency and an effective operating risk management method.

*‘Operation Ironside demonstrated the AFP’s innovative approach. What we achieved wouldn’t have been possible without a strong underlying risk management framework, and a willingness to engage with risk. Operation Ironside’s nomination demonstrates the AFP’s leadership in operational risk management – we create and exploit opportunities to address the threats facing the Australian community.’*

– AFP Commissioner, Reece P Kershaw APM

In progressing through to the shortlisting phase, the AFP effectively demonstrated the high level of adaptability and innovation required in today’s dynamic and evolving policing environment, and the value of a robust risk framework to support effective operations.

## Strategic Workforce Plan: improving our people-related functions

The AFP Strategic Workforce Plan (SWP) was endorsed by the Strategy and Performance Board on 8 March 2022. It sets out a series of strategic initiatives to be delivered between 2022 and 2027.

The SWP addresses a range of people-related functions and topics including attraction and recruitment, internal mobility and talent management, resource management and deployment, an ageing and multigenerational workforce, flexible work, and empowering our leaders to make strategic workforce decisions.

The SWP combines data analysis, consultation and best practice methodologies to understand what our workforce looks like today and what it might look like in the future. It sets out a flexible plan to address workforce risks, make informed decisions and continue to build a highly skilled and adaptable workforce.

The AFP has committed to delivering the SWP to achieve our vision for a future workforce that is:

- skilled for today and tomorrow
- configured for operational agility
- composed of engaged and supported employees
- shaped by contemporary, data-driven strategic decisions.

The SWP supports the AFP Corporate Plan and will be a key input into command planning and recruitment strategies. Together these plans will provide a robust framework to support how we develop, reward and support our people.

People and Culture Command will work in partnership with business areas and the AFP's Executive to deliver strategic initiatives and to continue building and adapting the SWP over the next 5 years.

### **AFP Innovation Fund: promoting research and innovative thinking**

The AFP Innovation Fund is part of the AFP's broader strategy to promote research partnerships and creative and original thinking. The fund provides an opportunity to highlight state-of-the-art policing and business improvement projects. It aims to promote paradigm shifts in policing, with a focus on smaller, staged projects or proofs of concept that might not receive funding from other sources.

Projects may include traditional research, applied research, proofs of concept, adapting technology, or fostering innovation through partnerships. Proposals are assessed based on their level of innovation, how they support the front line and the AFP's partnerships, and their alignment with the Commissioner's Operating Principles and the AFP's strategic initiatives.

A call for submissions for the first funding round was made in October 2020. Over 100 proposals were received, from which the Commissioner endorsed 22 projects. The projects involved 9 commands and covered a variety of areas, including:

- improving AFP knowledge through research – including research into police officers' recollection of stressful events, neurodiversity in the workforce, and considerations for the development of an AFP Health Self Screener app
- new and innovative uses of existing technology – including a streamlined summons process for the ACT
- development of new technology solutions – including research into use of lasers for drug identification.

AFP Innovation Fund projects continue to deliver benefits to the organisation:

- An AFP Neurodiversity Project, in partnership with the Aspect Research Centre for Autism Practice and researchers from the University of NSW, successfully delivered an all-staff survey relating to neurodiversity within the AFP workforce. The survey attracted nearly twice as many completed responses as the original target. This led to ongoing training in autism awareness and neurodiversity awareness. Education packages are in development for various areas of the AFP.
- On 16 February 2022, the first electronic court attendance notice was successfully processed and finalised through the ACT Magistrates Court, providing a positive outcome for both ACT Policing and the Court system.
- AFP research into the application of advanced DNA intelligence capabilities to provide leads in cold cases culminated in Australian and New Zealand jurisdictions being trained in forensic investigative genetic genealogy by the US Federal Bureau of Investigations in May/June 2022.

## Property planning: enabling long-term, fit-for-purpose infrastructure and environments

Property management is a critical enabler of the capabilities of the AFP. It affects where and how people work, and contributes positively to the AFP's environment and culture. Long-term planning and development are essential to ensure the AFP's property management is compliant with the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act), is agile and fit for purpose, and provides an environment where people use space to deliver high-level outcomes for the organisation.

A key component of the oversight and decision-making for infrastructure expenditure against organisational priorities has been the reinvigoration of the Property Board during 2021–22. The Property Board provides strategic oversight and whole-of-enterprise consideration of all AFP property development, redevelopment and refurbishment programs and other significant property projects. It ensures alignment of property programs with the Strategic Property Plan (SPP), guides implementation and monitors reporting on property management. The Property Board reports to, and escalates matters requiring strategic decision-making to, the Enterprise Operations Board (formerly the Resource Management Board).

Underpinning these activities is the SPP, which provides the operational, tactical and strategic level frameworks for all property investments. The SPP ensures that the AFP's property and infrastructure meets current and future organisational capability requirements.

The AFP has embarked on the following long-term strategic property and infrastructure projects:

- Project Grevillea – NSW Futures project, which is scoping a hub-and-spoke model to better manage our diverse workforce and evolving response to the criminal environment. The AFP has published a request for information and is now progressing the next stages of the procurement process
- dedicated training facility at the AFP Majura Complex. Current activities are focused on a long-term, sustainable funding roadmap. The design and eventual acceptance of these works will establish a clear direction for long-term investment in this capability
- Northern Command Futures. This project will progress once the open tender process for Project Grevillea has been finalised. The sequencing of events and understanding of the environment is critical, as there will be competing infrastructure priorities at the federal and state levels to accommodate the 2032 Olympics.

## Operation Protect: personal protective equipment (PPE) delivery and response

In response to the global COVID-19 pandemic, the AFP stood up Operation Protect to ensure the safety of AFP members and, in turn, the broader community that we serve. Part of this response required the Logistics Branch within the AFP to secure bulk quantities of PPE such as surgical masks, gloves, face shields, hand sanitiser and antibacterial wipes. In total over 3 million PPE items were purchased, managed and distributed in support of frontline activities.

As the global situation has continually changed, the Logistics Branch has ensured that our supply and support has changed with it, to enable the AFP's response to the COVID-19 pandemic to remain agile and forward-leaning, limiting the potential spread of the virus, the risk to AFP members and their families, and the risk to the broader community. This includes constant renewal of PPE items to maintain sufficient stock levels, using local and First Nations suppliers where possible, and establishing alternative supply pathways.

Working closely with organisational health teams, the Logistics Branch has successfully supplied the front line with fit-for-purpose PPE in line with the requirements of the time. For example, the AFP has transitioned from single-use surgical masks to P2 respirator masks that provide a higher level of protection. The Logistics Branch has distributed over 170,000 individual rapid antigen tests to enable regular self-testing by AFP members to reduce the risk of inadvertently transmitting COVID-19 to their colleagues and the community.

In addition to PPE requirements, the Logistics Branch secured 30 additional leased vehicles to add to the fleet at a time when demand was high and very little new stock could be obtained from dealers. Twenty of these vehicles were deployed in the ACT, allowing members to conduct their duties 'one-up', and the other 10 were assigned to the Northern Territory (NT) to assist in efforts to minimise the transmission of COVID-19 in remote First Nations communities.

## Chief Police Officer for the ACT

The Chief Police Officer 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.

### Performance highlights

#### Police Services Model: transitioning to a community-focused and crime-prevention model

ACT Policing continued its transition to the new Police Services Model (PSM) in 2021–22.

In 2019–20, the government committed \$33.9 million over 4 years, which has enabled ACT Policing to transition from a response-focused model to a more community-focused and crime-prevention model. As part of this investment in ACT Policing, the ACT Government is funding new tools and technology for our police officers, which will equip them to be more mobile, agile and digitally engaged with the community. These investments demonstrate the government's commitment to ensuring ACT Policing has the funding and equipment to ensure Canberra remains a safe place to live.

During 2021–22, ACT Policing focused on 4 PSM priority projects: expansion of both the proactive policing and operationalised intelligence capabilities, the research and evaluation capability, and the online reporting portal.

A second team commenced for the proactive policing capability, which will increase the ability of ACT Policing to focus on problem-solving solutions to reduce the impact of repeat calls for service on the local community.

The Operational Intelligence Team, created under the PSM in June 2020, is a real-time intelligence capability working in the Police Operations Centre to support the front line and the community. The new capability aligns intelligence products and services to frontline members through tailored intelligence products allowing patrols access to intelligence when they most need it.

As a result of benefits derived from these products, ACT Policing saw an increase during 2021–22 in member safety and efficiency and reduced operational risk through access to timely intelligence.

ACT Policing designed and commenced testing a research and evaluation capability. The role of this capability is to bring new problem-solving methodology from across the world to ACT Policing for use in everyday practices to address systemic crime issues and inform prevention work.

ACT Policing has been exploring a range of ways the community can report incidents, crimes and other matters. It is committed to maintaining 000 and police assistance phone lines but is considering complementary online reporting options. Online reporting will be introduced through a phased rollout throughout the ACT in 2022–23 to allow for community consultation. This option, which is already in place in other police jurisdictions across the country, will provide convenience for the community and complement ACT Policing's engagement and physical presence at crime scenes.

#### First Nations initiatives: delivering sustainable and meaningful change

As the community policing arm of the AFP, ACT Policing prides itself on the relationships it has built with the communities that make Canberra a culturally diverse place. First Nations communities are some of the important cultural groups with whom ACT Policing has established strong relationships.

Throughout 2021–22, ACT Policing continued to explore ways to grow this relationship by progressing relevant projects and participating in engagement activities, including the development of a community of practice for Aboriginal and Torres Strait Islander liaison officers within Commonwealth and local government agencies. This work will deliver a peer network to provide professional development, support and sharing of ideas.

From December 2021, ACT Policing joined the National First Nations Police Forum to share learning and benefits derived from the experience of police services in Australia and New Zealand concerning policing initiatives, strategies and programs to best support First Nations cultures.

In 2022 ACT Policing worked with the AFP First Nations Unit (FNU) to engage with the National Indigenous Australians Agency and the Justice Policy Partnership to advance work connected with the Closing the Gap targets and the ACT Aboriginal and Torres Strait Islander Agreement 2019–2028, including:

- over-representation of First Nations people in the criminal justice system
- under-representation of First Nations people in the workforce
- building cultural literacy of our non-Indigenous workforce through competency-based training, particularly for frontline and operational support members
- increasing professional development opportunities for staff who identify as First Nations people.

ACT Policing works hard to understand current and emerging challenges and to build future opportunities for sustainable and meaningful change in the way it engages with First Nations people.

In December 2021, ACT Policing accepted 9 of the recommendations that were made by the Commonwealth and ACT Ombudsman own-motion investigation into ACT Policing’s administrative framework for engagement with ACT Aboriginal and Torres Strait Islander communities. ACT Policing established the Aboriginal and Torres Strait Islander Working Group to address the 9 recommendations through a project management approach. These recommendations are being implemented and will be completed in 2022–23.

ACT Policing remains committed to working with the Office of the Commonwealth and ACT Ombudsman to improve its engagement with First Nations people. It has expanded the Aboriginal and Torres Strait Islander liaison officer capability to better manage and advance strategic-level consideration of policy, practices and relationships with community, government, non-government and peak body agencies.

## **National Firearms Amnesty: keeping the community safe from unwanted and unregistered firearms**

ACT Policing participated in the National Firearms Amnesty to remove unregistered and unwanted firearms from Canberra streets, to ensure Canberra remains a safe city.

Posing a significant risk to the community when used unlawfully, firearms feature prominently in violent crimes including murder, shootings causing serious injuries, armed robbery, threats to kill and extortion. They cause harm to the victim and to their friends and family, and impact significantly on community confidence, sense of safety and wellbeing, and overall sense of identity.

ACT Minister for Police and Emergency Services Mick Gentleman MLA, Acting Chief Police Officer for the ACT Elizabeth McDonald and ACT Region Crime Stopper Chair Diana Forrester launched the National Firearms Amnesty in the ACT on 5 July 2021, encouraging anyone who may have an unwanted or illegal firearm to surrender it during the amnesty period.

Individuals who possessed an unregistered firearm or firearm-related item had the opportunity to surrender it to police without penalty, for registration, sale or destruction.

The first phase proved highly successful, with more than 500 weapons surrendered to ACT Policing including rifles, shotguns, handguns and a gel blaster.

The second phase, launched on 25 February 2022, is focused on encouraging the community to report individuals who they suspect are in possession of an illicit firearm.

As at 30 June 2022, 830 items were surrendered, making Canberra an even safer place to live. Items included handguns, rifles, shotguns and gel blasters.

The ACT Firearms Registry also received a number of World War I era rifles, a flame-thrower and a 100-year-old former US military pistol. Surrendered firearms of historical significance were offered to museums for their collections.

Due to the success of the National Firearms Amnesty, the ACT Government passed legislation in 2022 to make the amnesty permanent.

## **Charges against a prominent restaurateur for money laundering: targeting organised crime in Canberra**

An extensive long-term investigation by ACT Policing resulted in an acclaimed Canberra chef pleading guilty to charges of perjury and money laundering. This case highlights the continued success of ACT Policing in targeting and disrupting organised crime activities in Canberra.

In August 2021, search warrants were executed at residences in Bonner and Holt and at a renowned restaurant in the Canberra city precinct.

A significant volume of evidence was collected during the searches, including more than \$135,000 in cash, a gel blaster firearm, a commercial money counter, electronic devices and a quantity of steroids.

Under proceeds of crime legislation, police restrained the Bonner residence, a white Lamborghini coupe, a BMW 4-series sedan and a grey Ford Ranger, as well as a number of bank accounts. The approximate value of all restrained items was more than \$1 million.

In March 2022, the man appeared in the ACT Magistrates Court where he pleaded guilty to money laundering, perjury, general dishonesty to influence public official, making false evidence and obtaining property by deception.

The man was released on bail. The matter remains before the court.

The outcome of this operation showcases ACT Policing's continued efforts in successfully dismantling organised crime networks and apprehending those in the Canberra community who support this criminal activity. ACT Policing, as part of the broader AFP's efforts to maximise our impact on the criminal environment, will continue to target criminal assets as part of our broader enforcement actions.

## **Conviction for drug trafficking and firearms offences: routine patrol work disrupting criminal activity**

On 17 November 2021, ACT Policing officers on a routine patrol in Ainslie observed a car speeding away from them. A short time later they located the car, a white Nissan Qashqai SUV, in a driveway nearby, along with the man they believed to have been the driver.

When questioned, the man gave a false name – an alias known to be used by a recidivist offender in the ACT – and, despite being informed that it was an offence to provide false details to police, continued to do so.

Police checks revealed to the officers that the man was in breach of bail conditions, and he was arrested.

A registration check revealed that the number plates attached to the Qashqai were actually those issued to a white Hyundai, and a subsequent Vehicle Identification Number check showed that the Qashqai had been reported stolen and was unregistered.

A search of the driveway located 2 bags nearby, which contained photo identification of the man, methamphetamine with an estimated street value in excess of \$11,000, drug paraphernalia, a loaded 12-gauge sawn-off shotgun, a shortened 410 shotgun and ammunition.

The Qashqai, drugs and firearms were all seized.

The man was charged with trafficking in a controlled drug, possession of a drug of dependence, possession of ammunition, providing false details to police, and 2 counts of unauthorised possession of a prohibited firearm.

When presented at court in March 2022, the man pleaded guilty to 4 offences and was convicted to serve 9 months in prison, suspended after serving 3, with his release subject to entering into a good behaviour order for 12 months.

In June 2022, the man was again arrested and was charged in relation to a car theft, 2 burglaries and an aggravated burglary. Court proceedings are ongoing for these matters.



## Kings Highway Partnership: working together to improve high-speed road safety

The Kings Highway Partnership campaign, which began in 2008, joins the forces of ACT Policing, the NSW Police Force, Eurobodalla Shire, Shoalhaven City Council and Queanbeyan Palerang Regional Council, Transport Canberra and City Services, and Transport NSW. Kings Highway is a state highway located in the ACT and NSW, connecting Canberra with Batemans Bay and the South Coast region.

This campaign focuses on the same issues as the annual National Road Safety Week: reducing road trauma, promoting road safety and ensuring that the community remains vigilant during summer – a season notorious for high numbers of collisions.

Although Kings Highway is well known by ACT and NSW residents, people from all over Australia are made aware through the campaign of its varying conditions, such as being a single-lane highway, going through a mountain range and carrying high traffic.

Recurring key messaging includes:

- don't drive tired
- be aware of your fatigue level
- get plenty of sleep the night before you leave
- be prepared to take rest breaks or change drivers
- drive to the conditions – stay alert, slow down and stay in control
- stay alert to your surroundings and keep a focus on the road and other vehicles as well as the road environment
- being prepared for another vehicle (or wildlife) to do something unexpected may save your life.

Secondary messaging is communicated for those driving with caravans, trailers or heavy loads, such as keeping an eye on mirrors and pulling over when it is safe to do so to let other vehicles pass.

Some drivers can become impatient if travelling behind slower, longer vehicles and can engage in risky behaviour such as unsafe overtaking and tailgating.

During the summer season, when holidays and vacations lead to heavier traffic, those travelling are encouraged to take advantage of rest stops and scenic lookouts to break up long drives.

Poor visibility is another contributing factor in collisions on Kings Highway. Sun glare, rain, fog, wet roads, low light and heavy traffic all increase the need to slow down to a safer speed.

The annual message is that anyone who uses Kings Highway, or any road, has a responsibility to practise safe behaviour.



ACT Policing officer conducts speed checks

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## National Road Safety Week: campaigning for road safety and awareness

The 2022 National Road Safety Week campaign was launched on 16 May 2022, with a message for drivers to take the pledge to *drive so others survive*.

ACT Policing joined forces with the ACT Emergency Services Agency, the ACT Minister for Police and Emergency Services, the ACT Minister for Transport and City Services, Abletts Transport, Transport Canberra and City Services, and the NSW Police Force.

The 2022 launch acknowledged that 6 road fatalities had already occurred on ACT roads from January to May 2022. Tragically, despite the efforts of multiple operations, ACT Policing responded to the deaths of 3 people over 3 consecutive days during National Road Safety Week.

In 2021–22, ACT Policing responded to 15 road fatalities in a 12-month period, a death toll that impacts far beyond the 15 families of those who lost their lives.

This tragic result spurred ACT Policing's efforts to continue with national road safety messaging and targeting of dangerous road behaviours.

For 2022 National Road Safety Week, ACT Policing focused on a number of topics, including roadworthiness of vehicles and reinforcing the 40 km/h limit when passing all roadside emergency vehicles with lights displayed.

ACT Policing public communications focused on highlighting the 'final five':

- alcohol and drug impaired driving
- speeding
- not wearing a seatbelt
- intersections
- driving while distracted.

The National Road Safety Week campaign reminded drivers that minimising the risk of road trauma requires constant vigilance and acknowledged that there is more to do to reach zero injuries or fatalities in the ACT. Driving to the conditions, keeping to the speed limit and avoiding distractions like mobile phones are proven ways to maintain focus and limit accidents.

ACT Policing marked the end of National Road Safety week with a joint operation with the NSW Police Force. Together, both organisations highlighted the increasing number of traffic incidents they face throughout Canberra and the Snowy Mountains region.

Throughout National Road Safety Week, speed-detection enforcement activities and speeches highlighting the campaign garnered significant local media attention.



# CHAPTER 3

Annual performance statement

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# Annual performance statement

## Statement of preparation

I, as the accountable authority of the Australian Federal Police (AFP), present the 2021–22 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 2021–22 and complies with subsection 39(2) of the PGPA Act.



Reece P Kershaw APM  
Commissioner  
12 September 2022

## Purpose of the AFP

In 2021–22 the AFP's mission was:

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

The AFP's role is to lead policing efforts to keep Australians and Australia's interests safe. It does so as described in section 8 of the *Australian Federal Police Act 1979* (Cth) and through priorities established in the Ministerial Directions and the *2021–22 AFP Corporate Plan*. The AFP's legislated and practical remits are broad, spanning many crime types, policing functions and geographical jurisdictions.

Through the AFP's leadership and collaboration with a range of law enforcement and government agencies at state, territory, Commonwealth and international levels, the organisation enforces Commonwealth criminal law, contributing to combating complex, transnational serious and organised crime impacting Australia's national security, and to protecting Commonwealth interests from criminal activity in Australia and overseas. The AFP's current policing services embody 4 common operational outcomes – prevention, disruption, response and enforcement – across its diverse responsibilities.

The AFP also brings to Australian policing some unique powers, authorities and capabilities, including controlled operations, telecommunication checks, control orders, witness protection, and investigation of foreign interference. 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 technology and systems to support its operations have ensured that the organisation has a successful operational effect while maintaining public trust.

## Performance measurement

The AFP continues to adapt and improve performance criteria to stay up to date with changes in the operating environment. In the Portfolio Budget Statement (PBS) for 2020–21, key deliverables to government and the community were represented by 2 outcomes. During 2021–22, the AFP pursued its purpose through 4 programs of work distributed across 3 outcomes (see Figure 3.1), with performance measured through 18 performance criteria.

### Outcomes and programs

Through Outcome 1, the AFP works in diverse ways to counter criminal security threats against Australia's economic and social interests that originate in Australia or internationally. There is one program under this outcome, Program 1.1, which delivers investigative policing services and capabilities to address a broad spectrum of crime and national security threats.

Outcome 2 delivers policing services in the Australian Capital Territory (ACT) through a service agreement with the ACT Government. There is one program under this outcome: Program 2.1, ACT Policing. ACT Policing reports to the AFP Commissioner as the accountable authority under Outcome 2, and to the ACT Government against specific measures.<sup>1</sup> Its annual performance statement to the ACT Government covers performance measures for Outcome 2 independent of the ACT Policing Service Agreement.

The new Outcome 3 brings together the AFP's protective and international services engaged in 'safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions'. Outcome 3 is divided into 2 programs: Specialist Protective Services (Program 3.1), and International Police Assistance and External Territories (Program 3.2).

Program 3.1 delivers a first response to airports and protects designated airports, designated high office holders and establishments from criminal intent, including potential terrorist activity. This function is vital for the trust and functioning of key government institutions and international relations.

Program 3.2 provides a range of policing and/or policing support services to deliver community policing for external Australian territories and build offshore police agencies' engagement and capabilities to combat transnational and local crime.

<sup>1</sup> Refer to ACT Policing annual reports at [www.police.act.gov.au/about-us/publications](http://www.police.act.gov.au/about-us/publications)

The AFP delivers policing services to 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 offers a unique whole-of-Australia policing perspective. Members working in these territories operationally report to the ACT Chief Police Officer.

## Performance criteria

The delivery of all 3 outcomes is monitored and assessed through performance criteria (see Table 3.1), which have been redistributed this financial year to better support the realigned programs. This in turn supports the AFP in strengthening its policing functions to deliver maximum impact to the threat environment. ‘Return on investment – international’ has shifted from Program 1.2 to Program 1.1 in Outcome 1. ‘Response times’ and ‘Avoidable incidents’ have moved from Program 1.1 in Outcome 1 to Program 3.1 in Outcome 3, which is also measured by ‘Prevention case studies’. Program 3.2 in Outcome 3 is measured by ‘Mission evaluations’, ‘Prevention case studies’ and ‘Disruption case studies’.

Both quantitative and qualitative (multi-method) measures are analysed to evaluate the AFP’s performance. In line with the AFP’s performance framework, the multi-method evaluation shows 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 areas are community confidence, return on investment and mission evaluations. The operational outcomes of prevention, disruption, response and enforcement are measured across all programs. The definitions of the operational outcomes are:

- P** **Prevention:** any lawful action that limits or removes the cause of offending and/or victimisation
- D** **Disruption:** any lawful action that interferes with, delays or complicates a criminal activity, resulting in the degradation of a criminal enterprise by reducing criminal capability, influence, and capacity to create harm and victimisation
- R** **Response:** any timely and lawful action taken to address an incident or matter that requires immediate attention to limit the harm from a criminal act, a continuing offence, an unsafe situation or an emergency, or to support policing efforts to secure evidence or locate/detain an offender
- E** **Enforcement:** using legislation and police powers to undertake police services and provide police support services to domestic and foreign partners, to minimise harm, support prosecution of criminal acts, fulfil legislated duties, assist with intelligence exchange and support good global order.

The AFP’s performance in some areas is measured using case studies. These case studies are specific examples demonstrating how the AFP carries out our remit. They also articulate how the AFP delivers public value and achieves operational outcomes by intervening in criminal activities and addressing multidisciplinary problems, and highlight the effectiveness of our work processes, technological innovations, multi-agency relationships, partnerships and cooperation with a diverse range of domestic and international agencies.

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

<b>Vision</b>	Policing for a safer Australia		
<b>Mission</b>	As Australia’s national policing agency, we protect Australians and Australia’s interests		
	<b>Portfolio Budget Statement</b>		
<b>Outcomes</b>	<p><b>Outcome 1</b></p> <p>Reduce criminal and national security threats to Australia’s collective economic and societal interests through cooperative national and international policing services, primarily focused on the prevention, detection, disruption, investigation and prosecution of criminal activity</p> <p><b>Staffing:</b> 3,479</p>	<p><b>Outcome 2</b></p> <p>A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government</p> <p><b>Staffing:</b> 917</p>	<p><b>Outcome 3</b></p> <p>Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions</p> <p><b>Staffing:</b> 2,681</p>
<b>Programs</b>	<p><b>Program 1.1</b></p> <p><b>Federal Policing – Investigations</b></p> <p>This program aims to reduce criminal and security threats through 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</p> <p><b>Budget:</b> \$827,423,000</p>	<p><b>Program 2.1</b></p> <p><b>ACT Community Policing</b></p> <p>The AFP provides community policing services in the Australian Capital Territory, which deliver in partnership with government and community agencies support for enforcement of the law, emergency management and community safety; efforts to counter victim-based crime and road trauma, building community resilience against crime and working with the community to prevent and disrupt crime</p> <p><b>Budget:</b> \$198,648,000</p>	<p><b>Program 3.1</b></p> <p><b>Specialist Protective Services</b></p> <p>This program provides police-based protective services to enhance the rule of law, national stability, workings of key institutions; international relations, national security at designated airports, high-profile residential and dignitary locations, specialised events, and protection for official persons</p> <p><b>Budget:</b> \$540,234,000</p> <hr/> <p><b>Program 3.2</b></p> <p><b>International Police Assistance and External Territories</b></p> <p>This program provides policing services and/or support for Australia’s external territories and to other nations to enhance the rule of law internationally. This is facilitated through the AFP’s official development assistance in the Indo-Pacific region, the AFP’s contribution to United Nations missions, training programs for police and community policing in Australia’s external territories</p> <p><b>Budget:</b> \$166,571,000</p>

## Results

The AFP achieved excellent results in 2021–22 despite the continuing COVID-19 pandemic affecting operations.

With the exception of high community confidence, all performance targets were met, with results for several criteria exceeding our targets. For Program 1.1 Federal Policing – Investigations, the AFP saw a positive result in reducing criminal and national security threats to Australia’s collective economic and societal interests. All the targets for return on investment (ROI) measures of the efficiency of AFP investigative work in terms of its impact on the Australian public were met. The AFP was also successful in prevention, disruption, response and enforcement in relation to a significant number of policing investigations of criminal activity, with continued large numbers of disruptions. While the AFP did not meet its target of 75% for ‘high community confidence’, the 2021–22 results (68%) were an improvement from 2020–21 (62%), potentially due to the wide-ranging success of Operation Ironside. Further, the survey continued to show the majority of respondents had confidence in the AFP with less than 3% reporting little or no confidence in the AFP.

Program 2.1 ACT Community Policing achieved success in meeting the objective of providing a safe and secure environment in the ACT community. This is demonstrated through successful crime prevention, crime response and crime enforcement. ACT Policing deployed officers to monitor, respond to, and move on protestors to ensure safety during the extensive protests in Canberra during the 2021–22 period. Further, the ACT Policing Operations Committee established Operation Oquendo II (see details in Program 2.1 case studies) in response to high-volume repeat offenders in both the ACT and New South Wales (NSW). Offences included motor vehicle theft, credit card fraud, firearm offences and reckless driving.

In 2021–22, all targets in relation to Program 3.1 Specialist Protective Services were met. Aviation incident response time targets were achieved, with the majority of results showing improvement from the prior year (the exception being response time for Priority 2 incidents). Airport uniformed police officers with aviation duties initially continued to be diverted to alternative duties as airport passenger and incident numbers started the year relatively low. Aviation again attended fewer Priority 1 incidents than before the pandemic due to lower passenger numbers, and fewer charges were laid as a result. The AFP continued to deliver the required response, meeting its target for the measure.

The AFP’s objectives for Program 3.2 International Police Assistance and External Territories were also met this year. A number of investigative activities were conducted, notably the work of Taskforce Basilisk, which countered drug syndicates targeting Colombian society and, by extension, the Australian and international community. Another AFP initiative was Cyber Safety Pasifika, which was established for the purpose of preventing cybercrime activities in the Pacific. This was achieved through the delivery of cyber safety awareness training and education workshops across a number of different Pacific countries and communities. The AFP also provided support to Solomon Islands, under Operation Skyray (page 25).

Overall analysis is provided on page 52. Detailed results are presented from page 53 onward and a financial performance summary is provided on page 80.



**Table 3.1** Performance criteria in the 2021–22 Portfolio Budget Statement

<b>Performance criteria</b>	<b>Target</b>	<b>Result</b>	<b>Met</b>
<b>Program 1.1 Federal Policing – Investigations</b>			
High community confidence	75%	68%	No
Return on investment – transnational	>1	16.6	Yes
Return on investment – assets confiscation	>1	2.76	Yes
Return on investment – international	>1	47.3	Yes
Prevention case studies	Successful preventions	Successful preventions	Yes
Disruption case studies	Successful disruptions	Successful disruptions	Yes
Disruption count	206	312	Yes
Response case studies	Successful response	Successful response	Yes
Enforcement case studies	Successful enforcement	Successful enforcement	Yes
Prosecution success rate	95%	96%	Yes
<b>Program 2.1 ACT Community Policing</b>			
Prevention case study	Successful prevention	Successful prevention	Yes
Response case study	Successful response	Successful response	Yes
Enforcement case study	Successful enforcement	Successful enforcement	Yes
<b>Program 3.1 Specialist Protective Services</b>			
Response times			
Priority 1	90% within 10 minutes	92%	Yes
Priority 2	90% within 20 minutes	91%	Yes
Priority 3	95% within 2 hours	100%	Yes
Priority 4	95% within 24 hours	100%	Yes
Avoidable incidents	<2	0	Yes
Prevention case studies	Successful preventions	Successful preventions	Yes
<b>Program 3.2 International Police Assistance and External Territories</b>			
Mission or external territories performance evaluation	Evaluations completed	Completed	Yes
Prevention case studies	Successful preventions	Successful preventions	Yes
Disruption case studies	Successful disruptions	Successful disruptions	Yes

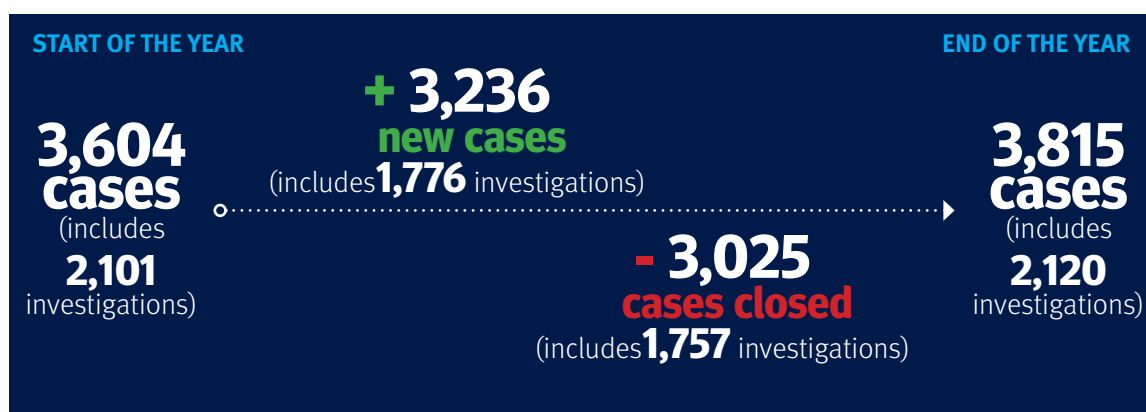
## Overall analysis

Despite challenging conditions arising from the COVID-19 pandemic and the global economic and security environment, the AFP has proved itself as a resilient organisation and has maintained strong performance in delivering against its performance measures. The AFP achieved positive results under all 3 of its outcomes this financial year.

This is demonstrated through high return on investment from AFP activities, the diversity and complexity of cases resolved, a high prosecution success rate, and the reduction of crime through prevention and disruption measures. By successfully responding to policing matters in a timely manner, the AFP has been able to limit the harm to the community caused by criminal activities. The AFP's strong performance can be attributed to the dedication of members in adapting to the ever-changing criminal landscape, the organisation's investment in leading-edge policing capabilities and knowledge, and the partnerships it has built with leading domestic and international law enforcement agencies with a shared vision.

The throughput of cases (the difference between cases on hand at the start of the year versus the end of the year) provides an indication of the AFP's workload. While the overall throughput of cases was disrupted in 2020–21 due to the additional effort required to undertake Operation Ironside, in 2021–22 (Figure 3.2), case throughput returned to normal levels. Similarly, suspended investigative cases peaked at 10% during the overt phase of Operation Ironside and subsequently reduced to 3% thereafter.

**Figure 3.2** Overall AFP national cases throughput, 2021–22



COVID-19 continued to pose challenges for the AFP during 2021–22; however, affected teams worked flexibly and adapted to their job requirements as necessary. For example, members assigned to aviation-related responsibilities continued to switch between proactive patrols and incident response, given reduced air travel. Online communications were used as a substitute for face-to-face meetings and training, to encourage social distancing. During the COVID-19 pandemic, the AFP observed that the global environment enabled an online arena where extremists can access and share extremist propaganda and other material from anywhere in the world. Operation Etonbury is an example where the AFP successfully disrupted online terrorist activity (page 64).

Another challenge that arose from the pandemic was anti-vaccination and anti-lockdown protests, which were inspired by protests in other countries. To monitor and respond to this disruption, ACT Policing deployed its COVID-19 taskforce to ensure the safety of the community.

While the AFP was not successful in meeting its target for high community confidence, fewer than 3% of survey respondents reported having low confidence, and the result was an improvement compared to the previous year.

Looking ahead, the AFP expects to continue operating in a highly dynamic and fast-paced environment, with the ongoing challenges posed by the current phase of COVID-19 continuing to shape the flow of people and economies around the world – particularly the expanding globalised criminal economy.

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

## Outcome 1

Reduce criminal and national security threats to Australia’s collective economic and societal interests through cooperative national and international policing services, primarily focused on the prevention, detection, disruption, investigation and prosecution of criminal activity.

### Program 1.1: Federal Policing – Investigations

#### Performance measure 1.1 High community confidence

**Table 3.2** Program 1.1 High community confidence

	2020–21	2021–22	Target	Target achieved
<b>Community Confidence Survey result</b>	62%	68%	75%	No
Data source: AFP Community Confidence Survey				

Strong relationships and mutual trust between police agencies and their communities are critical to effective policing. Trusting communities are more likely to engage and partner with police in the pursuit of shared safety interests and are more likely to support police access to contemporary statutory powers. Community members’ willingness to trust police depends on whether they believe that police actions reflect community values, and that police are accountable for their use of statutory powers, as well as their perception of police’s intentions, effectiveness and fairness.<sup>2</sup>

As such, the AFP annually commissions a survey to gauge Australian community confidence in the AFP’s contribution to law enforcement and national security. In 2021–22, this was an independently conducted telephone survey using a random sample of the population stratified by age, gender and state/territory.

Of the 1,044 people surveyed, 68% gave a high confidence rating (8 out of 10 or higher) to the AFP. The target of 75% was not met; however, fewer than 3% of respondents reported low confidence in the AFP. 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.

The impact of Operation Ironside on confidence in the AFP was of particular interest in the research survey. Of the one-third of Australians (37%) who were aware of Operation Ironside, 57% indicated that this operation gave them confidence in the AFP, with only 1% of this subgroup indicating negative confidence.

When asked what respondents believed were the responsibilities of the AFP, the most common responses were ‘border protection and security’ (26%), ‘keeping Australia safe/protecting Australia/looking after the country’ (18%) and ‘national security – look after the security of the country/external enemies’ (13%). A total of 11% were unsure what the AFP’s responsibilities are. This highlights a need to continue to educate the community about the AFP’s role.

In 2021–22, respondents 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 (95%). The survey also asked participants about their level of agreement with a set of statements about the AFP’s values and professional standards. Most Australians (83%) strongly agreed that the AFP performs its job professionally. For all the value statements tested, 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 our services. For example, the AFP’s podcast series *Crime Interrupted* was recognised on the global stage in June 2022 for creative excellence and strategy at the Cannes Lion International Festival of Creativity for 2022. This podcast gives listeners an insight into major AFP operations directly from involved members. In addition to providing the community an understanding of the work the AFP does, the series is encouraging a new generation of potential recruits to consider a career with the AFP.

<sup>2</sup> Australia New Zealand Policing Advisory Agency, Dimensions of Trust, <https://www.anzpaa.org.au/homepage-announcements/four-dimensions-of-trust>

### Performance measures 1.2 and 1.3 Return on investment

The AFP has 3 ROI measures under Program 1.1. ROI measures the AFP’s efficiency and impact in key types of work showing public value. The transnational ROI focuses on drug and financial crime, using only domestic drug seizures to calculate the drug harm. The assets confiscation ROI focuses on asset confiscation. The international ROI measures the ratio of the cost of operations to the harm avoided by stopping drug imports.

#### Performance measure 1.2a Return on investment – transnational

**Table 3.3** Program 1.1 ROI transnational

	2020–21	2021–22	Target	Target achieved
<b>ROI transnational result</b>	21.9	16.6	Positive return (i.e. >1)	Yes
Data source: refer to Figure 3.3				

The value of the AFP’s transnational crime efforts is measured through cost-benefit analysis of investigations finalised in 2021–22, regardless of when the drug seizure or financial crime occurred. The ROI is calculated by estimating the social harm to the community that was avoided when police actions stopped drugs being sold (by seizing the drugs) or prevented 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).

**Figure 3.3** Transnational return on investment calculation and social harm

#### Calculating return on investment (ROI)

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

#### 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 2 different measures:

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

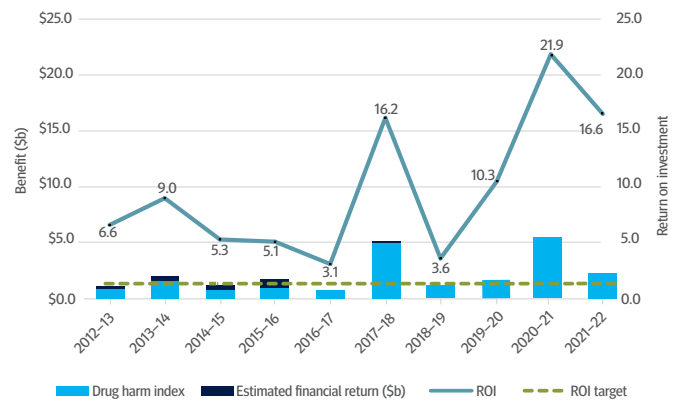
The following components are included:



- 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 shows the ROI for transnational crime trend since 2012. The transnational ROI result of 16.6 is lower than the previous year’s result of 21.9. However, it remains significantly higher than the 2019–20 transnational ROI (10.3).

**Figure 3.4** Transnational crime return on investment trend, 2012–2022



Among the drug investigations finalised in 2021–22, the AFP derived significant drug seizures from 2 operations, both led by Eastern Command: Operation Kindra and Operation Rubio. Operation Kindra seized 1.3 tonnes of ephedrine with

a DHI value of \$512 million. Operation Rubio seized 650 kilograms of methamphetamine with a DHI value of \$405 million. By comparison, the largest DHI for a case finalised in 2020–21 was Operation Kozarnica (Eastern Command, DHI \$3.2 billion), followed by Operation Moorfoot (Eastern Command, DHI \$1.1 billion).

Relatively few financial investigations with large initial fraud estimates were finalised in 2021–22. Similar to last year, the result reflects the fact that fraud matters are increasingly being investigated by other Commonwealth agencies, the relative priority of financial crime cases for the AFP, and the increasing use of non-prosecutorial treatments in this space.

The transnational ROI performance result clearly exceeded the target, reflecting the continuation of effective targeting of criminal organisers and preventing drugs from coming to Australia.

## Performance measure 1.2b Return on investment – assets confiscation

**Table 3.4** Program 1.1 ROI assets confiscation

	2020–21	2021–22	Target	Target achieved
<b>ROI assets confiscation result</b>	2.44	2.76	Positive return (i.e. >1)	Yes
Data source: Benefits – Value of assets forfeited (via Australian Financial Security Authority); AFP costs – AFP Finance				

The AFP confiscates criminal assets to combat serious and organised crime by removing the profit from crime and preventing its reinvestment in further criminal enterprise. Targeting the proceeds of crime is crucial to disrupting and deterring organised criminal activities. Australia is committed to depriving criminal enterprises of their illicit wealth and 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, provides advice on opportunities for asset confiscation and assistance with the complex financial aspects of such investigations. The CACT is a multi-agency taskforce that brings together investigators, forensic accountants, analysts and litigators in co-located teams around the country. The taskforce investigates and litigates Commonwealth POCA matters and uses its collective capability to cause maximum impact on the criminal environment. Participating agencies include the Australian Taxation Office (ATO), the Australian Criminal Intelligence Commission (ACIC), the Australian Transaction Reports and Analysis Centre (AUSTRAC) and the Australian Border Force (ABF). The CACT also draws on the expertise of other domestic and international partners.

Although money laundering and drug-related offences feature prominently in the criminality targeted by the CACT, the provisions of the POCA support the targeting of assets linked to all types of criminal activity. In 2021–22, the CACT successfully restrained assets of \$138.2 million linked to crime.

Partnering with the CACT, 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 responsible for the AFP, 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 2021–22 with the costs of running the CACT. CACT cases are complex; the amount confiscated each year is subject to delays for litigated issues, the time taken to finalise litigation, the time taken to realise the seized assets, and the value of assets when sold.

AFSA provides the realised value of the seized assets. 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. AFP Finance provides the figures on CACT costs.

The ROI for assets confiscation in 2021–22 is 2.76 against a target of 1.0. The ROI result is higher than the previous year result of 2.44. The ROI for asset confiscation is based on a total benefit of \$58.7 million of confiscated assets, over the costs of the CACT in 2021–22, \$21.3 million.

### Performance measure 1.3 Return on investment – international operations

**Table 3.5** Program 1.1 ROI international operations

	2020–21	2021–22	Target	Target achieved
<b>ROI international operations results</b>	59.5	47.3	Positive return (i.e. >1)	Yes
Data source: Drug seizures – AFP Police Real-time On-line Management Information System (PROMIS), drug harm index, AFP organisational performance; AFP costs – AFP Finance				

One of the many types of joint operations the AFP conducts through international law enforcement services is seizure of illicit drugs destined for Australia. The ROI measure for these operations assesses the value of 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 2021–22. The value of the international drug seizures – that is, the benefit – is measured by applying the DHI.

As measured on 30 June 2022, the AFP's international operations returned \$47.3 for every dollar spent, which is substantially above the target ROI of 1.0. This is a decrease of \$12.2 from the prior year result (2020–21: \$59.5). The ROI figure was calculated based on approximately 20 tonnes of drugs and precursors, with a corresponding DHI of approximately \$6.8 billion, which were seized overseas by local police services with AFP assistance during 2021–22, and costs of AFP international posts of \$143 million.

The countries associated with the largest overall seizures by weight and with the highest DHI were Myanmar (\$2.1 billion), the United Kingdom (\$1.5 billion), South Africa (\$1.1 billion) and Colombia (\$930 million). This reflects the strong and effective partnerships of the AFP's International Network.

### Performance measure 1.4 Prevention case studies

**Table 3.6** Program 1.1 Prevention case studies

	2020–21	2021–22	Target	Target achieved
<b>Prevention case studies result</b>	Successfully targeted crime prevention	Case studies (Refer to TSOC, Cybercrime, Human exploitation, CTSI, International)*	Successful preventions	Yes

### Performance measure 1.5 Disruption case studies

**Table 3.7** Program 1.1 Disruption case studies

	2020–21	2021–22	Target	Target achieved
<b>Disruption case studies result</b>	Successfully targeted crime disruption	Case studies (Refer to TSOC, Cybercrime, Human exploitation, CTSI, International)*	Successful disruptions	Yes

\* Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study.

## Performance measure 1.6 Disruption count

**Table 3.8** Program 1.1 Disruption count

Disruption count result	2020–21	2021–22	Target	Target achieved
Domestic	145	46	206	Yes
International	266	266		
Data source: AFP PROMIS system				

Alongside the disruption case studies reported under performance measure 1.5, the AFP's disruption statistics demonstrate the successful use of national and offshore disruption activity to reduce harm and protect Australians. For 2021–22, a combined domestic and international disruption count target (206) was set under Program 1.1. The AFP exceeded this target, recording 312 disruptions in 2021–22. Of these, 85% were international and 15% were national (domestic).<sup>3</sup>

Of the total 312 domestic and international disruptions, the majority focused on transnational serious and organised crime (TSOC) (75%), followed by terrorism (10%) and human exploitation (6%), with a small number of disruptions related to other crime types, including fraud and corruption, and cybercrime.

The AFP International Network accounted for the majority of TSOC-related disruptions (82%), of which the bulk (86%) involved illicit drugs. Taskforce Basilisk (page 79), Operation Demonax and Taskforce Centinel (page 59) demonstrate the AFP's engagement to disrupt criminal activities and the global supply chain of illicit drugs. The AFP established strong partnerships, extensive collaboration, team and person-to-person relationships, and intelligence sharing to disrupt criminal syndicates involved in the organised drug trade and borderless crime. Of the human exploitation crimes disrupted internationally, the majority (87%) related to online child sexual exploitation, with AFP posts such as Manila, Kuala Lumpur, Beijing and Mexico City recording disruptions.

At the conclusion of all cases the AFP conducts, officers identify various benefits and impacts arising from those cases. From the 46 domestic disruption cases undertaken during the 2021–22 period, the top 3 types of benefits identified by officers were deterring future crime (18%), building strong partner relationships (16%) and gathering evidence for cases (9%). The intelligence-gathering capability of the AFP and its partners effectively delivered enhanced strategic decision-making and operational outcomes to share information on law enforcement and national security matters.

A wide variety of impacts were also identified from those disruption cases, including reducing criminal personal harm to others; reducing illegal trade of goods; lessening threats to national security; reducing import of illegal services or goods; limiting criminals' money and wealth, equipment or services; limiting cybercrime; bolstering border security; and reducing corruption. Reducing corruption made up a relatively small proportion of impacts in this year's disruption count; however, this may not reflect its significance, as corruption protects illegal access to information, illegal acquisition of government entitlements, illegal infiltration of government agencies, and profiteering from illegally obtained benefits.

Taking advantage of societal isolation and increased time spent on online during the COVID-19 pandemic, violent extremists have expanded their propaganda encouraging planning or committing terror activities. Operation Etonbury (page 64) brought charges against a person who was engaged in activities in relation to the commission of a terrorist attack. By intercepting an active violent extremist, the AFP was successful in disrupting the threat of terrorism, helping to keep the Australian community safe from harm.

<sup>3</sup> Disruptions are recorded in case notes in the AFP database and counted for this measure.

**Performance measure 1.7 Response case studies****Table 3.9** Program 1.1 Response case studies

	2020–21	2021–22	Target	Target achieved
<b>Response case studies result</b>	Successfully targeted crime response	Case studies (Refer to Human exploitation, International)*	Successful response	Yes

**Performance measure 1.8 Enforcement case studies****Table 3.10** Program 1.1 Enforcement case studies

	2020–21	2021–22	Target	Target achieved
<b>Enforcement case studies result</b>	Successfully targeted crime enforcement	Case studies (Refer to TSOC, Cybercrime, Human exploitation, CTSI, International)*	Successful enforcement	Yes

\* Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study.



## CASE STUDIES

## Transnational serious and organised crime

Program  
1.1Program  
3.2Prevention  
PDisruption  
DEnforcement  
E

## Performance objectives

The AFP seeks to reduce criminal and national security threats posed by transnational serious and organised crime (TSOC) through:

- reducing the attractiveness of Australia as a target of TSOC
- minimising the vulnerability of Australia and its partners to TSOC threats
- reducing the likelihood and consequences of TSOC threats facing Australia.

## Strategies

The AFP implements key strategies aimed at combating TSOC through:

- disrupting supply chains used by criminal entities and enterprises
- collaborating with partner law enforcement agencies and sharing intelligence to tackle TSOC-facilitated activity
- identifying and removing the profits derived from serious and organised criminal activity.

## Resource allocation

47.9% of the AFP's investigative effort contributed to combating TSOC in 2021–22.

## Operational outcomes

**P Prevention:** minimise dissemination of illicit drugs to the community; prevent drug-related harm and crime

**D Disruption:**

- o impede the manufacture and trade of illicit commodities
- o significant reduction of transnational-enabled crime – can be measured quantitatively through TSOC crime reduction figures and qualitatively through case studies

**E Enforcement:**

- o removal of trusted insiders and key operators of TSOC-enabled crime from the supply chain
- o deprive assets from money laundering operations distorting financial markets.

## Investigative and support activities

## Operation Demonax and Taskforce Centinel

The trafficking of drugs and narcotics around the world is a borderless crime, with syndicates using extensive global networks to transport their products in markets where there is an appetite for the consumption of illicit drugs, including Australia. As part of their strategy to avoid detection, TSOC syndicates have been able to infiltrate and plant operators in key maritime and aviation facilities, which are used as gateways for the importation of illicit drugs into the country.

To combat the threat of border-controlled drugs entering Australia, the AFP has been actively pursuing criminal syndicates with associates embedded in the supply chain. In 2018, as part of Operation Demonax, the AFP with partner agencies the ABF, the NSW Police Force, the ACIC and the Department of Home Affairs conducted investigations into members of a drug syndicate who were importing 228 kilograms of cocaine into Australia.

During the investigation, officers were able to identify trusted insiders who were employees of a Sydney International Airport service provider and had used their security-restricted airside access to import cocaine through the baggage holds of selected international commercial flights. After extensive investigations, officers

**CASE STUDIES**

arrested members of the drug syndicate, including the trusted insider, who was intercepted after attempting to leave the airport.

As a result of the AFP's collaboration with our partners, we were able to directly target the members of the drug syndicate. This also resulted in the removal of a trusted insider from the supply chain. AFP investigators were able to intercept packages of cocaine, stopping their distribution into the community and preventing harm. In addition, a total of \$6.7 million in cash was seized and confiscated under the POCA, and in February 2022 the ringleader and the trusted insider were incarcerated for 28 and 23 years respectively.

Recognising the trusted insider threat, the AFP has developed a special taskforce, Centinel, which pools resources from our partner agencies, mainly the ABF, the ACIC, the Department of Home Affairs and AUSTRAC, to drive strategic and operational intelligence on Australian supply chain threats and vulnerabilities, with the objective of driving multi-agency treatment activities and targeting packages to remove trusted insiders from all levels of the supply chain, ensuring that the criminal 'back doors' are permanently closed.

## CASE STUDIES

## Human exploitation

Program

1.1

Program

3.2

Prevention

P

Disruption

D

Response

R

Enforcement

E

## Performance objectives

The AFP seeks to reduce criminal and national security threats posed by human exploitation (HE) through:

- reducing the vulnerability of Australia and its surrounding region to HE
- reducing the attractiveness of Australia and its surrounding region for HE
- reducing the consequences of HE
- reducing the likelihood of HE impacting Australians and citizens of surrounding regions.

## Strategies

The AFP's key strategies aimed at combating HE include:

- reducing economic, social and individual rewards from HE
- reducing harm from complex, organised HE networks
- enhancing capability and interoperability between the public and private sectors to tackle HE crime types
- enhancing community confidence that authorities, civil society and the private sector are addressing issues relative to HE
- removing victims from harm at the earliest possible opportunity
- increasing public awareness and community resilience through the national ThinkUKnow program.

## Resource allocation

9.7% of the AFP's investigative effort contributed to combating HE in 2021–22.

## Operational outcomes

**P Prevention:**

- o reduction/prevention of human trafficking and HE in Australia facilitated by HE networks
- o children are protected from harm and can live their lives without fear of being sexually exploited
- o culturally and linguistically diverse (CALD) groups are resilient to being exploited

**D Disruption:** organised HE networks, syndicates and enterprises are disrupted through intelligence sharing, strengthening public and private sector partnership, and conducting joint operations**R Response:** victims are removed from harm at the first available opportunity**E Enforcement:** those who have engaged in criminal actions related to HE have been arrested and removed from the community.

## Investigative and support activities

**INTERPOL: combating child sexual exploitation**

INTERPOL is the world's largest international policing organisation, with 192 member countries, operating 24/7. Embedded within the AFP, the National Central Bureau (NCB) Canberra is the designated contact point for all Australian law enforcement agencies and foreign police partners who support investigative matters across various crime types.

INTERPOL NCB Canberra is instrumental in the battle against HE by connecting international law enforcement partners with Australian agencies, including to facilitate tip-offs, intelligence collection and sharing, and evidence gathering in an expedient and secure manner. This allows Australian law enforcement to cooperate effectively with counterparts both domestically and overseas, ensuring that offenders who facilitate HE-related crimes are identified and brought to justice, and children at risk of harm are identified and protected from further harm.

## CASE STUDIES

In 2021, INTERPOL NCB Canberra received a tip-off from INTERPOL NCB Manchester (United Kingdom) in relation to an Australian child at potential risk of abuse. NCB Canberra shared the intelligence with the NSW Police Force, where it was then used to identify the child at risk and the suspected offender. The NSW Police Force commenced surveillance and gathered evidentiary imagery to support its investigation.

NCB Canberra liaised with counterparts in NCB Manchester, who were able to provide additional imagery via the secure INTERPOL large file exchange tool. The AFP-led ACCCE was then able to access the imagery and share it with the NSW Police Force through the national Joint Anti Child Exploitation Team arrangement.

The impact of these actions resulted in the timely provision of intelligence via the NCB to establish an investigation, through which the NSW Police Force subsequently executed search warrants on the suspected offender's residence and seized a large quantity of evidence. The suspect was subsequently arrested and charged with offences relating to the production and dissemination of child abuse material. The child at potential risk was located, and confirmed to be in the safe care of family interstate.

**AFP technology detection dogs help to locate child abuse material**

Criminals who engage in HE-related offences, in particular distributing and/or downloading child abuse material, are known to store this material on a variety of electronic storage devices such as USBs, mobile phones, SD cards and hard drives. As technology continues to advance, these storage devices are becoming increasingly small, while their memory size is increasing. The small size of these devices has created sophisticated concealment methods for offenders to exploit to avoid detection. This means that during the search warrant phase of an investigation, officers may have difficulty locating storage devices due to their ease of concealment, which could result in evidentiary material being missed.

To combat this challenge, the AFP has received an allocation of \$5.1 million of government funding under POCA provisions (\$1.3 million) and new policy proposal funding in response to the National Strategy to Prevent and Respond to Child Sexual Abuse (\$3.8 million) to develop and bolster a technology detection dog (TDD) capability to target concealed memory storage devices that are hidden by offenders. The development of this capability will enable the discovery and collection of evidence which may otherwise go undetected.

TDDs are important assets in a law enforcement agency's capability to combat and disrupt crime. They provide an effective and powerful detection tool as they are trained to detect an odour as opposed to a physical item. In addition to drug detection, currency detection and bomb detection dogs that are currently in operation, the inclusion of TDDs will further bolster and enhance the AFP's detection capabilities to locate evidentiary material in searches that can be used to prosecute offenders.

The implementation of the TDD program has made it more efficient for investigators to locate electronic storage material when executing search warrants, resulting in the seizure of evidentiary materials that may otherwise be missed. Since 2021, TDDs have been deployed to attend 92 premises, resulting in the retrieval of 435 evidentiary items. Approximately 40% of the tasks undertaken by TDDs supported child protection operations and Joint Anti Child Exploitation Teams throughout Australia. The TDDs also supported counter terrorism, crime protection operations and ACT Policing operations and assisted other Australian policing jurisdictions.

Given the prevalence of electronic devices being used to facilitate various crime types, especially within the HE space, it is expected that the AFP's TDD capability will be bolstered to enhance its effectiveness in combating and disrupting offenders. National Canine Operations is aiming to train more than 11 TDDs over the next several months for deployments across the country.

## CASE STUDIES

## Counter terrorism and special investigations

Program

1.1

Prevention

P

Disruption

D

Enforcement

E

### Performance objectives

The AFP aims to reduce the vulnerability, attractiveness and likelihood of Australia as a target of terrorism and foreign interference, and prevent or minimise the consequences of terrorist threats by:

- detecting, preventing and disrupting terrorist threats
- developing counter violent extremism strategies
- supporting community engagement and resilience
- building capacity leading to prevention and disruption
- creating a hostile environment for foreign actors to disrupt foreign interference and criminal activity
- informing and providing direction for high-level complex and sensitive investigations.

### Strategies

AFP strategies to combat terrorism and foreign interference threats include:

- improving capability, influencing, leading and building collaborative partnerships with international law enforcement and intelligence agencies to fight global terrorism
- identifying and mitigating the threat posed by terrorist offenders post incarceration through use of cross-capability and resources
- collaborating to coordinate identification of those considered to be residual risks, and to actively improve capability and technology
- maximising operational impact and building capability of partners in South-East Asia to protect Australians and regional communities
- collaborating with domestic and international partners to mitigate the threat of foreign actors to Australia's national interest
- detecting, disrupting and enforcing espionage and foreign interference matters, leading Australia to be regarded as a non-permissive operating environment
- applying appropriate investigative standards, practices and governance to successfully undertake sensitive investigations and ensure a high level of community confidence.

### Resource allocation

**22.9%** of the AFP's investigative effort contributed to counter terrorism in 2021–22.

**2.4%** of the AFP's investigative effort contributed to foreign interference special investigations in 2021–22.



## CASE STUDIES

## Operational outcomes

- P Prevention:**
  - o absence of terrorist attacks and potential threats in Australia
  - o persons who are vulnerable or are at risk of radicalisation are identified and early preventive measures are applied to mitigate the risk of their becoming radicalised
- D Disruption:**
  - o terrorist attacks are stopped before they can be enacted
  - o terrorist groups are deprived of funding or the means to commit their attacks
- E Enforcement:**
  - o terrorist suspects are apprehended and are removed from the community
  - o high-risk terrorist offenders are subject to strict control orders upon their release from incarceration, to monitor their activities and mitigate danger to the community.

## Investigative and support activity

## Operation Etonbury

The counter terrorism and foreign interference threat to Australia is enduring, and becoming increasingly complex and diversified. The predominant terrorism threat is religiously motivated violent extremism, in the form of Islamic extremism. However, the number of individuals who adhere to a violent extremist ideology continues to increase and spread across the country. There is an increasing prevalence of youth inspired by violent extremist ideologies. The threat is magnified through the online environment and the widespread availability of terrorist propaganda.

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 has created an environment where ideologically motivated violent extremist propaganda, in particular, has flourished. Encryption and secure messaging apps can be used to, among other things, facilitate communications between extremists, which may make detection of preparations for attacks more difficult.

The AFP works closely with domestic and foreign law enforcement and intelligence partners to manage all of these challenges, including undertaking joint operations and sharing capabilities and intelligence.

The longstanding cooperative joint arrangements between the AFP and state and territory partners, as seen in Joint Counter Terrorism Teams (JCTTs), streamlines intelligence sharing and the application of technical and investigative capabilities to counter violent extremists. The impact of the JCTT arrangements was highlighted by the arrest of a Sydney man in December 2021. The man was allegedly expressing extremist views in conversations across a number of platforms and sharing pro-Islamic State material. It was alleged that he claimed to be a member of Islamic State and that he made numerous threats to commit acts of violence against law enforcement officers and other community leaders, using social media platforms including Instagram and Telegram. The man was charged with knowingly collecting documents connected with terrorism and knowingly being a member of a terrorist organisation, Islamic State. These charges highlight the strong partnership and commitment of the AFP, the NSW Police Force, the NSW Crime Commission and the Australian Security Intelligence Organisation (ASIO) in working together to combat these threats. The matter is still before the court.

CASE STUDIES

Cybercrime

Program 1.1    Program 3.2    Prevention P    Disruption D    Enforcement E

Performance objectives

The AFP aims to prevent, detect, deter and disrupt cybercrime threats to make Australia a costly and hostile environment for cybercriminals by:

- investigating cybercrime attacks against the Commonwealth Government, critical infrastructure and systems of national significance, including joint investigations with local and international law enforcement
- supporting and coordinating the development of training and tools to equip and enable the AFP and our law enforcement partners to more effectively operate in an ever-changing digital environment
- making disruption a focus by prioritising the identification of traditional and non-traditional law enforcement opportunities to maximise our impact on the criminal environment, including undermining criminal confidence in cybercrime as a service
- supporting and coordinating national joint taskforces against priority cybercrime threats, which can result in both national and international effects
- developing consistent and clear prevention messaging in collaboration with partner agencies, to reduce and prevent victimisation of the Australian community.

Strategies

The AFP implements key strategies aimed at disrupting and prosecuting cybercriminals and combating cybercrime threats by:

- lawfully disrupting cybercriminals, using the AFP’s cybercrime resources and special legislative powers
- prosecuting cybercriminals regardless of geographic location, using our network of international partners and intelligence sharing capabilities
- using specialist tactics, techniques and procedures to de-anonymise cybercriminals, making it easier for law enforcement to target and disrupt criminal activity
- enhancing the cybercrime capabilities of the AFP and partner agencies to further undermine the environment where cybercriminals operate
- conducting education and outreach campaigns to increase public awareness, reduce victimisation and build community resilience against cybercrime threats.

Resource allocation

4.2% of the AFP’s investigative effort contributed to combating cybercrime in 2021–22.



## CASE STUDIES

## Operational outcomes

- P Prevention:**
  - o cybercrime threats against Australia are lessened, reducing harm to the community
  - o raising cybercrime awareness and actively targeting cybercriminals who target specific groups can potentially reduce victimisation of those who are vulnerable to cybercrime exploitation
- D Disruption:** leverage AFP and partner agency capabilities to disrupt onshore and offshore cybercriminal networks
- E Enforcement:**
  - o using legislation to target the finances of cybercriminals, including cryptocurrencies
  - o successful prosecutions of cybercriminals
  - o successful apprehension of cybercriminals and syndicate members regardless of geographical location.

## Investigative and support activities

**Operation Boone: credential theft investigation and cryptocurrency seizure**

Credential theft is a type of cybercrime that involves stealing victims' proof of identity, such as bank cards, driver's licences or, as in this example, online IDs and password information linked to online accounts. In most cases, a victim is completely unaware their credentials have been stolen. Once a credential theft has been successful, the cybercriminal has the same account privileges as the victim. From there, the cybercriminal has a variety of options to use the stolen credentials to their advantage.

Operation Boone was a joint investigation between the AFP and the US Federal Bureau of Investigation to target an offender selling stolen login credentials to online streaming services such as Netflix, Hulu and Spotify. Law enforcement collaboration identified a Sydney man who had conspired with a US-based offender to steal usernames and passwords of streaming service customers and then resell these stolen credentials online for a cheaper rate.

Using intelligence systems and technological capabilities, AFP Cybercrime Operations investigators were able to gather intelligence to establish a pattern of offending, which enabled the investigators to build a picture of the crime, including identifying the offender's methodology. Through this process, evidentiary material was collated that led to the execution of a search warrant at the Sydney man's home, where various evidence and cryptocurrency was seized. Strong international collaboration and intelligence exchange supported the Australian brief of evidence and the indictment of the US offender. The Sydney man was sentenced in April 2021 to a 2-year and 2-month intensive corrections order.

In addition to the apprehension of the 2 offenders, the AFP-led CACT was able to use its extensive powers and legislation to seize and restrain the financial assets of the Australian offender, mainly the cryptocurrency and PayPal accounts he used for the crimes. This resulted in a total of \$1.6 million being forfeited to the CAA, more than \$1.2 million of which was held in cryptocurrency. This was the largest forfeiture of cryptocurrency in the Commonwealth's history. The confiscated assets will be reinvested in the community through various initiatives including local crime prevention, law enforcement and drug treatment programs across Australia.

This investigation has demonstrated the strength of the AFP's cybercrime investigations and asset confiscation capabilities, collaborating to inflict maximum impact on the criminal environment. In addition, this case has highlighted the importance of international partnerships to tackle crime across the globe, regardless of its complexity, scope and reach.

Further information regarding the case can be found on Episode 2 of the AFP's *Crime Interrupted* podcast.





## CASE STUDIES

**Operation Iasion: disruption of a phishing scam**

The incidence of Australians falling victim to scams increased during the COVID-19 pandemic. One of the most notable scam types is phishing. Phishing is the practice of scammers sending out emails and SMS messages impersonating reputable businesses (such as banks or phone providers) to try to convince victims to release personal information such as passwords and credit card numbers.

In September 2021, an investigation began when AFP Cybercrime Operations investigators received information about suspicious website registrations suspected of being used to phish the customers of Australian telecommunications providers and financial institutions. The offender orchestrated multiple SMS phishing campaigns through which SMS messages were sent to hundreds of thousands of Australians. The SMS messages spoofed the domain names of legitimate institutions, aiming to siphon customers' personal credentials including usernames and passwords. Through this method, the offender obtained victims' personal information, which was used to access telephone accounts and bank accounts and create new accounts without their knowledge.

Responding to the threat, investigators used intelligence and technological capabilities to identify and uncover online databases containing the details of over 20,000 Australian victims who had been subjected to the phishing scams. The uncovered databases contained information on victims' bank accounts, login credentials, shareholdings and home loans. With the information acquired from these credentials, the offender would have been able to undertake a range of fraud and identity theft related schemes. During the investigation it was discovered that the offender had allegedly managed to siphon more than \$100,000 from the victims and steal the identity of over 5,000 people.

The offender and an accomplice were arrested by AFP Cybercrime Operations investigators in November 2021.

**Performance measure 1.9 Prosecution success rate****Table 3.11** Program 1.1 Prosecution success rate

Prosecution success rate result	2020–21	2021–22	Target	Target achieved
	98%	96%	95%	Yes
Data source: AFP PROMIS system				

The AFP provides support for the criminal justice system by taking offenders to court and seeking convictions. The AFP's prosecution success is a measure of efficiency and impact, indicated by the percentage of finalised cases in the reporting year that went before court and resulted in a conviction, were proven without conviction, or were discharged. Not all cases that go to court are finalised in the same financial year. Commonly after sentencing most investigations take several months to close due to, for example, appeals, returning property items, and administrative case closure procedures. Cases may also remain active when other offenders in the case are yet to go before court. Most AFP-led arrests lead to a court hearing, then a committal hearing, then sentencing or discharge or dismissal of the case.

AFP investigations are often complex matters involving multiple offenders and different crimes. Each case may have multiple offenders charged with multiple offences, demonstrating extended criminal networks evolving new types and methods of crime. Of the finalised AFP national cases that reached court in 2021–22, 96% resulted in a sentence and 4% were discharged. This prosecution success rate exceeded the target of 95%. Table 3.12 provides a snapshot of the national prosecutorial work the AFP performed in 2021–22.

**Table 3.12** AFP national prosecutorial work, 2021–22

AFP national investigations	
Number of offenders charged	426
Number of offences	2,018
At airports	
Number of offenders charged	318
Number of offences	470
Data source: AFP PROMIS system	

## Outcome 2

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

### Program 2.1: ACT Community Policing

Performance measures 2.1, 2.2 and 2.3: Prevention, response and enforcement case studies

**Table 3.13** Program 2.1 Prevention, response and enforcement case studies

	2020–21	2021–22	Target	Target achieved
<b>Prevention, response and enforcement case studies results</b>	Successfully targeted crime prevention	Case studies (Refer to ACT Policing)	Successful prevention	Yes
	Successfully targeted crime response		Successful response	
	Successfully targeted crime enforcement		Successful enforcement	

## CASE STUDIES

## ACT Policing

Program

2.1

Prevention

P

Disruption

D

Response

R

Enforcement

E

### Performance objectives

Provide a proactive, community-focused policing service, centred on the disruption and prevention of crime within the Australian Capital Territory (ACT).

ACT Policing's performance goals are focused on:

- reducing crime
- ensuring public and community safety
- maintaining strong partner and community engagement.

### Strategies

ACT Policing implements key strategies to ensure the safety of ACT citizens through:

- collaboration and information sharing to ensure a systematic approach to tackling crime
- using various intelligence processes to inform systematic decision-making at both the tactical and strategic levels to ensure ACT Policing is an intelligence-led organisation
- using data and research that challenges policing practices and decisions to ensure an evidence-based approach is applied in the decision-making process
- increasing responsiveness and efficiency through technology, governance and processes to ensure a mobility-driven organisation.

### Resource allocation

14.8% of total AFP staffing resources contributed to the ACT Policing outcome in 2021–22.

### Operational outcomes

P

#### Prevention:

- o high community confidence and resilience
- o ACT residents can live their life without undue fear for their safety
- o no negative impact to the ACT economy and way of life

D

**Disruption:** activities that endanger the community are stopped before a situation can further escalate

R

**Response:** ACT Policing members respond to incidents within prescribed time frames

E

**Enforcement:** those who have committed offences have been arrested and/or been issued with infringement notices.

### Investigative and support activities

#### COVID-19 response and Convoy to Canberra protests

In response to public health declarations made by the ACT Government and at the national level, ACT Policing established a dedicated COVID-19 Taskforce in July 2020 to ensure a centralised, coordinated response to business continuity, safeguarding community health outcomes and enforcement action.

ACT Policing's resources were bolstered in response to the 12 August 2021 lockdown. At its peak, approximately 110 members were attached to the COVID-19 Taskforce. This included compliance teams, administrative support, embedded officers liaising with partner government agencies, and a command structure. The command structure also expanded with the introduction of a dedicated COVID-19 Commander to oversee ACT Policing's response to the threat of the pandemic.



## CASE STUDIES

The Australian Defence Force (ADF) assisted ACT Policing between 22 September and 14 October 2021 to conduct COVID-19 border compliance checks. ADF personnel performed a supporting role focused on pre-screening vehicles. This interagency collaboration boosted the capability of cross-border operations and enabled a flexible and proactive response capacity for ACT Policing.

Between 12 August 2021 and 21 January 2022, ACT Policing undertook 49,985 traffic compliance stops, 8,953 personal compliance checks and 3,004 business compliance checks, and issued 623 directions to leave the ACT. During the same period, ACT Policing made 7 arrests for alleged breaches of health directions where no other offence was involved, and 49 arrests for breaches of health directions attached to other offences. There were also 80 infringements and 135 cautions issued for alleged breaches of health directions, and 829 move-on directions. ACT Policing received 2,583 compliance complaints.

As the COVID-19 response continued to evolve, particularly when vaccine mandates were announced by states, territories and the Australian Government, issue-motivated groups arrived in Canberra from around the country, spurred on by protests occurring internationally, most notably in Canada. Although somewhat disparate in their motivations, these protest groups were largely motivated by a range of COVID-19 related issues including vaccination mandates and COVID-19 restrictions. The protest activities ranged from peaceful to volatile, and were sometimes violent.

In response to this, Operation Hawker was established on 31 January 2022 to monitor and respond to the protests, ensure safety and move trespassers off National Capital Authority land.

On Saturday 12 February 2022, Canberra saw a significant escalation in protest activity, culminating in the largest protest event in Canberra since 1985. Approximately 10,000 protesters moved down Commonwealth Avenue and congregated in Federation Mall. Due to the large number of protesters, Commonwealth Avenue was closed for approximately 3 hours while ACT Policing and AFP members managed the large moving protest, ensuring the safety of attendees and road users.

The police approach recognised the rights of people to peacefully protest; however, when illegal activities and antisocial behaviours took place, the people responsible were dealt with accordingly. The protests received national attention and drew both criticism and praise from media and politicians. The protesters were particularly topical in Canberra as their activities continued to cause disruptions to the lives of Canberrans, who were generally supportive of the police response.

Across all of the protest activity in Canberra until 30 June 2022, a total of 66 people were arrested for a range of offences. Overall the cost of managing protest activity from December 2021 to 30 June 2022 was \$3.662 million and more than 42,442 police hours were required. As at 30 June 2022, 6 arrests were made in relation to the activity.

### **Operation Oquendo II: targeting high-volume property offenders**

On 10 November 2021, ACT Policing and the NSW Police Force established Operation Oquendo II in response to an escalating situation which saw high-volume recidivist property offenders committing a range of offences across the ACT and NSW, putting the lives of community members at risk. The offenders were responsible for a significant number of stolen motor vehicles and pursuits following failures to stop for police during October and early November 2021.

Based from Tuggeranong Police Station, Operation Oquendo II comprised ACT Policing members from General Duties and Intelligence with support provided by Criminal Investigations, Human Source Management Team, Forensics, Proactive Intervention and Diversion Team, and Road Policing. State policing partnerships were leveraged and intelligence was shared with NSW Police Force members based in Queanbeyan and Wagga Wagga when it was identified that a number of offenders were travelling from these areas to commit offences in the ACT.

Operation Oquendo II resulted in the arrest of 22 individuals, comprising 16 adults and 6 juveniles. The offenders faced a range of serious charges including taking a motor vehicle without consent, riding/driving in a stolen motor vehicle, driving at police, failure to stop for police, burglary, credit card fraud and firearms offences.

Operation Oquendo II demonstrated that a short-term, well-planned and objectives-driven operation can yield significant benefits for the community of the ACT and surrounding regions. It also exemplified the benefits of implementing new brief-compilation technology and working proactively with state policing partners. The operation resulted in valuable investigations outcomes for ACT Policing and its partner law enforcement agencies and contributed to the continuing safety of the ACT community.

## Outcome 3

Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions.

### Program 3.1: Specialist Protective Services

Outcome 3 was created due to an increase in the threat level to Australians and Australia's national security interests. This outcome captures the AFP's contributions towards protective policing services and anticipating criminal and security threats against airports and designated officials, establishments and precincts, in cooperation with international, Commonwealth, state, territory and private-sector partners.

#### Performance measure 3.1 Response times

**Table 3.14** Program 3.1 Response to aviation incidents

	2020–21	2021–22	Target	Target achieved
<b>Response to aviation incidents within priority timeframe results</b>	90%	92%	Priority 1 within 10 minutes – 90%	Yes
	93%	91%	Priority 2 within 20 minutes – 90%	
	99%	100%	Priority 3 within 2 hours – 95%	
	100%	100%	Priority 4 within 24 hours – 95%	
Data source: AFP Mobile Responder system				

The AFP provides critical first-response capabilities at certain Australian airports, which necessitates the capability and capacity to respond to incidents within agreed time frames. AFP Specialist Protective Services undertakes programs and activities to provide national security at designated airports including intelligence collection, interviews of passengers, community engagement and proactive patrols.

The AFP measures its performance at airports through the time it has taken to respond to incidents. The 'response times' performance criterion provides a combined assessment of police response within time frames at designated Australian airports: Adelaide, Brisbane, Cairns, Canberra, Darwin, Gold Coast (Coolangatta), Melbourne, Perth and Sydney. The AFP has set response time targets based on the priority level<sup>4</sup> of the incident.

In 2017–18, 90% response time targets were set for all priority levels. Since 2018–19, the targets for priority levels 3 and 4 were increased to 95%. For 2021–22, priority levels 1 and 2 had targets of 90%, and priority levels 3 and 4 had targets of 95%. Table 3.14 shows that the AFP met the targets for all priority levels in 2021–22.

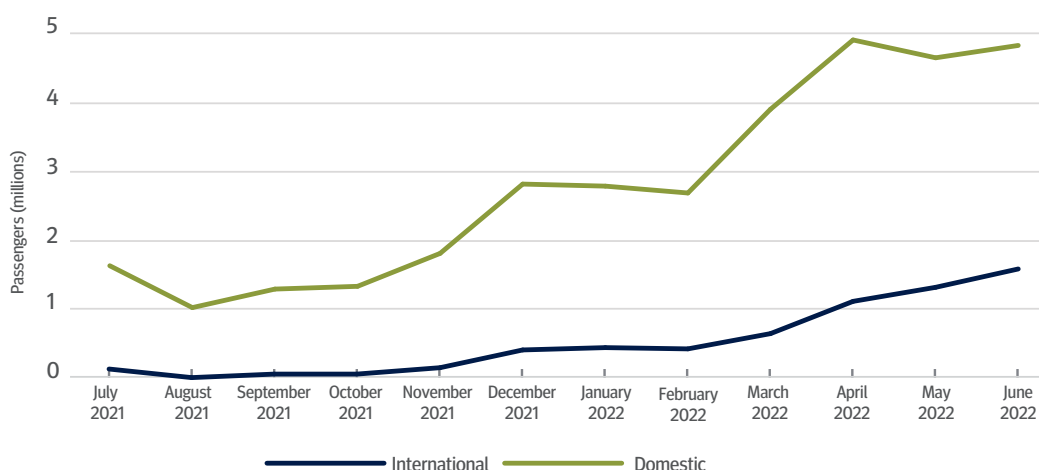
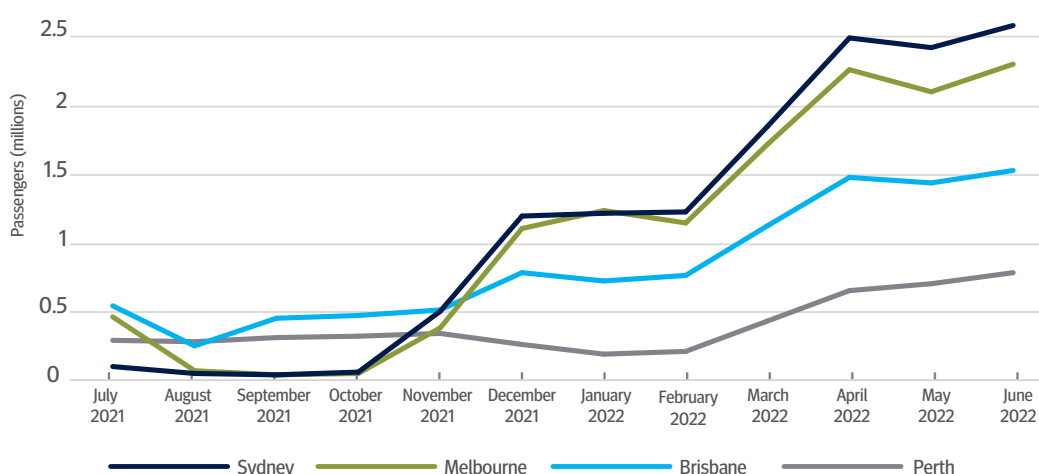
Following the reopening of Australia's international borders in November 2021, international travel numbers tripled from October 2021. Passenger numbers again escalated in December 2021, to 8 times larger than in October 2021, and continued escalating in the period to May 2022.

Passenger movement has increased rapidly following the reopening of Australia's international borders in November 2021. In October 2021, 1.3 million passengers were carried on Australian domestic<sup>5</sup> commercial aviation (including charter operations). By June 2022, the number of domestic passengers had increased to 4.84 million (an increase of 264%, Figure 3.5).

<sup>4</sup> 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.

<sup>5</sup> [https://www.bitre.gov.au/publications/ongoing/domestic\\_airline\\_activity-monthly\\_publications](https://www.bitre.gov.au/publications/ongoing/domestic_airline_activity-monthly_publications)

**Figure 3.5** International and domestic commercial aviation passenger traffic movement, 2021–22**Figure 3.6** Total passenger movements – selected airports, 2021–22

Since the reopening of borders in November 2021, Sydney, Melbourne and Brisbane domestic, regional and international airports have experienced significant increases<sup>6</sup> in total passenger traffic (Figure 3.6). The increasing traffic numbers in both international and domestic airports were reflected in the number of aviation incidents. Compared with the previous year, aviation incidents increased for all 4 priority levels in 2021–22. In 2021–22, the AFP's airport uniformed police teams attended 504 priority 1 incidents – an increase of 79% compared to the previous year. The number of priority 4 incidents also significantly increased (by 108%) compared to the previous year.

The AFP's aviation incident response results in 2021–22 are:

- **Priority 1:** attended 504 priority incidents. Four airports were slightly below target – Brisbane, Sydney and Darwin achieved 88% of responses within 10 minutes, and Melbourne achieved 87% within 10 minutes (target 90% of responses within 10 minutes)
- **Priority 2:** attended approximately 5,000 incidents. The response time target was met for all airports except Melbourne, with a result of 83% (target 90% of responses within 20 minutes)
- **Priority 3:** attended 1,280 incidents. All airports met the response time target
- **Priority 4:** approximately 98,000 incidents attended and proactive patrols conducted. All airports met the response time targets.

Aviation offences include offensive behaviour on aircraft, thefts and damage to property, assaults, drugs and weapon crimes, and threats to the integrity of the aviation environment including insider threat security concerns.

6 [https://www.bitre.gov.au/publications/ongoing/airport\\_traffic\\_data](https://www.bitre.gov.au/publications/ongoing/airport_traffic_data)

Supportive teamwork, collaborative partnerships, and staff and community training allowed the AFP respond to these incidents, quickly adapt to changes, and address security concerns. Selected specific initiatives to improve response times are shown in Table 3.15.

**Table 3.15** AFP airport initiatives

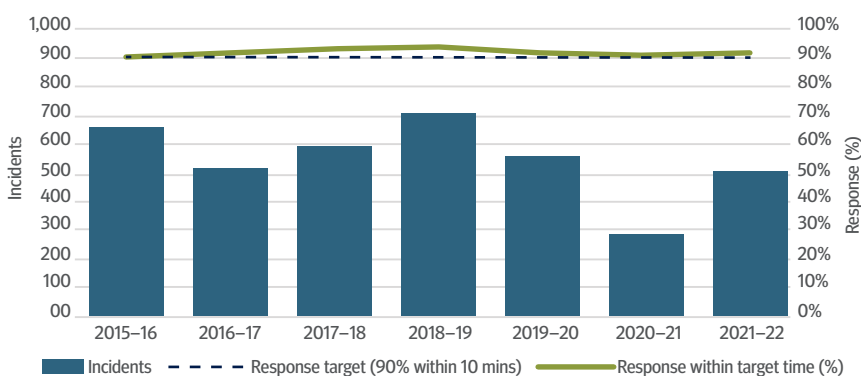
Airport	Initiative
<b>Brisbane</b>	AFP members collaborated with Queensland Police Service (QPS) at Brisbane Airport to access a technology device that permits more time for patrolling and proactively policing the airport community
<b>Cairns</b>	The AFP joined QPS training that involved a police dog attending to a vehicle with a successful detection of suspicious material in the front
<b>Melbourne</b>	AFP officers participated in a training session on a Victoria Police technological device that helped build the ability of the AFP and the state police to access real-time information on offender antecedents and warnings
<b>Perth</b>	The AFP conducted a joint training exercise that educated the team on better communication processes and provided an opportunity for frontline and command elements to practise interoperability and capability in an actual operating environment. This will improve the AFP's capability to respond to multiple-offender terrorist incidents

In addition, Taskforce Centinel, an AFP-led multi-agency taskforce, addressed the risks of trusted insiders in aviation. In late January 2022, the first Centinel Treatment Forum deliberated a range of approaches to managing a list of targeted trusted insiders jointly with participating agencies.

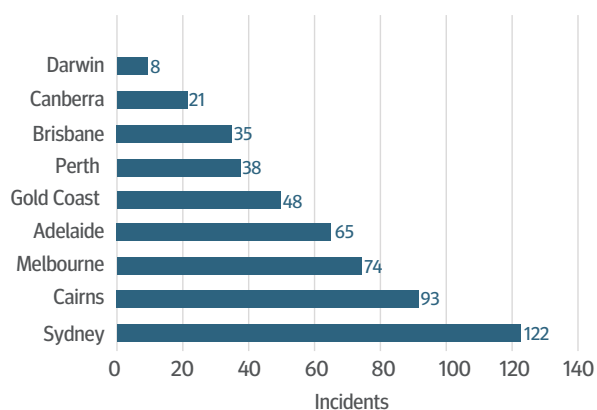
The AFP's enthusiastic preparation, range of work and strategies assured people safety at the airport in particular and protected the nation from broader fraud, drug and security threats.

The AFP's consistently prompt priority 1 response times are demonstrated by Figure 3.7, and a breakdown of priority 1 incidents by airport is shown in Figure 3.8. Priority 1 incidents are defined as life-threatening or time-critical incidents, and the AFP's target is to respond to 90% of these within 10 minutes. Priority 2, 3 and 4 incidents are not shown, as these incidents now include both response incidents and a large number of proactive patrols. While this demonstrates the breadth of work the AFP does at airports, proactive patrols are outside the scope of this measure.

**Figure 3.7** Response to priority 1 airport incidents, 2015–16 to 2021–22



**Figure 3.8** Priority 1 airport incidents by airport, 2021–22



### Performance measure 3.2 Avoidable incidents

**Table 3.16** Program 3.1 Avoidable incidents

	2020–21	2021–22	Target	Target achieved
<b>Avoidable incidents result</b>	0	0	<2 incidents	Yes
Data source: AFP PROMIS system				

'Avoidable incidents' measures, previously reported in Program 1.1, moved to Program 3.1 from 2021–22 onwards. 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 plays an integral part in ensuring safety and protection by delivering specialist protective services through the new Program 3.1. It provides protection within Australia and overseas to Australian high office holders, the diplomatic community, visiting dignitaries, and internationally protected persons. This includes protection, when required, for the Governor-General, the Prime Minister, other ministers, diplomats and foreign officials. Keeping individuals and interests identified as at risk safe from acts of terrorism, violent protest and issue-motivated violence is one of the key objectives of the AFP's protection effort.

The AFP's close personal protection (CPP) activities include all-round observation and security of a designated protected person's domestic and international travel and events. Their work is supported by intelligence, a risk assessment and prioritisation team and real-time preventive measures adopted by specially trained personnel. The AFP collaborates and engages with state and territory police, security agencies, Commonwealth departments, commercial enterprises, non-government organisations and community groups in delivering these services.

The AFP tailors CPP recruitment and training and development to provide personal protection efficiently. In 2021–22, some AFP CPP members received training in mobility operations capability, which upskills them to become experts in vehicle dynamics. A number of CPP participants completed a course that enabled them to develop and further refine skills in using a particular weapon, re-certify the weapon system and integrate the capability for its use within a CPP environment. The Operations Preparedness Team, which sits within Specialist Protective Command, delivered a range of exercises through an immersive computer-based delivery platform. The platform is capable of remotely delivering an exercise simultaneously across multiple locations. The primary goal of each exercise is to ensure all participants leave better informed and empowered to perform their roles. The AFP also qualified officers to expand their protection capabilities through advanced mountain bike patrol training in rugged terrain.

After a year when high officials' travel was reduced due to COVID-19 restrictions, designated dignitaries and high officials travelled more in 2021–22, due partly to COVID-19 restrictions easing and partly to preparations for the 2022 federal election. When officers travelled, they adhered to stringent health and safety measures.

The success of the AFP's CPP effort is gauged by counting the number of avoidable incidents that occurred in the reporting period. There were no avoidable incidents recorded in 2020–21. The zero incident result since 2019–20 continues the AFP's strong record of delivering protective security services.

### Performance measure 3.3 Prevention case studies

**Table 3.17** Program 3.1 Prevention case studies

	2020–21	2021–22	Target	Target achieved
<b>Prevention case studies result</b>	Successfully targeted prevention	Case studies (Refer to Protection)	Successful prevention	Yes



## CASE STUDIES

## Protection

Program

3.1

Prevention

P

## Performance objectives

Ensure the Australian economy and national security interests are safeguarded and public confidence is maintained. This is facilitated by:

- providing high-visibility preventive, response and protection services to designated high office holders and foreign dignitaries
- deterring and preventing acts of terrorism, violent protest and issue-motivated violence
- safeguarding Defence and Commonwealth establishments to deter acts of crime
- ensuring the integrity and protection of aviation facilities including public airports.

## Strategies

AFP strategies to meet protection objectives include:

- use protection-led intelligence shared between government security agencies to detect potential vulnerabilities and security gaps
- use technology-enabled assets to expand the scope of perimeter and patrol surveillance measures
- establish Protection Operations Response Teams at airports to provide a greater deterrence and response capability
- train officers in new qualifications to expand protection capabilities
- invest in new equipment to further enhance protection capabilities at key establishments to ensure public safety.

## Resource allocation

**34.7%** of total AFP staff resources contributed to the AFP's Specialist Protective Services function in 2021–22.

## Operational outcomes

**P** Prevention:

- o there is high public confidence and satisfaction across Commonwealth sites, including airports
- o the AFP's high security presence is effective in preventing attempted attacks and ensures deterrence capability is maintained across all protection establishments and aviation sites
- o high office holders and foreign dignitaries can go about their business without undue fear for their safety
- o members of the public can visit airports without fear for their safety
- o personnel working at Defence and Commonwealth establishments are able to perform their duties without undue fear for their safety and threat to life
- o Australia's security infrastructure is safeguarded and secure.

## Investigative and support activities

**Operation Phonix and Operation Wilmot: protecting Australian high office holders from harm during the 2022 federal election**

The objective of the AFP Protection Operations team is to keep individuals and interests identified by the Commonwealth as requiring protection safe from potential acts of terrorism, violent protests and issue-motivated violence. The protection of individuals who are vulnerable to these types of threats was highlighted following the 2021 murder of a British member of parliament in broad daylight while carrying out his official duties, engaging and meeting with his constituents and members of the public.

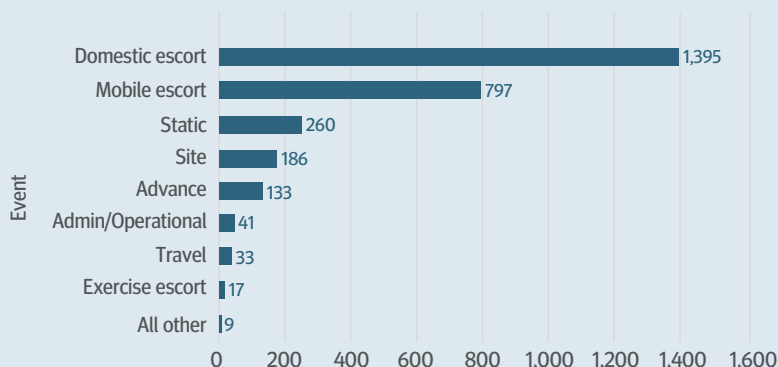


CASE STUDIES

The AFP provides intelligence-informed high-visibility prevention and response services for the protection of designated Australian high office holders within Australia and overseas. This protective function is provided by using strategies that are constantly being aligned with the changing criminal threats, informed by dedicated intelligence strategies and coordinated with national security partners and agencies.

In response to the heightened threats and harm that politicians are potentially exposed to during election campaigning, the AFP established Operation Phonix and Operation Wilmot to provide a coordinated and specialised taskforce to help ensure the safety and security of designated high office holders and parliamentarians during the 2022 federal election, held on 21 May 2022.

**Figure 3.9** Total close personal protection movements, 4 April to 1 June 2022



In January 2022, the Specialist Protection Command Coordination Group and Security Protection Diplomatic Liaison became aware of a speech to be given at the National Press Club on 1 February 2022 by then Prime Minister Scott Morrison. In addition to the Prime Minister, a number of other high-profile members of the ministry, together with around 180 corporate guests, government stakeholders and media representatives were in attendance.

The AFP received intelligence that up to 400 members of disparate issue-motivated groups would attend the National Press Club to disrupt the arrival and departure of the high office holders. The collation and sharing of accurate key intelligence ensured a unified, well-coordinated response. This included the use of AFP close personal protection, Commonwealth cars and the facilities of the National Press Club to enable everyone to enter and exit from the premises safely, with no incidents or injuries reported.

This example demonstrates the vigilance required at all times by protection members when executing their duties to ensure that Commonwealth high office holders are able to perform their functions and duties without undue fear for their safety while engaging with members of the public.

## Program 3.2: International Police Assistance and External Territories

### Performance measure 3.4 Mission evaluations

**Table 3.18** Program 3.2 Mission/external territories performance evaluations

Mission/external territories performance evaluation result	2020–21	2021–22	Target	Target achieved
	Evaluations completed	Evaluation results	Evaluation completed	Yes

During 2021–22, the AFP delivered bilateral police development missions to Solomon Islands, Papua New Guinea, Timor-Leste, Tonga, Vanuatu, Samoa and Nauru. The AFP also worked with and provided regional support across all 20 other member countries of the Pacific Islands Chiefs of Police, under the Pacific Police Development Program. As part of its annual plan for mission evaluations (noted in the *AFP Corporate Plan 2021–22*), the AFP evaluated the Timor-Leste Police Development Program (TLPDP). The Nauru-Australia Police Partnership mid-term review, and the Papua New Guinea-Australian Policing Partnership end-of-program evaluation are planned for 2022–23.

### Timor-Leste Police Development Program

The Timor-Leste Police Development Program (TLPDP) was a 4-year program (2018–2022) and has been extended to 2023. The program is part of the Australian Government’s support to Timor-Leste. The TLPDP aims to support the Polícia Nacional de Timor Leste (PNTL) to deliver skilled and professional policing services, which respond effectively to community needs and contribute to a stable and secure Timor-Leste.

In 2021–22, the AFP conducted a joint independent evaluation of the program. The evaluation found that the TLPDP and PNTL have been affected by COVID-19, the Easter 2021 floods and states of emergency since March 2020. The TLPDP is recognised for dealing effectively with these contextual changes through responsive and practical support to the PNTL to adapt work priorities and improve safety, resulting in positive outcomes. These outcomes included increased community awareness and confidence, strengthened border controls, sustained PNTL organisational health and operations, improved interoperability and multi-agency cooperation.

### Performance measures 3.5 and 3.6: Prevention and disruption case studies

**Table 3.19** Program 3.2 Prevention and disruption case studies

Prevention and disruption case studies result	2020–21	2021–22	Target	Target achieved
Successfully targeted crime prevention	Successfully targeted crime disruption	Case studies (Refer to International)	Successful prevention	Yes
Successfully targeted crime disruption			Successful disruption	

## CASE STUDIES

## International

Program

1.1

Program

3.2

Prevention

P

Disruption

D

Response

R

Enforcement

E

### Performance objectives

The AFP aims to take the fight against crime offshore and to protect Australians and Australia's national interests by:

- detecting, deterring, preventing and disrupting crime at its point of origin or transit
- enriching policing outcomes through proactive relationships that focus on capacity building with our international law enforcement counterparts and intelligence partners
- participating in peace operations and calls for policing assistance in international jurisdictions when requested
- providing law and order capacity building missions to enhance rule of law internationally and contribute to regional stability
- engaging with international partners to combat transnational and serious organised crime.

### Strategies

Key strategies in the AFP's international work include:

- building strong, collaborative stakeholder relationships through strategic engagement, working with our international partners to put into place mechanisms to achieve outcomes
- leading and conducting operations in partnership with international or host country law enforcement agencies to either facilitate or deliver operational effects offshore
- sharing information and criminal intelligence with our partners to improve crime detection and disruption efforts
- building capability with our partners and neighbours to strengthen law enforcement capabilities in both countries.

### Resource allocation

5% of total AFP staff contributed to the AFP's international policing missions in 2021–22.

### Operational outcomes

P

#### Prevention:

- o capability and capacity improvement measures to support our international networks in preventing criminal activities onshore and offshore
- o reduced rates of transnational serious and organised crime in Australia and neighbouring countries, thereby minimising and preventing harms against the local and international communities
- o delivery of community safety initiatives and culturally appropriate training to at-risk communities offshore, with the goal of increasing community awareness and resilience against certain crime types

D

**Disruption:** creating a hostile environment for criminal entities to operate in by working with our international policing networks to target illicit activity at the source

R

**Response:** provide law and order capacity assistance to countries that request AFP support

E

**Enforcement:** facilitating extradition of offenders who have engaged in criminal activities overseas with an Australian nexus.

## CASE STUDIES

## Investigative and support activities

## Taskforce Basilisk

The trafficking of illicit drugs and narcotics is a borderless crime, operated by global drug syndicates and criminal enterprises that target vulnerable communities and individuals across the globe to further their criminal aims. These syndicates are actively targeting Australia due to the high price illicit drugs attract in Australia relative to other countries and as a result of Australia's high levels of wealth, consumption and demand for illicit substances.

The harms accruing from illicit drugs are diverse and include not only direct harms such as the environmental impact of production and the impact on consumers of illicit drugs but also indirect harms. The latter include increased criminality arising from addiction, redirection of law enforcement effort, and the corruption of public officials to facilitate criminal activity. Within Australia the economic impact – measured via the loss of quality of life for Australians who use illicit substances, based on premature mortality, criminal justice costs and healthcare costs – has been estimated at \$14.93 billion.<sup>7</sup> This harm is increasing, with ongoing growth in the level of drug-related deaths and hospitalisations recorded in Australia.<sup>8</sup>

Recognising the threat posed by criminal syndicates seeking to operate from Colombia and supply cocaine to Australia, the AFP's objective for Taskforce Basilisk was to disrupt and dismantle their operations at the source to prevent and minimise harm. This was to be achieved through the partnership developed between the AFP and the Office of the Colombian Attorney General (Fiscalía). This partnership allowed the AFP, via its International Network, to support Colombia's own efforts to counter sophisticated drug syndicates targeting Colombian society and, by extension, the Australian and international community.

Taskforce Basilisk's success has been built upon deep person-to-person relationships between the Fiscalía and AFP officers stationed in Bogotá. The AFP has provided mentoring and on-the-job training to Fiscalía officers, including advice across technical areas, police tradecraft, investigatory techniques, surveillance and human source management. This level of engagement has enhanced trust between the AFP and the Fiscalía, enabling more robust information and intelligence sharing, which has led to more operational outcomes and resolutions. Fiscalía members have also appreciated the willingness of AFP officers to work alongside members on the ground, providing insight during operations and resolutions.

Taskforce Basilisk has been involved in several disruption and enforcement operations in Colombia aimed at disrupting the supply of cocaine into Australia and the global supply chain. In July 2021, Basilisk members, overseen by an AFP senior liaison officer, engaged in an investigation into a Colombia-based drug syndicate suspected to be producing cocaine for export into international black markets. Basilisk members worked alongside Colombian army and naval forces and travelled to a remote jungle site in close proximity to a Colombian port city where cocaine is known to be exported.

During the July operation, members discovered numerous explosive devices – landmines and booby-traps – that were wired with trigger mechanisms attached to foliage used for aerial camouflage to avoid detection during the search of the location.

Once the location was secured and rendered safe from explosive devices, taskforce members located 6 barrels containing approximately 1,300 litres of precursor chemicals. Under the supervision of a Colombian Government environmental scientist, the chemicals were safely destroyed in place to avoid the risks of transporting the product through the jungle, with constant threats from landmines and armed criminal groups.

The actions taken by Taskforce Basilisk members have resulted in the interception and destruction of precursor chemicals – key ingredients in the manufacturing of illicit drugs. This has resulted in the prevention of the potential production of approximately 3 tonnes of cocaine. This cocaine, had it reached Australia's shores, had the potential to generate societal harm amounting to \$750 million to \$1.2 billion.

<sup>7</sup> <https://www.aihw.gov.au/reports/phe/221/alcohol-tobacco-other-drugs-australia/contents/impacts/economic-impacts>

<sup>8</sup> <https://www.aihw.gov.au/reports/alcohol/alcohol-tobacco-other-drugs-australia/contents/impacts/health-impacts>



## CASE STUDIES

**Cyber Safety Pasifika**

Cyber Safety Pasifika (CSP) is an AFP-led program that contributes to the prevention of cybercrime in Pacific communities by increasing cyber safety awareness and education of communities in the Pacific region. Managed by the AFP through the Pacific Police Development Program – Regional (PPDP-R), CSP is an important part of the effort to counter cybercrime through the delivery of activities in 3 focus areas: cyber safety awareness and education, development of cybercrime legislation and policy, and upskilling of Pacific police in cybercrime investigations. CSP's focus on cyber safety awareness and education is achieved by delivering training to Pacific police officers, who then deliver cyber awareness and education sessions in their communities and to their colleagues. This ensures that education is conducted in a culturally relevant and sustainable way.

In November 2021, the AFP-trained Vanuatu Police Force CSP team travelled to Futuna Island, Tafea Province, Vanuatu to deliver training to teachers and students at the Tuta Fanua' Ariki school. Over 300 students, ranging in age from preschool to secondary, participated in the awareness session. The training covered topics such as online grooming, image sharing, inappropriate content, device and password security, and cyber bullying. Sessions such as these were run throughout the year, across Pacific communities. Through awareness and education, community members are better equipped to use the internet safely, mitigating their risk of becoming victims of cyber-enabled crime. By educating children in Pacific communities about safe online practices, their vulnerability to online exploitation is reduced. Furthermore, teachers and community members are empowered to promote safe online practices by all community members.

In addition to delivering cyber safety awareness and education to Pacific communities, CSP delivers investigations training to Pacific police officers, building their capacity to prevent, respond to and investigate cybercrime against Pacific communities. CSP is currently delivered across Timor-Leste and the Pacific in countries such as Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Republic of Marshall Islands, Nauru, New Caledonia, Niue, Papua New Guinea, Palau, Tuvalu, Vanuatu, Solomon Islands and Tonga. The AFP will continue to engage with our partners across the Pacific to deliver more CSP training, which will help to build community resilience against cyber-enabled crime and prevent victimisation of those who are at risk of online exploitation.

## Financial performance

The AFP's \$1,624 million departmental operating income for 2021–22 comprised \$1,251 million in Australian Government appropriation, \$196 million from the ACT Government for policing services and \$177 million in other revenue. In addition, the AFP received \$81 million in Australian Government appropriations for departmental capital expenditure and \$40 million in equity injections for specific initiatives. The AFP also administered \$6 million in expenses on behalf of the Australian Government in 2021–22.

The operating result for 2021–22 reported by the AFP is a departmental surplus of \$6 million, which reflects a variance of less than 0.4% against operating income. This result reflects highly on the AFP's financial management and workforce planning and represents a significant achievement in itself due to the wide array of challenges and uncertainties faced during the 2021–22 period, namely fluctuations in COVID-19 case numbers and border restrictions, and ongoing shifts in the domestic and international criminal environment.

Audited financial statements showing the AFP's financial position are in Chapter 5 (page 101). The agency resource statement is in Appendix C (page 145). Summary financial tables are in Appendix D (page 148).

The background of the entire page is an abstract composition of numerous diagonal streaks in various shades of blue and white, creating a sense of motion and depth. The streaks are of varying lengths and thicknesses, some appearing as sharp lines while others are more blurred.

# 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](http://www.afp.gov.au/intent). The current framework was created in 2019–20 to support the AFP Commissioner as the accountable authority of the AFP. The framework was reviewed in 2021 to ensure it remains fit for purpose in addressing the needs of the AFP Commissioner and the broader organisation.

The framework incorporates 5 enterprise-level strategic boards, which are supported and informed by governance bodies established at the business level. Together these governance bodies, which have advisory, decision-making or discussion and coordination functions, all contribute to the effective governance and operation of the AFP.

The Strategy and Performance Board (SPB) is the AFP's principal strategic governance forum for enterprise-wide issues, priorities and direction. It ensures the alignment of operational and strategic priorities, and considers adjustments in accordance with emerging events and policy changes. The SPB is chaired by the AFP Commissioner.

The Enterprise Operations Board, formerly known as the Resource Management Board, chaired by the Chief Operating Officer, monitors and governs AFP corporate and business programs to ensure national coordination and to meet strategic and operational priorities. As appropriate, the Enterprise Operations Board provides advice to the Commissioner and the SPB on the management of AFP business resources and provides oversight of corporate performance, strategic workforce, finance, budgetary, legal, integrity, internal audit and enterprise risk matters.

The Investigations, Operations and Compliance Board of Management provides joint strategic oversight of the AFP's investigative and operational priorities, strategies and plans in response 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 makes decisions on the current and future capabilities required to support the AFP's vision, strategic priorities and operational outcomes. Chaired by the Deputy Commissioner Operations, it considers strategic capability requirements, priorities and opportunities to ensure 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.

In addition, 2 advisory forums were convened in 2021–22 to consider issues of strategic organisational significance.

The Senior Leadership Forum monitors and reflects on changes within the operating environment and provides strategic guidance to the agency. The Senior Leadership Forum is chaired by the Commissioner and comprises all Deputy Commissioners, the Chief Operating Officer, Assistant Commissioners and National Managers.

The Commissioner's Advisory Panel (CAP) met twice in 2021–22 to provide independent, non-binding strategic advice to the AFP Commissioner on non-operational matters. CAP members were selected based on their extensive experience in government and private industry. Their advice assisted the AFP Commissioner to navigate the external environment and engage key stakeholders.

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 its 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 the 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 2021–22* appear in this report in Chapter 3.

## 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 ARC met 6 times during 2021–22 and considered 5 internal audit reports and 6 assurance reviews. As per subsection 17(2) of the PGPA Rule, 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](http://www.afp.gov.au/arc-charter).

**Table 4.1** Audit and Risk Committee membership and attendance, 2021–22

Member name	Qualifications, knowledge, skills and experience	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional information
Philippa Godwin PSM	Philippa Godwin 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.	6/6	\$33,662	ARC Chair throughout 2021–22
Mark Ridley	Mark Ridley has served as the chair of audit and risk committees for the AFP, the Australian Signals Directorate, the Department of Foreign Affairs and Trade, 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 partner for over 20 years at chartered accounting firm PricewaterhouseCoopers, holding various leadership roles with the firm including in ICT risk management and assurance.	6/6	\$23,865	ARC member throughout 2021–22
John Lawler AM APM	John A Lawler 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.	6/6	\$41,681	ARC member throughout 2021–22
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 various government-owned 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.	6/6	\$35,130	ARC member throughout 2021–22

## Risk management

The AFP's Risk Management Framework assists the organisation in meeting 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.

The AFP Risk Management Policy Statement was incorporated into the AFP National Guideline on Risk Management, and the AFP Risk Management Framework was formally reviewed and updated in June 2021.

Stemming from framework updates, the AFP also implemented the Risk Culture Strategy in September 2021 to improve understanding and normalisation of sound risk management practices in all aspects of AFP activities, and the Risk Maturity Plan in November 2021 to improve the risk maturity of the organisation.

In addition, the AFP's risk profile was formally reviewed and updated to ensure the ongoing effectiveness of its risk engagement.

At the agency level, the AFP manages 8 enterprise 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 enterprise 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 ARC monitors the progress and effectiveness of the implementation of the FCAC Plan.

## Governance instrument framework

The AFP Governance Instrument Framework (GIF) is a collection of formal documents that articulate enforceable AFP policies, practices and procedures to support our members on the front line. It includes Commissioner's Orders, national guidelines, standard operating procedures, external agreements (for example, memoranda of understanding) and legislatively based instruments (for example, enterprise agreements). Governance instruments are available to AFP appointees through the AFP intranet.

The GIF 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)
- legal compliance of AFP appointees in discharging their duties, including responsibilities under the *Public Governance, Performance and Accountability Act 2013* (Cth), *Work Health and Safety Act 2011* (Cth), *Crimes Act 1900* (ACT), *Crimes Act 1914* (Cth) and *Privacy Act 1988* (Cth)
- management of risk
- effective delegation of statutory authority and powers.

In 2021–22, the AFP implemented the recommendations of the Governance Instrument Framework Review 2020, which, among other things, streamlined and simplified instruments, emphasising mandatory obligations and ensuring instruments are mapped to organisational risks.

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

## 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 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.

The AFP used the opportunity of Business Continuity Awareness Week during May 2022 to raise awareness and promote the importance and benefit of up-to-date business continuity plans.

## Ecological sustainability

The AFP continues to be committed to ecological sustainability and being recognised as a leader across both government and industry. The organisation has sponsored significant work to continue to mitigate the environmental and cost impacts from associated energy use in its properties and reduce its vulnerability to future energy cost increases.

The most substantial project undertaken in 2021–22 was retrofitting high-efficiency fan technology to the organisation's computer room air conditioning units. Approximately 60 units were retrofitted as part of a large-scale refurbishment project. This has reduced their energy consumption by 40% and delivered approximately \$55,000 in annual savings. Additionally, this work augmented existing cooling capability, allowing the organisation to rationalise the total number of units, reducing ongoing maintenance requirements.



*High-efficiency computer room cooling fans*

The AFP has been progressively retrofitting LED technology to replace its high-maintenance, energy-intensive fluorescent, mercury vapour and metal halide lighting. In 2021–22, this included replacement projects at the Australian Institute of Police Management (NSW), National Canine Training Facility (ACT), training and administrative buildings at AFP Majura Complex (ACT), and the Exhibit Management Centre (ACT). These projects are expected to save the organisation over \$35,000 annually in energy costs. Additional cost and materials savings are expected from avoided lamp replacement.

In 2021–22, the AFP established an analytics-led maintenance and building tuning program for the National Forensics Precinct (ACT). This program has successfully reduced the precinct's energy use below the first-year operational benchmark by over 6%, or approximately \$40,000 annually.

## External scrutiny

### Auditor-General reports

On 2 December 2021, the Commissioner received a designation letter from the ANAO regarding the commencement of a performance audit on the management of cyber security supply chain risks. The audit is expected to be completed towards the end of 2022.

### 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 2021–22, 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 2021–22, Covert Analysis and Assurance facilitated inspections by external oversight bodies, including 8 inspections by the Commonwealth Ombudsman. Additionally, in this period the AFP was subject for the first time to oversight from the Inspector-General of Intelligence and Security (IGIS). Covert Analysis and Assurance continues to invest in and develop productive professional relationships with oversight agencies, continually striving to demonstrate a strong culture of compliance.

### 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 2020–21. This review examined complaints finalised between 1 March 2020 and 28 February 2021. It identified no significant or systemic issues. A number of suggestions and recommendations are expected to be made by the Ombudsman to assist the AFP to improve complaint management. The report on this review is yet to be published and tabled before parliament.

An inspection of records related to complaints finalised between 1 March 2021 and 28 February 2022 was conducted in May 2022. The Ombudsman will, as soon as practicable after 30 June, report to parliament on the results of this review.

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) (Crimes Act) 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. The Commonwealth Ombudsman undertook its first and second inspections of the AFP's compliance with the provisions of Part IAAB in June and November 2021 respectively. The inspection reports made a number of suggestions and better practice suggestions which the AFP continues to advance, with a focus on improving internal governance, developing better business practices and developing and delivering training for its teams dealing with high-risk terrorist offenders.

Division 7 of Part IAAA of the Crimes Act empowers the Commonwealth Ombudsman to inspect AFP records of the AFP's compliance with the provisions of Part IAAA of the Crimes Act. Part IAAA of the Crimes Act provides the AFP with powers to issue delayed notification search warrants. In March 2021, the Commonwealth Ombudsman undertook an inspection of the AFP's compliance with the provisions of Part IAAA. This inspection covered the use of Part IAAA powers for the period 1 July to 31 December 2021. 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 2021–22, the Australian Information Commissioner made 2 decisions concerning AFP freedom of information requests. One decision provided only a small portion of additional information contained in the documents, and the other decision provided access to the document in full.

## 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](http://www.afp.gov.au/ips).

## Judicial decisions and decisions of administrative tribunals

In 2021–22, there were no judicial or tribunal decisions that had a significant effect on the operations of the AFP.

## Parliamentary committees

In 2021–22, the AFP made submissions to, or appeared before, the following parliamentary committee inquiries in relation to operations of the AFP:

- Parliamentary Joint Committee on Intelligence and Security – Review of the *Counter Terrorism (Temporary Exclusion Orders) Act 2019*
- Parliamentary Joint Committee on Intelligence and Security – Review of the Migration and Citizenship Legislation Amendment (Strengthening Information Provisions) Bill 2020
- Parliamentary Joint Committee on Law Enforcement – *Criminal Code Amendment (Sharing of Abhorrent Violent Material) Act 2019*
- Parliamentary Joint Committee on Law Enforcement – Law enforcement capabilities in relation to child exploitation
- Parliamentary Joint Committee on Law Enforcement – Impact of illicit drugs being traded online
- Senate Legal and Constitutional Affairs References Committee – Inquiry into the adequacy and efficacy of Australia's anti-money laundering and counter-terrorism financing (AML/CTF) regime

- 
- Senate Legal and Constitutional Affairs References Committee – Inquiry into the Constitution Alteration (Freedom of Expression and Freedom of the Press) 2019
  - Senate Legal and Constitutional Affairs References Committee – Crimes Amendment (Remissions of Sentences) Bill 2021
  - House Select Committee on Social Media and Online Safety – Inquiry into social media and online safety
  - Joint Committee on the Australian Commission for Law Enforcement Integrity – Expansion of ACLEI’s jurisdiction and the corruption vulnerabilities of law enforcement agencies’ contracted services
  - Senate Foreign Affairs, Defence and Trade References Committee – Australia’s engagement in Afghanistan
  - Joint Standing Committee on Foreign Affairs, Defence and Trade – Human Rights Sub-committee – Inquiry into certain aspects of the Department of Foreign Affairs and Trade Annual Report 2019–20 – child and forced marriage.

## Significant developments in external scrutiny and capability reviews

In 2021–22 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 7,462 staff as at 30 June 2022. This figure comprises:

- 3,397 police officers
- 899 protective service officers
- 3,166 unsworn staff.

In 2021–22, 44.75% of employees were located outside the ACT, including 227 staff overseas and 24 serving in Commonwealth external territories.

In 2021–22, the natural attrition rate increased to 6.1%, compared with 4.3% in 2020–21.

The overall proportion of female staff slightly increased in 2021–22, with women comprising 39.8% of the workforce compared with 39.3% in 2020–21. The proportion of women in Senior Executive Service (SES) roles increased from 39.8% in 2020–21 to 42.7% in 2021–22. 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.

In support of the Commissioner's priority of reducing red tape and with the view of increasing our leaders' effectiveness, AFP Industrial Relations undertook a review and made recommendations to amend delegations within the Australian Federal Police Enterprise Agreement 2017–2020, the Australian Federal Police Executive Level Enterprise Agreement 2017–2020 and the AFP Act.

### 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 as senior executive AFP employees.

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



## Performance pay

The AFP does not offer performance pay.

## Non-salary benefits

In 2021–22, the AFP provided a range of non-salary benefits, including:

- access to study assistance through the Australian Tertiary Study Assistance Scheme (page 95)
- access to a range of training and professional development opportunities offered through just-in-time resources, self-reflective practices, eLearning, coaching, mentoring, virtual facilitated workshops and training programs
- recognition through the AFP Internal Awards and Australian Honours frameworks
- recruit training for police and protective service officers
- access to flexible working arrangements
- mentoring and coaching programs
- annual influenza immunisation.

## Performance management

In 2021–22, the AFP continued to focus on supporting a high-performing, safe and healthy workplace culture through increased investment in performance management capabilities. This included facilitated performance workshops and targeted case-management support. An increase in the number of matters reported to the Performance Management Team at early stages was a trend that continued in 2021–22, leading to many examples of positive and timely early resolution.

During 2021–22, 65% of the matters referred to the Performance Management Team were for early intervention strategies. Of the finalised early intervention matters, 43% resulted in an improvement being seen and/or no further performance management action being required.

Respondents to the 2021 Staff Survey reported an increase in their supervisors' ability to provide them with helpful feedback to improve their performance.

## Recruitment

In 2021–22, frontline policing was a primary recruitment focus, with the AFP graduating 11 recruit programs totalling 237 graduates. Of this, 158 were police officer graduates and 79 were protective service officer graduates. Of the police graduates, 54 had no previous policing experience, 27 were transitioning from protective services and 77 had previously served in other police jurisdictions. The new police officers were deployed to the ACT and various national roles, with the new protective service officers deployed to locations across Australia. Three additional police and one additional protective service officer programs commenced in 2021–22, and will graduate in 2022–23.

Police numbers in Sydney were bolstered by the first ever recruit course run predominantly in Sydney.

Throughout 2021–22, the following initiatives were rolled out:

- improvements to the AFP's recruitment platform, MyCareer, which now has an enhanced look and increased usability for applicants, enhanced automation including an electronic employment suitability questionnaire form, QR code generator, adaptive map and integrated scheduling system
- direct engagement targeting and increased presence at career fairs and local school events, including tailored resources
- release of corporate film and production of 10 staff testimonials and promotion across digital, radio and social media channels
- development of a new award-winning podcast series, *Crime Interrupted*.

In 2021–22, the AFP performed the first bulk round of promotion processes for inspectors and sergeants in 3 years. As part of the sergeants promotion process, a new exam was introduced, at the recommendation of

an internal sergeants working group. The exam consisted of 2 parts: a leadership component and a technical component. The inspector and sergeant promotions processes resulted in over 200 and 600 eligible applicants respectively, with 70 inspectors and 187 sergeants found suitable for promotion.

## Diversity and inclusion

In 2021–22, the AFP continued to enhance its diversity and inclusion capability. We enhanced our partnerships and external engagement program to ensure we continue to take a data-driven and best practice approach to our diversity and inclusion actions and prioritisation. This included:

- the AFP–Australian Human Rights Commission (AHRC) partnership review of our Diversity and Inclusion Strategy 2016–2026 to ensure our approach remains contemporary and fit for purpose
- participation in the Australian Workplace Equality Index external benchmarking process to enhance our reporting and accountability mechanisms and ensure we are taking a data-driven and best practice approach to prioritisation of our program initiatives
- the AFP–AHRC partnership work on reducing the gender pay gap and exploring women’s financial security in retirement. In addition to producing the AFP-wide Gender Pay Gap and Equity Report, the AFP with the AHRC conducted focus groups across the organisation and are working towards delivery of a Gender Action Plan in 2022–23.

In addition to progressing a number of initiatives to ensure our people feel safe, connected, respected and engaged, our diversity and inclusion work has strengthened the AFP’s ability to deliver operational outcomes through diversified skills and lived experience.

During 2021–22, we enhanced governance and support arrangements to contribute to the AFP’s recruitment and talent acquisition efforts, to support staff at all levels to engage with and take responsibility for a healthy workplace culture, and to reduce risks relating to staff health and wellbeing. This included:

- developing a number of governance instruments that support enhanced employee experiences, including better practice guides on gender affirming in the workplace, reasonable adjustment and affirmative measures recruitment
- appointing additional diversity champions (taking our total to 10) to advocate for positive change across the AFP and use their influence to create opportunities to elevate diverse voices of AFP members
- producing 5 diversity and inclusion actions cards to provide our network members a voice in shaping the AFP’s diversity and inclusion agenda
- setting diversity targets and delivering dedicated First Nations employment strategies to increase diverse representation at all levels and meet our objective of reflecting the community we serve.

We continued to support initiatives that promote a healthy AFP workplace culture, including through:

- ongoing engagement with and support of the 5 AFP diversity networks: the AFP All-Abilities Network, the Culturally and Linguistically Diverse Network, the Malunggang Indigenous Officers Network, the National Women’s Advisory Network and the newly created Pride Network
- dedicated acknowledgment and celebration of culture and diversity days of recognition. These days represent the 5 primary diversity and inclusion focus areas and incorporate AFP-wide and command-specific events and activities.

## First Nations Agenda

During 2021–22, the AFP First Nations Unit (FNU) celebrated one year of achievements since being established. The FNU, a Commissioner-initiated priority, is a dedicated team focused on supporting the AFP to promote full and unhindered Aboriginal and Torres Strait Islander participation in the AFP workforce, and inform the provision of culturally competent policing services to the Australian community.

Many partnerships and new initiatives have been developed and implemented that support the AFP's reconciliation efforts. These include:

- launch of the *AFP innovate Reconciliation Action Plan 2022–2024*. The plan has 2 key priorities: ongoing workforce support for AFP appointees on their reconciliation journey, and increased positive community engagement with enhanced delivery of culturally competent policing
- formal partnership with the NSW Police Force in co-funding and development of the Indigenous Police Recruitment Our Way Delivery (IPROWD) Program, delivered through NSW TAFE. IPROWD is a bespoke pre-employment program, designed to prepare Aboriginal and Torres Strait Islander people seeking to commence in a variety of role types in policing organisations
- several initiatives that integrate Aboriginal and Torres Strait Islander cultures and recognition into the AFP's identity. This includes development and usage of cultural patterns and design as part of the AFP brand, acknowledgment of specific First Nations Country in email signature blocks, and the installation of artworks, flags and acknowledgment of country plaques in all AFP locations.

The FNU will continue to work closely to enhance partnerships and support the front line through:

- establishment of an AFP First Nations Advisory Board (FNAB). The FNAB will be responsible for informing the strategic agenda and specific inclusion initiatives relating to First Nations matters for the AFP. The FNAB will consider social, political, and environmental influences supporting the AFP to maintain an aspirational agenda that leads to improved outcomes for First Nations AFP employees and First Nations communities
- dedicated efforts with the Attorney-General's Department and the National Indigenous Australians Agency on Closing the Gap and the Justice Policy Partnership agreement
- participating in the ACT Policing Aboriginal and Torres Strait Islander Working Group responding to the Ombudsman's own-motion review of ACT Policing's administrative framework for engagement with ACT Aboriginal and Torres Strait Islander communities and implementing the review's recommendations to enhance engagement with First Nations communities
- participation in the newly established First Nations National Policing Forum. This forum connects relevant stakeholders across law enforcement agencies to share information, jointly problem solve and enhance partnerships across the Commonwealth
- formal leadership qualification opportunities, including Certificate IV in Indigenous Leadership, to support the career development of our First Nations staff.

## Disability reporting

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. 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. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at [www.disabilitygateway.gov.au/ads](http://www.disabilitygateway.gov.au/ads).

Disability reporting is included in the Australian Public Service (APS) Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au).

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. A notable achievement in 2021–22 was the publication of the Better Practice Guide for Reasonable Adjustment within the Workplace for People with a Disability, Illness or Injury. This guide places more emphasis on supervisors taking a leading role in supporting members who require a reasonable adjustment and increasing and removing barriers to their participation in work, leading to improved operational outcomes.

## Work health, safety and rehabilitation

In 2021–22, 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 2 audits and 40 workplace inspections across numerous AFP command locations.

During 2021–22, the AFP reported a total of 91 notifiable incidents to Comcare pursuant to section 38 of the WHS Act. Comcare issued 2 notices pursuant to section 155 of the WHS Act; the AFP responded to the requests and provided information as required until closure.

No provisional improvement notices were issued in 2021–22.

### 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, physiotherapists, work health and safety advisors, rehabilitation case managers and an occupational therapist.

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.

## Learning and development

### Formal training delivery

#### AFP College

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 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 2021–22, the AFP College awarded 311 qualifications. As the only RTO within the Attorney-General's 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.

#### Australian Institute of Police Management

Despite COVID-19 impacts, all scheduled graduate and professional development programs at the Australian Institute of Police Management (AIPM) were successfully delivered through a blend of online and residential delivery modes. In 2021–22, the AIPM supported the leadership development of 380 participants across 14 core programs. Additionally, the AIPM delivered 14 partnership and executive development activities in Canberra and Sydney. Over 12 agencies were represented across the 264 participants who attended.

During 2021–22, the AIPM supported a total of 35 police, fire and emergency services organisations. It delivered 18 programs/partnership activities and provided learning and leadership development support to 1,400 participants and visitors.

While delivery of all residential activities was compressed into the second half of the year, the AIPM site was used by organisations in support of their mission-critical training activities. The AIPM also hosted 24 conference activities during the year.

## Training delivery and support

### Leadership development

The AFP Core Leadership Continuum (CLC) was launched on 15 February 2022 and has provided access to over 76 online learning modules for all members of the AFP. Since the launch, more than 1,700 members have completed online self-paced modules, and more than 220 members have participated in 23 virtual workshops. Members are able to access these modules domestically and internationally, providing the organisation with training in the right skills at the right time and contributing to the development of a strong leadership pipeline. Newly promoted executive leaders have been supported through a bespoke program developed in partnership with the AIPM. The AFP's senior leadership capability has been amplified through ongoing delivery of specialist leadership training with institutions such as the AIPM, the National Security College, the Institute of Public Administration and Future Women Platinum+.

### 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 2021–22, the AFP Tertiary Study Assistance Scheme (ATSAS) supported 299 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, accounting, policing studies and terrorism/security. ATSAS support included financial aid to assist with the cost of course fees.

### Coaching and mentoring

The AFP's internal coaching and mentoring programs continued to mature in 2021–22, with an increase of 40 internal coaches in the AFP Coaching Network and the completion of over 60 coaching relationships across the organisation. The most popular themes for these coaching relationships focused on career development, leadership development and current roles. While there has been a focus in the past few years on building a coaching culture within the AFP, mentoring has a long history of use in policing and is still recognised as essential for the ongoing development of members. The creation of a more formalised mentoring capability within the AFP will complement the coaching capability, providing tailored and targeted development options for members based on their development needs.

### Investigations training

The AFP Investigator's Development Continuum describes a career pathway from new police officer through to detective and senior investigating officer to 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.

In 2021–22, the AFP supported a range of initiatives and programs, including:

- conducting 10 Detective Training Programs, with 59 police officers obtaining their Detective Designation
- increasing the number of Senior Investigating Officers (SIOs) on the SIO Learning Continuum. The SIO Learning Continuum uplifts the AFP’s investigative capability to manage critical, multi-agency and complex investigations. The AFP SIO Learning Continuum, informed by the UK model, provides clear development pathways for investigators from Bronze (eligible for Deputy SIO role) through to Silver (eligible for SIO role) and Gold (eligible as SIO coach and mentor)
- delivering the 62nd MOSC program to 19 participants at the AIPM with a focus on money laundering and unexplained wealth. The purpose of the program is to develop the skills of senior investigation managers to more effectively lead serious, complex, multi-jurisdiction criminal investigations, develop professional collaborative networks and provide participants with skills to shape and influence their own and external organisations. The program challenges participants to reflect on their own styles of leadership and operate outside of established ‘comfort zones’, focusing on risk, resilience, innovation and team welfare. MOSC now has over 1,400 alumni from all over the world
- developing the Decision Making Model to provide an enterprise-wide approach to decision-making. The model and framework are consistent in language, reflective of the AFP operational environment, considerate of the range of frameworks (legislative, government, policy) and presented in a practical manner that resonates with the diversity of our people and their roles.

### **Building capability of our partners**

The AFP works collaboratively with domestic and foreign law enforcement and intelligence partners to exchange ideas and information on innovation and technologies that ultimately make our communities and the people we serve even safer.

In 2021–22, the AFP supported a range of initiatives, including:

- hosting a senior police officer from Police Scotland to work with the AFP on developing the Global Policing Innovation Exchange Leadership Programme (GPXLP). This is aimed at developing senior police within the Global Policing Innovation Exchange (GPX) membership
- co-hosting the first in-person GPX with Dubai Police, which gave member agencies the opportunity to discuss in-depth strategic foresight, leadership and innovation in policing
- participating in an inaugural international training symposium hosted by the US Federal Law Enforcement Training Centers
- signing a memorandum of understanding with the Federal Law Enforcement Training Centers to collaborate as training partners in professional exchanges and knowledge-based sharing of best practices
- hosting the third iteration of the annual AFP Futures Games, with over 240 players across 18 agencies and 5 countries. This is an annual horizon-scanning initiative that considers trends across the categories of social, technological, environmental, economic, political, legal, ethical and organisational crime implications, threats and opportunities and capability impacts over the next 10 years
- delivering 135 programs to 3,234 participants throughout the Asia-Pacific region at the Jakarta Centre for Law Enforcement Cooperation (JCLEC). JCLEC was established as an expertise exchange hub in 2004. It is located in Central Java, Indonesia, and has 38,212 alumni representing 82 countries. It contributes to capacity and capability-building efforts to combat terrorism and transnational crime and has continued to deliver capacity-enhancing programs throughout the pandemic, using its in-house-developed online delivery model, in combination with a graduated return to face-to-face programs.

## Financial management

### Procurement

The AFP applies the Commonwealth Procurement Rules (CPRs) 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 with the CPRs.

In 2021–22, the AFP entered into 16 contracts of \$100,000 or more (GST inclusive) which 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, 2021–22

Name of vendor	Purpose of contract	Value of contract \$ (GST inc.)	Reason
Pluralsight LLC	Provision of computer software services	100,000	The AFP accepted the vendor terms
Thomson Reuters (Professional)	Provision of legal research subscription	104,582	The AFP accepted the vendor terms
Ford Samoa	Supply of motor vehicles	108,000	The AFP accepted the vendor terms
Dataminr	Provision of computer software services	115,000	The AFP accepted the vendor terms
Spycloud	Provision of computer software services	120,000	The AFP accepted the vendor terms
EBSCO International Inc.	Provision of library services	140,000	The AFP accepted the vendor terms
Telstra Corporation Limited	Provision of communication services	148,720	The AFP accepted the vendor terms
Oceaneer Marine Brokers Pty Ltd	Supply of watercraft	165,797	The AFP accepted the vendor terms
Internetwork Expert LLC (INE)	Provision of computer software services	180,000	The AFP accepted the vendor terms
Instructure Global Limited	Provision of learning management system	185,617	The AFP accepted the vendor terms
Origin Energy Electricity Limited	Supply of gas	222,171	The AFP accepted the vendor terms
Cellebrite Australia Pty Limited	Provision of computer software services	259,556	The AFP accepted the vendor terms
Open Text Pty Ltd	Provision of software implementation services	362,093	The AFP accepted the vendor terms
Chainalysis	Provision of computer software services	450,000	The AFP accepted the vendor terms
Gartner Australasia Pty Ltd	Provision of financial advisory services	477,400	The AFP accepted the vendor terms
Red Hat Asia-Pacific Pty Ltd	Provision of computer software services	585,200	The AFP accepted the vendor terms

## Exempt contracts

In 2021–22, the AFP did not publish on AusTender the details of 118 contracts, with a total value of \$28,319,968 (GST inclusive) as the details would disclose exempt matters under the FOI Act.

## Reportable consultancy contracts

During 2021–22, 46 new consultancy contracts were entered into involving total actual expenditure of \$5,099,805 (GST inclusive). In addition, 45 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$2,125,343 (GST inclusive).

The 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, 2021–22

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2021–22	46	5,099,805
Ongoing contracts entered into during a previous reporting period	45	2,125,343
<b>Total</b>	<b>91</b>	<b>7,225,148</b>

**Table 4.4** Organisations receiving a share of reportable consultancy contract expenditure, 2021–22

Organisation	Expenditure \$ (GST inc.)
PriceWaterhouseCoopers (ABN 52780433757)	2,008,938
Lawyerbank Pty Ltd (ABN 23159266583)	663,082
Minter Ellison (ABN 91556716819)	403,071
HWL Ebsworth Lawyers (ABN 37246549189)	326,715
Callida Pty Ltd (ABN 40154007664)	295,161

## Reportable non-consultancy contracts

During 2021–22, 1,123 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$100,723,614 (GST inclusive). In addition, 1,498 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$266,932,179 (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, 2021–22

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2021–22	1,123	100,723,614
Ongoing contracts entered into during a previous reporting period	1,498	266,932,179
<b>Total</b>	<b>2,621</b>	<b>367,655,793</b>



**Table 4.6** Organisations receiving a share of reportable non-consultancy contract expenditure, 2021–22

Organisation	Expenditure \$ (GST inc.)
Perpetual Trustee Company Limited (ABN 42000001007)	51,150,000
Bayernfonds Opalus GmbH (ABN 136907689)	26,992,516
Data #3 Limited (ABN 31010545267)	16,810,840
Kinder Investments Proprietary Ltd (ABN 82004331597)	15,509,591
Investa Listed Funds Management (ABN 37149175655)	15,146,587

## Procurement initiative to support small businesses

The AFP supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises 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 all suppliers through the accounts payable system to pay immediately.

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 2021–22 is available at [www.grants.gov.au](http://www.grants.gov.au).

## Advertising and market research

During 2021–22, the AFP conducted advertising for recruitment and other campaigns. Further information on those advertising campaigns is available at [www.afp.gov.au](http://www.afp.gov.au) and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available at [www.finance.gov.au](http://www.finance.gov.au).

Table 4.7 shows total advertising and market research expenditure by the AFP during 2021–22.

**Table 4.7** Advertising and market research expenditure, 2021–22

Category	Vendor	Expenditure \$ (GST inc.)
Campaign	Brandnet Pty Ltd	60,472
Campaign	Coordinate Group Pty Ltd	28,160
Campaign	David C & Samantha Woolley	42,770
Campaign	Havas Australia Pty Ltd	590,773
Campaign	Mediabrand Australia Pty Ltd	684,215
Campaign	Productology Pty Ltd	25,687
Campaign	Superdream Creative Australia Pty Ltd	20,065
Campaign	The Trustee for The Promogear Trust	42,694
Market research	Kantar Public Australia Pty Ltd	47,484
Non-campaign	Folk Pty Limited	144,123
Non-campaign	Havas Australia Pty Ltd	47,000
Non-campaign	Nation Creative Pty Ltd	32,185
<b>Total</b>		<b>1,765,627</b>

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# CHAPTER 5

Financial statements



## INDEPENDENT AUDITOR'S REPORT

### To the Attorney-General

#### Opinion

In my opinion, the financial statements of the Australian Federal Police (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosures 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 2022 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 as at 30 June 2022 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 – Simplified Disclosures 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

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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**

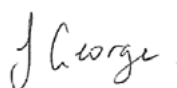
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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



Jodi George

Senior Executive Director

Delegate of the Auditor-General

Canberra

12 September 2022

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## Statement by the Commissioner and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2022 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

12 September 2022



Paul Wood  
Chief Financial Officer

12 September 2022

Departmental primary statements

## Statement of comprehensive income

for the year ended 30 June 2022

	Notes	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget <sup>1</sup> \$'000	Variance \$'000
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Employee benefits	1.1A	1,003,814	974,340	1,018,057	(14,243)
Suppliers	1.1B	466,396	416,157	398,295	68,101
Depreciation and amortisation	2.2A	237,703	212,290	208,725	28,978
Finance costs	1.1C	14,253	14,499	23,174	(8,921)
Write-down and impairment of other assets	1.1D	7,868	2,479	-	7,868
Grants		4,287	2,888	-	4,287
Other expenses		5,290	1,030	-	5,290
<b>Total expenses</b>		<b>1,739,611</b>	<b>1,623,683</b>	<b>1,648,251</b>	<b>91,360</b>
<b>Own-source income</b>					
Own-source revenue					
Revenue from contracts with customers		358,990	315,688	322,433	36,557
Other revenue		4,106	5,105	4,362	(256)
<b>Total own-source revenue</b>	1.2A	<b>363,096</b>	<b>320,793</b>	<b>326,795</b>	<b>36,301</b>
Gains					
Resources received free of charge		6,304	6,095	6,336	(32)
Gains from sale of assets		129	514	-	129
Other gains		3,516	2,164	-	3,516
<b>Total gains</b>		<b>9,949</b>	<b>8,773</b>	<b>6,336</b>	<b>3,613</b>
<b>Total own-source income</b>		<b>373,045</b>	<b>329,566</b>	<b>333,131</b>	<b>39,914</b>
<b>Net cost of services</b>					
Revenue from Government	4.1A	(1,366,566)	(1,294,117)	(1,315,120)	(51,446)
<b>Deficit attributable to the Australian Government</b>		<b>(115,416)</b>	<b>(136,227)</b>	<b>(100,469)</b>	<b>(14,947)</b>
<b>Other comprehensive income</b>					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		(1,948)	(176)	-	(1,948)
<b>Total comprehensive loss</b>		<b>(117,364)</b>	<b>(136,403)</b>	<b>(100,469)</b>	<b>(16,895)</b>

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

<sup>1</sup> The original budget is from the 2021–22 Portfolio Budget Statement (PBS) (unaudited).

The following provides an explanation of the variance between the original budget figures as presented in the 2021–22 Portfolio Budget Statements (PBS) and the 2021–22 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).

## Departmental income

Portfolio Additional Estimates Statements (PAES) provided additional funding (\$35.7M) including additional measures for COVID response (supporting hospitals) and the National Strategy to Prevent and Respond to Child Sexual Abuse. Own-source revenue increased significantly relating to support provided to the Office of the Special Investigator.

## Departmental expenses

The additional funding received in PAES resulted in increased supplier expenses. In addition, depreciation increased due to the completion of capital projects and increased capital purchases.



Departmental primary statements

## Statement of financial position

as at 30 June 2022

	Notes	Actual 2022	Actual 2021	Original Budget <sup>1</sup>	Variance
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	2.1A	26,995	23,432	25,869	1,126
Trade and other receivables	2.1B	161,122	254,043	248,410	(87,288)
<b>Total financial assets</b>		<b>188,117</b>	<b>277,475</b>	<b>274,279</b>	<b>(86,162)</b>
<b>Non-financial assets</b>					
Land and buildings	2.2A	1,352,842	1,378,742	1,372,027	(19,185)
Property, plant and equipment	2.2A	232,302	236,098	303,837	(71,535)
Intangibles	2.2A	124,585	124,214	97,035	27,550
Inventories		6,905	6,978	6,198	707
Prepayments		48,684	29,884	23,757	24,927
<b>Total non-financial assets</b>		<b>1,765,318</b>	<b>1,775,916</b>	<b>1,802,854</b>	<b>(37,536)</b>
<b>Total assets</b>		<b>1,953,435</b>	<b>2,053,391</b>	<b>2,077,133</b>	<b>(123,698)</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers		67,983	64,913	65,443	2,540
Other payables	2.3A	56,419	37,710	35,736	20,683
<b>Total payables</b>		<b>124,402</b>	<b>102,623</b>	<b>101,179</b>	<b>23,223</b>
<b>Interest bearing liabilities</b>					
Leases	2.4	1,019,362	1,069,448	1,046,592	(27,230)
<b>Total interest bearing liabilities</b>		<b>1,019,362</b>	<b>1,069,448</b>	<b>1,046,592</b>	<b>(27,230)</b>
<b>Provisions</b>					
Employee provisions	3.1	373,613	429,412	417,219	(43,606)
Other provisions	2.5	30,679	38,436	38,223	(7,544)
<b>Total provisions</b>		<b>404,292</b>	<b>467,848</b>	<b>455,442</b>	<b>(51,150)</b>
<b>Total liabilities</b>		<b>1,548,056</b>	<b>1,639,919</b>	<b>1,603,213</b>	<b>(55,157)</b>
<b>Net assets</b>		<b>405,379</b>	<b>413,472</b>	<b>473,920</b>	<b>(68,541)</b>
<b>EQUITY</b>					
Contributed equity		1,662,027	1,552,756	1,669,792	(7,765)
Reserves		145,224	147,172	147,347	(2,123)
Accumulated deficit		(1,401,872)	(1,286,456)	(1,343,219)	(58,653)
<b>Total equity</b>		<b>405,379</b>	<b>413,472</b>	<b>473,920</b>	<b>(68,541)</b>

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

<sup>1</sup> The original budget is from the 2021–22 Portfolio Budget Statement PBS (unaudited).

The following provides an explanation of the variance between the original budget figures as presented in the 2021–22 Portfolio Budget Statements (PBS) and the 2021–22 actual result. The budget is not audited.

Explanations are provided for major budget variances only.

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 2021–22.

### Departmental assets

Departmental assets are lower than budget. This is largely attributable to:

- A significant reduction in Trade and other receivables (appropriation receivable) which is reflective of the significant payments made to resolve the unpaid superannuation provision in 2022 (Employee provisions).
- Non-financial assets are less than the original budget due to the completion of capital projects which has increased depreciation and amortisation. This is partly offset by a higher than budgeted increase in prepayments, including a significant prepaid expense for armoured vests.

### Departmental liabilities

Departmental liabilities are lower than budget and is largely attributable to a \$43.8m reduction in Employee provisions as a direct result of the decrease in the unpaid superannuation provision.

Departmental primary statements

## Statement of changes in equity

for the year ended 30 June 2022

	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget <sup>1</sup> \$'000	Variance <sup>2</sup> \$'000
<b>CONTRIBUTED EQUITY</b>				
<b>Opening balance carried forward from previous period</b>	<b>1,552,756</b>	1,455,572	1,551,350	1,406
<b>Transactions with owners</b>				
<i>Distributions to owners</i>				
Returns of contributed equity - Departmental Capital Budget	(11,635)	(9,996)	-	(11,635)
<i>Contributions by owners</i>				
Equity injection - appropriations	39,898	25,827	37,434	2,464
Departmental Capital Budget	81,008	81,353	81,008	-
<b>Total transactions with owners</b>	<b>109,271</b>	97,184	118,442	(9,171)
<b>Closing balance as at 30 June</b>	<b>1,662,027</b>	1,552,756	1,669,792	(7,765)
<b>RETAINED EARNINGS</b>				
<b>Opening balance</b>				
Opening balance carried forward from previous period	(1,286,456)	(1,150,234)	(1,242,750)	(43,706)
Adjustment for errors	-	5	-	-
<b>Adjusted opening balance</b>	<b>(1,286,456)</b>	(1,150,229)	(1,242,750)	(43,706)
<b>Comprehensive income</b>				
(Deficit) for the period	(115,416)	(136,227)	(100,469)	(14,947)
<b>Total comprehensive loss</b>	<b>(115,416)</b>	(136,227)	(100,469)	(14,947)
<b>Closing balance as at 30 June</b>	<b>(1,401,872)</b>	(1,286,456)	(1,343,219)	(58,653)
<b>ASSET REVALUATION RESERVE</b>				
<b>Opening balance carried forward from previous period</b>	<b>147,172</b>	147,348	147,347	(175)
<b>Comprehensive income</b>				
Other comprehensive income	(1,948)	(176)	-	(1,948)
<b>Total comprehensive income</b>	<b>(1,948)</b>	(176)	-	(1,948)
<b>Closing balance as at 30 June</b>	<b>145,224</b>	147,172	147,347	(2,123)
<b>TOTAL EQUITY</b>	<b>405,379</b>	413,472	473,920	(68,541)

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

<sup>1</sup> The original budget is from the 2021–22 PBS (unaudited).

<sup>2</sup> The variance between the actual and original budgeted amount for 2021–22. Explanation of major variances in equity are consistent with those explained in relation to income, expenses, assets and liabilities.

### 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 2022

	Notes	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget <sup>1</sup> \$'000	Variance <sup>2</sup> \$'000
<b>Operating activities</b>					
<i>Cash received</i>					
Appropriations		1,689,776	1,544,437	1,518,782	170,994
Sales of goods and rendering of services		371,640	334,387	326,399	45,241
Net GST received		55,474	49,998	32,670	22,804
Other		18,103	21,912	396	17,707
<b>Total cash received</b>		<b>2,134,993</b>	<b>1,950,734</b>	<b>1,878,247</b>	<b>256,746</b>
<i>Cash used</i>					
Employees		1,070,719	974,560	1,018,500	52,219
Suppliers		529,500	479,967	391,959	137,541
Section 74 receipts transferred to the Official Public Account (OPA)		347,554	365,907	334,499	13,055
Interest payments on lease liabilities		14,040	14,266	23,174	(9,134)
Grant payments		4,287	2,888	-	4,287
<b>Total cash used</b>		<b>1,966,100</b>	<b>1,837,588</b>	<b>1,768,132</b>	<b>197,968</b>
<b>Net cash received from operating activities</b>		<b>168,893</b>	<b>113,146</b>	<b>110,115</b>	<b>58,778</b>
<b>Investing activities</b>					
<i>Cash received</i>					
Proceeds from sale of property, plant and equipment		129	514	-	129
<b>Total cash received</b>		<b>129</b>	<b>514</b>	<b>-</b>	<b>129</b>
<i>Cash used</i>					
Purchase of property, plant and equipment		59,438	28,272	-	59,438
Purchase of land and buildings		82,613	53,612	-	82,613
Purchase of intangibles		36,736	40,001	-	36,736
<b>Total cash used</b>		<b>178,787</b>	<b>121,885</b>	<b>121,634</b>	<b>57,153</b>
<b>Net cash used by investing activities</b>		<b>(178,658)</b>	<b>(121,371)</b>	<b>(121,634)</b>	<b>(57,024)</b>
<b>Financing activities</b>					
<i>Cash received</i>					
Contributed equity		56,186	45,615	-	56,186
Departmental capital budget funding		69,991	66,213	-	69,991
<b>Total cash received</b>		<b>126,177</b>	<b>111,828</b>	<b>118,442</b>	<b>7,735</b>
<i>Cash used</i>					
Principal payments of lease liabilities		112,849	103,613	104,544	8,305
<b>Total cash used</b>		<b>112,849</b>	<b>103,613</b>	<b>104,544</b>	<b>8,305</b>
<b>Net cash received by financing activities</b>		<b>13,328</b>	<b>8,215</b>	<b>13,898</b>	<b>(570)</b>
Net increase in cash held		3,563	(10)	2,379	1,184
Cash and cash equivalents at the beginning of the period		23,432	23,442	23,490	(58)
<b>Cash and cash equivalents at the end of the period</b>	2.1A	<b>26,995</b>	<b>23,432</b>	<b>25,869</b>	<b>1,126</b>

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

<sup>1</sup> The original budget is from the 2021–22 PBS (unaudited).

<sup>2</sup> The variance between the actual and original budgeted amount for 2021–22 cash and cash equivalents is not material, with the increase in net cash received from operating activities offsetting the increased purchase of assets.

Administered primary schedules

**Administered schedule of comprehensive income**

for the year ended 30 June 2022:		Actual	Actual	Original	
		2022	2021	Budget <sup>1</sup>	Variance
		\$'000	\$'000	\$'000	\$'000
	Notes				
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Consultants and contractors		114	611	-	-
General and office		781	759	-	-
Impairment loss on financial instruments		-	3	-	-
Operational expenses		165	129	-	-
Police equipment for other jurisdictions <sup>2</sup>		4,637	6,818	-	-
Training		271	984	-	-
Travel		474	133	-	-
<b>Total expenses</b>		<b>6,442</b>	<b>9,437</b>	<b>6,562</b>	<b>(120)</b>
<b>Income</b>					
Non-taxation revenue					
Court fees, fines and penalties		280	146	-	-
Exhibits and seizures		36	259	-	-
Other income		-	11	-	-
<b>Total non-taxation revenue</b>		<b>316</b>	<b>416</b>	<b>-</b>	<b>316</b>
<b>Net cost of services</b>		<b>6,126</b>	<b>9,021</b>	<b>6,562</b>	<b>(436)</b>
<b>Total comprehensive deficit</b>		<b>(6,126)</b>	<b>(9,021)</b>	<b>(6,562)</b>	<b>436</b>

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

<sup>1</sup> The original budget is from the 2021–22 PBS (unaudited).

<sup>2</sup> Police equipment for other jurisdictions is for items gifted to international police jurisdictions which are not cost recovered.

Administered primary schedules

## Administered schedule of assets and liabilities

as at 30 June 2022	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget <sup>1</sup> \$'000	Variance \$'000
<b>ASSETS</b>				
Financial assets				
Receivable - GST from Australian Taxation Office	24	54	54	(30)
Receivable - Other	-	4	4	(4)
<b>Total financial assets</b>	<b>24</b>	<b>58</b>	<b>58</b>	<b>(34)</b>
Non-financial assets				
Prepayments	-	39	39	(39)
<b>Total non-financial assets</b>	<b>-</b>	<b>39</b>	<b>39</b>	<b>(39)</b>
<b>Total assets administered on behalf of government</b>	<b>24</b>	<b>97</b>	<b>97</b>	<b>(73)</b>
<b>Liabilities</b>				
Payables				
Suppliers <sup>2</sup>	870	954	954	(84)
Other payables	-	77	77	(77)
<b>Total liabilities administered on behalf of government</b>	<b>870</b>	<b>1,031</b>	<b>1,031</b>	<b>(161)</b>
<b>Net liabilities</b>	<b>(846)</b>	<b>(934)</b>	<b>(934)</b>	<b>88</b>

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

<sup>1</sup> The original budget is from the 2021–22 PBS (unaudited).

<sup>2</sup> Settlement is usually made within 7 days.

## Administered reconciliation schedule

for the year ended 30 June 2022	Actual 2022 \$'000	Actual 2021 \$'000
Opening net liabilities as at 1 July	(934)	(914)
Net cost of services		
Income	316	416
Expenses	(6,442)	(9,437)
<b>Total net cost of services</b>	<b>(6,126)</b>	<b>(9,021)</b>
Transfers (to)/from Australian Government		
Appropriation transfers through Official Public Account (OPA):		
Annual appropriations	7,189	9,889
Transfers to OPA	(975)	(888)
<b>Total transfers from Australian Government</b>	<b>6,214</b>	<b>9,001</b>
<b>Closing net liabilities as at 30 June</b>	<b>(846)</b>	<b>(934)</b>

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 2022

	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget <sup>1</sup> \$'000	Variance \$'000
<b>Operating activities</b>				
<i>Cash received</i>				
Court fees, fines and penalties	284	166	-	284
Exhibits and seizures	36	259	-	36
Other – income	-	11	-	-
Net GST received	93	145	-	93
<b>Total cash received</b>	<b>413</b>	<b>581</b>	<b>8</b>	<b>405</b>
<i>Cash used</i>				
Suppliers	6,564	9,406	6,562	2
GST paid	63	176	8	55
<b>Total cash used</b>	<b>6,627</b>	<b>9,582</b>	<b>6,570</b>	<b>57</b>
<b>Net cash used by operating activities</b>	<b>(6,214)</b>	<b>(9,001)</b>	<b>(6,562)</b>	<b>348</b>
Net (decrease) in cash held by the Commonwealth	(6,214)	(9,001)	(6,562)	348
Cash at the beginning of the reporting period	-	-	-	-
<i>Cash from Official Public Account</i>				
Appropriations	7,189	9,889	6,562	627
<i>Cash to Official Public Account</i>				
Appropriations	(945)	(775)	-	(945)
GST	(30)	(113)	-	(30)
<b>Cash at the end of the reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

<sup>1</sup> The original budget is from the 2021–22 PBS (unaudited).

## Overview

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:* Reduce criminal and national security threats to Australia's collective economic and societal interests through cooperative national and international policing services, primarily focused on prevention, detection, disruption, investigation and prosecution of criminal activity.

*Outcome 2:* A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government.

*Outcome 3:* Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions.

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

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

The financial statements have been prepared in accordance with the:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 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.

## 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.

## Overview (cont.)

### 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.

The introduction of AASB 1060 General Purpose Financial Statements – Simplified Disclosures did not result in any significant impacts for the 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

On 23 June 2022 the Governor General made an Administrative Arrangement Order to commence on 1 July 2022, in which the AFP was determined to be under the Attorney General's Portfolio (previously the Home Affairs Portfolio). No significant financial impact has been incurred due to this change.

No other 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**

	2022 \$'000	2021 \$'000
Wages and salaries	725,258	681,907
Superannuation:		
Defined contribution plans	71,546	72,518
Defined benefit plans	62,602	64,114
Leave and other entitlements	131,246	142,835
Separation and redundancies	809	2,729
Other employee expenses	12,353	10,237
<b>Total employee benefits expense</b>	<b>1,003,814</b>	<b>974,340</b>

**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 (defined contribution 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. To be read in conjunction with Note 3.1 Employee Provisions.

**Note 1.1B: Supplier expenses**

	2022 \$'000	2021 \$'000
Supplier expenses – goods and services		
Operational	71,873	59,879
Consultant and contractor services	57,267	56,849
Staff and recruitment	49,043	49,948
Communications and IT	82,374	73,282
Building and accommodation	53,297	45,832
Travel	31,877	27,550
General and office	40,858	33,381
Training	12,610	9,804
Vehicle expenses	8,656	7,318
Postage and freight	2,824	2,494
<b>Total supplier expenses – goods and services</b>	<b>410,679</b>	<b>366,337</b>
Supplier expenses – other		
Short-term and low-value leases	10,024	7,387
Workers compensation expenses	45,687	42,430
Other supplier expenses	6	3
<b>Total supplier expenses - other</b>	<b>55,717</b>	<b>49,820</b>
<b>Total supplier expenses</b>	<b>466,396</b>	<b>416,157</b>

**Note 1.1: Expenses (cont.)****Note 1.1B: Accounting policy***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**

	2022	2021
	\$'000	\$'000
Interest on lease liabilities	14,040	14,266
Unwinding of discount	213	233
<b>Total finance costs</b>	<b>14,253</b>	<b>14,499</b>

Finance costs are recognised as incurred.

**Note 1.1D: Write-down and impairment of assets**

	2022	2021
	\$'000	\$'000
Impairment on trade and other receivables	605	–
Impairment of buildings	33	76
Impairment of property, plant and equipment	2,366	847
Impairment of intangibles	4,864	1,556
<b>Total write-down and impairment of assets</b>	<b>7,868</b>	<b>2,479</b>

**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 are outlined below.

	2022	2021
	\$'000	\$'000
Expenses – departmental	24,783	24,784
Revenue – departmental <sup>1</sup>	34,855	34,820

<sup>1</sup> 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**

	2022 \$'000	2021 \$'000
Revenue from contracts with customers		
Sale of goods	47	46
Rendering of services:		
Police services	291,296	256,323
Criminal record checks	36,230	35,963
Other services	31,417	23,356
Total revenue from contracts with customers	<u>358,990</u>	<u>315,688</u>
Other revenue	4,106	5,105
<b>Total revenue</b>	<b><u>363,096</u></b>	<b><u>320,793</u></b>

**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.

**Gains 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 (2021: \$0.265m) for AFP's financial statements and \$6.039m (2021: \$5.830m) 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**

	2022	2021
	\$'000	\$'000
Cash in special accounts	7,916	6,220
Cash on hand	98	98
Cash at bank	9,981	7,364
Cash - held by the OPA	9,000	9,750
<b>Total cash and cash equivalents</b>	<b>26,995</b>	<b>23,432</b>

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; and
- c) cash in special accounts.

The closing balance of Cash in special accounts does not include amounts held in trust: \$53.501m in 2022 and \$50.406m in 2021. See Note 4.3 Special Accounts for more information.

**Note 2.1B: Trade and other receivables**

	2022	2021
	\$'000	\$'000
Goods and services receivable	17,438	7,189
Accrued revenue	9,429	6,439
<b>Total goods and services receivables</b>	<b>26,867</b>	<b>13,628</b>
Appropriation receivable		
- for ordinary services	98,468	189,540
- for equity projects	26,157	43,063
<b>Total appropriations receivables</b>	<b>124,625</b>	<b>232,603</b>
Other receivables		
GST receivable from the Australian Taxation Office	8,948	5,733
Comcare	1,380	3,876
Other	40	126
<b>Total other receivables</b>	<b>10,368</b>	<b>9,735</b>
<b>Total trade and other receivables (gross)</b>	<b>161,860</b>	<b>255,966</b>
Less: impairment loss allowance <sup>1</sup>	(738)	(1,923)
<b>Total trade and other receivables (net)</b>	<b>161,122</b>	<b>254,043</b>

<sup>1</sup> An amount of \$1.269m was written off during 2022 which was provided for in the impairment loss allowance in 2021.

**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 (2021: 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.

Goods 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	Buildings	Leasehold improve- ments	Total land and buildings	Other property, plant and equipment	Intangible assets - computer software	Total non- financial assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2021							
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)
<b>Total as at 1 July 2021</b>	<b>2,523</b>	<b>1,126,283</b>	<b>249,936</b>	<b>1,378,742</b>	<b>236,098</b>	<b>124,214</b>	<b>1,739,054</b>
Additions:							
Purchased or internally developed	-	40,923	12,050	52,973	76,991	34,100	164,064
Right-of-use assets	-	25,451	-	25,451	6,203	-	31,654
Assets not previously recognised	-	-	-	-	636	-	636
Impairment recognised in net cost of services	-	-	(33)	(33)	(2,366)	(4,864)	(7,263)
Depreciation/amortisation	-	(6,032)	(34,238)	(40,270)	(46,878)	(30,636)	(117,784)
Depreciation on right-of-use assets	(14)	(106,862)	-	(106,876)	(13,043)	-	(119,919)
Other movements of right-of-use assets <sup>1</sup>	(109)	19,170	-	19,061	226	-	19,287
Reclassifications	-	(1,410)	25,204	23,794	(25,565)	1,771	-
<b>Total as at 30 June 2022</b>	<b>2,400</b>	<b>1,097,523</b>	<b>252,919</b>	<b>1,352,842</b>	<b>232,302</b>	<b>124,585</b>	<b>1,709,729</b>
Total as at 30 June 2022 represented by:							
Gross book value	2,400	1,398,259	315,146	1,715,805	347,623	257,807	2,321,235
Accumulated depreciation and amortisation	-	(300,736)	(62,227)	(362,963)	(115,321)	(133,222)	(611,506)
<b>Total as at 30 June 2022</b>	<b>2,400</b>	<b>1,097,523</b>	<b>252,919</b>	<b>1,352,842</b>	<b>232,302</b>	<b>124,585</b>	<b>1,709,729</b>
<b>Carrying amount of right-of-use assets</b>	<b>-</b>	<b>924,813</b>	<b>-</b>	<b>924,813</b>	<b>27,389</b>	<b>-</b>	<b>952,202</b>

<sup>1</sup> 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 2022: \$57.092m (2021: \$31.776m). At 30 June, the AFP intends to fully exercise these contracts.

	2022	2021
	\$'000	\$'000
As at 30 June, the future minimum payments under non-cancellable contracts were:		
Less than one year	44,069	56,899
Between one and five years	16,677	9,517
<b>Total capital commitments</b>	<b>60,746</b>	<b>66,416</b>

## 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*

Purchases of property, plant and equipment and intangibles are recognised initially at cost in the statement of financial position, except for purchases costing less than the following:

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 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 assets that show 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 judgement 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 with a fair value assessment completed by a valuer (desktop review) at least once every 12 months to ensure there are no material differences.

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 2022, JLL conducted a fair value assessment to confirm the valuation. This review by JLL found, that despite the impacts of COVID-19, no material indicators of decline in asset values exist and the values at 30 June 2022 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:

<b>Asset class</b>	<b>Valuation technique</b>
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 2022. 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: Other payables**

	2022	2021
	\$'000	\$'000
Wages and salaries	24,267	17,557
Superannuation	5,586	2,510
Unearned income	26,342	17,450
Other payables	224	193
<b>Total other payables</b>	<b>56,419</b>	<b>37,710</b>

**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 (2021: 7 days).

**Note 2.4: Interest bearing liabilities**

	2022	2021
	\$'000	\$'000
Leases		
Lease liabilities: land	-	219
Lease liabilities: buildings	992,668	1,035,684
Lease liabilities: property, plant and equipment	26,694	33,545
<b>Total interest bearing liabilities</b>	<b>1,019,362</b>	<b>1,069,448</b>

Total cash outflow for leases for the year ended 30 June 2022 was \$126.889m, comprising \$112.849m in principal repayments and \$14.040m in interest payments (2021: \$117.879m, comprising \$103.613m in principal repayments and \$14.266m in interest payments). Lease disclosures should be read in conjunction with accompanying Note 2.2 Non-Financial Assets.

**Maturity analysis - contractual undiscounted cash flows**

Within 1 year	112,823	98,129
Between 1 to 5 years	370,573	383,739
More than 5 years	665,420	728,925
<b>Total leases</b>	<b>1,148,816</b>	<b>1,210,793</b>

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
<b>As at 1 July 2021</b>	<b>33,023</b>	<b>5,413</b>	<b>38,436</b>
Additional provisions made	666	5,297	5,963
Amounts used	(2,909)	(2,781)	(5,690)
Provisions not realised	(2,262)	(7,929)	(10,191)
Revaluation	1,948	-	1,948
Unwinding of discount or change in discount rate	213	-	213
<b>Total as at 30 June 2022</b>	<b>30,679</b>	<b>-</b>	<b>30,679</b>

### 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 45 (2021: 46) 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*

The provision for relocations has been derecognised as it has been determined that the provision relating to future periods is less certain than in previous years with the value of the provision not realised increasing to \$4.4 million in 2022. The provision would have been valued at \$3.5 million had this not been reversed.

### Note 3.1: Employee provisions

	2022	2021
	\$'000	\$'000
Leave	331,570	343,562
Underpayment of superannuation	41,993	85,800
Other	50	50
<b>Total employee provisions</b>	<b>373,613</b>	<b>429,412</b>

### 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 2022.

#### *Employee provisions*

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, as at 30 June 2022, reflects the updated assessment of the eligibility criteria 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;
- period of service and attrition; and
- discounted to present value using market yields on 10-year government bonds.

Notes to and forming part of the financial statements

### 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.

	2022 \$'000	2021 \$'000
Short-term employee benefits	2,097	1,984
Post-employment benefits	295	285
Other long-term employee benefits	47	53
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>2,439</b>	<b>2,322</b>

The total number of key management personnel included in the above table is 5 with no acting in management positions included in 2022 (2021: 6 including 1 acting in management positions). The number of key management personnel roles at 30 June 2022 was 5 (2021: 5 roles).

<sup>1</sup> Employee benefits include vehicle costs, representation costs and financial advice allowance.

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 to 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**

	2022	2021
	\$'000	\$'000
Departmental appropriations	1,251,150	1,157,890
<b>Total revenue from government</b>	<b>1,251,150</b>	<b>1,157,890</b>

**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**

	2022	2021
	\$'000	\$'000
<b>Annual Appropriations</b>		
<b>Opening unspent appropriation balance</b>	<b>245,284</b>	286,925
Annual appropriation - operating <sup>1</sup>	1,253,607	1,159,658
Annual appropriation - capital budget <sup>2</sup>	81,008	81,353
Annual appropriation - equity injection	39,898	25,827
PGPA Act Section 74 receipts	347,554	365,907
<b>Total appropriation available</b>	<b>1,967,351</b>	1,919,670
Appropriation applied (current and prior years)	1,824,971	1,674,386
<b>Closing unspent appropriation balance</b>	<b>142,380</b>	245,284
<b>Balance comprises appropriations as follows:</b>		
Appropriation Act (No. 2) – Equity Injection - 2018–19	-	11,635
Appropriation Act (No. 2) – Equity Injection - 2019–20 <sup>1</sup>	6,780	6,780
Appropriation Supply Act (No. 1) 2020–21	-	108,972
Appropriation Supply Act (No. 2) – Equity Injection – 2020–21	-	2,964
Appropriation Act (No. 1) 2020–21 <sup>1</sup>	1,715	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 Act (No. 1) 2021–22	72,074	-
Appropriation Act (No. 1) – Capital Budget (DCB) – Non Operating – 2021–22	26,157	-
Appropriation Act (No. 2) – Equity Injection - 2021–22	-	-
Appropriation Act (No. 3) - 2021-22	25,577	-
Appropriation Act (No. 4) – Equity Injection – 2021-22	-	-
Appropriation – Cash on hand / at bank	10,077	7,460
<b>Total unspent appropriation</b>	<b>142,380</b>	245,284

All amounts are GST exclusive.

<sup>1</sup> 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:

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

## Note 4.1: Appropriations (cont.)

<sup>2</sup> DCB is 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 2022 the AFP recognised a receivable at Note 2.1B of \$0.817m to be received in 2022-23 for no win no loss supplementation for additional FBT expense related to living away from home allowance. In 2021 a receivable of \$3.274m was recognised for FBT (\$0.895m) and the COVID-19 response (\$2.379m). The net impact of these movements is a reduction in Revenue from Government of \$2.457m recognised in 2021-22 compared to the Appropriation Acts (No.1,3,5).

### Note 4.1C: Annual and unspent administered appropriations

	2022	2021
	\$'000	\$'000
<b>Opening unspent appropriation balance</b>	<b>2,242</b>	<b>3,519</b>
Annual appropriation - operating <sup>1</sup>	<b>6,512</b>	9,609
<b>Total available appropriation</b>	<b>8,754</b>	13,128
Appropriation applied (current and prior years)	<b>6,564</b>	10,886
<b>Closing unspent appropriation balance</b>	<b>2,190</b>	2,242
<b>Balance comprises appropriations as follows:</b>		
Appropriation Act (No. 1) 2019–20 <sup>1</sup>	<b>226</b>	226
Appropriation Act (No. 1) 2020–21 <sup>1</sup>	<b>1,013</b>	1,869
Appropriation Supply Act (No. 1) 2020–21 <sup>1</sup>	<b>88</b>	147
Appropriation Act (No. 1) 2021–22	<b>863</b>	-
Appropriation – Cash on hand / at bank	-	-
<b>Total unspent appropriation - ordinary annual services</b>	<b>2,190</b>	2,242

All amounts are GST exclusive.

<sup>1</sup> 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
- \$1.013m – Administered Appropriation Act (No.1) 2020-21
- \$0.088m – Administered Appropriation Supply Act (No.1) 2020-21

Notes to and forming part of the financial statements

## 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.

	2022 \$'000	2021 \$'000
Total comprehensive income (loss) less depreciation/amortisation expenses <sup>1</sup>	6,269	(30,772)
Movement in revaluation reserve	(1,948)	(176)
Plus: Depreciation/amortisation expenses not funded through revenue appropriation <sup>1</sup>	(114,615)	(91,616)
Plus: Depreciation of right-of-use assets	(119,919)	(117,452)
Less: Principal repayments - leased assets	112,849	103,613
<b>Total comprehensive loss - per the Statement of comprehensive income</b>	<b>(117,364)</b>	<b>(136,403)</b>

<sup>1</sup> The comprehensive loss per the Statement of comprehensive income is \$117.364m (2021: \$136.403m). The depreciation/amortisation expense per the Statement of comprehensive income is \$237.703m including depreciation on right-of-use assets (2021: \$212.290m). The amount presented above for these two items has been reduced by \$3.169m (2021: \$3.222m), representing the depreciation/amortisation expense funded by the ACT Government for Outcome 2.

Notes to and forming part of the financial statements

### 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.

<b>Services for other entities and trust moneys account<sup>1</sup></b>	<b>2022</b>	2021
	<b>\$'000</b>	\$'000
<b>Balance brought forward from previous year</b>	<b>66,378</b>	43,150
Increases		
Appropriation credited to special account	5,100	5,282
Departmental receipts (AIPM <sup>2</sup> and APG <sup>3</sup> )	7,926	14,768
Other receipts	55,005	52,262
<b>Total increases</b>	<b>68,031</b>	72,312
Available for payments	134,409	115,462
Decreases		
Departmental payments (AIPM and APG)	(12,080)	(16,183)
Other payments	(51,910)	(32,901)
<b>Total decreases</b>	<b>(63,990)</b>	(49,084)
<b>Balance carried to next year and represented by:</b>	<b>70,419</b>	66,378
Cash – held by the agency	7,918	6,222
Cash – held by the agency on trust	53,501	50,406
Cash held in the OPA	9,000	9,750
<b>Total balance carried to the next year</b>	<b>70,419</b>	66,378

All amounts are GST exclusive.

<sup>1</sup> *Appropriation: Public Governance, Performance and Accountability Act 2013, section 78.*

Establishing Instrument: *PGPA Act Determination (Australian Federal Police SOETM Special Account 2021)*. Established 1 July 2021 to replace the *Financial Management and Accountability (Establishment of Special Account for Australian Federal Police) Determination 2011/03 which was repealed 1 July 2021* (Established 17 May 2011).

<sup>2</sup> *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.

<sup>3</sup> *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 2022 (2021: 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**

	2022	2021
	\$'000	\$'000
<b>Asset expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	26,995	23,432
Trade and other receivables	161,122	254,043
Inventories	6,905	6,978
Prepayments	38,889	26,202
<b>Total no more than 12 months</b>	<b>233,911</b>	<b>310,655</b>
<b>More than 12 months</b>		
Land and buildings	1,352,842	1,378,742
Property, plant and equipment	232,302	236,098
Intangibles	124,585	124,214
Prepayments	9,795	3,682
<b>Total more than 12 months</b>	<b>1,719,524</b>	<b>1,742,736</b>
<b>Total assets</b>	<b>1,953,435</b>	<b>2,053,391</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months:</b>		
Suppliers	67,983	64,913
Other payables	56,419	37,710
Leases	108,883	80,884
Employee provisions	134,652	179,842
Other provisions	4,460	8,995
<b>Total no more than 12 months</b>	<b>372,397</b>	<b>372,344</b>
<b>More than 12 months</b>		
Leases	910,479	988,564
Employee provisions	238,961	249,570
Other provisions	26,219	29,441
<b>Total more than 12 months</b>	<b>1,175,659</b>	<b>1,267,575</b>
<b>Total liabilities</b>	<b>1,548,056</b>	<b>1,639,919</b>

All administered assets and liabilities are expected to be settled in no more than 12 months.



# Appendices



## 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.

### 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)
- Corruption issues, also referred to as Category 4.

Complaints dealing with Categories 1 and 2 of the AFP's professional standards are managed by line managers through multiple complaint management teams across the AFP.

More serious matters that may result in employment suitability consideration (Category 3) are investigated by the AFP's Professional Standards area. Every Category 3 matter is further reported to the Commonwealth Ombudsman for additional oversight.

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 with 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.

All data related to complaints was extracted from the AFP's SAS Visual Analytics suite, which is a live system, updated on a daily basis. This report is reflective of Category 1–4 complaints that relate to AFP appointees. The data for this report was extracted and accurate as at 1 July 2022. This data is subject to change as complaints are upgraded, downgraded, merged, allocated and reopened.

At the complainant's discretion, if the complainant withdraws their complaint, the complaint and its breaches are no longer categorised. Due to changes of system processes in 2021–22, withdrawn complaints can be captured and distinguished. In 2021–22, 4 complaints consisting of 6 breaches were withdrawn by complainants. Withdrawn breaches within finalised non-withdrawn complaints are still categorised.

In 2021–22, 186 alleged complaints consisting of 279 alleged breaches were submitted. Compared with 2020–21, this is a 34% decrease in alleged complaints (previously 282 complaints) and a 36% decrease in alleged breaches (previously 436 breaches).

In 2021–22, 271 complaints consisting of 523 breaches were finalised. Of the 523 breaches, 158 breaches were established (30.2%). Compared to 2020–21, this is a 0.8% decrease in the percentage of established breaches (previously 198 established breaches out of 640 finalised breaches: 31%).

**Table A1** Categories of AFP conduct issues and case examples

<b>Category 1</b>	<b>Incident: Failure to act (established)</b>
	A complaint was submitted by a member of the public alleging that an AFP appointee did not comply with the requirements of the <i>Victims of Crime Act 1994</i> (ACT) in respect of updating the alleged victim about the status of their investigation within defined time frames. A Category 1 conduct breach was established against the AFP appointee. The AFP appointee was reminded of their obligations under the <i>Victims of Crime Act 1994</i> (ACT).
<b>Category 2</b>	<b>Incident: Breach of governance – failure to comply with procedure/direction (established)</b>
	A complaint was received that an AFP appointee left their post while on shift without attaining the requisite approval. An investigation was undertaken and a Category 2 conduct breach was established against the AFP appointee. The appointee was then counselled and reminded of standard operating procedures, and a notation was placed on their performance development agreement.
<b>Category 3</b>	<b>Incident: Breach of Code of Conduct – drug misconduct (established)</b>
	As part of the AFP’s drug test program, an AFP appointee was directed to participate in a drug screening test by providing both a hair and a urine sample. These samples were tested and both returned positive results for amphetamine. These results were subsequently verified by the AFP Chief Medical Officer. The matter proceeded to an investigation. During an interview with PRS investigators, the AFP appointee admitted to taking unprescribed medication. The investigation established a Category 3 conduct breach against the AFP appointee for drug misconduct. The appointee received a ‘show cause notice’ in relation to the established conduct breach and subsequently resigned from the AFP.
<b>Category 4 (Corruption)</b>	<b>Incident: Abuse of office – use of paid carpark without payment (established)</b>
	A complaint was made alleging the misuse of an AFP swipe card to exit a secure public carpark by an AFP appointee on multiple occasions. The matter was categorised as a significant corruption issue and notified to the Australian Commission for Law Enforcement Integrity (ACLEI). ACLEI referred the matter to AFP Professional Standards for investigation with no further oversight. The AFP approached the Office of Public Prosecution (OPP) in relation to the criminal allegation. While the OPP advised there was a reasonable prospect of successful prosecution, due to other circumstances a decision was made to proceed administratively. During the administrative investigation, additional corruption issues were identified relating to misuse of AFP-funded accommodation, misuse of an AFP-funded hire vehicle, and false time recording. Three corruption breaches were established against the appointee, who consequently resigned from the AFP.

**Table A2** Alleged conduct breaches<sup>9</sup> recorded by category, 2018–19 to 2021–22

	2018–19	2019–20	2020–21	2021–22
<b>All AFP</b>				
Category 1	117	84	48	50
Category 2	259	209	129	100
Category 3	197	202	178	93
Corruption issues	80	91	81	36
<b>Total</b>	<b>653</b>	<b>586</b>	<b>436</b>	<b>279</b>

**Table A3** Alleged complaints recorded by source, 2021–22

Source	Number of alleged complaints	Percentage
Member of the public	59	31.7%
Another AFP member	119	64.0%
Self-reported	8	4.3%
<b>Total</b>	<b>186</b>	<b>100%</b>

**Table A4** Finalised conduct breaches<sup>10–11</sup> by category and finding, 2021–22

	Established	Not established	Withdrawn	Discretion not to proceed <sup>12</sup>	Total finalised
<b>All AFP</b>					
Category 1	5	37	0	6	48
Category 2	70	59	0	21	150
Category 3	72	125	1	44	242
Corruption issues	11	40	0	32	83
Total AFP	158	261	1	103	523
<b>Percentage</b>	<b>30.2%</b>	<b>49.9%</b>	<b>0.2%</b>	<b>19.7%</b>	<b>100%</b>

**Table A5** Prohibited drug tests conducted, 2021–22

Category	2021–22
Mandatory applicant <sup>13</sup> testing	12
Mandatory AFP appointee testing	1,887
Mandatory investigation and certain incident <sup>14</sup> testing	7
<b>Total</b>	<b>1,906</b>

9 Conduct breaches are individual issues identified within a complaint. Multiple breaches may be applied when 2 or more conduct issues are identified from information supplied by a complainant or when 2 or more members are subject to a complaint.

10 Includes finalised matters that were submitted prior to 2021–22.

11 Does not include complaints where all breaches were withdrawn.

12 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.

13 The mandatory applicant testing figure above includes recruitment (professional members) and business applicants, contractors and recruits (protective service officer/police officer).

14 The term *certain incident* relates to an incident where a person is killed or seriously injured in an incident involving a motor vehicle or while in police custody, or a person is killed or seriously injured by a firearm discharging or physical force.

## Appendix B: Staffing statistics and executive remuneration

**Table B1** Employment arrangements for SES and non-SES employees, 2021–22

	SES	Non-SES	Total
Enterprise Agreement	0	7,136	<b>7,136</b>
Executive Level Enterprise Agreement	0	230	<b>230</b>
Individual SES contracts	95	0	<b>95</b>
Commonwealth Remuneration Tribunal	1	0	<b>1</b>

**Table B2** Salary ranges by employment classification, 2021–22

Classification	Minimum (\$)	Maximum (\$)
Statutory office holder <sup>15</sup>	\$350,000	\$430,000
SES	\$215,000	\$430,000
Executive level	\$156,413	\$206,392
Technical Specialist Level 4	\$182,374	\$199,150
Technical Specialist Level 3	\$160,727	\$177,492
Technical Specialist Level 2	\$136,916	\$153,043
Technical Specialist Level 1	\$118,516	\$135,076
Band 8	\$118,085	\$128,535
Band 7	\$110,255	\$118,085
Band 6	\$99,929	\$110,255
Band 5	\$92,243	\$99,929
Band 4	\$78,467	\$92,243
Band 3	\$67,208	\$78,467
Band 2	\$57,846	\$67,208
Band 1	\$52,080	\$57,846

**Table B3** Employees by sworn status, band level and gender, as at 30 June 2022

Sworn status	Base salary group												SES	Statutory office holder	Total
	Casual	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Technical specialist	Executive level				
<b>Police officer</b>															
Female	2	0	115	140	191	234	21	99	19	0	29	24	0	<b>874</b>	
Male	7	0	175	209	691	818	47	360	87	1	85	34	4	<b>2,518</b>	
Indeterminate	0	0	3	1	1	0	0	0	0	0	0	0	0	<b>5</b>	
<b>Subtotal</b>	<b>9</b>	<b>0</b>	<b>293</b>	<b>350</b>	<b>883</b>	<b>1,052</b>	<b>68</b>	<b>459</b>	<b>106</b>	<b>1</b>	<b>114</b>	<b>58</b>	<b>4</b>	<b>3,397</b>	
<b>Protective service officer</b>															
Female	0	0	80	34	15	4	4	2	1	0	0	0	0	<b>140</b>	
Male	0	0	303	287	66	22	55	5	12	0	3	0	0	<b>753</b>	
Indeterminate	0	0	5	1	0	0	0	0	0	0	0	0	0	<b>6</b>	
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>388</b>	<b>322</b>	<b>81</b>	<b>26</b>	<b>59</b>	<b>7</b>	<b>13</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>899</b>	
<b>Unsworn staff</b>															
Female	41	0	42	285	457	292	333	325	103	3	59	17	0	<b>1,957</b>	
Male	71	0	21	149	209	156	241	175	87	24	54	17	0	<b>1,204</b>	
Indeterminate	0	0	0	1	1		1	1	0	1	0	0	0	<b>5</b>	
<b>Subtotal</b>	<b>112</b>	<b>0</b>	<b>63</b>	<b>435</b>	<b>667</b>	<b>448</b>	<b>575</b>	<b>501</b>	<b>190</b>	<b>28</b>	<b>113</b>	<b>34</b>	<b>0</b>	<b>3,166</b>	
<b>Total</b>	<b>121</b>	<b>0</b>	<b>744</b>	<b>1,107</b>	<b>1,631</b>	<b>1,526</b>	<b>702</b>	<b>967</b>	<b>309</b>	<b>29</b>	<b>230</b>	<b>92</b>	<b>4</b>	<b>7,462</b>	

<sup>15</sup> The AFP Commissioner is remunerated consistent with the Remuneration Tribunal determination.

**Table B4** Ongoing employees by band level, 2021–22

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
Statutory office holder	4	0	<b>4</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>4</b>
SES	49	0	<b>49</b>	37	3	<b>40</b>	0	0	<b>0</b>	<b>89</b>
Executive level	134	1	<b>135</b>	79	6	<b>85</b>	0	0	<b>0</b>	<b>220</b>
Technical specialist	23	0	<b>23</b>	2	1	<b>3</b>	0	0	<b>0</b>	<b>26</b>
Band 8	174	4	<b>178</b>	96	21	<b>117</b>	0	0	<b>0</b>	<b>295</b>
Band 7	530	6	<b>536</b>	352	72	<b>424</b>	1	0	<b>1</b>	<b>961</b>
Band 6	333	6	<b>339</b>	289	61	<b>350</b>	1	0	<b>1</b>	<b>690</b>
Band 5	974	12	<b>986</b>	438	87	<b>525</b>	0	0	<b>0</b>	<b>1,511</b>
Band 4	951	13	<b>964</b>	534	106	<b>640</b>	2	0	<b>2</b>	<b>1,606</b>
Band 3	629	8	<b>637</b>	416	35	<b>451</b>	2	1	<b>3</b>	<b>1,091</b>
Band 2	498	0	<b>498</b>	227	6	<b>233</b>	8	0	<b>8</b>	<b>739</b>
Band 1	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Casual	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>4,299</b>	<b>80</b>	<b>4,349</b>	<b>2,470</b>	<b>398</b>	<b>2,868</b>	<b>14</b>	<b>1</b>	<b>15</b>	<b>7,232</b>

**Table B5** Non-ongoing employees by band level, 2021–22

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
Statutory office holder	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
SES	2	0	<b>2</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>3</b>
Executive level	7	0	<b>7</b>	3	0	<b>3</b>	0	0	<b>0</b>	<b>10</b>
Technical specialist	2	0	<b>2</b>	0	0	<b>0</b>	1	0	<b>1</b>	<b>3</b>
Band 8	8	0	<b>8</b>	4	2	<b>6</b>	0	0	<b>0</b>	<b>14</b>
Band 7	4	0	<b>4</b>	2	0	<b>2</b>	0	0	<b>0</b>	<b>6</b>
Band 6	3	1	<b>4</b>	8	0	<b>8</b>	0	0	<b>0</b>	<b>12</b>
Band 5	8	2	<b>10</b>	4	1	<b>5</b>	0	0	<b>0</b>	<b>15</b>
Band 4	2	0	<b>2</b>	18	5	<b>23</b>	0	0	<b>0</b>	<b>25</b>
Band 3	8	0	<b>8</b>	8	0	<b>8</b>	0	0	<b>0</b>	<b>16</b>
Band 2	1	0	<b>1</b>	4	0	<b>4</b>	0	0	<b>0</b>	<b>5</b>
Band 1	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Casual	0	78	<b>78</b>	0	43	<b>43</b>	0	0	<b>0</b>	<b>121</b>
<b>Total</b>	<b>45</b>	<b>81</b>	<b>126</b>	<b>52</b>	<b>61</b>	<b>103</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>230</b>



**Table B6** Ongoing employees by band level, 2020–21

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
Statutory office holder	4	0	<b>4</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>4</b>
SES	44	0	<b>44</b>	29	3	<b>32</b>	0	0	<b>0</b>	<b>76</b>
Executive level	144	1	<b>145</b>	79	4	<b>83</b>	0	0	<b>0</b>	<b>228</b>
Technical specialist	16	0	<b>16</b>	2	0	<b>2</b>	0	0	<b>0</b>	<b>18</b>
Band 8	107	4	<b>111</b>	70	17	<b>87</b>	0	0	<b>0</b>	<b>198</b>
Band 7	568	4	<b>572</b>	328	59	<b>387</b>	0	0	<b>0</b>	<b>959</b>
Band 6	341	6	<b>347</b>	248	64	<b>312</b>	0	0	<b>0</b>	<b>659</b>
Band 5	941	11	<b>952</b>	403	98	<b>501</b>	0	0	<b>0</b>	<b>1,453</b>
Band 4	925	14	<b>939</b>	528	105	<b>633</b>	1	0	<b>1</b>	<b>1,573</b>
Band 3	678	4	<b>682</b>	397	42	<b>439</b>	4	0	<b>4</b>	<b>1,125</b>
Band 2	441	0	<b>441</b>	218	7	<b>225</b>	4	0	<b>4</b>	<b>670</b>
Band 1	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Casual	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>4,209</b>	<b>44</b>	<b>4,253</b>	<b>2,302</b>	<b>399</b>	<b>2,701</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>6,963</b>

**Table B7** Non-ongoing employees by band level, 2020–21

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
Statutory office holder	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
SES	2	0	<b>2</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>3</b>
Executive level	5	0	<b>5</b>	6	0	<b>6</b>	0	0	<b>0</b>	<b>11</b>
Technical specialist	3	0	<b>3</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>3</b>
Band 8	4	2	<b>6</b>	6	1	<b>7</b>	0	0	<b>0</b>	<b>13</b>
Band 7	5	1	<b>6</b>	6	0	<b>6</b>	0	0	<b>0</b>	<b>12</b>
Band 6	5	1	<b>6</b>	14	3	<b>17</b>	0	0	<b>0</b>	<b>23</b>
Band 5	6	1	<b>7</b>	5	1	<b>6</b>	0	0	<b>0</b>	<b>13</b>
Band 4	6	0	<b>6</b>	14	2	<b>16</b>	0	0	<b>0</b>	<b>22</b>
Band 3	10	0	<b>10</b>	12	1	<b>13</b>	0	0	<b>0</b>	<b>23</b>
Band 2	0	0	<b>0</b>	3	0	<b>3</b>	0	0	<b>0</b>	<b>3</b>
Band 1	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Casual	0	43	<b>43</b>	0	41	<b>41</b>	0	0	<b>0</b>	<b>84</b>
<b>Total</b>	<b>46</b>	<b>48</b>	<b>94</b>	<b>67</b>	<b>49</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210</b>

**Table B8** Ongoing employees by location, 2021–22

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	726	9	<b>735</b>	269	27	<b>296</b>	3	0	<b>3</b>	<b>1,034</b>
Qld	425	3	<b>428</b>	195	26	<b>221</b>	1	0	<b>1</b>	<b>650</b>
SA	113	1	<b>114</b>	43	10	<b>53</b>	0	0	<b>0</b>	<b>167</b>
Tas	4	0	<b>4</b>	2	0	<b>2</b>	0	0	<b>0</b>	<b>6</b>
Vic	485	8	<b>493</b>	188	44	<b>232</b>	2	0	<b>2</b>	<b>727</b>
WA	240	2	<b>242</b>	73	12	<b>85</b>	0	0	<b>0</b>	<b>327</b>
ACT	2,053	27	<b>2,080</b>	1,616	277	<b>1,893</b>	8	1	<b>9</b>	<b>3,982</b>
NT	72	0	<b>72</b>	22	1	<b>23</b>	0	0	<b>0</b>	<b>95</b>
Commonwealth Territories	14	0	<b>14</b>	4	0	<b>4</b>	0	0	<b>0</b>	<b>18</b>
Overseas	167	0	<b>167</b>	58	1	<b>59</b>	0	0	<b>0</b>	<b>226</b>
<b>Total</b>	<b>4,299</b>	<b>50</b>	<b>4,349</b>	<b>2,470</b>	<b>398</b>	<b>2,868</b>	<b>14</b>	<b>1</b>	<b>15</b>	<b>7,232</b>

**Table B9** Non-ongoing employees by location, 2021–22

	Male			Female			Indeterminate			Total
	Full time	Part time*	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	16	2	<b>18</b>	16	10	<b>26</b>	0	0	<b>0</b>	<b>44</b>
Qld	2	3	<b>5</b>	8	2	<b>10</b>	0	0	<b>0</b>	<b>15</b>
SA	0	0	<b>0</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>1</b>
Tas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Vic	2	1	<b>3</b>	6	4	<b>10</b>	0	0	<b>0</b>	<b>13</b>
WA	2	0	<b>2</b>	4	2	<b>6</b>	0	0	<b>0</b>	<b>8</b>
ACT	18	74	<b>92</b>	15	33	<b>48</b>	1	0	<b>1</b>	<b>141</b>
NT	0	0	<b>0</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>1</b>
Commonwealth Territories	4	1	<b>5</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>6</b>
Overseas	1	0	<b>1</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>1</b>
<b>Total</b>	<b>45</b>	<b>81</b>	<b>126</b>	<b>52</b>	<b>51</b>	<b>103</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>230</b>

\*Casual employees are included in part-time figures.

**Table B10** 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 indeterminate	
NSW	717	8	<b>725</b>	244	30	<b>274</b>	3	0	<b>3</b>	<b>1,002</b>
Qld	369	1	<b>370</b>	147	23	<b>170</b>	1	0	<b>1</b>	<b>541</b>
SA	104	0	<b>104</b>	33	8	<b>41</b>	0	0	<b>0</b>	<b>145</b>
Tas	5	0	<b>5</b>	4	0	<b>4</b>	0	0	<b>0</b>	<b>9</b>
Vic	469	7	<b>476</b>	182	45	<b>227</b>	2	0	<b>2</b>	<b>705</b>
WA	232	3	<b>235</b>	72	15	<b>87</b>	0	0	<b>0</b>	<b>322</b>
ACT	2,099	25	<b>2,124</b>	1,541	278	<b>1,819</b>	3	0	<b>3</b>	<b>3,946</b>
NT	74	0	<b>74</b>	24	0	<b>24</b>	0	0	<b>0</b>	<b>98</b>
Commonwealth Territories	13	0	<b>13</b>	8	0	<b>8</b>	0	0	<b>0</b>	<b>21</b>
Overseas	127	0	<b>127</b>	47	0	<b>47</b>	0	0	<b>0</b>	<b>174</b>
<b>Total</b>	<b>4,209</b>	<b>44</b>	<b>4,253</b>	<b>2,302</b>	<b>399</b>	<b>2,701</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>6,963</b>

**Table B11** 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 indeterminate	
NSW	17	4	<b>21</b>	18	9	<b>27</b>	0	0	<b>0</b>	<b>48</b>
Qld	2	2	<b>4</b>	7	6	<b>13</b>	0	0	<b>0</b>	<b>17</b>
SA	0	0	<b>0</b>	3	0	<b>3</b>	0	0	<b>0</b>	<b>3</b>
Tas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Vic	2	1	<b>3</b>	8	4	<b>12</b>	0	0	<b>0</b>	<b>15</b>
WA	1	0	<b>1</b>	4	3	<b>7</b>	0	0	<b>0</b>	<b>8</b>
ACT	19	40	<b>59</b>	25	27	<b>52</b>	0	0	<b>0</b>	<b>111</b>
NT	0	0	<b>0</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>1</b>
Commonwealth Territories	4	1	<b>5</b>	1	0	<b>1</b>	0	0	<b>0</b>	<b>6</b>
Overseas	1	0	<b>1</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>1</b>
<b>Total</b>	<b>46</b>	<b>48</b>	<b>94</b>	<b>67</b>	<b>49</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210</b>

\*Casual employees are included in part-time figures.

**Table B12** First Nations employees, as at 30 June 2021 and at 30 June 2022

	2020–21	2021–22
Ongoing	176	185
Non-ongoing	2	2
<b>Total</b>	<b>178</b>	<b>187</b>

Table B13 Remuneration for key management personnel, 2021–22

Name	Position title <sup>a</sup>	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits <sup>f</sup>	Total remuneration <sup>g</sup>
		Base salary <sup>b</sup>	Bonuses	Other benefits and allowances <sup>c</sup>		Long service leave <sup>e</sup>	Other long-term benefits		
		\$	\$	\$	\$	\$	\$	\$	\$
Reece P Kershaw	Commissioner	669,426	-	1,590	85,094	16,298	-	-	772,407
Charlotte Tressler	COO	352,228	-	2,579	50,213	8,105	-	-	413,124
Ian McCartney	DC – Investigations	338,376	-	2,242	52,780	8,105	-	-	401,503
Neil Gaughan	CPO – ACT	373,973	-	2,046	57,259	8,504	-	-	442,052
Brett Pointing	DC – Operations	352,766	-	1,590	49,115	5,754	-	-	409,225
<b>Total</b>		<b>2,086,767</b>	<b>-</b>	<b>10,047</b>	<b>294,731</b>	<b>46,766</b>	<b>-</b>	<b>-</b>	<b>2,438,311</b>

a The AFP has determined the key management personnel (KMP) to be the Commissioner, Deputy Commissioners, Chief Police Officer, 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 the reporting date.

b Base salary includes salary paid and accrued, higher duties allowance paid and annual leave accrued (adjusted for leave taken and/or cashed out).

c Other benefits and allowances includes non-monetary benefits included in the Fringe Benefits Tax (FBT) Return for the year ended 31 March 2022 such as the provision of motor vehicle benefits. It also includes a health and fitness allowance, and associated FBT.

d 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.

e Long service leave comprises the amount of leave accrued during the period.

f Termination benefits are payments that may be made in relation to the cessation of a KMP 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. This means that there are differences between remuneration determined by the Remuneration Tribunal and the remuneration disclosed in the table.

Table B14 Remuneration for senior executives, 2021–22

Total remuneration bands	Number of senior executives <sup>a</sup>	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary <sup>b</sup>	Average bonuses	Average other benefits and allowances <sup>c</sup>		Average long service leave <sup>e</sup>	Average other long-term benefits		
\$0–\$220,000	60	\$ 74,297	-	\$ 743	\$ 13,630	\$ 2,050	-	\$ 45	\$ 90,765
\$220,001–\$245,000	10	195,062	-	4,039	31,974	5,781	-	-	236,856
\$245,001–\$270,000	31	214,536	-	2,205	34,505	5,604	-	-	256,850
\$270,001–\$295,000	13	236,420	-	2,295	37,924	6,140	-	102	282,880
\$295,001–\$320,000	12	255,070	-	3,389	42,539	6,672	-	-	307,670
\$320,001–\$345,000	5	259,956	-	19,179	42,392	6,849	-	-	328,376
\$345,001–\$370,000	5	271,880	-	29,057	41,732	6,814	-	-	349,483
\$370,001–\$395,000	3	315,524	-	6,355	48,616	8,277	-	-	378,773

a Senior executives comprises AFP employees declared Band 1, 2 or 3 senior executives in accordance with section 25 of the AFP Act 1979 (Cth) who are not substantive KMP. Included are individuals who have acted in a Senior Executive Service (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 2022 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 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 B15 Remuneration for other highly paid staff, 2021–22

Total remuneration bands	Number of other highly paid staff <sup>a</sup>	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits		Total remuneration
		Average base salary <sup>b</sup>	Average bonuses	Average other benefits and allowance <sup>c</sup>	Average superannuation contribution <sup>d</sup>	Average long service leave <sup>e</sup>	Average other long-term benefits	Average termination benefits <sup>f</sup>	Average total remuneration <sup>g</sup>		
\$235,001–\$245,000	52	\$ 188,505	-	\$ 1,591	\$ 44,210	\$ 4,079	-	\$ 1,367	\$ -	\$ 239,752	
\$245,001–\$270,000	34	186,750	-	2,301	59,903	3,549	-	3,336	-	255,839	
\$270,001–\$295,000	10	212,093	-	3,058	57,148	3,375	-	3,706	-	279,379	
\$295,001–\$320,000	1	278,785	-	-	21,780	2,606	-	2,477	-	305,649	
\$320,001–\$345,000	2	171,085	-	1,514	150,757	5,124	-	-	-	328,479	
\$345,001–\$370,000	1	201,876	-	-	145,634	5,382	-	-	-	352,891	
\$370,001–\$395,000	-	-	-	-	-	-	-	-	-	-	
\$395,001–\$420,000	1	203,428	-	1,590	190,287	5,382	-	-	-	400,687	

a Other highly paid staff include staff who are neither KMP nor substantive senior executives and whose total remuneration for the reporting period exceeds \$235,000. 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 2022 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. In 2022, the AFP began resolution of underpayments of superannuation identified through compliance reviews in 2016, where it was discovered that allowances and other payments previously not considered salary for superannuation purposes had become eligible for superannuation. This has significantly increased superannuation payments for some individuals.

e Long service leave comprises the amount of leave accrued.

f Termination benefits are payments that may be made in relation to 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, 2021–22

	Actual available appropriation for 2021–22 <sup>1</sup>	Payments made 2021–22	Balance remaining 2021–22
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
<b>Ordinary annual services<sup>2</sup></b>			
Departmental appropriation <sup>3</sup>	1,891,852	1,757,150	134,702
<b>Total</b>	<b>1,891,852</b>	<b>1,757,150</b>	<b>134,702</b>
<b>Administered expenses</b>			
Outcome 1 <sup>4</sup>	7,427	6,564	863
<b>Total</b>	<b>7,427</b>	<b>6,564</b>	<b>863</b>
<b>Total ordinary annual services</b>	<b>A 1,899,279</b>	<b>1,763,714</b>	<b>135,565</b>
<b>Other services<sup>5</sup></b>			
<b>Departmental non-operating</b>			
Equity injections	67,821	67,821	-
<b>Total other services</b>	<b>B 67,821</b>	<b>67,821</b>	<b>-</b>
Total available annual appropriations	<b>1,967,100</b>	<b>1,831,535</b>	
Total available annual appropriations excluding special accounts	<b>1,967,100</b>	<b>1,831,535</b>	
<b>Special appropriation limited by amount</b>			
<i>Public Governance, Performance and Accountability Act 2013</i> (Cth) (PGPA Act) (section 77)	-	-	-
<b>Total special appropriations</b>	<b>C -</b>	<b>-</b>	<b>-</b>
<b>Special accounts</b>			
Opening balance <sup>6</sup>	15,972		
Appropriation receipts <sup>7</sup>	5,100		
Non-appropriation receipts to special accounts	7,926		
Payments made		12,080	
<b>Total special accounts</b>	<b>D 28,998</b>	<b>12,080</b>	<b>16,918</b>
<b>Total resourcing and payments (A+B+C+D)</b>	<b>1,996,098</b>	<b>1,843,615</b>	<b>152,483</b>
Less appropriations drawn from annual or special appropriations above and credited to special accounts	(13,026)	(13,026)	-
<b>Total net resourcing and payments</b>	<b>1,983,072</b>	<b>1,830,589</b>	<b>152,483</b>

1 Actual available appropriation excludes amounts permanently quarantined under section 51 of the PGPA Act.

2 Appropriation Bill (No. 1) 2021–22. This includes prior-year departmental appropriations available and section 74 relevant agency receipts.

3 Includes an amount of \$81.008 million in 2021–22 for the departmental capital budget. For accounting purposes this amount has been designated as 'contributions by owners'.

4 Appropriation Bill (No. 1) 2021–22. This also includes prior-year administered appropriations.

5 Appropriation Bill (No. 2) 2021–22. This includes available equity appropriations from previous years.

6 Opening balance for departmental special accounts (less 'special public money' held in the Services for Other Entities and Trust Moneys Special Account).

7 Appropriation receipts from annual appropriations for 2020–21 included above.

Table C2 Expenses for Outcome 1, 2021–22

<b>Outcome 1:</b> <b>Reduced criminal and security threats to Australia's collective economic and societal interests through cooperative national and international policing services, primarily focused on prevention, detection, disruption, investigation and prosecution of criminal activity.</b>	<b>Budget<sup>1</sup></b> <b>2021–22</b> <b>\$'000</b>	<b>Actual</b> <b>expenses</b> <b>2021–22</b> <b>\$'000</b>	<b>Variation</b> <b>2021–22</b> <b>\$'000</b>
	<b>(a)</b>	<b>(b)</b>	<b>(a)–(b)</b>
<b>Program 1.1: Federal Policing – Investigations</b>			
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Bill No. 1)	1,038	955	83
<b>Special appropriations</b>			
PGPA Act (section 77)	50	0	50
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	727,686	723,947	3,739
Special accounts	17,713	12,080	5,633
Expenses not requiring appropriation in the budget year <sup>3</sup>	80,936	115,814	(34,878)
<b>Total expenses for Outcome 1</b>	<b>827,423</b>	<b>852,796</b>	<b>(25,373)</b>
		<b>2020–21</b>	<b>2021–22</b>
Average staffing level (number) <sup>4</sup>		<b>5,877</b>	<b>3,185</b>

1 Full-year budget, including any subsequent adjustment made to the 2021–22 budget.

2 Departmental appropriation combines 'Ordinary annual services (Appropriation Bill No. 1)' 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.

4 2020–21 is under the old outcome/program structure, and the figures are for comparison purposes only.

Table C3 Expenses for Outcome 2, 2021–22

<b>Outcome 2:</b> <b>A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government.</b>	<b>Budget<sup>1</sup></b> <b>2021–22</b> <b>\$'000</b>	<b>Actual</b> <b>expenses</b> <b>2021–22</b> <b>\$'000</b>	<b>Variation</b> <b>2021–22</b> <b>\$'000</b>
	<b>(a)</b>	<b>(b)</b>	<b>(a)–(b)</b>
<b>Program 2.1: ACT Community Policing</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	190,232	192,820	(2,588)
Expenses not requiring appropriation in the budget year <sup>3</sup>	8,416	6,607	1,809
<b>Total expenses for Outcome 2</b>	<b>198,648</b>	<b>199,427</b>	<b>(779)</b>
		<b>2020–21</b>	<b>2021–22</b>
Average staffing level (number)		<b>977</b>	<b>1,045</b>

1 Full-year budget, including any subsequent adjustment made to the 2021–22 budget.

2 Departmental appropriation combines 'Ordinary annual services (Appropriation Bill No. 1)' 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 C4 Expenses for Outcome 3, 2021–22

<b>Outcome 3: Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions.</b>	<b>Budget<sup>1</sup> 2021–22 \$'000</b>	<b>Actual expenses 2021–22 \$'000</b>	<b>Variation 2021–22 \$'000</b>
	<b>(a)</b>	<b>(b)</b>	<b>(a)–(b)</b>
<b>Program 3.1: Specialist Protective Services</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	528,450	520,522	7,928
Expenses not requiring appropriation in the budget year <sup>3</sup>	11,784	1,307	10,477
<b>Total expenses for Program 3.1</b>	<b>540,234</b>	<b>521,829</b>	<b>18,405</b>
<b>Program 3.2: International Police Assistance and External Territories</b>			
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Bill No. 1)	5,524	5,487	37
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	155,642	159,084	(3,442)
Expenses not requiring appropriation in the budget year <sup>3</sup>	5,405	360	5,045
<b>Total expenses for Program 3.2</b>	<b>166,571</b>	<b>164,931</b>	<b>1,640</b>
<b>Outcome 3 totals by appropriation type</b>			
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Bill No. 1)	5,524	5,487	37
<b>Departmental expenses</b>			
Departmental appropriation	684,092	679,606	4,486
Expenses not requiring appropriation in the budget year	17,189	1,667	15,522
<b>Total expenses for Outcome 3</b>	<b>706,805</b>	<b>686,760</b>	<b>20,045</b>
		<b>2020–21</b>	<b>2021–22</b>
Average staffing level (number)		-	<b>2,837</b>

1 Full-year budget, including any subsequent adjustment made to the 2021–22 budget.

2 Departmental appropriation combines 'Ordinary annual services (Appropriation Bill No. 1)' 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 and write down and impairment of assets.

## Appendix D: Summary financial tables

**Table D1** Entity resource statement subset summary, 2021–22

	Actual available appropriation — current year	Payments made	Balance remaining
	(a)	(b)	(a)–(b)
	\$'000	\$'000	\$'000
<b>Departmental</b>			
Annual appropriations – ordinary annual services	1,891,852	1,757,150	134,702
Annual appropriations – other services – non-operating	67,821	67,821	-
<b>Total departmental annual appropriations</b>	<b>1,959,673</b>	<b>1,824,971</b>	<b>134,702</b>
Departmental special appropriations	-	-	-
<b>Total special appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>
Special accounts	28,998	12,080	16,918
<b>Total special accounts</b>	<b>28,998</b>	<b>12,080</b>	<b>16,918</b>
Less departmental appropriations drawn from annual/special appropriations and credited to special accounts	(13,026)	(13,026)	-
<b>Total departmental resourcing (A)</b>	<b>1,975,645</b>	<b>1,824,025</b>	<b>151,620</b>
<b>Administered</b>			
Annual appropriations – ordinary annual services	7,427	6,564	863
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	-	-	-
<b>Total administered annual appropriations</b>	<b>7,427</b>	<b>6,564</b>	<b>863</b>
Administered special appropriations	-	-	-
<b>Total administered special appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>
Special accounts	-	-	-
<b>Total special accounts receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>
Less administered appropriations drawn from annual/special appropriations and credited to special accounts	-	-	-
Less payments to corporate entities from annual/special appropriations	-	-	-
<b>Total administered resourcing (B)</b>	<b>7,427</b>	<b>6,564</b>	<b>863</b>
<b>Total resourcing and payments (A+B)</b>	<b>1,983,072</b>	<b>1,830,589</b>	<b>152,483</b>

Table D2 Statement of comprehensive income

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Net cost of services</b>			
<b>Expenses</b>			
Employee benefits expense	1,003,814	974,340	1,018,057
Supplier expense	466,396	416,157	398,295
Depreciation and amortisation expense	237,703	212,290	208,725
Other expenses	31,698	20,896	23,174
<b>Total expenses</b>	<b>1,739,611</b>	<b>1,623,683</b>	<b>1,648,251</b>
<b>Income</b>			
Total own-source income	373,045	329,566	333,131
<b>Net cost of services</b>			
Net cost of services	(1,366,566)	(1,294,117)	(1,315,120)
<b>Revenue from government</b>			
Revenue from government	1,251,150	1,157,890	1,214,651
<b>Surplus/(deficit) after tax</b>			
Surplus/(deficit) after tax	(115,416)	(136,227)	(100,469)
<b>Other comprehensive income/loss</b>			
Other comprehensive income/loss	(1,948)	(176)	-
<b>Total comprehensive income/(loss)</b>	<b>(117,364)</b>	<b>(136,403)</b>	<b>(100,469)</b>

Table D3 Statement of financial position

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Assets</b>			
Total financial assets	188,117	277,475	274,279
Total non-financial assets	1,765,318	1,775,916	1,802,854
<b>Total assets</b>	<b>1,953,435</b>	<b>2,053,391</b>	<b>2,077,133</b>
<b>Liabilities</b>			
Total payables	124,402	102,623	101,179
Total interest bearing liabilities	1,019,362	1,069,448	1,046,592
Total provisions	404,292	467,848	455,442
<b>Total liabilities</b>	<b>1,548,056</b>	<b>1,639,919</b>	<b>1,603,213</b>
<b>Net assets</b>	<b>405,379</b>	<b>413,472</b>	<b>473,920</b>
<b>Equity</b>			
<b>Total equity</b>	<b>405,379</b>	<b>413,472</b>	<b>473,920</b>

**Table D4** Statement of changes in equity

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Opening balance</b>			
Balance carried forward from previous period	413,472	452,686	455,947
Adjusted opening balance	413,472	452,691	455,947
<b>Changes in equity</b>			
Total transactions with owners	109,271	97,184	118,442
Total comprehensive income	(117,364)	(136,403)	(100,469)
<b>Closing balance as at 30 June</b>	<b>405,379</b>	<b>413,472</b>	<b>473,920</b>

**Table D5** Cash flow statement

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Operating activities</b>			
Total cash received (operating activities)	2,134,993	1,950,734	1,878,247
Total cash used (operating activities)	1,966,100	1,837,588	1,768,132
<b>Net cash from operating activities</b>	<b>168,893</b>	<b>113,146</b>	<b>110,115</b>
<b>Investing activities</b>			
Total cash received (investing activities)	129	514	-
Total cash used (investing activities)	178,787	121,885	121,634
<b>Net cash from investing activities</b>	<b>(178,658)</b>	<b>(121,371)</b>	<b>(121,634)</b>
Purchase of land and buildings	59,438	28,272	-
Purchase of property, plant and equipment	82,613	53,612	121,634
Purchase of intangibles	36,736	40,001	-
<b>Financing activities</b>			
Total cash received (financing activities)	126,177	111,828	118,442
Total cash used (financing activities)	112,849	103,613	104,544
<b>Net cash from financing activities</b>	<b>13,328</b>	<b>8,215</b>	<b>13,898</b>
<b>Cash at the end of the reporting period</b>			
<b>Cash at the end of the reporting period</b>	<b>26,995</b>	<b>23,432</b>	<b>25,869</b>

**Table D6** Notes to the financial statements (departmental)

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
Current assets	233,911	310,655	-
Current liabilities	372,397	372,344	-

**Table D7** Administered statement of comprehensive income

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Net cost of services</b>			
Total expenses administered on behalf of the government	6,442	9,437	6,562
Total income administered on behalf of the government	316	416	-
<b>Net cost of services</b>	<b>6,126</b>	<b>9,021</b>	<b>6,562</b>
<b>Net contribution by services</b>	<b>(6,126)</b>	<b>(9,021)</b>	<b>(6,562)</b>
<b>Other comprehensive income</b>			
<b>Total other comprehensive income/(loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income/(loss)</b>	<b>(6,126)</b>	<b>(9,021)</b>	<b>(6,562)</b>

**Table D8** Administered schedule of assets and liabilities

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Assets</b>			
Total financial assets	24	58	49
Total non-financial assets	-	39	-
<b>Total assets</b>	<b>24</b>	<b>97</b>	<b>49</b>
<b>Liabilities</b>			
Total payables	870	1,031	962
Total provisions	-	-	-
<b>Total liabilities</b>	<b>870</b>	<b>1,031</b>	<b>962</b>
<b>Net assets</b>	<b>(846)</b>	<b>(934)</b>	<b>(913)</b>

**Table D9** Administered reconciliation schedule

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
Opening assets less liabilities	(934)	(914)	(913)
Closing assets less liabilities	(846)	(934)	(913)

**Table D10** Administered cash flow statement

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
<b>Operating activities</b>			
Total cash received (operating activities)	413	581	8
Total cash used for (operating activities)	6,627	9,582	6,570
<b>Net cash from operating activities</b>	<b>(6,214)</b>	<b>(9,001)</b>	<b>(6,562)</b>
<b>Investing activities</b>			
Total cash received (investing activities)	-	-	-
Total cash used (investing activities)	-	-	-
<b>Net cash from investing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Financing activities</b>			
Total cash received (financing activities)	-	-	-
Total cash used (financing activities)	-	-	-
<b>Net cash from financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to/from official public account</b>			
Total cash from official public account	7,189	9,889	6,562
Total cash to official public account	975	888	-
<b>Cash at the end of the reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Table D11** Commonwealth lessees – departmental leases under AASB 16

	30 June 2022	30 June 2021	Budget 30 June 2022
	\$'000	\$'000	\$'000
Note to depreciation – depreciation on right-of-use assets	119,919	117,452	101,488
Cash flow – operating activities – interest payments on lease liabilities	14,040	14,266	23,174
Cash flow – financing activities – principal payments of lease liabilities	112,849	103,613	104,544

**Table D12** Regulatory charging summary

	30 June 2022	30 June 2021
	\$'000	\$'000
<b>Expenses</b>		
<b>Total expenses</b>	<b>24,783</b>	<b>24,784</b>
<b>External revenue</b>		
<b>Total external revenue</b>	<b>34,855</b>	<b>34,820</b>

## Appendix E: List of annual report requirements

Below is the table set out in Schedule 2 of the Public Governance, Performance and Accountability Rule 2014. Section 17A(d) requires this table be included in entities' annual reports as an aid of access.

PGPA Rule Reference	Description	Requirement	Page
<b>17AD(g)</b>	<b>Letter of Transmittal</b>		
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
<b>17AD(h)</b>	<b>Aids to access</b>		
17A(a)	Table of contents	Mandatory	v
17A(b)	Alphabetical index	Mandatory	175
17A(c)	Glossary of abbreviations and acronyms	Mandatory	173–174
17A(d)	List of requirements	Mandatory	153–157
17A(e)	Details of contact officer	Mandatory	ii
17A(f)	Entity's website address	Mandatory	ii
17A(g)	Electronic address of report	Mandatory	ii
<b>17AD(a)</b>	<b>Review by accountable authority</b>		
17AD(a)	A review by the accountable authority of the entity	Mandatory	2–3
<b>17AD(b)</b>	<b>Overview of the entity</b>		
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	16
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	47
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	na
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	na
<b>17AD(c)</b>	<b>Report on the performance of the entity</b>		
	<b>Annual performance statement</b>		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory	46–80

<b>PGPA Rule Reference</b>	<b>Description</b>	<b>Requirement</b>	<b>Page</b>
<b>17AD(c)(ii)</b>	<b>Report on financial performance</b>		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	80
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	145–147
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	na
<b>17AD(d)</b>	<b>Management and accountability</b>		
	<b>Corporate governance</b>		
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	85
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	82–86
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	na
	<b>Audit committee</b>		
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory	83
17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	84
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	84
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	84
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	84
	<b>External scrutiny</b>		
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	87–89
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	88
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	87–89
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	na
	<b>Management of human resources</b>		
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	90



PGPA Rule Reference	Description	Requirement	Page
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	138–141
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"> <li>• Statistics on staffing classification level</li> <li>• Statistics on full time employees</li> <li>• Statistics on part time employees</li> <li>• Statistics on gender</li> <li>• Statistics on staff location</li> <li>• Statistics on employees who identify as Indigenous</li> </ul>	Mandatory	138–141
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	90
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	137
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	137
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	91
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	91
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory	na
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	na
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	na
<b>Assets management</b>			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	na
<b>Purchasing</b>			
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	97–99
<b>Reportable consultancy contracts</b>			
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	98
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	98
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	97–98

PGPA Rule Reference	Description	Requirement	Page
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	98
<b>Reportable non-consultancy contracts</b>			
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	98–99
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	98
<b>17AD(daa) Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</b>			
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	98–99
<b>Australian National Audit Office access clauses</b>			
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	97
<b>Exempt contracts</b>			
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	98
<b>Small business</b>			
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	99
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	99
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	99
<b>Financial statements</b>			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory	102–132
<b>Executive remuneration</b>			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule	Mandatory	142–144

<b>PGPA Rule Reference</b>	<b>Description</b>	<b>Requirement</b>	<b>Page</b>
17AD(f)	<b>Other mandatory information</b>		
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	99
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	na
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	99
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	93
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	88
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	na
17AH(2)	Information required by other legislation	Mandatory	160–172

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# ANNEX A

National Witness Protection Program  
Annual Report 2021–22

# Annex A: National Witness Protection Program Annual Report 2021–22

## Attorney-General's introduction

I am pleased to submit the 2021–22 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 Mark Dreyfus KC MP

Attorney-General

14 October 2022

## 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 June 2022, the NWPP managed 24 witness protection operations, providing protection and assistance to 42 people.

One assessment continued from the previous year and one new assessment commenced for inclusion in the NWPP, resulting in 3 people being included in the NWPP. Two witness protection operations concluded and one person voluntarily withdrew from the NWPP, resulting in the departure of 4 participants from 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. Australian Federal Police (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 2021–22, there were no Commonwealth Ombudsman investigations relating to the NWPP.

In 2021–22, the AFP Commissioner was not required to review any decisions, pursuant to section 18 of the Act, 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<sup>16</sup> 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.

## 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 2022.

<sup>16</sup> 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*.

## Appendix: Expenditure

**Table AA1** National Witness Protection Program expenditure, 2021–22

AFP expenditure on NWPP	\$971,372.81
Less amounts recovered	\$300,000.00
Total AFP expenditure on NWPP	\$671,372.81

**Table AA2** Total expenditure (before costs were recovered) in previous years

1 July 2020 – 30 June 2021	\$1,331,931.45
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



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# ANNEX B

Unexplained Wealth Investigations and Proceedings  
Annual Report 2021–22

# Annex B: Unexplained Wealth Investigations and Proceedings Annual Report 2021–22

## Section 179U of the *Proceeds of Crime Act 2002* (Cth)

Pursuant to section 179U of the *Proceeds of Crime Act 2002* (Cth) (POCA), the Australian Federal Police (AFP) provides the following information about unexplained wealth investigations and proceedings for the year ending 30 June 2022:

- 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 one unexplained wealth matter. In addition in the year ending 30 June 2022, a proceeding in which an unexplained wealth restraining order had been made was resolved in the AFP's favour by way of settlement and entry of orders for forfeiture under POCA by consent.

- c) There is no other information relating to the administration of these regulations.



# ANNEX C

Delayed Notification Search Warrants  
Annual Report 2021–22



# Annex C: Delayed Notification Search Warrants Annual Report 2021–22

## Part IAAA of the *Crimes Act 1914* (Cth)

Pursuant to section 3ZZFB of the *Crimes Act 1914* (Cth), the Australian Federal Police (AFP) provides the following information for the year ending 30 June 2022:

- a) One application for a delayed notification search warrant was made in person by eligible officers of the agency.
- b) Nil applications for delayed notification search warrants were made under section 3ZZBF by eligible officers of the agency.
- c) One delayed notification search warrant was issued as a result of applications referred to in paragraphs (a) and (b) and the eligible offences to which they related.
- d) One delayed notification search warrant was executed by an eligible officer of the agency.
- e) One delayed notification search warrant was 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.



# ANNEX D

Account Takeover Warrants  
Annual Report 2021–22



# Annex D: Account Takeover Warrants Annual Report 2021–22

## Section 3ZZVM of the *Crimes Act 1914* (Cth)

Pursuant to section 3ZZVM of the *Crimes Act 1914* (Cth) the Australian Federal Police (AFP) provides the following information for the year ending 30 June 2022:

Subsection	Required details	Response
<b>3ZZVM(1)(a)</b>	Number of Account Takeover Warrants (ATW) applications made by AFP law enforcement officers	2
<b>3ZZVM(1)(b)</b>	Number of ATW issued	2
<b>3ZZVM(1)(c)</b>	Number of ATW applications refused	Nil
<b>3ZZVM(1)(d)</b>	Number of ATW urgent applications made by AFP law enforcement officers	Nil
<b>3ZZVM(1)(e)</b>	Number of urgent applications that resulted in ATW being issued	Nil
<b>3ZZVM(1)(f)</b>	Number of urgent applications for ATW that were refused	Nil
<b>3ZZVM(1)(g)</b>	Number of ATW variations that were granted	Nil
<b>3ZZVM(1)(h)</b>	Number of ATW applications for variations that were refused	Nil
<b>3ZZVM(1)(i)</b>	Number of applications for emergency authorisations made by AFP law enforcement officers	Nil
<b>3ZZVM(1)(j)</b>	Number of emergency authorisations given	Nil
<b>3ZZVM(1)(k)</b>	Number of applications for emergency authorisations that were refused	Nil
<b>3ZZVM(1)(l)</b>	Number of applications for approval of the giving of emergency authorisations made by or on behalf of appropriate authorising officers of the AFP	Nil
<b>3ZZVM(1)(m)</b>	Number of applications for approval of the giving of emergency authorisations that were approved	Nil
<b>3ZZVM(1)(n)</b>	Number of applications for approval of the giving of emergency authorisations that were refused	Nil
<b>3ZZVM(1)(o)</b>	Types of relevant offences in respect of which ATW or emergency authorisations were sought by law enforcement officers of the AFP	Using a carriage service for child abuse material
<b>3ZZVM(1)(p)</b>	Number or arrests made on the basis (wholly or partly) of information obtained under ATW issued or emergency authorisations given	Nil
<b>3ZZVM(1)(q)</b>	Number of prosecutions for relevant offences that were commenced during the financial year in which information obtained under ATW or emergency authorisations was given in evidence, and;	Nil
<b>As above</b>	Number of those prosecutions in which a person was found guilty	Nil

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# ANNEX E

Assumed Identities  
Annual Report 2021–22

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# Annex E: Assumed Identities Annual Report 2021–22

## Part IAC of the *Crimes Act 1914* (Cth)

Pursuant to section 15LD(1) of the *Crimes Act 1914* (Cth), the Australian Federal Police (AFP) provides the following information for the year ending 30 June 2022:

- a) Authorising persons from the AFP issued 153 authorities for the acquisition and use of assumed identities. In addition, there were 107 variations and 203 revocations.
- b) The activities undertaken by approved officers when using their assumed identities included functions performed covertly in the conduct of intelligence collection and investigations associated with the achievement of AFP core business outcomes.
- c) There were no applications for authorities refused.
- d) There were no authorities of which control was transferred by the chief officer of the AFP under section 15KV.
- e) There were no authorities of which control was transferred to the chief officer of the AFP under section 15KV.
- f) No fraud or unlawful activity was identified by audits conducted under section 15LG during the year.



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# ANNEX F

Witness Identity Protection Certificates  
Annual Report 2021–22

# Annex F: Witness Identity Protection Certificates Annual Report 2021–22

## Part IACA of the *Crimes Act 1914* (Cth)

Pursuant to section 15MU(2) of the *Crimes Act 1914* (Cth), the Australian Federal Police (AFP) provides the following information for the year ending 30 June 2022:

- a) The delegates of the chief officer of the AFP issued 69 witness identity protection certificates; however, of those, 23 did not progress to court.
- b) The basis for each certificate issuance was:
  - i) 27 were issued to protect the safety of an operative or other person
  - ii) 41 were issued to prevent the prejudice of any current or future investigation
  - iii) one was issued to prevent any current or future activity relating to security.
- c) Across the reporting period no operatives were required to provide their true identities to the presiding officer pursuant to section 15ML.
- d) There were no proceedings in which leave or an order was made pursuant to section 15MM given for a party to lead or ask questions which may have disclosed an operative's true identity or where the operative lives.
- e) No leave or order was given for joinder of a person as a respondent to proceedings pursuant to section 15MN.
- f) There were no matters in which leave was given for an adjournment pursuant to section 15MP.
- g) There were no witness identity protection certificates cancelled pursuant to section 15MQ.
- h) There were no proceedings in which the chief officer permitted a person to give information that disclosed or may have led to the disclosure of an operative's true identity or where they live pursuant to section 15MR.

## 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
AFP Act	<i>Australian Federal Police Act 1979</i>
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
CoRE	Corporate Reform Enhancement program
Cth	Commonwealth
DHI	drug harm index
EFR	estimated financial return
FOI Act	<i>Freedom of Information Act 1982</i>
GST	goods and services tax
JCTT	Joint Counter Terrorism Team
JPC3	Joint Police Cybercrime Coordination Centre
MP	Member of Parliament
na	not applicable
NCB	INTERPOL National Central Bureau
NSW	New South Wales
NT	Northern Territory
PBS	Portfolio Budget Statements
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
TSOC	transnational serious and organised crime
Vic	Victoria
WA	Western Australia
WHS Act	<i>Work Health and Safety Act 2011</i>

## Glossary

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.
Criminal Assets Confiscation Taskforce (CACT)	An AFP-led multi-agency taskforce, comprising representatives from the Australian Criminal Intelligence 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.
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.
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.
Human exploitation	Human exploitation occurs when a person takes advantage of someone or a group of people to profit, gain a benefit or have control over another person. The exploitation of a person may occur through coercion, threat, intimidation or deception and deprives a person of their freedom for the purpose of economic or material gain.
INTERPOL	The world’s largest international police organisation, with 195 member countries, which facilitates cross-border police cooperation and assists agencies to prevent or combat international crime.
Online child sexual exploitation	When an individual (adult or another child) or group uses technology or the internet to facilitate the sexual abuse of a child, including the production and sharing of child abuse material online.
Portfolio Budget Statements	Documents that inform parliamentarians and the public of the allocation of resources to achieve government outcomes.
Trusted insider threat	The threat of the unauthorised accessing, use or disclosure of privileged information by an individual (typically an employee) with legitimate access.

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