



AFP

Australian Federal Police Corporate Plan 2023–24

Covering 2023–24 to 2026–27



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This publication must be attributed as the *Australian Federal Police Corporate Plan 2023–24*.

Acknowledgement of Country

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

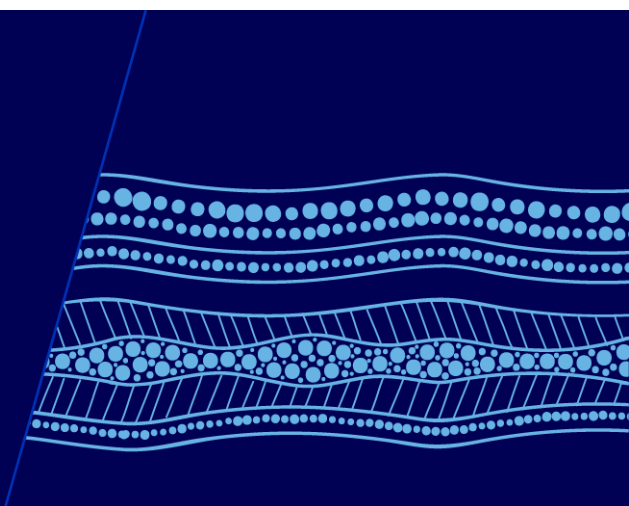


Table of Contents

Commissioner’s foreword	2
Statement of preparation	2
Our purpose	3
Strategic operating framework	4
Our operating environment	5
National and International Policing	5
ACT Policing	7
Specialist Protective Services	7
International	8
Our capabilities and enablers	9
People and culture	9
Learning and development	9
Finance and infrastructure	10
Technology	10
Forensics	10
Strategy, performance, policy and legislation	10
Media and communications	11
Intelligence	11
Legal services	11
Security	11
Professional standards	11
Our partnerships	12
Our risk management and oversight	14
AFP enterprise-level risks	14
Our performance framework	16
Our activities	16
Our performance measures	18

Commissioner's foreword

As Australia's national policing agency, the Australian Federal Police (AFP) has been entrusted to protect Australians and Australia's interests.

As highlighted in our recent *AFP Blue Paper—The future of federal policing*, the AFP's operating environment is changing rapidly. Australia is experiencing fundamental geopolitical and economic shifts, rapid advancements in technology and societal changes, including changing expectations of policing.

Keeping pace with the dynamic nature of both criminal and non-criminal threats is becoming increasingly difficult, and in order to stay ahead, the AFP must continue to evolve.

The AFP will continue to innovate, adapt and excel in our mission by:

- preventing and disrupting threats to lives, livelihoods and Australia's way of life domestically and offshore
- preventing, disrupting and responding to serious criminal threats to Australia's national security and national interest
- leading and coordinating national policing responses to transnational and emerging threats
- developing and hosting specialist capabilities in support of the AFP and partner agreed mutual priorities
- delivering community policing services to the Australian Capital Territory and external territories.

To support these intended impacts, the *AFP Corporate Plan 2023–24* lays the foundations for the AFP's continued success into the future through a focus on our future priorities. Subsequent corporate plans will build on these foundations.

Statement of preparation

I, as the accountable authority for the Australian Federal Police, present the *AFP Corporate Plan 2023–24*. This plan covers the 4-year period from 2023–24 to 2026–27 as required under section 35(1)(b) of the *Public Governance Performance and Accountability Act 2013* (Cth). It outlines our purpose, environment, approach and the results we will deliver.



Reece P Kershaw APM
Commissioner
Australian Federal Police



Our 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 the Commonwealth’s interests from criminal activity in Australia and overseas. We work closely with domestic and international partners to combat complex transnational serious and organised crime, which poses a serious threat to Australia’s national security. Under the *Australian Federal Police Act 1979 (Cth)* (AFP Act) the AFP investigates, in partnership with domestic partners, state offences with a federal aspect. The AFP uses our policing insights to engage effectively with the government and community to promote awareness and resilience.

Figure 1: Our core functions established under the AFP Act



Our strategic operating framework

Figure 2: Our strategic operating framework

Our Direction	AFP Act, Ministerial Direction, Commissioner’s Statement of Intent					
	Vision					
	Policing for a safer Australia					
	Mission					
Our Focus	As Australia’s national policing agency we protect Australians and Australia's interests					
	Future state					
	Our partnerships accelerate disruptions and outcomes	We are flexible and agile to defeat threats	We are leaders in embracing and leveraging technology	We are the employer of choice across law enforcement	Our policing insights are highly sought domestically and internationally	
	Role					
Our Foundation	To enforce Commonwealth and Australian Capital Territory criminal law, and protect the Commonwealth’s interests from criminal activity in Australia and overseas					
	Outcomes					
	National and International Policing Reduce criminal and national security threats to Australia’s collective economic and societal interests through cooperative policing services		ACT Policing A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government		Specialist Protective Services and International Policing Missions Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions	
	Operational strategies					
Prevention 		Disruption 		Response 		
Enforcement 						
Our Foundation	Capabilities and enablers					
	People and culture	Learning and development	Finance and infrastructure	Technology	Forensics	Media and communications
	Strategy, performance, policy and legislation		Intelligence	Legal services	Security	Professional standards
	Operating principles					
Support the frontline 		Reduce red tape 		Enhance partnerships 		
Values						
Accountability	Trust	Commitment	Integrity	Fairness	Respect	Excellence

Our operating environment

In the past 40 years, the AFP has emerged as a unique federal agency that exercises statutory functions under a broad and complex suite of Commonwealth and state legislation. The nature of the AFP's work often means that years of effort are required to conduct investigations, make arrests, complete seizures, or undertake a range of other activities within our remit to protect Australians and Australia's national interests. However, the increasing pace of geopolitical, social, economic, and technological change means that our operating environment is becoming more dynamic and complex, and the AFP's task more challenging.

Globally, the erosion of rules-based order and the war in Ukraine are high profile examples of a shifting geopolitical environment, but what is less obvious are the heightened challenges posed by escalating foreign interference and espionage threats. The increasing use and development of technology has resulted in more people and devices around the world connecting online, while at the same time driving new emerging technologies like artificial intelligence and quantum computing. This increasing connectivity can challenge traditional understanding of sovereignty, and emergent technologies can trigger change through socio-economic systems, which are difficult to predict.

Domestically, higher levels of immigration and an ageing population mean that Australian society is becoming more diverse and complex. Australians' expectations of a working career are shifting, with many people more inclined to seek out flexible work opportunities as well as a range of work experiences over the course of their career.

Community attitudes on a variety of social and justice issues are also shifting. For example, there are increasing calls for legalisation or decriminalisation of some illicit drugs, which comes in the context of ongoing demand for illicit drugs across the community and the emergence of highly harmful synthetic drugs like fentanyl. This and other debates are occurring amongst an increasing volume of misinformation and disinformation spreading through the internet which is providing a vehicle for violence, and potentially contributing to degrading trust in governments and law enforcement.

These broader trends are also shaping the range of criminal threats affecting Australia. Unconstrained by ethics, criminals can quickly pivot the way they work and adopt new technologies to maximise their impact and evade law enforcement. Australia's most significant organised crime figures are based offshore, highly resilient and deliberately seek to operate beyond the reach of Australian law enforcement. Moreover, Australia's general level of wealth, compounded by technological, economic and geopolitical factors, contributes to Australia being an attractive target for criminals.

These criminal threats occur across the range of priority areas covered by our **national and international policing** program including transnational serious and organised crime, terrorism, cybercrime, espionage and foreign interference, human exploitation, and fraud and corruption. Our work in **ACT Policing**, and **specialist protective services and international policing missions** are also evolving in response to these threats.

National and International Policing

Australia is facing increasing, persistent and pervasive **cybercrime** threats targeting critical infrastructure, government, industry and the community. Recent cyberattacks on Australian systems have caused severe harm to the Australian community including direct and indirect financial loss, interruption to essential services, public safety, reputational damage and loss of confidence in the digital economy. Cyberattacks have the potential to threaten the privacy of Australians and can weaken the economy leading to greater threats to livelihoods. This malicious cyber activity against Australia's national and economic interests is increasing in frequency, scale, sophistication and impact. Our priority cyber threats include ransomware, financial and identity theft malware, and business email compromise.

Transnational serious and organised crime (TSOC) poses a significant threat to the health, safety, financial and physical security of all Australians. TSOC syndicates operate globally to produce and import large quantities of illicit drugs, contributing to overdoses, drug-fuelled violence and road fatalities. It also contributes to terrorist activities and human exploitation. Over 70% of Australia's serious and organised crime threats are based offshore or have strong offshore links. The size, scale and impact of this crime type elevate it to a national security threat. Some of the more lucrative markets that these syndicates operate in are through the production, importation and distribution of illicit drugs and money laundering, making them areas of focus for the AFP to intercept and stop before they harm the community.

One of the key strategies that the AFP uses to combat TSOC is through the **Criminal Assets Confiscation Taskforce**, which removes the profit from crime and prevents its reinvestment in further criminal enterprise. Targeting the criminal economy is crucial to disrupting and deterring criminal activity. Assets confiscated often have links to illicit drugs, money laundering, fraud, corruption, firearms trafficking and cybercrime offences. As with most criminal activities, these proceeds of crime transactions have become more advanced, with an increase in operations using cryptocurrencies and alternative methods of obtaining, transferring and using their proceeds.

An element of the AFP's purpose is the investigation and disruption of **espionage** and **foreign interference**. Australia remains a target of hostile foreign state actors who threaten our political systems, government information and defence capabilities. These threats have increased in recent years to become one of Australia's main national security concerns. Using harassment and intimidation, these hostile actors are targeting communities across Australia in an attempt to further their agendas. Intelligence gathering has been made easier by the increased use of cyber technology and the reopening of borders.

Combating **human exploitation** remains a key focus for the AFP. This includes human trafficking, child sexual exploitation, slavery and slavery-like practices. The reopening of domestic and international borders as well as technological advancement has increased vulnerability to human exploitation. Child exploitation, particularly through online means, is increasing. Concerning trends of criminals deceiving children into producing exploitation material and then extorting them are rising. Sharing of child abuse material is of growing concern as criminals attempt to use the dark web and encrypted platforms to avoid detection. Low employment levels, the increasing cost of living and lingering effect of COVID-19, has seen a rising trend in human trafficking and modern slavery, including sexual servitude.

Terrorism, both domestically and internationally, continues to be an area of focus for the AFP. It is an enduring threat that is increasingly complex and diversified in nature, and as a result, the AFP must actively respond to stop the threat before it occurs. The threat of religiously motivated violent extremism remains stable, while the threat from ideologically motivated violent extremism and the caseload from high-risk terrorist offenders is increasing. Domestic terrorist attacks from small groups or self-radicalised lone actors are an ongoing threat and remain a realistic probability. Australia is experiencing an increase in investigations of young people for these types of offences, which was made more complex due to COVID-19 and the use of the internet to spread extremist propaganda.

As a wealthy and profitable country, Australia remains a target for those wanting to engage in **fraud and corruption**. Offshore actors are seeking to take advantage of Australians and cause damage to the Australian economy. Rising offences have been seen as a result of illegitimate relief funds established in the wake of recent natural disasters. Criminals are also using advanced techniques and involving professionals, such as accountants, to exploit and defraud the Australian Government.

ACT Policing

ACT Policing faces an operational landscape that continues to be shaped by the growing Australian Capital Territory (ACT) population, evolving land use development, and a more complex criminal and social environment. In the past 5 years, the ACT has experienced Australia's fastest population growth, at nearly double the national average. The lingering effects of the COVID-19 pandemic have meant that demand for ACT Policing services is increasing and diversifying. This has contributed to a significant increase in critical and time-sensitive calls requiring urgent police attendance such as those pertaining to mental health and family violence.

There are ongoing changes to the complexity of ACT Policing matters, for example, traffic offences are decreasing but reports of more serious crime and public safety related incidents, such as assaults, sexual offences and motor vehicle fatalities are increasing. ACT Policing continues to prioritise areas of concern including the targeting of recidivism through early intervention and community engagement. Family and sexual violence continue to be at the forefront of ACT Policing priorities. Work is continuing to improve victim-centric police responses to sexual violence as well as an increased focus on collaboration, with support partners for all victims.

Legislative changes regarding illicit drugs in the ACT present new threats and opportunities. ACT Policing will continue to work with health and other services in support of decriminalisation laws, while continuing to target drug trafficking and criminality associated with illicit drug use.

ACT Policing is committed to improving community safety and supporting the wellbeing of children and young people. In response to the ACT Government's commitment to raise the minimum age of criminal responsibility (MACR), ACT Policing will continue to work with, and advocate for, partner agencies to develop and implement the most appropriate model of response and care for those under the raised MACR. The ACT continues to be at the forefront of legislative reform in Australia, and ACT Policing is conscious of its obligation to evaluate and share lessons learned across the law enforcement community.

Specialist Protective Services

The AFP is responsible for investigating all serious threats and harassment towards government officials. In recent years, there has been an increase in issue-motivated threats directed towards parliamentarians, with a number of international high office holders being subject to violence or threats.

The COVID-19 pandemic also contributed to an increase in anti-government sentiment and a distrust in government decision-making. Protest activity has risen, fuelled by the increasing use of social media and spread of misinformation and disinformation. There is increasing demand for policing resources to ensure peaceful protests, which are expected to continue.

The AFP continues to prioritise national security at designated airports, high profile residential and dignitary locations, and Commonwealth establishments. Protected persons, events and establishments are likely to remain attractive symbolic targets for terrorists, fixated and grievance-fuelled individuals.

International

Police-to-police assistance and diplomacy continues and is increasingly sought in the evolving geopolitical environment. There remains a strong appetite among law enforcement partners for the AFP's assistance in delivering professional policing services, sharing intelligence on transnational crime threats and strengthening regional resilience. Through our international network, the AFP delivers critical operational outcomes as well as promoting and protecting Australia's national interests. The AFP also promotes regional stability and continues to uplift the capacity of neighbouring countries through international police partnership programs, particularly in the Pacific.

Our capabilities and enablers

The AFP's capability and enabling functions support the achievement of our purposes, our priorities and our core business activities. Efforts to attract, retain and grow these capabilities and enablers illustrate how the AFP is responding to current policing and national security challenges, as well as technology and workforce challenges.

People and culture

Our people are our greatest asset. We remain focused on ensuring our people are reflective of the diverse communities we serve, that their wellbeing is our priority, and that they have the skills and capabilities required to succeed in our mission.

To achieve this, we must maximise the value we offer to current and potential employees and navigate our complex work environment. This environment is influenced by ongoing industrial, economic and societal shifts in expectations, attitudes and competing demands for specialist capabilities, which are not easily acquired or developed.

We are addressing the challenges and strategic opportunities this environment presents by:

- reforming key elements of our workforce frameworks through continued implementation of our strategic workforce plan and reforming our employment frameworks, including through the enterprise bargaining process
- enhancing our entry-level pipelines by ensuring key structures, processes, policies and capacities are flexible and remain fit-for-purpose
- pursuing diversity, including our inclusive culture ambitions, supporting our diversity networks and leveraging our partnership with the Australian Human Rights Commission to ensure we are diverse and dynamic in thought, perspective and ability
- understanding the perspective of our people and building a strong culture that promotes psychosocial and psychological safety, where our people feel confident to ask questions, seek help, learn from mistakes, raise concerns and offer suggestions, without fear of negative consequences
- continuing to uplift the health and wellbeing of our people, including finalising and embedding SHIELD hubs to support all our people
- fostering the traditions and history of policing through continued development of the concept for a national museum of policing and recognising the contributions of our people through reform of our awards frameworks and processes.

Learning and development

Learning and development provides our members with the knowledge and skills to perform their duties effectively and lawfully. It shapes and supports a culture of continuous improvement where learning is fundamental to individual and enterprise success. An effective learning and development strategy is important to successfully delivering on our purpose. This will assist in keeping our community and members safe, and maintain the trust and confidence of the community, government and our partners.

The AFP also promotes and drives innovation through dedicated innovation approaches, including testing new ideas, which can lead to improved operational policing outcomes. The AFP will continue to empower our members through a focus on innovation and continuous business improvement.

Finance and infrastructure

The AFP's mission is enabled by effective financial management and provision of essential corporate services, including payroll, procurement, shared services and criminal records. We are driving continued corporate improvement through the implementation of enhanced rostering and scheduling capability, and the development of a Corporate Systems Transformation Program. The AFP is also driving improvement in our procurement processes by working to simplify procurement documents, improve procurement capability across the agency and introduce automated procurement workflows to replace existing paper-based processes.

Our infrastructure management provides an enterprise-wide approach to delivering a physical work environment that best supports our culture, the health and wellbeing of our people, and achievement of our purpose. The ongoing implementation of the strategic property plan translates the AFP's agency vision through several key principles, which help us align to industry expectations and monitor our success.

Technology

Technology is a critical enabler of the AFP's operational and corporate services. The AFP uses technology to assist frontline policing and protective services through direct tactical interventions in investigations, and to strategically maintain, sustain and evolve our agency's foundational technology platforms and architecture. As technology advances at an increasing rate, it presents important risks and opportunities for the AFP.

Continued progress relies not only on sound technological foundations and improved capability, but also on increased digital and cyber literacy and stronger integration between our technological and operational areas. We continue to drive these improvements through the implementation of the *AFP Technology Strategy 2025*. In line with the AFP requirement to manage information as secure, governed police assets, we are also undertaking a range of initiatives to achieve our strategic objectives and mitigate information security risks.

Forensics

Forensics is an essential enabler of frontline policing. We have a foundation of innovation and collaborative problem solving, taking complex evidence, information and situations and providing solutions that keep pace with the criminal and national security environment. To ensure that the AFP is placed at the forefront of forensic science and positioned to address future threats in both the physical and virtual criminal environments, we are focused on investment in forensics capability development and the adoption of new and innovative technologies. Delivery of the *Forensics Strategy 2023 and Beyond* will provide guidance and direction on what needs to occur in the next 5 to 10 years to enable the AFP's forensics function to continue its positive trajectory of relevance and impact, and achieve its next shift forward.

Strategy, performance, policy and legislation

The AFP uses strategy, policy and performance frameworks to ensure the AFP is succeeding in our mission and well positioned to meet the demands of the evolving operating environment. This includes proactive legislative reform and policy coordination. We work with our portfolio partners to coordinate and advise on whole-of-government policy relating to national security, federal crime and crime in the ACT, and proactively engage with key partners to raise awareness of policy and legal challenges facing the AFP. We provide advice to government on the current and emerging criminal threat environment, including recommendations for new or updated policy and legislation.

Media and communications

The AFP's media and communications function directly support our corporate priorities and purpose by providing information to the community and raising awareness and understanding of the AFP and our role. This builds trust and confidence in the AFP among Australians, preventing crime and contributing to social cohesion. The function includes the range of media and communications, including social media.

The AFP's focus is attracting the right people, particularly for sworn police and protective service officer positions. Other initiatives aligned with this include the *Crime Interrupted* podcast series, providing exclusive access to our case vault and highlighting our own officers on the front line.

Intelligence

Intelligence provides an overview of criminal threats and harms relevant to AFP activity. This capability delivers intelligence to improve strategic decision-making and operational outcomes, identify knowledge gaps and associations between criminal activities and targets.

We share intelligence on law enforcement and national security matters with key domestic and international partners, to achieve joint policing and national security outcomes.

Legal services

Identifying and managing legal risk is critical for the AFP. The dedicated team provides independent legal advice and litigation services across our agency, including services to ensure the AFP meets our freedom of information and privacy obligations. Our specialist litigators undertake proceeds of crime litigation focused on delivering maximum impact on crime by depriving persons of the proceeds, instruments and benefits derived from criminal conduct.

Security

The AFP drives and supports the protection of our appointees, information and assets by providing a protective security framework that ensures the secure delivery of AFP objectives. Our security function is critical to developing and maintaining a strong protective security culture across the AFP. We achieve this through the continuing assessment of current and emerging security risks, the delivery of contemporary advice and security awareness training and compliance activities, in accordance with internal guidance and the protective security requirements set by the Australian Government.

Professional standards

The AFP's integrity framework is focused across the areas of prevention, detection, response, investigation and continuous improvement. The AFP has implemented a rounded approach to proactively promote and improve voluntary compliance and awareness of professional standards across the AFP workforce. This includes increased education and engagement across all levels from recruits through to leaders and managers, to ensure early identification and intervention. The framework also addresses practice issues, which strengthen workplace processes. Professional standards support the workforce to address and implement recommendations from external audits and Ombudsman reviews. The AFP has a strong relationship with our oversight bodies and works closely with the Commonwealth Ombudsman and National Anti-Corruption Commission (from its commencement on 1 July 2023), to achieve positive results.

Our partnerships

We collaborate with other Commonwealth entities, state and territory police, international partners, non-government partners, universities and research centres, and the community to achieve our purpose.

Our role within each partnership varies. We engage with our partners through police-to-police partnerships, joint operations and support, advice and community liaison, among other exchanges.

Figure 3 provides an overview of our network of partnerships.

Figure 3: Key network of AFP strategic partners



Within this network, we work with:

- Commonwealth partners, including the Attorney-General's Department, the Australian Criminal Intelligence Commission, the Australian Security Intelligence Organisation, the Department of Home Affairs and the Australian Border Force to provide mutual assistance on operational matters and engage on policy, intelligence sharing and legislation. Table 1 provides an overview of our major Commonwealth partnerships and their contribution to achieving our purpose and outcomes through linked programs
- oversight bodies, including the Commonwealth Ombudsman, the National Anti-Corruption Commission and the Inspector General of Intelligence and Security to ensure that our systems, processes and people are compliant with legislative requirements
- state and territory law enforcement partners on joint operational matters including the Joint Policing Cybercrime Coordination Centre, Joint Counter Terrorism Teams, Joint Organised Crime Teams and Joint Anti Child Exploitation Teams, information sharing, capability uplift and research
- international partners on matters including operational assistance for crimes occurring on and offshore, police-led diplomacy and capability development
- non-government partners to engage in mutual information sharing, learning and to provide subject matter expert advice
- universities and research centres to engage with current best practice research while providing operational insight as well as collaborative capability uplift, including forensics and information technology
- community partners to provide crime prevention and victim support services, including information sessions, the ThinkUKnow online child safety education program, and community liaison for vulnerable groups.

Table 1: Linked programs with Commonwealth partners and their contribution to achieving our purpose and outcomes

Commonwealth entities	Contribution to AFP program/s
<p>Attorney-General’s Department (AGD)</p>	<p>Program 1.1: As an independent statutory authority, within the Attorney-General’s portfolio, the AFP works closely with the AGD on law enforcement and national security policy, and on the coordination of major events.</p> <p>Program 3.2: The AFP engages with the AGD on legislative reform and to implement security arrangements for Australian high office holders and through partnering to build capacity of Pacific police and relevant Pacific agencies to combat crime.</p>
<p>Australian Criminal Intelligence Commission (ACIC)</p>	<p>Program 1.1: The AFP relies on a diverse range of ACIC intelligence products and special investigative powers to enhance its operations both in Australia and offshore.</p>
<p>Australian Financial Security Authority (AFSA)</p>	<p>Program 1.1: The AFP relies on regulatory advice and information from the AFSA to support proceeds of crime work and financial investigations such as foreign bribery and fraud.</p>
<p>Australian Security Intelligence Organisation (ASIO)</p>	<p>Program 1.1: ASIO intelligence is instrumental to investigating and countering national security threats including counter terrorism.</p>
<p>Australian Signals Directorate (ASD)</p>	<p>Program 1.1: Consistent with the functions detailed in the <i>Intelligence Services Act 2001</i>, the AFP relies on cooperation with the ASD.</p>
<p>Australian Taxation Office (ATO)</p>	<p>Program 1.1: The AFP relies on ATO intelligence and expertise for investigations, policy and taskforces combating serious financial crimes and its harm.</p>
<p>Australian Transaction Reports and Analysis Centre (AUSTRAC)</p>	<p>Program 1.1: AUSTRAC’s intelligence is essential to many AFP investigations, highlighting suspect financial transfers and linkages between potential offenders, and enabling money tracking. Working cooperatively with AUSTRAC, the AFP also receives additional regulatory advice and tools to pursue offenders using disruption and information supports for proceeds of crime activity.</p>
<p>Department of Defence (Defence)</p>	<p>Program 1.1: The AFP relies on cooperation and intelligence exchange with Defence in national security and border-related activities.</p> <p>Program 3.2: The AFP engages with Defence in offshore response, international missions and external territories policing.</p>
<p>Department of Foreign Affairs and Trade (DFAT)</p>	<p>Program 1.1: The AFP relies on foreign policy and engagement through DFAT to shape our offshore programs. In other ways, DFAT’s system of offshore representation and protocols, as well as processes for managing passports and Australian’s safety offshore influences AFP methods of engagement with partners at post.</p>
<p>Department of Home Affairs (Home Affairs)</p>	<p>Program 1.1: AFP works closely with members of the Home Affairs Portfolio to protect Australia from national security and criminal threats, and support national resilience, through effective national coordination, policy and strategy development, and regional cooperation.</p> <p>Program 3.1 and 3.2: The AFP provide aviation protection at major Australian airports, policing Australia’s external territories (e.g. Christmas Island), assistance towards the maintenance of regional peace and security, and offshore engagement with, and capability support to, offshore police agencies to counter diverse transnational organised crime and associated illicit trades and harms, terrorism and cyber threats targeting Australia’s security and Australian economic and social interests.</p>
<p>Office of the Commonwealth Director of Public Prosecutions (CDPP)</p>	<p>Program 1.1: The AFP relies on the CDPP as our main source of legal representation when we charge offenders and seek to bring them before court.</p>
<p>Office of the Special Investigator (OSI)</p>	<p>Program 1.1: The OSI will work with the AFP to investigate the commission of criminal offences under Australian law arising from or related to any breaches of the Laws of Armed Conflict by members of the Australian Defence Force in Afghanistan from 2005 to 2016.</p>

Our risk management and oversight

The AFP operates in a diverse and dynamic environment with layers of uncertainty that impact our operational planning and decision-making processes. Making sound decisions under conditions of uncertainty is a core professional and leadership skill that optimises the balance and interaction of different types of risks.

All members are responsible for identifying and managing risks and may have responsibilities to ensure the implementation of a risk management processes in line with the AFP Risk Management Framework. The Framework enables the agency to manage risks for operational and project outcomes at the enterprise level.


Building on the risk structure in the AFP Risk Management Framework, we have released a Risk Culture Strategy to enhance understanding and normalise risk management practices. A positive risk culture enhances and strengthens risk identification, engagement and management, supports informed decision-making, business planning and performance.

AFP enterprise-level risks

The AFP continuously seeks to identify, analyse, evaluate and monitor risks across the agency. These processes form an integral part of the AFP's risk management strategy. A key purpose of risk management at the enterprise level is to support effective decision-making in uncertain situations and provide an improved ability to anticipate change, emerging risk and disruption to AFP operations. Figure 4 provides an overview of our 8 enterprise-level risks and their associated opportunities.

Our executive boards, Audit and Risk Committee, governance, and business area management, contribute to a holistic risk oversight and assurance process.

Figure 4: Enterprise-level risks and opportunities

	Risk and description	Opportunity
	<p>Health, safety and wellbeing Illness, injury or other health conditions, which decrease the wellbeing and performance of the AFP workforce</p>	Proactive investment in industry leading health, safety and wellbeing service delivery enables our appointees to work to their full potential, achieve the AFP's objectives and maintain lifelong health, safety and wellbeing
	<p>Culture, standards and integrity Systemic failures to comply with the AFP's professional standards, values, regulatory framework and statutory requirements</p>	Inclusion and diversity in the workplace nurtures innovative solutions to complex problems, agility and adaptability, and enhances organisational capability. Respect and strong values foster a culture of accountability and leadership
	<p>Operational outcomes Failure to achieve the AFP's identified operational outcomes</p>	Achieving the AFP's operational outcomes prevents criminal activity, enhances national security, and builds the trust of the Australian community, partner agencies and government
	<p>Partnerships and stakeholder engagement Failure to develop and coordinate effective relationships with community, domestic and international law enforcement, the intelligence community, Government and non-government organisations, industry and academic partners</p>	Strong and meaningful partnerships at multiple levels and across multiple sectors enhances the AFP's ability to successfully access, build and sustain our capabilities
	<p>Effectiveness of AFP capabilities The AFP's capabilities and infrastructure fail to adjust to a changing operating environment</p>	Strategic investment in the research and development of innovative capabilities ensures the AFP remains responsive and able to combat new and complex crime. The AFP harnesses our considerable operational and technical skills and workforce, to achieve our operational objectives
	<p>Workforce The AFP fails to attract, retain and maintain a workforce with the skills and capabilities that are aligned to the AFP's future organisational needs</p>	Recruiting and retaining people with the right skills, qualifications and characteristics, developing their skills and expertise, and placing them in the right roles, enables the AFP to achieve our strategic objectives
	<p>Resourcing Mismanagement or misuse of resources</p>	Effectively managing the AFP's resources and finances enables the AFP to maintain public confidence; recruit, retain, develop and equip personnel; develop effective capabilities and achieve AFP objectives within our operating budget
	<p>Information Systemic failure to effectively access/collect, use, manage or protect information</p>	Optimising access and use of information holdings, enhances the AFP's effectiveness and ability to achieve objectives. Protecting information from inappropriate disclosure or loss, allows the AFP to effectively operate, and retain the trust of AFP appointees, the government, community and our partners

Our performance framework

Our activities

The key activities we will undertake for the reporting period 2023–24 to 2026–27 fall under our 3 outcomes, as set out in the 2023–24 Portfolio Budget Statement (PBS). These are National and International Policing (Outcome 1), ACT Policing (Outcome 2) and Special Protective Services and International Policing Missions (Outcome 3). Each activity enables the AFP to achieve our purpose.

Throughout this reporting period, the AFP continued to develop our activities and performance reporting framework. As such, the activities presented here do not wholly reflect those within the PBS.

Table 2: Our activities and their implementation

Activity	Implementation phase
Outcome 1: Reduce criminal and national security threats to Australia’s collective economic and societal interests through cooperative policing services	
Program 1.1 Federal Policing – Investigations	
Continue to implement the Child Protection National Strategy.	
<p>Description: The Australian Victim Identification Database and the Child Abuse Reporting and Triage System and additional technological capabilities assist in the disruption and prevention of child exploitation.</p> <p>Benefit: The ability to effectively manage and investigate the increasing volumes of external reporting and data, protecting children, identifying victims, and enabling the AFP and partner agencies to pursue offenders.</p>	2023–24 to 2025–26
Continue to embed the capability of the Joint Policing Cybercrime Coordination Centre (JPC3).	
<p>Description: The JPC3 coordinates Commonwealth, state and territory effort, in collaboration with international partners, to use innovative investigative techniques, technology and shared intelligence to expose cybercriminals and create a hostile operating environment for their activities. The AFP is also supporting the Australian community through engagement with media, development of prevention programs, and outreach activities to raise awareness and educate the public about the cybercrime threat, and steps they can take to protect themselves.</p> <p>Benefit: This activity provides general deterrence to cybercriminals, reduced re-offending, reduced impact of cybercrime targeting Australians, increased community confidence, improved victim welfare management and response times.</p>	2023–24
Continue to implement the Transnational Serious and Organised Crime (TSOC) Strategy Framework, targeting TSOC as part of the AFP’s core business including through our international network.	
<p>Description: The TSOC Strategy Framework enables resource targeting to make the criminal environment difficult for TSOC offenders to operate.</p> <p>Benefit: This activity protects Australians and Australia’s interests from the impact of TSOC.</p>	2023–24 to 2025–26
Continue the operation of the Counter Foreign Interference Taskforce.	
<p>Description: The Counter Foreign Interference Taskforce continues to prevent and disrupt espionage and foreign interference activities by working with partners to coordinate intelligence collection and assessments, and utilising intelligence and law enforcement capabilities.</p> <p>Benefit: This activity hardens the environment and disrupts the efforts of foreign state actors that seek to damage Australia’s national security and threaten our way of life.</p>	2023–24 to 2025–26

<p>Continue to deliver capabilities for the management of released high-risk terrorist offenders.</p> <p>Description: The Enduring Risk Investigations Teams assess and manage the risk of persons convicted of Commonwealth terrorism and terrorism-related offences across Australia and ensure compliance and enforcement of those offenders on post-sentence orders upon release from custody.</p> <p>Benefit: This activity mitigates unacceptable risk to the community by convicted terrorist offenders through the management and enforcement of post sentence orders following their release from custody.</p>	2023–24 to 2025–26
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<p>Continue to strengthen service provision delivered via the National Operations State Service Centre (NOSSC).</p> <p>Description: The NOSSC coordinates operational and incident response for the AFP. For Program 1.1, the NOSSC enables national and international response, enforcement, disruption and prevention of serious crime for AFP and our partners.</p> <p>Benefit: This activity improves national and international coordination in the response, disruption, enforcement and prevention of serious crime for the AFP, our partners and the Australian community.</p>	2023–24 to 2024–25
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Outcome 2: A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government

Program 2.1 ACT Community Policing

<p>Continue to embed the Police Services Model in ACT Policing.</p> <p>Description: The Police Services Model is a community-focused model of police service that aims to deliver a proactive and system-wide approach to crime prevention, disruption and response.</p> <p>Benefit: This activity supports ACT Policing to target resources where they are used most effectively, conduct focused crime prevention activities and work with partners to address the root causes of crime.</p>	2023–24
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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

<p>Continue to strengthen service provision delivered via the NOSSC.</p> <p>Description: The NOSSC coordinates operational and incident response for the AFP. For Program 3.1, the NOSSC provides timely response for the protection of people, events, institutes and infrastructure.</p> <p>Benefit: This activity improves national and international coordination in the response, disruption, enforcement and prevention of serious crime for the AFP, our partners and the Australian community.</p>	2023–24 to 2024–25
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<p>*Continue to embed the Protection Operating Model to strengthen national protection arrangements for high office holders, federal parliamentarians and internationally protected persons.</p> <p>Description: The Protection Operating Model outlines the way the AFP protects Australian high office holders, federal parliamentarians, and internationally protected persons. The model provides a basis for the AFP to allocate its protection resources based on intelligence-led threat, risk and vulnerability-based assessments.</p> <p>Benefit: This activity provides a framework for the delivery of protective services, as required, to all parliamentarians.</p>	2023–24 to 2024–25
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Program 3.2 International Police Assistance and External Territories

<p>Continue to strengthen service provision delivered via the NOSSC.</p> <p>Description: The NOSSC coordinates operational and incident response for the AFP. For Program 3.2 the NOSSC provides coordination for policing responses for international policing assistance and Australian external territories.</p> <p>Benefit: This activity provides improved national and international coordination in the response, disruption, enforcement and prevention of serious crime for the AFP, our partners and the Australian community.</p>	2023–24 to 2024–25
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*Indicates activity has been amended

Our performance measures

In 2023–24, the AFP's 3 outcomes state the key government and social goals the AFP is responsible for delivering.

We assess our performance against these outcomes using 19 performance measures. These performance measures aim to demonstrate the effectiveness of the AFP's operational impact and value to the community from our activities.

Specific details for each measure, including rationale, target, methodology and data source, are provided in Tables 3 to 6. The AFP will publish results against each measure in the Annual Performance Statement in the *AFP Annual Report 2023–24*.

The operational definitions listed in Tables 3 to 6 are:

- **prevention:** any lawful action that limits or removes the cause of offending and/or victimisation
- **disruption:** any lawful action that interferes, delays or complicates a criminal activity, resulting in the degradation of criminal enterprise, reducing criminal capability, influence, and capacity to create harm and victimisation
- **response:** any timely and lawful action taken to address an incident or matter, which requires immediate attention to either limit the harm from: a criminal act; an offence continuing; an unsafe situation and an emergency; or to support policing efforts to secure evidence or locate/detain an offender
- **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 a good global order.

Outcome 1: Reduce criminal and national security threats to Australia’s collective economic and societal interests through cooperative policing services

Program 1.1 Federal Policing – Investigations

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.

Table 3: Program 1.1 performance measures, rationales and target

Measure	Rationale	Target			
		2023–24	2024–25	2025–26	2026–27
1.1.1 Community confidence	Community confidence is a common measure for police services within Australia and overseas. Policing requires public trust and confidence due to the use of physical powers of restraint and arrest. The targets are a baseline level based on the results from 2021–22 data. Data source: AFP Community Confidence Survey Methodology: An independently conducted survey using a random sample of the Australian population, stratified by age, gender and state/territory	Community confidence – 6 or higher out of 10 General public – 85% Informed public ¹ – 90%			
1.1.2 Return on Investment – transnational	This measure offers an indication of AFP efficiency and public value for drugs and financial crime investigations. The target indicates that the benefits provided by the AFP outweigh the expenditure. Data source: Drug harm index (DHI), estimated financial return Methodology: Return on Investment = Benefit ÷ Cost		>1		
1.1.3 Return on Investment – assets confiscation	This measure offers an indication of AFP efficiency and public value for criminal assets confiscation. The target indicates that the benefits provided by the AFP outweigh the expenditure. Data source: Value of assets forfeited (using data provided by the Australian Financial Security Authority), AFP costs – AFP Finance Methodology: Return on Investment = Benefit ÷ Cost		>1		
1.1.4 Return on Investment – international	This measure compares harm avoided by stopping drug imports to the cost of this work through cost/benefit ratio, thus showing the indicative social return from AFP work in a financial figure. The target indicates that the benefits provided by the AFP outweigh the expenditure. Data source: Drug seizures – AFP Police Real-time On-line Management Information System (PROMIS), DHI, AFP Organisational Performance; AFP costs – AFP Finance Methodology: Return on Investment = Benefit ÷ Cost		>1		

¹ Defined as a self-identified awareness of the AFP of 7 or higher out of 10.

Measure	Rationale	Target			
		2023–24	2024–25	2025–26	2026–27
1.1.5 Prevention case studies	<p>Preventing crime is preferable to enforcing the law once it has occurred. Prevention spares victims' distress and ongoing harm, and saves the community from direct and indirect costs associated with crime. It is cost-effective against volume crime. However, statistics alone cannot demonstrate the impact of preventing crime. Instead, the rationale, tactics and impact are presented here as case studies.</p> <p>Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful preventions			
1.1.6 Disruption case studies	<p>Disruption slows the rate of crime. Disruptions may be tailored to the incident, meaning case studies offer unique insights into this policing strategy.</p> <p>Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful disruptions			
1.1.7 Disruption count	<p>The numbers of disruptions undertaken by the AFP supplement and help contextualise the case studies in 1.1.6 and 3.2.3. The target of 206 is a baseline level based on the first financial year's result from this performance measure.</p> <p>Data source: PROMIS Methodology: Count of disruptions using case note entries</p>	206			
1.1.8 Response case studies	<p>Response covers a broad range of AFP activities. Case studies allow the AFP to present specific types of response and expose their dynamics to enhance community understanding of this work. They are supplemented by quantitative measures such as 3.1.1.</p> <p>Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful response			
1.1.9 Enforcement case studies	<p>Enforcement covers a diverse range of policing duties that use different laws and combinations of the processes and elements of the criminal justice system in Australia and internationally. Case studies can reveal the aims and specifics of investigations and other prosecution work supported by the AFP.</p> <p>Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful enforcement			
1.1.10 Prosecution success rate	<p>Taking matters to court and seeking a conviction are core elements of policing. They are part of upholding law and order and supporting the criminal justice system in re-educating, diverting and issuing penalties for criminal conduct. The target of 95% reflects the high level of success expected of AFP investigations.</p> <p>Data source: PROMIS Methodology: Total number of finalised cases (closed with conviction reason and court discharged) ÷ total number of court cases</p>	95%			

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

Program 2.1 ACT Community Policing

The AFP provides community policing services in the Australian Capital Territory (ACT), 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.

ACT Policing reports to the AFP Commissioner as the accountable authority under Outcome 2, and to the ACT Government against specific measures.

Table 4: Program 2.1 performance measures, rationales and target

Measure	Rationale	Target			
		2023–24	2024–25	2025–26	2026–27
2.1.1 Enforcement case study	In its community policing role, ACT Policing undertakes diverse enforcement duties. Case studies offer unique insights into this work. Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community	Successful enforcement			
2.1.2 Prevention case study	In its community engagement and outreach, ACT Policing undertakes crime prevention. Case studies offer unique insights into this work. Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community	Successful prevention			
2.1.3 Response case study	ACT Policing undertakes a range of diverse response work, responding to calls for help or policing from the community across a broad range of issues. Case studies offer unique insights into this work. Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community	Successful response			

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 Police Services

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.

Table 5: Program 3.1 performance measures, rationales and target

Measure	Rationale	Target			
		2023–24	2024–25	2025–26	2026–27
3.1.1 Response times	<p>Response times are standard measures for community policing. The AFP’s airport policing roles are similar to those of community policing agencies. This aims to measure the responsiveness of AFP assistance to the community when they report incidents at airports.</p> <p>Data source: AFP Mobile Responder System Methodology: Time between incident creation and arrival</p>	<p>Priority 1: within 10 minutes – 90%</p> <p>Priority 2: within 20 minutes – 90%</p> <p>Priority 3: within 120 minutes – 95%</p> <p>Priority 4: within 24 hours – 95%</p>			
3.1.2 Avoidable incidents	<p>This measure assesses the AFP’s work on close personal protection of designated dignitaries and politicians. Avoidable incidents may be minimised by the AFP’s intelligence, risk assessment, planning and management of events and movements of these people. Teams work to ensure foreseeable incidents do not happen. This measure focuses on the combination of planning and the practical execution of the resulting protection of designated dignitaries and politicians.</p> <p>Data source: PROMIS Methodology: Number of case note entries that have been identified as ‘avoidable incidents’</p>	<2			
3.1.3 Prevention case studies	<p>The tactics, rationale and impact of prevention in protection are not always clearly illustrated by statistics. Case studies that examine individual initiatives can be more illuminating and demonstrate the breadth of AFP work in crime prevention.</p> <p>Data source: PROMIS, AFP administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful preventions			

Program 3.2 International Police Assistance and External Territories

This program 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.

Table 6: Program 3.2 performance measures, rationales and target

Measure	Rationale	Target			
		2023–24	2024–25	2025–26	2026–27
3.2.1 Mission evaluations	<p>This measure reports on the AFP’s engagement and support for international policing initiatives.</p> <p>Data source: Internal and/or external evaluation provider/s Methodology: Systematic assessments of programs to inform future decision-making regarding the Pacific Police Partnership Programs</p>	Successful evaluations			
3.2.2 Prevention case studies	<p>The AFP’s tactics, rationale and impact of prevention at the international scale and in external territories are not always clearly illustrated by statistics. Case studies that examine individual initiatives can be more illuminating.</p> <p>Data source: PROMIS, AFP’s administrative data/records Methodology: Selected after assessment against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful preventions			
3.2.3 Disruption case studies	<p>Disruptions can be tailored to the incident and so case studies may offer greater insights into this policing strategy and outcome.</p> <p>Data source: PROMIS, AFP’s administrative data/records Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the Australian community</p>	Successful disruptions			

