



AFP

Annual Report
2022–23







AUSTRALIAN FEDERAL

REPUBLIC

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Details of accountable authority during the reporting period

		Period as the accountable authority or member	
Reece P Kershaw APM	Commissioner	1 July 2022	30 June 2023

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.



14 September 2023

The Hon Mark Dreyfus KC, MP
Attorney-General
Parliament House
Canberra ACT 2600

Dear Attorney-General

I am pleased to submit the Australian Federal Police (AFP) annual report for the period 1 July 2022 to 30 June 2023. This report includes:

- the annual report of the AFP 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 the Australian Parliament on or before 31 October 2023.

In accordance with section 10 of the Public Governance, Performance and Accountability Rule 2014, I hereby certify that the AFP has prepared fraud risk assessments and fraud control plans and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms. The AFP 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

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Level 8, 55 Currie Street
Adelaide SA 5000

Brisbane Office (Northern Command)

45 Commercial Road
Newstead Qld 4006

Darwin Office (Central Command)

4 Pedersen Road
Marrara NT 0812

Hobart Office (Southern Command)

Level 7, 47 Liverpool Street
Hobart Tas 7000

Melbourne Office (Southern Command)

155 Little Lonsdale Street
Melbourne Vic 3000

Perth Office (Western Command)

1120 Hay Street West
Perth WA 6005

Sydney Office (Eastern Command)

110 Goulburn Street
Sydney NSW 2000

Contents

Letter of transmittal	v
Australian Federal Police principal locations	vi
Figures and tables	viii
Chapter 1 Commissioner's review	1
Commissioner's review	2
Snapshot of achievements 2022–23	4
Chapter 2 Overview	7
Our purpose	8
Key activities	10
Organisational structure	14
Chapter 3 Annual Performance Statement	17
Statement of preparation	18
Purpose of the AFP	19
Performance	20
Outcome 1 – National and International Policing	24
Outcome 2 – ACT Policing	44
Outcome 3 – Specialist Protective Services and International Policing Missions	48
Financial performance	58
Chapter 4 Management and accountability	59
Corporate governance	60
External scrutiny	71
Our people	75
Financial management	84
Chapter 5 Financial statements	89
Appendices	125
Appendix A: Professional standards and Australian Federal Police conduct issues	126
Appendix B: Staffing statistics and executive remuneration	130
Appendix C: Agency resource statement and resources for outcomes	144
Appendix D: List of annual report requirements	149
Annex A: National Witness Protection Program Annual Report 2022–23	159
Annex B: Unexplained Wealth Investigations and Proceedings Annual Report 2022–23	165
Annex C: Delayed Notification Search Warrants Annual Report 2022–23	167
Annex D: Account Takeover Warrants Annual Report 2022–23	170
Annex E: Assumed Identities Annual Report 2022–23	173
Annex F: Witness Identity Protection Certificates Annual Report 2022–23	175
Abbreviations and acronyms	177
Glossary	179
Index	182

Figures

Figure 2.1 Our core functions	8
Figure 2.2 AFP organisational structure, as at 30 June 2023	15
Figure 3.1 AFP's Portfolio Budget Statement outcomes and programs	20
Figure 3.2 Overall throughput of AFP national cases, 2022–23	22
Figure 3.3 Calculation for ROI transnational and social harm	26
Figure 3.4 Transnational crime ROI trend, 2012–13 to 2022–23	26
Figure 3.5 Disruption counts, 2017–18 to 2022–23	32
Figure 3.6 Offenders and offences by crime priority	43
Figure 3.7 Priority 1 airport incidents by airport, 2022–23	49
Figure 3.8 Response to priority 1 airport incidents, 2017–18 to 2022–23	50
Figure 4.1 The AFP's Strategic Board Framework	61

Tables

Table 2.1 Programs and related key activities, 2022–23	10
Table 3.1 Performance measures in the 2022–23 Portfolio Budget Statement	23
Table 3.2 Program 1.1 High community confidence	24
Table 3.3 Program 1.1 ROI – transnational	25
Table 3.4 Program 1.1 ROI – assets confiscation	28
Table 3.5 Program 1.1 ROI – international	29
Table 3.6 Program 1.1 Prevention case studies	30
Table 3.7 Program 1.1 Disruption case studies	31
Table 3.8 Program 1.1 Disruption count	31
Table 3.9 Program 1.1 Response case studies	32
Table 3.10 Program 1.1 Enforcement case studies	33
Table 3.11 Program 1.1 Prosecution success rate	42
Table 3.12 AFP national prosecutorial work, 2022–23	42
Table 3.13 Program 2.1 Prevention, response and enforcement case studies	44
Table 3.14 Program 3.1 Response to aviation incidents	48
Table 3.15 Program 3.1 Avoidable incidents	50
Table 3.16 Program 3.1 Prevention case studies	51
Table 3.17 Program 3.2 Mission/external territories performance evaluation	54
Table 3.18 Program 3.2 Prevention and disruption case studies	55
Table 4.1 Audit and Risk Committee membership and attendance, 2022–23	62
Table 4.2 Greenhouse gas emissions inventory, location-based method, 2022–23	68
Table 4.3 Greenhouse gas emissions inventory, market-based method, 2022–23	69
Table 4.4 Contracts without Auditor-General access, 2022–23	84
Table 4.5 Expenditure on reportable consultancy contracts, 2022–23	85

Table 4.6 Organisations receiving a share of reportable consultancy contract expenditure, 2022–23	86
Table 4.7 Expenditure on reportable non-consultancy contracts, 2022–23	86
Table 4.8 Organisations receiving a share of reportable non-consultancy contract expenditure, 2022–23	86
Table 4.9 Advertising and market research expenditure, 2022–23	87
Table A1 Categories of AFP conduct issues and case examples	128
Table A2 Alleged conduct breaches recorded by category, 2019–20 to 2022–23	128
Table A3 Alleged complaints recorded by source, 2022–23	129
Table A4 Finalised conduct breaches by category and finding, 2022–23	129
Table A5 Prohibited drug tests conducted, 2022–23	129
Table B1 Employment arrangements for SES and non-SES employees, 2022–23	130
Table B2 Salary ranges by employment classification, 2022–23	130
Table B3 Employees by sworn status, band level and gender, as at 30 June 2023	131
Table B4 Ongoing employees by band level, 2022–23	132
Table B5 Non-ongoing employees by band level, 2022–23	133
Table B6 Ongoing employees by band level, 2021–22	134
Table B7 Non-ongoing employees by band level, 2021–22	135
Table B8 Ongoing employees by location, 2022–23	136
Table B9 Non-ongoing employees by location, 2022–23	137
Table B10 Ongoing employees by location, 2021–22	138
Table B11 Non-ongoing employees by location, 2021–22	139
Table B12 First Nations employees, as at 30 June 2022 and at 30 June 2023	140
Table B13 Employees with disability, as at 30 June 2022 and at 30 June 2023	140
Table B14 Remuneration for key management personnel, 2022–23	141
Table B15 Remuneration for senior executives, 2022–23	142
Table B16 Remuneration for other highly paid staff, 2022–23	143
Table C1 Agency resource statement, 2022–23	144
Table C2 Expenses for Outcome 1, 2022–23	146
Table C3 Expenses for Outcome 2, 2022–23	147
Table C4 Expenses for Outcome 3, 2022–23	147
Table D1 List of annual report requirements	149
Table AA1 National witness protection program expenditure, 2022–23	163
Table AA2 Total expenditure (before costs were recovered) in previous years	163



Chapter 1

Commissioner's review



Commissioner's review

The Australian Federal Police (AFP) protects Australians and Australia's interests by delivering a diverse range of policing and national security services. In 2022–23, the AFP continued this important work, reduced harm and helped create a safer Australia. This success was the outcome of the strategies, plans and partnerships we have put in place, combined with the diligent efforts of our people.

The AFP's operating environment continued to be shaped by converging geopolitical, economic, social, environmental, legal and technological changes. With the assistance of our partners, we adapted and innovated to meet the challenges of our changing environment, ensuring we delivered on our core mission.

In 2022–23, the AFP disrupted criminal activity on 221 occasions across 40 countries, including at home. We also seized 30 tonnes of illicit drugs and precursors, restrained over \$352 million in assets, and charged 141 people as a result of child exploitation investigations. These efforts reflect our commitment to upholding the safety and confidence of our community, government and partners.

We have worked diligently to protect our community from a broad range of criminal threats, including transnational serious and organised crime (Operation Gain-Kungur, page 35; Operation Ailsace, page 27); outlaw motorcycle gangs (Operation Cassini, page 47; Operation Thyra, page 46); online child sexual abuse (Operation Huntsman, page 37); and money laundering (Operation Avarus-Midas, page 29). The AFP also worked alongside public and non-government organisations to respond to potential serious harm to the community from high-volume cyberattacks (Operation Guardian, page 41) and coordinated the policing resources needed to protect high office holders in Australia and those visiting Australia (Operation Scarif, page 53).

Throughout 2022–23, domestic and international partnerships played a pivotal role in our success. We continued to build strong partnerships across law enforcement and government agencies, collaborating and leveraging each other's strengths for the benefit of the Australian community (Operation Oms, page 57).

The AFP maintained a global presence in 33 countries across our International Commands. We continued to commit to genuine collaboration and uplift of fellow law enforcement agencies through our involvement in 7 police development missions. Most notably, as the Chair of the Five Eyes Law Enforcement Group, the AFP strengthened partnerships with our Five Eyes counterparts in tackling serious threats that undermine our collective international and domestic security, financial stability and democracy. The AFP is proud of our longstanding operational and cultural ties with overseas law enforcement partners and their communities, and we are committed to enhancing these ties.

In 2022–23, we worked alongside our partners in the Pacific to assist with major investigations and delivered the Pacific Police Development Program in 18 countries. We look forward to a future of cooperation, mutual development and policing that strengthens our region.

We could not deliver such outcomes without our people – those on the front line, and those *supporting* the front line who met the challenges of the past year with determination, adaptability and resilience. A priority throughout 2022–23 was ensuring we recruited, developed and met the wider needs of our workforce. In line with this, we graduated 288 recruits across 12 programs, including 45 protective service officers and 243 police officers.

To ensure we remain proactive in our pursuit of greater diversity and inclusion, we launched a number of initiatives, including the *AFP Diversity and Inclusion Strategy 2023–2026* (diversity and inclusion, page 77), and completed the AFP Gender Pay Gap and Equity Project in partnership with the Australian Human Rights Commission (diversity and inclusion, page 77). We also continued support for the AFP's 5 diversity networks, contributing to a safe, supportive and inclusive workplace.

The health, wellbeing and development of our people remained a priority in 2022–23. Recognising that early intervention is key to supporting members with work-related injury or illness, we continued to support our people through the SHIELD program as well as other support services (work health, safety and rehabilitation, page 79). Our AFP Innovation Fund invested \$663,050 in 19 internal projects initiated by our own members to support change, improve practices, reduce unnecessary red tape and uphold our commitment to innovation.

The AFP has remained steadfast in the face of our increasingly complex operating environment and changing priorities. Our members have shown resilience and adaptability in working to protect the safety of Australia and Australians. I am proud to lead the AFP in a time of rapid change and development and look forward to the challenges ahead.



Reece P Kershaw APM
Commissioner

14 September 2023

Snapshot of achievements 2022/23

Prevention



Protected
32 sites,

including **Parliament House** in Canberra, **official residences, airports, defence bases** and other **Commonwealth workplaces**

Provided **544**
security briefings
to parliamentarians

Assessed
19,914 movements and
2,698 events and/
or protests



Ensured the safety of 188
Commonwealth protected
persons during:

92 significant visits made by **Australian High Office Holders travelling overseas**

96 significant visits made by **internationally protected persons** and/or other **foreign dignitaries visiting Australia**

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



23,621
incidents



Delivered 2,515

ThinkUKnow presentations to an estimated **209,544** students across Australia, with state and territory police

Disruption



221 disruptions
recorded
across 40 countries,
including Australia

30 t 

of **illicit drugs** and
precursors **seized**
at the border or
domestically

\$11.8 billion
in harm avoided through
drug seizures



Restrained over
\$352 million
in assets

Response and enforcement

373 
people charged with **criminal offences**

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

 **9** people charged as a result of **terrorism-related operations** by the AFP and our domestic partners **around Australia**

International collaboration

 AFP has a presence in **33** countries, **34** AFP posts and 7 police development missions

Pacific Police Development Program delivered in **18** countries

66 t 
of **illicit drugs** seized by overseas police with **AFP** assistance

\$10.9 billion in harm avoided as a result of international **drug disruptions**



Chapter 2
Overview

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

Figure 2.1 Our core functions



Outcome 1

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.

Outcome 2

Program 2.1: ACT Community Policing

The AFP provides community policing services in the 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.

Outcome 3

Program 3.1: Specialist Protective 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.

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.

Key activities

In 2022–23, the AFP made progress on key activities against our 4 programs, in accordance with the *AFP Corporate Plan 2022–23*. Table 2.1 shows the key activities we undertook in 2022–23 to maximise our impact on known challenges and threats, as well as those not yet realised.

Table 2.1 Programs and related key activities, 2022–23

Outcome 1

Program 1.1 Federal Policing – Investigations

Activity	Progress
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	<ul style="list-style-type: none"> Completed the rollout of the Australian Victim Identification Database and Child Abuse Reporting and Triage System to state and territory jurisdictions, enabling greater use of national data holdings and intelligence to better investigate offenders and safeguard children.
Continue to establish and implement the Joint Policing Cybercrime Coordination Centre	<ul style="list-style-type: none"> Used the powers, experience, investigative and intelligence capabilities of all Australian policing jurisdictions alongside those of industry and other partners to target high-volume, high-harm cybercrime affecting the Australian community. Enhanced incorporation of several standing operations, which benefit from the enhanced cooperation through the Joint Policing Cybercrime Coordination Centre, including: <ul style="list-style-type: none"> Operation Guardian – to minimise, and where possible prevent, the misuse of sensitive and personally identifiable information stolen during Optus, Medibank, MyDeal, Latitude and GoAnywhere data breaches Operation Dolos – to address business email compromise in partnership with state and territory police, the Australian Criminal Intelligence Commission (ACIC), the Australian Cyber Security Centre, the Australian Transaction Reports and Analysis Centre (AUSTRAC), the Australian financial sector and international law enforcement agencies. Commenced coordination of a national approach to law enforcement-led cybercrime prevention and outreach.

Embed the transnational serious and organised crime (TSOC) Strategy Framework into the AFP's day-to-day operational practices

- Used the TSOC Strategy Framework to ensure that the AFP's capabilities and efforts were coordinated and directed at activities that have the maximum impact.
- Established AFP-led Taskforce Avarus with AUSTRAC, the ACIC and the Australian Border Force, focusing on high-risk money laundering activities.
- Hosted 2 conferences with the Five Eyes Law Enforcement Group's money laundering community to bring together senior law enforcement leaders and subject matter experts, share intelligence and cooperate on international operations.
- Participated in INTERPOL's Cooperation Against 'Ndrangheta (I-CAN) Joint Taskforce. This brought together Italian and Australian officials to identify and counter the criminal threats presented by 'Ndrangheta and other Italian organised crime (IOC) groups.
- Established the Victorian-Italian Organised Crime Taskforce (a joint operation between the AFP and Victoria Police) to focus on detecting, preventing and disrupting IOC-related targets, professional facilitators and enablers.

Continue to enhance the operation of the Counter Foreign Interference Taskforce

- Charged a second person under Australia's espionage and foreign interference legislation.
- Strengthened the resilience of Australian society at risk of being targeted by foreign interference.
- Launched a public campaign to educate Australian communities about how to recognise and report on potential foreign interference.

Continue to enhance capabilities for the management of released high-risk terrorist offenders

- Continued to assess and manage the risk of persons convicted of Commonwealth terrorism and/or terrorism-related offences across Australia to ensure compliance and enforcement of those offenders on post-sentence orders upon release from custody.
- Charged 10 people for breaching post-sentence orders since July 2020.

Continue to strengthen service provision delivered via the National Operations State Service Centre (NOSSC)

- Provided operational and situational awareness support to federal policing investigations.
- Provided additional support through liaison with state and territory police.
- Provided 24/7 centralised incident coordination for major operations.
- Provided investigative assistance to Australian Government agencies to support external partnerships and capacity for departmental investigations.

Outcome 2

2.1 ACT Community Policing

Activity	Progress
Continue to embed the Police Services Model (PSM) in ACT Policing	<ul style="list-style-type: none"> • Submitted a business case to the ACT Government for funding to continue the PSM in 2023–24 • Expanded the Operationalised Intelligence and Proactive Diversion and Intervention teams to support the use of information to inform policing methodologies and better cater to the needs of the ACT community. • Established the Research and Evaluation Team to further develop evidence-based decision making. • Undertook community consultation and a soft launch of the online reporting portal – a tool the ACT public can use to report non-urgent crimes. The full launch of the online reporting portal aligns with the end of the 2022–23 financial year. • Supported projects to: <ul style="list-style-type: none"> – develop digital voice-to-text capability (dictation) tools – deploy defibrillators in sergeant vehicles – investigate new technologies for presumptive drug testing – develop a 131 444 campaign to better promote the police assistance line to the public.

Outcome 3

3.1 Specialist Protective Services

Activity	Progress
Continue to strengthen service provision delivered via the NOSSC	<ul style="list-style-type: none"> • Maintained situational awareness of more than 200,000 Computer Aided Dispatch and Mobile Responder events involving AFP officers – including protection operations, aviation operations and federal investigations. • Received more than 350 incoming telephone calls on average per day in support of AFP partners and the Australian community. • Received more than 14,000 phone calls relating to security alarm monitoring of AFP officers, diplomatic and Australian High Office Holders.
Implement the Specialist Capability Framework to improve the protection of Australian High Office Holders	<ul style="list-style-type: none"> • Established a security model for parliamentarians with scalable protective security based on assessments of threat, risk and vulnerability. • Strengthened internal processes to better collect, assess and respond to threat information.

3.2 International Police Assistance and External Territories

Activity	Progress
Continue to strengthen service provision delivered via the NOSSC	<ul style="list-style-type: none"> • Provided operational and situational awareness support for international police through the AFP overseas liaison network. • Facilitated the initial activation of the incident coordination centre for the repatriation of women and children from internationally displaced person's camps in Syria. • Coordinated and managed more than 23,000 registered child sex offenders with our state, territory and international counterparts. • Undertook investigations in response to mutual assistance requests of foreign law enforcement agencies.

Organisational structure

The AFP is organised into 6 key areas of responsibility:

- Office of the Commissioner
- Chief Operating Officer
- Crime
- International and Specialist Capabilities
- National Security
- Chief Police Officer for the ACT.

The organisational structure was developed with a focus on addressing priorities, improving knowledge flow and supporting capability development to maximise our impact on the criminal environment.

Figure 2.2 AFP organisational structure, as at 30 June 2023

AFP Commissioner Reece P Kershaw APM						
Office of the Commissioner		Chief Operating Officer Charlotte Tressler	Deputy Commissioner Crime Grant Nicholls (Acting)	Deputy Commissioner National Security Ian McCartney APM	Deputy Commissioner International & Specialist Capabilities Lesa Gale APM	Chief Police Officer for the ACT Neil Gaughan APM
National Manager Innovation Dr Christopher Black	Chief of Staff Joanne Cameron APM (Acting)	Assistant Commissioner Learning & Development Command Peter Crozier	Assistant Commissioner Crime Command Kirsty Schofield APM	Assistant Commissioner Counter Terrorism & Special Investigations Command Krissy Barrett APM	Assistant Commissioner Pacific Asia Nigel Ryan APM	Deputy Chief Police Officer Doug Boudry
		National Manager People Command Brooke Everett (Acting)	Assistant Commissioner Eastern Command Stephen Darnetto	Assistant Commissioner Specialist Protective Command Alison Wegg	Assistant Commissioner Americas, Africa, Middle East and Europe Michael Pannett MNZM	
		Chief Financial Officer Paul Wood	Assistant Commissioner Cyber Command Scott Lee APM	Assistant Commissioner Central Command Peter Harvey APM	Assistant Commissioner Intelligence & Covert Services Hans Koenderink	
		National Manager Strategy & Performance Office Katherine Van Gorp	Assistant Commissioner Northern Command Justine Gough APM	Assistant Commissioner Southern Command Hilda Sirec	Chief Scientist Dr Simon Walsh PSM	
		Chief Counsel Samantha Nichol	National Manager Criminal Assets Confiscation Stefan Jerga	Assistant Commissioner Western Command Pryce Scanlan APM		
		Chief Information Officer Nathan Heeney	Executive Secretary Asia Pacific Group Gordon Hook	National Manager Security Jorge Robinson (Acting)		
		Executive Director Australian Institute of Police Management Stuart Bartels APM				



Chapter 3

Annual Performance
Statement

Statement of preparation

I, as the accountable authority of the Australian Federal Police (AFP), present the 2022–23 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 2022–23 and complies with subsection 39(2) of the PGPA Act.



Reece P Kershaw APM
Commissioner

14 September 2023

Purpose of the AFP

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. We do so as described in section 8 of the *Australian Federal Police Act 1979* (Cth) and through priorities established in the Ministerial Directions and the *AFP Corporate Plan 2022–23*. The AFP's legislated remit is broad, spanning many crime types, policing functions and geographical jurisdictions.

Through our leadership and collaboration with a range of law enforcement and government agencies at state, territory, Commonwealth and international levels, we enforce Commonwealth criminal law. This contributes to combating complex, transnational serious and organised crime (TSOC) that affects Australia's national security and protecting Commonwealth interests from criminal activity in Australia and overseas.

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. Increasingly, we must counter ever more complex crimes and develop policing solutions using these capabilities while adhering to stringent compliance requirements and accountability frameworks. Our investments in technology and systems to support our operations ensure that we are operationally successful while maintaining public trust.

Performance

Measuring performance

The AFP is committed to protecting Australians and Australia's interests both domestically and internationally and delivering operational impacts as articulated in our 3 Outcomes (see Figure 3.1). The delivery of these Outcomes is monitored and assessed through our performance measures (see Table 3.1).

Figure 3.1 AFP's Portfolio Budget Statement¹ outcomes and programs



Under our performance framework, qualitative (case studies) and quantitative measures (see Table 3.1) are used to evaluate our performance, highlighting the breadth and diversity of our activities and common operational themes. Measures are categorised as either 'public value and impact' or 'operational outcomes'. Public value and impact measures are community confidence, return on investment (ROI) and mission evaluations. We evaluate operational outcomes of prevention, disruption, response and enforcement across all programs, where appropriate.

¹afp.gov.au/about-us/governance-and-accountability/annual-budget-statement

The definitions for the operational outcomes are:

- **Prevention:** any lawful action that limits or removes the cause of offending and/or victimisation
- **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
- **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
- **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.

We use case studies to measure our performance for some outcomes. Case studies demonstrate how we serve our purpose and meet our commitment to government and the community. They also show how we provide public value and achieve our operational outcomes by intervening in criminal activities and addressing multidisciplinary problems. In addition, case studies highlight the effectiveness of our work processes, technological innovations, specialist or unique capabilities and partnerships with a diverse range of domestic and international agencies.

Results summary

Despite challenging conditions arising from the aftermath of the COVID-19 pandemic and the global economic and security environment, we have proved that we are a resilient agency that continues to maintain strong results against our performance measures.

We achieved positive results under all 3 outcomes this financial year. Our strong performance is due to the dedication of our members in adapting to the ever-changing criminal landscape, our investment in leading-edge policing capabilities and knowledge, and the partnerships we have built with leading domestic and international law enforcement agencies with a shared vision.

We continued to deliver significant positive results under Program 1.1. This is shown by the high ROI from our activities, the diversity and complexity of cases resolved, the significant results of transnational operations, and the reduction of crime through prevention and disruption measures. The case studies highlight a consistent theme – our results are often due to years of effort, and are achieved through the significant support of different services from across the agency.

As the Commonwealth's policing agency, maintaining the trust and confidence of the community and government is vital to our success. While we did not meet our target for high community confidence, the 2022–23 result was consistent with the average for the previous 5 financial years. Importantly, only 4% of survey respondents reported having low confidence in the AFP.

The throughput of cases (the difference between cases on hand at the start of the year versus the end of the year) is an indicator of our efforts at the national level (see Figure 3.2).

Figure 3.2 Overall throughput of AFP national cases*, 2022–23


Data source: AFP Police Real-time On-line Management Information System (PROMIS)

*National investigations do not include ACT Policing or Airport Uniform Police cases. Numbers may not be comparable with previous years due to migration to new Investigations Management Solution

The growth in case numbers has been accompanied by an increase in the complexity of AFP investigations as demonstrated by Operation Ironside, Operation Gain-Kungur (page 35) and Operation Arew (page 39) providing further examples of this trend. This complexity is manifesting in changes in the mix and quantum of investigative effort. For example, between 2021–22 and 2022–23 the amount of investigation hours dedicated to cybercrime increased by 40% with a 50% increase in the number of employees working on cybercrime cases.

Within Program 2.1, ACT Policing delivered significant positive results for the people of the ACT, particularly in relation to organised criminal motorcycle gangs. Two case studies (page 46 and 47) highlight the strong performance with more information about the performance of ACT Policing available within their dedicated Annual Report.²

Under Program 3.1, we delivered strong results, providing protection services at Australian international airports and to Australian High Office Holders. The related case study (page 53) highlights our ability to rapidly pivot our capabilities to meet changing circumstances in concert with our partners. The results under Program 3.2 show the variety of work we undertake with our international partners. These partnerships are valuable, supporting the capabilities of international law enforcement organisations, enhancing Australia's international standing and reducing criminal harms experienced by Australians.

² ACT Policing, 'Annual Reports', at police.act.gov.au/about-us/publications/annual-reports

Table 3.1 Performance measures in the 2022–23 Portfolio Budget Statement

Performance measure	Target	Result	Met
Program 1.1 Federal Policing – Investigations			
1.1.1 High community confidence	75%	64%	No
1.1.2 Return on investment – transnational	>1	45.9	Yes
1.1.3 Return on investment – assets confiscation	>1	2.6	Yes
1.1.4 Return on investment – international	>1	70.6	Yes
1.1.5 Prevention case studies	Successful preventions	Successful preventions	Yes
1.1.6 Disruption case studies	Successful disruptions	Successful disruptions	Yes
1.1.7 Disruption count	206	221	Yes
1.1.8 Response case studies	Successful response	Successful response	Yes
1.1.9 Enforcement case studies	Successful enforcement	Successful enforcement	Yes
1.1.10 Prosecution success rate	95%	96%	Yes
Program 2.1 ACT Community Policing			
2.1.1 Prevention case study	Successful prevention	Successful prevention	Yes
2.1.2 Response case study	Successful response	Successful response	Yes
2.1.3 Enforcement case study	Successful enforcement	Successful enforcement	Yes
Program 3.1 Specialist Protective Services			
3.1.1 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
3.1.2 Avoidable incidents	<2	0	Yes
3.1.3 Prevention case studies	Successful preventions	Successful preventions	Yes
Program 3.2 International Police Assistance and External Territories			
3.2.1 Mission or external territories performance evaluation	Evaluations completed	Evaluations completed	Yes
3.2.2 Prevention case studies	Successful preventions	Successful preventions	Yes
3.2.3 Disruption case studies	Successful disruptions	Successful disruptions	Yes

Outcome 1 – National and International Policing

Reduce criminal and national security threats to Australia's collective economic and societal interest 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.

Performance measure 1.1.1 High community confidence

Table 3.2 Program 1.1 High community confidence

Community confidence survey result (%)	2020–21	2021–22	2022–23	Target	Target achieved
	62	68	64	75	No

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 or territory

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 to support giving police access to contemporary statutory powers. Community members' trust in 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 intentions, effectiveness and fairness.³

As such, the AFP commissions an annual survey to gauge community confidence in our contribution to law enforcement and national security. In 2022–23, half of the survey was conducted via telephone – Computer Assisted Telephone Interview – and half online, reflecting changing community preferences.

An analysis of the results of the hybrid survey methodology, conducted by an independent survey provider, showed that the 2 modes generated similar results. In previous years, the survey was collected via Computer Assisted Telephone Interview, but future surveys will be conducted online.

Of the 1,345 people surveyed, the proportion of Australians rating their confidence in the AFP highly (8 to 10 out of 10) was 64%. This is a slight decline from 68% in 2022, but the decline is not statistically significant and is consistent with results received over the last few years. Australians aged over 55, Australians living in regional areas, and Australians self-assessing higher knowledge of the AFP report significantly higher confidence in the AFP than the average.

³ Australia New Zealand Policing Advisory Agency, The Four Dimensions of Trust, anzpaa.org.au/publications/general

We are committed to making continuous improvements to our performance framework. In a review in late 2022, the agency identified that the majority of survey respondents self-assess as having a relatively low understanding of the AFP and our role as the national policing agency. This shows that the community confidence performance measure needs to be refined to capture a more precise picture of the community’s confidence in the AFP.

As outlined in the AFP’s Portfolio Budget Statement 2023–24 and *AFP Corporate Plan 2023–24*, the AFP will report on a restructured community confidence measure in the *AFP Annual Report 2023–24*. Community confidence will be defined as the proportion of respondents assessing their overall confidence in the AFP at 6 or higher, with increased targets set for both the general Australian public (85%) and the ‘Informed public’ (90%), which is defined as those who self-assess their understanding of the AFP at 7 or higher out of 10.

Performance measure 1.1.2 Return on investment – transnational

Table 3.3 Program 1.1 ROI – transnational

ROI transnational result	2020–21	2021–22	2022–23	Target	Target achieved
	21.9	16.6	45.9	Positive return (i.e. >1)	Yes

Data source: AFP PROMIS, Drug Harm Index (DHI), estimated financial return (EFR)
Methodology: ROI = benefit ÷ cost

The ROI of the AFP’s transnational crime investigations is measured through a cost–benefit analysis of drugs and financial crime investigations finalised in 2022–23, regardless of when the crime occurred. Only drugs and financial crime investigations are used because, unlike other crime types such as human exploitation, it is possible to estimate a dollar value for the harm prevented using a standard formula.

ROI transnational is calculated by estimating the social harm to the community avoided by seizing drugs destined for Australian users at the border (using the Drug Harm Index [DHI]), and preventing frauds from occurring (using the estimated financial return [EFR]). This figure is then divided by the costs (including the staffing and legal costs) of running these investigations. Figure 3.3 shows this formula for clarity.

Figure 3.3 Calculation for ROI transnational and social harm











Calculating return on investment $ROI = \frac{\text{Benefits}}{\text{Costs}} \rightarrow (\text{DHI} + \text{EFR})$

Calculating the benefits

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

- DHI – Drug Harm Index
- EFR – estimated financial return

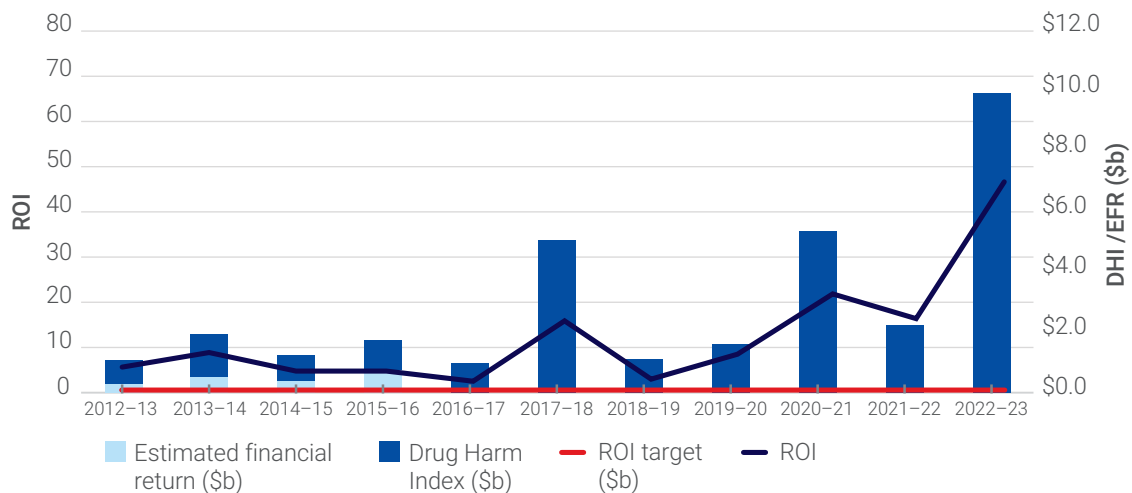
The following components are included:

 prevention ¹	 prison ¹	 legal ¹	 medical ²
 drug crime ²	 rehab ²	 clean-up ²	
 road crashes ²	 absenteeism ²	 financial crime ³	

¹ Component is common in both the DHI and EFR calculations
² Component is used only in the DHI calculations
³ Component is used only in the EFR calculations

In 2022–23, the ROI transnational performance result of 45.9 clearly exceeded the target of one, reflecting ongoing effective targeting of organised crime and prevention of drug-related harms throughout Australia. The result, which was better than the previous year (16.6), is based on benefits of \$10.8 billion and costs of \$0.2 billion. Figure 3.4 shows the trend in ROI for transnational crime since 2012.

Figure 3.4 Transnational crime ROI trend, 2012–13 to 2022–23



Data source: AFP PROMIS, DHI, EFR

The most significant benefits in 2022–23 were from harms prevented due to the seizure of drugs, as measured by the DHI. Investigations finalised in 2022–23 resulted in drug seizures preventing an estimated \$9.8 billion of harm from illicit drugs being consumed by Australians.

The largest seizures were:

- 8,000 L of gamma-butyrolactone (commonly known as the 'date rape drug') in Sydney, with a further 1,000 L in Perth, preventing an estimated \$4.1 billion of harm
- 2,600 kg of methamphetamine in Melbourne under Operation Eisen, preventing an estimated \$596 million of harm
- 1,085 kg of ephedrine and pseudoephedrine in NSW and Victoria under Operation Diamondback, preventing an estimated \$429 million of harm.

The largest seizure (8,000 L) was instrumental in a sudden increase in ROI. It contributed 42% of the drug harms included in the 'benefit' part of the calculation. Note: this ROI measure can vary significantly because it can be based on a small number of very large drug seizures.

Performance insight:

Large fentanyl seizure prevents significant community harms

On 4 February 2022, the AFP's Operation Ailsace seized 28 kg of powder containing fentanyl and 30 kg of methamphetamine concealed inside a 4 t industrial lathe imported from Canada.

Increasingly, fentanyl is becoming a drug of concern globally. On its own, it is about 100 times more potent than morphine, and 50 times more potent than heroin. Fentanyl, a synthetic opioid, can be mixed with other substances, including heroin, or sold as a standalone substance. It is highly addictive and has created a 'fentanyl epidemic', causing thousands of deaths a year in some parts of the world.

The seizure was the largest of fentanyl in Australia. Had the shipment reached organised crime groups, the consequences – including Australian lives lost to addiction and fatal overdoses, and associated harms to our community – could have been dire. A forensic analysis determined that the seizure included more than 11 kg of pure fentanyl. With just 2 mg representing a potentially lethal dose, this equalled about 5.5 million potentially lethal doses.

Performance measure 1.1.3 Return on investment – assets confiscation

Table 3.4 Program 1.1 ROI – assets confiscation

ROI assets confiscation result	2020–21	2021–22	2022–23	Target	Target achieved
	2.4	2.8	2.6	Positive return (i.e. >1)	Yes

Data source: Value of assets forfeited (using data provided by the Australian Financial Security Authority), AFP Criminal Assets Confiscation Taskforce costs

Methodology: ROI = benefit ÷ cost

The Commonwealth is committed to confiscating illicit wealth from those involved in organised crime. Under the *Proceeds of Crime Act 2002* (Cth), the Commissioner is a 'proceeds of crime authority', and the AFP plays a key role in targeting illicit wealth by leading and hosting the Criminal Assets Confiscation Taskforce (CACT). This multi-agency taskforce of investigators, forensic accountants, analysts, litigators and partner agency specialists works in teams around Australia. Participating agencies include the Australian Taxation Office, the Australian Criminal Intelligence Commission (ACIC), the Australian Transaction Reports and Analysis Centre (AUSTRAC) and the Australian Border Force.

As part of the CACT, Criminal Assets Litigation (CAL) is an operational function that independently conducts court litigation as solicitor on the record in relation to proceeds of crime matters under the *Proceeds of Crime Act 2002* and the *Mutual Assistance in Criminal Matters Act 1987*.

In 2019, the AFP Commissioner set a 5-year target of \$600 million for assets restrained. As at 30 June 2023, the CACT has restrained in excess of \$940 million in assets. These restraints may then be forfeited to the Commonwealth, with the liquidated assets going into the Confiscated Assets Account. Money from the Confiscated Assets Account is redistributed by the Australian Government to fund crime prevention, law enforcement and community safety measures.

This performance measure reports on the value of this work to the community by comparing the worth of confiscated/forfeited assets from proceeds of crime in 2022–23 with the costs of running the taskforce. Assets quantified in this result may relate to investigations begun before 2022–23. The ROI in 2022–23 for assets confiscation was 2.6 against a target of one, which is comparable to the previous year. In 2022–23 there was a total cost of \$26.5 million and a total benefit of \$68.7 million of confiscated/forfeited assets, the CACT's highest result to date. This result demonstrates the taskforce's many benefits to Australian interests.

**Performance insight:
Dismantling money
laundering organisations**

The AFP’s Operation Avarus-Midas targeted senior members of a money laundering organisation capable of moving millions of dollars a day for TSOC groups based in multiple jurisdictions.

The organisation used multiple tools and methods, including professional facilitators, offsetting (i.e. the movement of value but not cash across international borders) and cryptocurrencies to illegally move unreported funds internationally while charging fees of up to 10% per transaction. Profits were used to buy multiple residential and commercial properties, including 365 ha of land to be developed.

In February 2023, 11 individuals were charged. Legal proceedings conducted through the taskforce have restrained about \$210 million in proceeds of crime, including \$31 million in cryptocurrencies.



AFP members untangling the biggest money laundering investigation in our history

Performance measure 1.1.4 Return on investment – international

Table 3.5 Program 1.1 ROI – international

ROI international results	2020–21	2021–22	2022–23	Target	Target achieved
	59.5	47.3	70.6	Positive return (i.e. >1)	Yes

Data source: AFP PROMIS, DHI, AFP Organisational Performance, AFP international posts costs
Methodology: ROI = benefit ÷ cost

The AFP's international posts assist international law enforcement partners in a wide array of joint operations, including combating human trafficking, countering child sexual exploitation and seizing illicit drugs. This ROI assesses the harm of drugs seized internationally with the AFP's assistance in 2022–23 against the cost incurred at all AFP international posts. The harm of these international drug seizures is calculated using the DHI.

The 2022–23 result of 70.6 is substantially above the target ROI of one. This is based on 66 t of drugs and precursors, preventing \$10.9 billion in harm to the international community; and AFP post costs of \$155 million. These interceptions created a major disruption to well-resourced organised crime syndicates. But more importantly, they protected countless lives that would have been affected by these drugs.

The case studies on Operation Gain-Kungur (page 35) and Operation Oms (page 57) highlight the complex work the AFP undertakes with a wide variety of international partners to disrupt international criminal networks and seize illicit drugs. These results are facilitated by years of investment in the AFP's relationships with international law enforcement partners, and ultimately prevent significant harm to Australians.

Performance measure 1.1.5 Prevention case studies

Table 3.6 Program 1.1 Prevention case studies

Prevention case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime prevention	Successfully targeted crime prevention	Case studies (see TSOC, cybercrime and HE case studies) ⁴	Successful preventions	Yes

Data source: AFP PROMIS, AFP's administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

⁴ Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study; note: 'HE' stands for 'human exploitation'.

Performance measure 1.1.6 Disruption case studies

Table 3.7 Program 1.1 Disruption case studies

Disruption case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime disruption	Successfully targeted crime disruption	Case studies (see TSOC, cybercrime and HE case studies) ⁵	Successful disruptions	Yes

Data source: AFP PROMIS, AFP's administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

Performance measure 1.1.7 Disruption count

Table 3.8 Program 1.1 Disruption count

Disruption count result	2020–21	2021–22	2022–23	Target	Target achieved
Domestic	145	46	30		
International	266	266	191		
Total	411	312	221	206	Yes

Data source: AFP PROMIS

Methodology: Count of disruptions (disruption assessment, international disruption and international post disruption) using case note entries

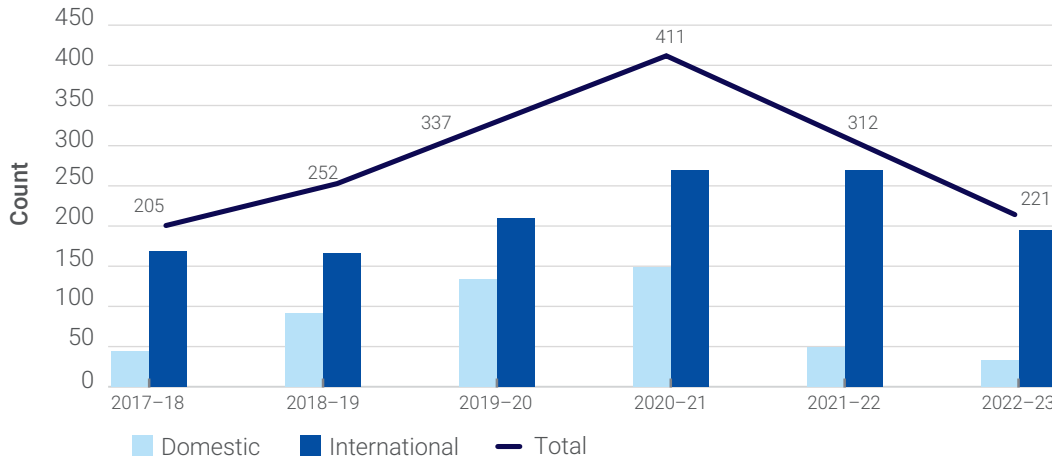
Disruption is a specific type of outcome for criminal investigations that involves delaying, diverting or otherwise complicating the commission of criminal activity or the operations of a criminal entity. Disruption activities involve building relationships with partners and affect complex transnational crime where prosecution in Australia may not be feasible or cost-effective; for example, disrupting crimes occurring within Australia committed by offenders located offshore.

The AFP recorded 221 disruptions in 2022–23 (see Figure 3.5). Of these, the majority focused on drugs (46%), child sexual exploitation (20%) and weapons (17%), with a small number of disruptions related to other crime types, including TSOC, terrorism and travelling child sex offenders. The number of international and national disruptions fluctuates each year, depending on the types of investigations conducted throughout the year.

In 2022–23, 86% of disruptions were international and 14% were national. The case studies in this chapter show the complexity and scope of our work and demonstrate successful international disruption activities that reduced harm and protected Australians.

⁵ Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study; note: 'HE' stands for 'human exploitation'.

Figure 3.5 Disruption counts, 2017–18 to 2022–23



Data source: AFP PROMIS

The AFP plays a crucial role in deterring cyber-enabled criminality, contributing to a safe and secure online environment for all Australians. In 2022–23, a total of 71 disruptions occurred in cybercrime with most crime committed in fraud, compromised business emails, malware and ransomware. Combined, these types of criminality represent more than 92% of all the cybercrimes we disrupted in 2022–23, a decrease of 13% compared to the previous financial year.

The disruption count measure is currently limited in its ability to distinguish between the significance or relative impact of individual disruptions. The AFP is working to improve internal data collection systems that may permit this differentiation in the future.

Performance measure 1.1.8 Response case studies

Table 3.9 Program 1.1 Response case studies

Response case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime response	Successfully targeted crime response	Case studies (see HE, CTSI and fraud and corruption case studies) ⁶	Successful response	Yes

Data source: AFP PROMIS, AFP administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

⁶ Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study; note: 'HE' stands for 'human exploitation' and 'CTSI' stands for 'Counter Terrorism and Special Investigations'.

Performance measure 1.1.9 Enforcement case studies

Table 3.10 Program 1.1 Enforcement case studies

Enforcement case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime enforcement	Successfully targeted crime enforcement	Case studies (see TSOC, cybercrime, HE and CTSI case studies) ⁷	Successful enforcement	Yes

Data source: AFP PROMIS, AFP administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

⁷ Case studies are grouped by crime type. Each crime type may encompass multiple programs, as indicated in the heading for each case study; note: 'HE' stands for 'human exploitation' and 'CTSI' stands for 'Counter Terrorism and Special Investigations'.

Case study: Transnational serious and organised crime

Program 1.1 / Program 3.2

Performance objectives

We seek to reduce criminal and national security threats posed by TSOC by:

- 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.

Prevention Disruption Response Enforcement
P D R E

Strategies

Our key strategies to combat TSOC are:

- disrupting offshore TSOC networks and high-value targets through our international network
- hardening the supply chain and challenging the operations and logistics of TSOC groups, including their use of trusted insiders
- infiltrating and disrupting criminal communications
- identifying and removing the profits derived from serious and organised criminal activity, particularly targeting money laundering
- collaborating with partner law enforcement agencies and sharing intelligence to tackle TSOC activity.

Case study

Operation Gain-Kungur: Targeting the leadership of a transnational serious and organised crime syndicate

TSOC has devastating impacts on the health and welfare of individuals and communities across Australia, and a corrosive effect on our government, business and public institutions. The AFP targets the highest levels of TSOC groups to make the biggest impact. In 2022, Operation Gain-Kungur saw the AFP successfully extradite 2 alleged leaders of a TSOC syndicate to Australia to face charges.

In 2017, Operation Gain-Kungur was launched to investigate a major TSOC group responsible for sending large volumes of illicit drugs to Australia for more than 30 years. The syndicate was also involved in money laundering operations and cleaning the profits of crime through legitimate businesses, particularly casinos.

The syndicate had adapted to changes in the drug market and law enforcement efforts over time, even increasing its importations. It was linked to more than 20 seizures, totalling over 15 t of drugs, between 2017 and 2020. However, none of these disruptions affected members at the highest level, who allegedly directed crime from the top.

The AFP ascertained that high-level individuals were controlling lower-level associates and directing drug importations at a distance, especially from across Asia into Australia. Their criminal activities were not prevented by financial loss from a seized shipment of drugs or the arrest of lower-level accomplices.

Operation Gain-Kungur focused on these key figures. The AFP and law enforcement partners gathered extensive intelligence over several years to understand the crime syndicate's structure and the methods it used to import drugs and launder money. Instead of going after individual seizures, Gain-Kungur sought to disrupt the drug business model and reduce the ability of the top criminals to profit from their crimes.

The syndicate was an Asia-Pacific crime group with links to countries around the world. The AFP

could not disrupt a group of this scale alone. Gain-Kungur was a true regional law enforcement operation involving onshore AFP commands and 10 AFP international posts.

Overseas partners included national police agencies from China, Myanmar, Thailand, Hong Kong, Malaysia, Vietnam, Cambodia, Korea, Japan, Indonesia, New Zealand, the United States (US) and the Netherlands. Australia's involvement included the ACIC, the Australian Border Force and the Attorney-General's Department.

For several years, Gain-Kungur pursued the targets believed to be the top figures in the syndicate, arresting 2 alleged key figures. One target was arrested in Thailand in October 2020 and extradited to Australia in June 2022. The other target, allegedly the head of the group, was arrested in the Netherlands in January 2021 and extradited to Australia in December 2022. Both targets are now before the courts.

These arrests show that even the highest levels of organised crime are not safe from the consequences of their alleged actions. As well as the 2 arrests, Gain-Kungur disrupted the activities of 3 other high-level international targets. The AFP continues to use insights and experience from the operation to attack international TSOC leaders.

Gain-Kungur showed there is no safe haven for criminals targeting Australians and the AFP will use its global reach to hold perpetrators to account (Enforcement). Not only does this underpin the rule of law, it also reduces the attractiveness of Australia as a target of criminality (Prevention) and undermines the ability of organised crime to recruit vulnerable people into their criminal enterprises. The arrest and preceding limitations (Response) on the freedom of movement of Gain-Kungur targets also served to significantly disrupt the criminal activities of this syndicate (Disruption).

Case study: Human exploitation

Program 1.1 / Program 3.2

Performance objectives

We seek to lead a coordinated and connected policing response to human exploitation, including the online exploitation of children, and human trafficking and slavery. We focus on disrupting criminal syndicates and supporting victim-survivors and protecting them from further harm. The AFP does this by:

- reducing the vulnerability of Australia and its surrounding region to human exploitation
- reducing the attractiveness of Australia and its surrounding region for human exploitation
- reducing the likelihood of human exploitation affecting Australians and citizens of surrounding regions.

Prevention Disruption Response Enforcement
P **D** **R** **E**

Strategies

Our key strategies to combat human exploitation include:

- disrupting and dismantling organised criminal syndicates and creating a hostile environment for offenders to operate in
- reducing economic, social and individual rewards from human exploitation
- reducing harm from complex, organised human exploitation networks
- enhancing capability and interoperability between the public and private sectors to tackle human exploitation crime types
- enhancing community confidence that authorities, civil society and the private sector are addressing issues related to human exploitation
- removing victims from harm at the earliest possible opportunity
- increasing public awareness and community resilience through the national ThinkUKnow program, using consistent messaging and best practice in supporting victim-survivors
- implementing the AFP-led measures under the *National Strategy to Prevent and Respond to Child Sexual Abuse: 2021–30*
- implementing the AFP-led and shared actions under the *National Action Plan to Combat Modern Slavery 2020–25*
- continuing to develop awareness-raising initiatives, including facilitating the delivery of the Look-a-Little-Deeper program to first responders to incidents of human trafficking and slavery.

Published November 2022

This is sextortion.
It's a scam.
And it's trending.
You can make it stop.

- ✓ Do stop the chat
- ✓ Do take screenshots of the text and profile
- ✓ Do block the account and report it to the platform
- ✓ Do report to the ACCCE
- ✓ Do get support

- ✗ Don't send more images
- ✗ Don't pay
- ✗ Don't respond to demands
- ✗ Don't enter into further communication
- ✗ Don't think you're alone

If you're under 18, we can help.

The Australian Centre to Counter Child Exploitation is here to keep children and young people safe from online sexual exploitation and abuse.

ACCCE and ThinkUKnow developed posters aimed at youth, financial institutions and state and territory police stations to further increase the awareness of financial sextortion targeting Australian teenage boys.

Case study

Operation Huntsman: Financial sexual extortion of children in Australia

Financial sexual extortion (sextortion) is a form of online blackmail in which an offender coerces a victim into providing intimate images or video, then threatens to share them unless the victim complies with their demands, usually for money.

The AFP began Operation Huntsman in response to the first mass monetisation of online child exploitation uncovered in Australia. The joint operation between the AFP-led Australian Centre to Counter Child Exploitation (ACCCE) and AUSTRAC shows the AFP's agility in responding to emerging criminal trends and adapting to changing circumstances.

Through Operation Huntsman, the AFP and AUSTRAC launched a financial disruption operation targeting more than 500 Australian adults and thousands of Australian bank accounts evidenced to be involved in the passage of child sextortion profits. By targeting the banking network, Operation Huntsman significantly impaired organised criminal syndicates' ability to collect funds from child victims. Similar action is pending against hundreds more Australians as AUSTRAC collaborates with financial institutions to ensure banks are also equipped to independently identify and interrupt this type of crime.

Since Operation Huntsman started on 15 June 2022, the ACCCE has received more than 2,000 reports of Australian child victims of sextortion. However, according to AFP/ACCCE intelligence analysts, many more incidents go largely unreported due to the fear, intimidation and isolation tactics applied by the offenders.

In parallel with Operation Huntsman, the ACCCE actioned a world-leading education and awareness response to the rapid escalation of sextortion in Australia. It developed ThinkUKnow's *Online blackmail and sexual extortion response kit* for 13-to 17-year-olds. It outlines warning signs, preventative measures and actions children can take if they are affected by this crime. Members of the public have downloaded this kit more than 4,000 times.

During a spike in sextortion reports in December 2022, the ACCCE issued an urgent safety message to all Australian high schools and developed posters for high schools, banks and police stations across Australia as an awareness and prevention initiative. It also developed a flagship animated advertisement to directly target the victim demographic. It attracted 5.3 million views in the 2 weeks it aired on social media, driving 15,000 new visitors to the ACCCE website to learn about sextortion. Other social media efforts have reached more than one million users on the ACCCE and ThinkUKnow social media channels.

Operation Huntsman remains ongoing, with a range of investigative activities underway in collaboration with international law enforcement partners. The AFP is continuing to work with other stakeholders, such as eSafety and mental health organisations, including Kids Helpline and headspace, to best support victims of this crime.

This operation and its investigative tactics highlight the strong partnership between the AFP and AUSTRAC. The AFP and the ACCCE continue to collaborate with Commonwealth, state, territory and international partners to maximise operational impact, disrupt the international criminal syndicates profiting from child exploitation and remove victims from harm.

Operation Huntsman's education and awareness (Response) outcomes have had a significant effect in preventing vulnerable Australians being victimised (Prevention). It has also disrupted the criminal operating model (Disruption) and strengthened both institutional responses and awareness of the scale of offending. The increased willingness of victims to report being targeted in real time has also been pivotal in minimising harm to victims and enabling the AFP and partners to investigate and bring offenders before the courts (Enforcement).

Case study: Counter Terrorism and Special Investigations

Program 1.1

Performance objectives

In partnership with domestic and international agencies, we aim to reduce Australia's vulnerability, attractiveness and likelihood of being targeted for terrorism activity, and prevent or minimise the consequences of terrorist threats by:

- detecting, preventing and disrupting terrorist threats
- developing strategies to counter violent extremism
- supporting community engagement and resilience
- building capacity, leading to prevention and disruption.

The AFP's Special Investigations teams undertake complex and protracted investigations within a sophisticated crime environment to deliver high-confidence investigative outcomes that reduce harm to our national interests. The teams are dedicated to investigating a variety of complex and sensitive matters, including espionage and foreign interference, information secrecy, electoral integrity, war crimes, crimes against humanity, genocide and harms to Australians offshore.

Response Enforcement
R **E**

Strategies

Our strategies to combat terrorism threats include:

- improving capability, shaping, leading and building collaborative partnerships with domestic and international law enforcement, intelligence and non-traditional agencies to fight global terrorism
- identifying and mitigating the threat posed by terrorist offenders post-incarceration through interagency capabilities and resources
- collaborating to coordinate the identification of those considered to represent an enduring risk and actively improving our capability and technology
- collaborating with traditional and non-traditional domestic and international partners to build capabilities to respond to an increase in online radicalisation, including youth radicalisation
- maximising operational impact and building the 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 interests.

The National Monument MH17 located in Park Vijfhuizen, the Netherlands. The memorial contains 298 trees, each one planted to represent a victim of the downing of Malaysia Airlines flight MH17.



Case study

Operation Arew: Responding to the downing of MH17

We are frequently called on to lead or assist with complex matters that can take years of concerted and prolonged effort to produce results. On 17 July 2014, Malaysia Airlines Flight MH17 crashed in Ukraine as it travelled from the Netherlands to Malaysia. All 298 passengers and crew were killed, including 38 Australians and Australian residents. The AFP has worked with our Commonwealth and international partners to investigate the crash and bring those responsible to justice. On 17 November 2022, the District Court in The Hague sentenced 3 people – 2 Russian nationals and a Ukrainian – to life imprisonment and ordered that they pay €16 million in compensation to the relatives of the victims.

The AFP established Operation Arew to repatriate the victims of the crash and to begin the complex investigation to determine how it occurred. We immediately deployed members to Ukraine and the Netherlands, including Disaster Victim Identification and forensic specialists, intelligence analysts, protection officers, investigators, Family Investigative Liaison Officers (FILOs) and other key support personnel. The initial investigation focused on the identification and dignified repatriation of the victims, with the international forensics team working to ensure each victim was identified and returned home to their family.

Our contributions to Operation Arew, internationally and domestically, demonstrate how we dedicate our expertise, professionalism and empathy to serving our community, irrespective of the circumstances. Our commitment to this task led to the identification of evidence that was integral to determining that MH17 was destroyed by a Russian-supplied Buk missile.

Operation Arew is one of the most protracted and complex investigations we have undertaken, with more than 520 members deployed internationally and countless others contributing in Australia over the last 9 years.

We also worked alongside our international partners in the Netherlands, Ukraine, Belgium and Malaysia as part of the Joint Investigation Team.

During the operation, AFP officers experienced unprecedented challenges, such as recovering critical evidence in an active conflict zone and the effects of Russia's invasion of Ukraine on investigations.

Our FILOs have also provided crucial support to affected families since the crash. FILOs are experienced investigators with significant experience assisting Australians who have been harmed offshore. They are the vital link between investigators, our partners and victims' families. The FILOs remained strong advocates for the victims and their families throughout the MH17 investigation and trial.

In November 2022, the AFP deployed a team of FILOs to the Netherlands to support more than 70 family members of the Australian victims who travelled to the Netherlands for the trial verdict. The FILOs managed the highly emotional visits to the Netherlands' National Monument MH17 and the reconstruction of the MH17 wreckage with empathy and expertise.

The AFP's FILO program is an essential element of our investigative response (Response). Its contribution to supporting those affected by the MH17 tragedy has been long-lasting and profound.

Operation Arew embodies our commitment to seeking the truth and securing justice (Enforcement) for the victims, and their families, of this and many other tragic events.

Case study: Cybercrime

Program 1.1 / Program 3.2

Performance objectives

We aim to prevent, detect, deter and disrupt cybercrime threats to Australia by making it a costly and hostile environment for cybercriminals. The AFP does this by:

- investigating state-sponsored and/or criminally motivated cybercrimes against the Australian Government, critical infrastructure and systems of national significance
- investigating cybercrime that may affect the whole Australian economy
- supporting and coordinating the development of training and tools to equip and enable the AFP and our law enforcement partners to operate more effectively in the digital environment
- making disruption a focus, prioritising the identification of traditional and non-traditional law enforcement opportunities to maximise our impact on priority threats and undermine criminal confidence in cybercrime as a service
- supporting and coordinating national joint taskforces against priority cybercrime threats – such as through compromised business emails, ransomware, remote access scams and identity fraud – which can have domestic and international effects
- supporting victims of cybercrime through prevention, education and awareness activities.

Prevention Response Enforcement
P **R** **E**

Strategies

Our strategies to disrupt and prosecute cybercriminals and combat cybercrime threats include:

- disrupting cybercriminals, using our cybercrime resources and special legislative powers
- prosecuting cybercriminals regardless of their 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.

Case study

Operation Guardian: Combating financial fraud and identity theft

Australia is facing increasing, persistent and pervasive cybercrime threats targeting critical infrastructure, governments, industry and the community. Organised cybercriminals and state-sponsored espionage and sabotage cause severe harm to the community. This includes direct and indirect financial loss, interruption to essential services, threats to public safety, mental health issues, reputational damage and loss of confidence in the digital economy.

An indirect threat from compromised systems containing sensitive and personally identifiable information (PII) is criminals subsequently selling or using that information. This data can feed into the broader cybercrime ecosystem and result in further criminality and victimisation.

On 28 September 2022, the AFP's Joint Policing Cybercrime Coordination Centre launched Operation Guardian in response to the Optus data breach. Operation Guardian is a joint operation between the AFP and state and territory police to identify, disrupt, charge and prosecute any person seeking to exploit PII obtained from the data breach. Since it was established, Operation Guardian has extended its remit to the data breaches affecting Medibank, MyDeal, Latitude and GoAnywhere. All breaches have resulted in the exposure of PII of Australians, increasing their risk of financial fraud and identity theft.

Operation Guardian is separate from AFP investigations into those responsible for the breaches. It focuses on matching ReportCyber reports of fraud or identity theft with any relevant PII datasets that have been exposed online. ReportCyber is Australia's national online register where members of the public can report a cybercrime incident or vulnerability.

Through online monitoring, Operation Guardian collects and shares intelligence with stakeholders and policing agencies, such as the Australian

Signals Directorate and the ACIC. The AFP can determine if an individual is at heightened risk of financial fraud or identity theft from the sharing of their information online. Once the level of risk is established, we provide relevant information to state and territory police for consideration.

On 6 October 2022, Operation Guardian executed a warrant on the home of a 19-year-old NSW-based individual in relation to a crime enabled by the exposure of PII. This person was allegedly responsible for using SMS to try to extort more than 90 customers using stolen Optus data. In November 2022, the individual pleaded guilty to 2 counts of using a telecommunications network with intent to commit a serious offence. In February 2023, the individual was sentenced to an 18-month Community Correction Order, 100 hours of community service and had a conviction recorded.

Under Operation Guardian, we continue to monitor the open internet and dark web to identify the sale or proliferation of PII. The connected nature of the digital world makes cooperation with state and territory policing agencies a critical part of combating cybercrime. We will continue to work closely with other policing agencies to reduce potential harm cybercriminals cause to the community.

Cybercriminals rely heavily on anonymity to target their victims and complicate law enforcement efforts. Operation Guardian is a high profile example showing that cyber-based offending is not risk free and that we have the capability and intent to identify and bring offenders before the courts (Enforcement). This investigation and subsequent prosecution served as a disincentive to those considering offending (Prevention) and strengthened the resilience of the Australian public to this type of threat by raising public awareness (Response).

Performance measure 1.10 Prosecution success rate

Table 3.11 Program 1.1 Prosecution success rate

Prosecution success rate result	2020–21	2021–22	2022–23	Target	Target achieved
	98%	96%	96%	95%	Yes

Data source: AFP PROMIS

Methodology: Total number of finalised cases (closed with conviction reason and court discharged) ÷ total number of court cases

We use the prosecution success rate to measure our performance in investigating Commonwealth crimes. This rate measures the percentage of investigations finalised in the reporting year that went before a court and resulted in a conviction. The Commonwealth Director of Public Prosecutions (CDPP) also plays a significant role in this performance measure.

In 2022–23, the AFP achieved a prosecution success rate of 96%, with 285 finalised investigations that had a court outcome. Due to the variety and complexity of crimes we investigate, the longest running case started in 2000. Typically, our investigations run for 2.5 years and may involve multiple offenders committing multiple crimes. The longest running investigations are those in fraud and corruption, and serious organised crimes involving drugs and money laundering.

Investigations conducted in 2022–23 involved 373 offenders charged with 1,773 counts of diverse offences (see Table 3.12), including child exploitation, drug importation and money laundering (see Figure 3.6). The majority of arrests lead to court hearings, where a magistrate hears the charges and the CDPP represents the AFP. In these matters, the magistrate tends to decide whether the charges are suitable and there is a case to answer.

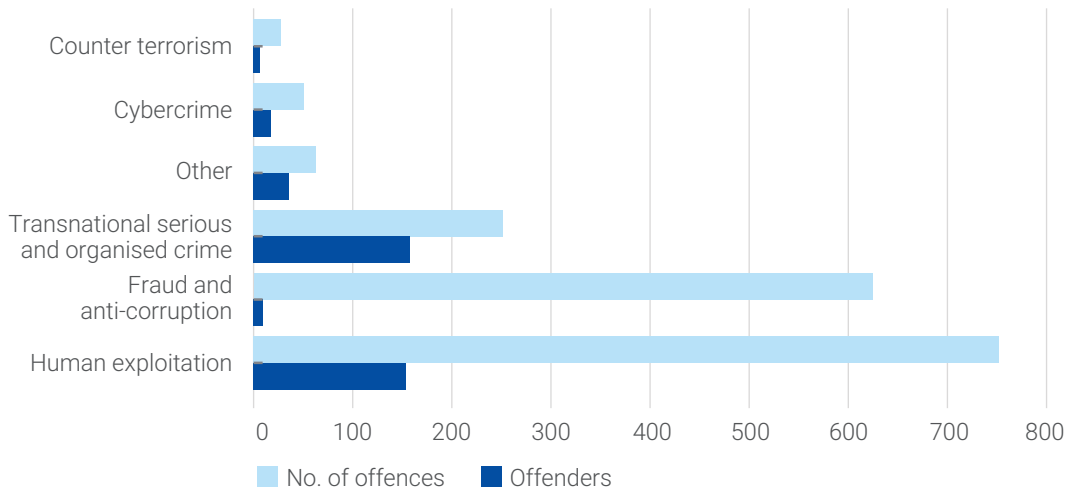
Table 3.12 AFP national prosecutorial work, 2022–23

AFP national investigations	
Number of offenders charged	373*
Number of offences	1,773

Data source: AFP PROMIS

*Table shows unique number of offenders

Figure 3.6 Offenders* and offences by crime priority†



Data source: AFP PROMIS

*Chart shows unique number of offenders in each group

†Crime priority is based on the previous Ministerial Priorities

The AFP ensures it submits high-quality briefs of evidence to the CDPP to support successful outcomes in prosecutions of Commonwealth criminal offences. Of the 653 briefs for which the CDPP completed an assessment in 2022–23, 98% were accepted for prosecution, indicating that the vast majority of briefs submitted to the CDPP by the AFP were of high quality and contained sufficient evidence to proceed with the matter in court.

Each brief of evidence refers to an individual offender; however, AFP investigations are often complex matters involving multiple offenders with multiple offences. In 2022–23, of all the assessments completed, 25% were investigations of drug crimes, 19% were related to child sexual exploitation, and 13% were related to civil aviation. The remaining comprised investigations of other crime types, including money laundering and crimes concerning the Commonwealth’s external territories.

Outcome 2 – ACT Policing

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

ACT Policing reports to the Commissioner as the accountable authority under Outcome 2 and to the ACT Government against specific measures.⁸ Its annual performance statement to the ACT Government covers performance measures for Outcome 2 independent of the ACT Policing Service Agreement.

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.

Performance measures 2.2.1, 2.2.2 and 2.2.3: Prevention, response and enforcement case studies

Table 3.13 Program 2.1 prevention, response and enforcement case studies

Prevention, response and enforcement case studies results	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime prevention		Successful prevention	
	Successfully targeted crime response	Case studies (see ACT Policing case studies)	Successful response	Yes
	Successfully targeted crime enforcement		Successful enforcement	

Data source: AFP PROMIS, AFP administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

⁸ Refer to ACT Policing, 'Publications', at police.act.gov.au/about-us/publications

Case study: ACT Policing

Program 2.1

Performance objectives

We provide a professional, innovative and effective policing service to the people of the ACT, contributing to a safe and just community for all. ACT Policing's performance goals focus on:

- diversion
- disruption
- response
- enforcement
- community confidence.

Through these strategies, and in partnership with the ACT Government, ACT Policing works to prevent crime, reduce recidivism and stop road deaths and trauma.

Prevention Disruption Response Enforcement
P D R E

Strategies

ACT Policing's key strategies to ensure the safety of the ACT community include:

- acquiring technology that works for the ACT Policing environment
- forming and maintaining mutually beneficial partnerships within the community to address crime holistically
- ensuring that ACT Policing maintains and develops the right people and experience
- ensuring that intelligence can be used and shared tactically and strategically
- contributing to establishing structures that ensure vulnerable people can access the support they require.

Case study

Operation Thyra: Targeting an outlaw motorcycle gang's drug trafficking activity

Outlaw motorcycle gangs (OMCGs) are high profile manifestations of organised crime across all Australian states and territories. They have long-established involvement in a wide variety of serious crimes, including extreme violence, drugs, firearms and money laundering. Given the complexity of the criminal enterprises, operations targeting OMCGs often extend over several years to build evidence and dismantle interconnected criminal activities. Operation Thyra highlights how sustained policing efforts can reduce harms to the community from OMCGs.

ACT Policing initiated Operation Thyra in November 2020 in response to a referral from WorkSafe ACT, which suspected that members of a notorious OMCG were fraudulently producing various forms of industry accreditation. Police received additional information that the persons of interest were also heavily involved in trafficking controlled drugs in the ACT and surrounding NSW region, as well as money laundering and firearm offences.

Taskforce Nemesis led ACT Policing's response to this referral. ACT Policing formed the taskforce in 2014 to track, disrupt and arrest members of OMCGs involved in criminal activities across the ACT. As a result of sustained law enforcement pressure, the taskforce has significantly reduced the activities of OMCGs in the ACT. The reduction in gang members can be attributed to arrests made by the taskforce, the Drugs and Organised Crime Team and investigations conducted by the Criminal Assets Investigation Team.

Between January 2021 and November 2021, detectives conducted extensive surveillance of key OMCG members and their associates. The investigation involved the wide use of physical and electronic surveillance and the deployment of ACT Policing and AFP resources from a range of commands, including Specialist Operations and Intelligence.

In September 2021, NSW Police executed a search warrant based on information that ACT Policing obtained during its investigation. The

NSW Police found an illicit cannabis cultivation site in NSW. They arrested one person of interest who ACT Policing identified as an associate of (and co-offender with) other persons of interest who were also involved in (and charged with) commercial cannabis cultivation in the ACT.

Between November and December 2021, Taskforce Nemesis executed multiple search warrants and arrested 5 members and associates, including the Rebels OMCG National Sergeant-at-Arms and Canberra chapter Vice-President, for a variety of drug, firearms, weapons, proceeds of crime and telecommunications offences.

Between March and May 2022, detectives executed additional search warrants at 7 premises, resulting in a further 2 arrests for drug-related offences.

During the course of Operation Thyra, detectives applied for about 50 search warrants (of premises, people and conveyances) and a high number of telecommunications interception and surveillance device warrants. During the investigation, the taskforce also collaborated with a variety of partners, including the AFP's Eastern Command National Anti-Gangs Squad, the NSW Police Force Criminal Groups Squad and the NSW Police Force Monaro District.

A total of 5 firearms with ammunition; a large number of prohibited weapons, including a commercial police-style taser, knuckledusters and knives; and large amounts of a variety of drugs, including methamphetamine, heroin, cocaine, steroids and cannabis, were seized.

Operational activity for Thyra concluded with 9 arrests and 2 summons and about 38 separate charges laid (Response), resulting in successful prosecutions (Enforcement) throughout 2022 and early 2023. Sustained law enforcement pressure prompted the entire Canberra OMCG chapter to surrender their membership, and the chapter closed for about 12 months (Disruption). The closure of the chapter represented the first time in decades that the OMCG had not been able to maintain a presence in the ACT (Prevention). Proceedings for this matter are continuing.

Operation Cassini: Disrupting an outlaw motorcycle gang

As highly visible criminal groups, OMCGs are a serious threat to the safety of the community because they are usually involved in a range of serious crimes and often operate through violence, fear and intimidation. Operation Cassini was launched in November 2021 to target drug importation and drug trafficking activities in the ACT involving members of a notorious OMCG.

ACT Policing's Drugs and Organised Crime Team led the investigation, which began when the Australian Border Force in Sydney intercepted a package of cocaine with an ACT address. It contacted ACT Policing, which collected the package and substituted the cocaine with an inert substance as part of an authorised controlled operation. Posing as couriers, members of the team conducted a controlled delivery of the package to an address in Canberra. Members of ACT Policing then returned to the address and executed a search warrant. The man who received the package admitted to detectives that he knew it contained cocaine, which he intended to sell. ACT Policing arrested and charged the man, who was subsequently convicted of attempting to possess a marketable quantity of a border-controlled drug. He is serving 3 years and 7 months in prison.

ACT Policing investigated other persons of interest who came to their attention through this matter. With the assistance of ACT Policing's Taskforce Nemesis, we conducted a surveillance operation of the persons of interest, who were all linked to an OMCG. Detectives monitored their movements and communications, using physical and electronic surveillance techniques, for 4 months. These investigations revealed that a high-ranking OMCG member and his associates were allegedly trafficking methamphetamine.

In April 2022, ACT Policing – supported by Taskforce Nemesis, specialist operations, intelligence and general duties members – executed a series of search warrants across the ACT over several days. During this operation, officers from ACT Policing and the AFP searched multiple locations linked to the persons of interest. During the searches, police located 730 g of methamphetamine, a Colt .38 revolver, \$40,000 in cash, heroin, cannabis, steroids, ammunition and a number of stolen identity cards.

As a result of the search warrants, ACT Policing and the AFP arrested and charged 2 men, including a high-ranking OMCG member, with a range of offences. These included trafficking in controlled drugs, money laundering, supplying steroids and possessing a firearm. This matter was committed to the Supreme Court on 26 April 2023 and the proceedings are continuing.

Operation Cassini has had a significant disruptive impact on the ability of the OMCG to operate in the ACT (Disruption). ACT Policing continues to work collaboratively with partner agencies to target OMCGs and other organised crime groups in the ACT and across Australia (Prevention).

Outcome 3 – 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.

Program 3.1: Specialist Protective 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.

Performance measure 3.1.1 Response times

Table 3.14 Program 3.1 Response to aviation incidents

Response to aviation incidents within priority timeframe results	2020–21	2021–22	2022–23	Target	Target achieved
	90%	92%	92%	Priority 1 within 10 minutes – 90%	Yes
	93%	91%	91%	Priority 2 within 20 minutes – 90%	
	99%	100%	100%	Priority 3 within 2 hours – 95%	
	100%	100%	100%	Priority 4 within 24 hours – 95%	

Data source: AFP Mobile Responder System

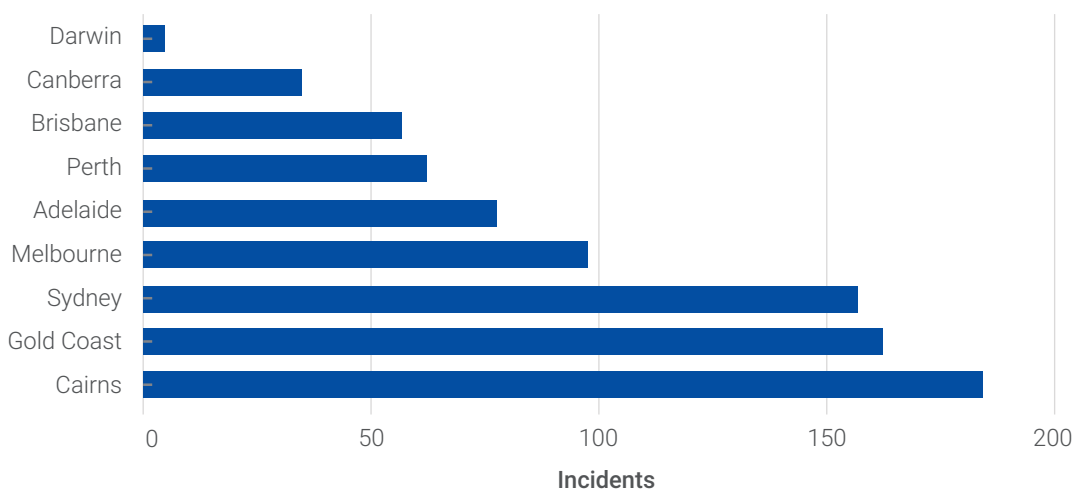
Methodology: Time between incident creation and arrival

The AFP is the primary law enforcement agency at 9 major Australian airports, providing a uniformed presence at Adelaide, Brisbane, Cairns, Canberra, Darwin, Gold Coast, Melbourne, Perth and Sydney. An important component of officers' duties is being first responders to emergency incidents, including acts of terrorism.

The response time measures assess the speed of our response to such incidents. Like community police services, we use a computer-aided dispatch system to manage patrol call-outs, with officers logging attendance times either via a mobile device or by radio. The AFP has set response time targets based on the priority level of the incident, from priority 1 (life-threatening incident requiring the fastest police attendance) to priority 4 (lower priority incident with no immediate danger to life or property).

During 2022–23, airport passenger numbers returned almost to pre-COVID-19 levels, resulting in AFP airport uniformed police attending more incidents. For example, in the 12 month period from December 2021 to December 2022, both domestic and international passenger numbers⁹ have grown from about 10.9 million to around 23.5 million (up 115%), contributing to a significant spike (up 66%) in incident numbers. During 2022–23, the top 3 airports with the highest number of incidents were Cairns, the Gold Coast and Sydney (see Figure 3.7). The majority (77%) of all priority 1 incidents (838) were revealed to be minor incidents.

Figure 3.7 Priority 1 airport incidents by airport, 2022–23



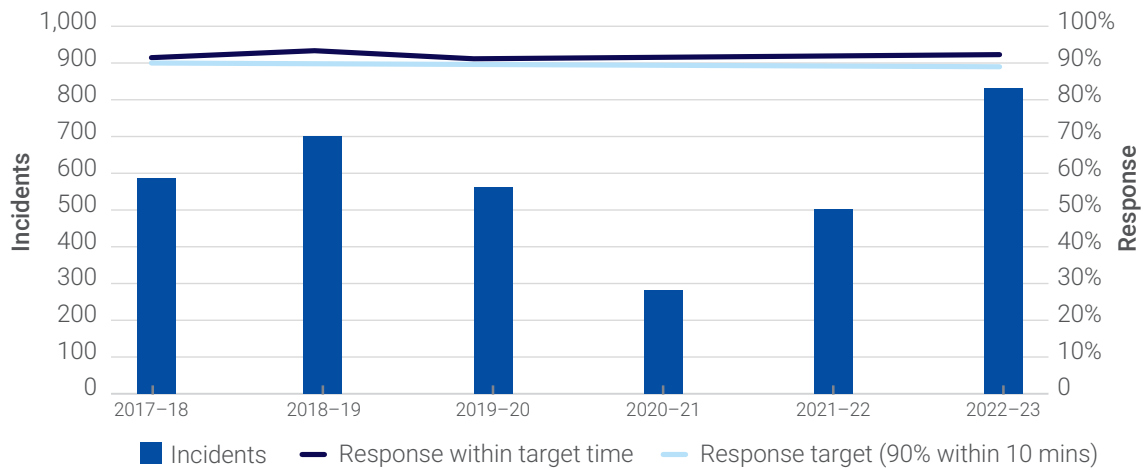
Data source: AFP Mobile Responder System

The need for a fast police response at airports was highlighted at Canberra Airport on 14 August 2022 when a man fired a number of shots into the building’s windows. Airport uniformed police members responded, arresting the man and securing the scene within 5 minutes. They were later assisted by ACT Policing officers. The AFP charged the man with discharging a firearm at a building, unlawful possession of a firearm and discharging a firearm near a person, causing alarm. He was sentenced to 3 years and 3 months in prison. No members of the public were injured in this incident.

Despite the increased activity in 2022–23, we met all 4 of our airport response targets, with our attendance at 92% of priority 1 incidents occurring within 10 minutes of the incident being created. Figure 3.8 shows this result, with numbers of incidents included for context. Further, new data from the independently collected AFP Community Confidence Survey indicated that in 2022–23, a significant majority (95%) of recent visitors to AFP-patrolled airports felt safe or very safe during their visit.

⁹ bitre.gov.au/publications/ongoing/airport_traffic_data – data as at 2 July 2023

Figure 3.8 Response to priority 1 airport incidents, 2017–18 to 2022–23



Data source: AFP Mobile Responder System

While the AFP has met airport response targets as a collective, the results for individual airports were varied in the context of increasing passenger numbers and incidents. Perth, Darwin and Brisbane Airports were below the priority 1 target of 90% of responses within 10 minutes having achieved 73%, 60% and 81% respectively. Similarly, Brisbane, Melbourne and Perth were below priority 2 target of 90% of responses within 20 minutes having achieved 89%, 81% and 87%, respectively.

These individual results reflected a range of factors, such as travel time associated with responding across large airports precincts (e.g. Perth Airport), responses necessitating the arrival of aircraft subject to incident or passenger border alert to members being unable to log arrival at the scene until a later time due to the nature of response.

Performance measure 3.1.2 Avoidable incidents

Table 3.15 Program 3.1 Avoidable incidents

Avoidable incidents result	2020-21	2021-22	2022-23	Target	Target achieved
	0	0	0	<2 incidents	Yes

Data source: AFP PROMIS

Methodology: Number of case note entries identified as 'avoidable incidents'

The AFP is the sole entity entrusted with protecting high office holders within Australia and overseas. These high office holders include the Governor-General, the Prime Minister and other ministers, diplomats and foreign officials. We aim to keep individuals and interests identified as at risk safe from acts of terrorism, violent protest and issue-motivated violence.

Our close personal protection activities are supported by intelligence, risk assessment and prioritisation teams working together to cover the protected person’s domestic and international travel and events. Personal protection is complemented by our role in guarding key institutions, such as Parliament House, Commonwealth institutions and certain embassies.

The AFP’s success is gauged by counting the number of ‘avoidable incidents’ that occurred in the reporting period. These are entered in AFP PROMIS when an incident results in death, injury, loss of dignity or embarrassment to individuals and interests identified by the Australian Government or the AFP that could have been avoided through physical action, intervention or reasonable intelligence.

Zero avoidable incidents were recorded in 2022–23. Since this measure was introduced in 2011–12, there have been 7 avoidable incidents, none of which resulted in death or injury.

Performance measure 3.1.3 Prevention case studies

Table 3.16 Program 3.1 Prevention case studies

Prevention case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted prevention	Successfully targeted prevention	Case studies (see Protection case study)	Successful preventions	Yes

Data source: AFP PROMIS, AFP administrative data and records

Methodology: Selected against performance measures, operational definitions, crime priorities and tangible benefits to the community

Case study: Protection

Program 3.1

Performance objectives

We ensure the Australian economy and national security interests are safeguarded and public confidence is maintained. The AFP does this 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 – such as Parliament House and the Australian Nuclear Science and Technology Organisation – and designated official establishments, such as Government House, to deter acts of crime
- ensuring the integrity and protection of aviation facilities, including public airports.

Prevention

P

Strategies

Our strategies to meet the protection objectives include:

- using protection-led intelligence shared between government security agencies to detect potential vulnerabilities and security gaps
- using technology-enabled assets to expand the scope of perimeter and patrol surveillance measures
- training officers in new qualifications to expand protection capabilities
- investing in new equipment to further enhance protection capabilities at key establishments to ensure public safety.

Case study

Operation Scarif – Protecting high office holders

In October 2022, the AFP established Operation Scarif to support the 2023 Quadrilateral Leaders Summit (the Quad). The Quad is a multilateral Heads of Government dialogue between Australia, Japan, India and the US. Preparations for the Quad included more than 9,500 planning hours and the coordination of over 1,300 resources nationally. On the day of deployment, the Quad did not proceed as intended. However, after quick engagement with Commonwealth, state and international partners, the security operation was pivoted to an official Guest of Government visit by the Hon Narendra Modi, Prime Minister of India.

On 22 May 2023, the Hon Anthony Albanese, Prime Minister of Australia, welcomed Mr Modi for a 3-day visit to Sydney. Mr Modi was accompanied by the Hon Dr S Jaishankar, External Affairs Minister of India. A busy 3-day program included Mr Modi meeting Mr Albanese, His Excellency General the Honourable David Hurley AC DSC (Retd) and Mrs Linda Hurley, and other senior government ministers. Along with multiple bilateral meetings, Mr Modi met Australian business leaders and attended a welcome event involving more than 12,000 members of the Indian diaspora living in Australia.

To maintain the safety, security and dignity of all internationally protected persons, Australian High Office Holders and dignitaries, we worked in collaboration with key Commonwealth, state and territory agencies in a Whole of Australian Government planning taskforce. We planned, coordinated and allocated close personal protection to Australian High Officer Holders and internationally protected persons. We also led intelligence assessments for visiting high office holders and Guest of Government events, and maintained a safe and secure aviation environment nationally. In addition, the AFP was responsible for investigating Commonwealth criminal and threat matters arising from the event and ensuring effective protective security was applied in collaboration with the NSW Police Force.

Operation Scarif gave us an opportunity to prove some innovative concepts developed by frontline members. In a first for the AFP, the National Operations State Service Centre (NOSSC) deployed a strike team at the Sydney Major Incident Room, establishing and delivering all NOSSC capabilities from a distant location. The strike team ran operational communications onsite, significantly enhancing the level of situational awareness for the Operation Commander, informing decision making and enabling real-time command and control.

Specialist Technical Operations worked tirelessly to implement new technological solutions to live stream CCTV vision from static cameras and traffic management systems. In collaboration with the Information and Communications Technology Team, this network provided centralised and secure ingestion of CCTV vision from remote sites around Australia. The CCTV vision originated from our dedicated CCTV systems deployed in public areas at hotels, airports and other areas of interest.

Drawing on learnings from the 2022 federal election, Operation Scarif implemented a dedicated Threat, Investigations and Oversight Committee. This Committee reviewed all threat information related to Operation Scarif, ensuring responses would mitigate any potential security risks.

The AFP deployed a significant number of protection, specialist, technical, intelligence and investigative resources to key locations across NSW in support of Mr Modi's activities.

Operation Scarif was successful and offered an excellent opportunity to test the Whole of Australian Government response to special events. The Guest of Government visit provided valuable learnings and insights that can be applied to future special events in Australia.

It also ensured the safety, freedom of movement and dignity of the official delegation, supporting Australia's foreign policy objectives (Prevention).

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.

Performance measure 3.2.1 Mission evaluations

Table 3.17 Program 3.2 Mission/external territories performance evaluation

Mission/external territories performance evaluation result	2020–21	2021–22	2022–23	Target	Target achieved
	Evaluations completed	Evaluations completed	Evaluations completed	Evaluations completed	Yes

Data source: Internal and/or external evaluation provider/s. In 2022–23, the evaluations were completed internally
 Methodology: Systematic assessments of programs to inform future decision making about the Pacific Police Development Programs

The AFP has a presence in 33 countries, including 34 posts across our International Network and is involved in 7 police development missions. The Pacific Police Development Program provides support in 18 Pacific Island countries.

During 2022–23, we supported activities in the Solomon Islands, Papua New Guinea, Timor-Leste, Tonga, Vanuatu, Samoa and Nauru. The program incorporates Cyber Safety Pasifika (CSP), an AFP-led cyber awareness and education program that aims to increase cyber safety and security awareness across the Pacific region. We assisted Pacific partners to encourage community members to practise safe online behaviour and to finalise more cybercrime investigations. To date, the CSP program has been delivered in 19 Pacific Island countries.

A mid-term review of the CSP program found that it remains relevant for the current cybercrime environment. The program successfully navigated the challenges presented during COVID-19 by shifting to a virtual environment. The evaluation also found consensus among stakeholders that a return to in-country engagement was essential, as it facilitates deeper learning and relationship building. Once established, these relationships promote sustainable outcomes as CSP provides a key link for Pacific police members and other organisations.

Similar to CSP, Cyber Safety Asia is a prevention-oriented program specifically developed for law enforcement personnel across the South-East Asian region. During 2022–23, we continued to support the Philippines Internet Crimes Against Children Centre, which combats online child sexual exploitation and abuse of children in the Philippines in partnership with the Philippine National Police, the National Bureau of Investigations, the United Kingdom National Crime Agency and the International Justice Mission.

Community policing services are provided to Australia’s domestic and external territories, including the Jervis Bay Territory, Norfolk Island, Christmas Island and the Cocos (Keeling) Islands. A dedicated team within ACT Policing administers these services, including for the Jervis Bay Territory. Community policing is legislated for the Jervis Bay Territory, which is also the subject of a memorandum of understanding with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Full time AFP members work in cooperation with locally engaged AFP special members in all territories. This work includes being responsible for marine rescues. In 2022–23, we were involved in multiple marine rescues, including several that would have almost certainly been fatal without our intervention. Other important jobs included serious child sexual abuse matters and assisting the Australian Defence Force following an aviation incident in Jervis Bay.

AFP members in the territories also take on many ancillary roles, assisting other Australian, state and territory government agencies to provide Whole of Australian Government services.

Performance measures 3.2.2 and 3.2.3: Prevention and disruption case studies

Table 3.18 Program 3.2 Prevention and disruption case studies

Prevention and disruption case studies result	2020–21	2021–22	2022–23	Target	Target achieved
	Successfully targeted crime prevention	Successfully targeted crime prevention	Case study (see International case study)	Successful prevention	Yes
	Successfully targeted crime disruption	Successfully targeted crime disruption		Successful disruption	

Data source: AFP PROMIS, AFP’s administrative data and records

Methodology: Selected after assessment against performance measures, operational definitions, crime priorities and tangible benefits to the community

Case study: International

Program 1.1 / Program 3.2

Performance objectives

We aim 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 the rule of law internationally and contribute to regional stability
- engaging with international partners to combat transnational and serious organised crime.

Prevention Disruption
P **D**

Strategies

The AFP's key strategies in our international work include:

- building strong, collaborative stakeholder relationships through strategic engagement, working with our international partners to establish mechanisms that achieve results
- 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.

Case study

Operation Oms: Disrupting offshore drug syndicates

In 2021, the AFP launched Operation Oms, a joint investigation with US Homeland Security Investigations, the US Joint Interagency Task Force South, the Ecuadorian National Police and the Ecuadorian Navy. The operation related to a TSOC syndicate that was planning to export about 700 kg of cocaine to Australia. It focused on an element of the syndicate operating out of Ecuador that was trying to facilitate transit of the cocaine from its source country to Australia via Ecuador's coastline.

Cocaine production constitutes a clear threat at a global level. It is produced in several major locations, especially in the Andean-Amazonian region of South America. Some countries play a crucial role as transit points. While not a major cocaine-producing country, Ecuador is one of the key transit countries for trafficking cocaine to Australia, mainly from Colombia and to a lesser extent from Peru and Bolivia.

In July 2022, the syndicate under investigation sailed on a small vessel carrying the cocaine from the Ecuadorian Pacific coast towards the Ecuadorian waters surrounding the Galapagos Islands. They intended to transfer the drugs to a larger 'mother ship' for transportation across the Pacific to Australia. This is a common practice among drug traffickers attempting to avoid law enforcement at seaports.

On 27 July 2022, suspecting they were under surveillance by the US military and law enforcement, the group dumped the cocaine in the sea. A joint AFP, Homeland Security Investigations, Ecuadorian Navy and US Joint Interagency Task Force South operation was set up to salvage the drugs. It was a difficult task due to the location. However, the operation was successful and an Ecuadorian Navy vessel recovered 673 kg of cocaine from the water on 12 August 2022. The potential value of the cocaine in Australia was between \$168 million and \$235 million.

The operation to identify any further TSOC groups attempting to import drugs into Australia or elsewhere in the world is ongoing (Disruption). The AFP's help disrupting TSOC offshore is also preventing illicit drugs from harming Australians (Prevention).

Financial performance

The AFP's financial statements are presented in Chapter 5 of this report, with the Australian National Audit Office issuing an unmodified audit opinion on 14 September 2023. A summary of the AFP's financial performance for Departmental and Administered activities is provided below.

Departmental activities

The AFP delivers investigative policing capabilities to address a broad spectrum of crime and national security threats, policing services, protective services and international liaison, and capacity development.

The operating environment is such that the AFP must act to prevent criminal activity, respond to critical incidents, seize opportunities to disrupt criminal activity, and enforce Commonwealth criminal law. The operating result can reflect the unpredictable nature of the external factors driving the AFP's response to incidents and emerging threats.

In 2022–23, the AFP received \$1,287 million in appropriation funding and \$389 million in other revenue, largely relating to policing and protection services. The AFP also received \$83 million in Australian Government appropriations for departmental capital expenditure and \$62 million in equity injections for specific initiatives.

The 2022–23 operating deficit of \$42 million (2021–22: surplus of \$6 million) reflects increased operational pressures, including increased protection activities. The AFP sought to reclassify \$5 million of equity funding to operating funding, which would have resulted in an operating deficit of \$37 million; however, this will not occur until 2023–24. The AFP is committed to strong financial management and is implementing a range of measures to ensure continued financial sustainability.

At 30 June 2023, the AFP held net assets of \$406 million, which is largely in line with the previous year. Significant movements included a new property lease (increasing both assets and liabilities by \$389 million) and reducing appropriations receivable (predominately driven by the resolution of an unpaid superannuation provision and higher-than-budgeted expenses).

Administered activities on behalf of the Australian Government

In 2022–23, the AFP administered \$5 million in expenses for activities on behalf of the Australian Government, primarily delivering capacity development to international police partners.



Chapter 4

Management and accountability

Corporate governance

Strategic Board Framework

The AFP's Strategic Board Framework supports strategic decision making and governance in line with the Commissioner's Statement of Intent available at [afp.gov.au/intent](https://www.afp.gov.au/intent). The current Framework was reviewed in early 2023 to ensure it remains fit for purpose, addressing both the needs of the Commissioner and the broader agency.

The Framework incorporates 5 enterprise-level strategic boards that are informed by governance bodies established at the business level. The 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 is the AFP's primary strategic governance forum responsible for enterprise-wide direction, priority and policy setting, and the monitoring and assessing of performance. The Commissioner chairs the board.

The Enterprise Operations Board, chaired by the Chief Operating Officer, monitors and governs the AFP's corporate and business programs, including workforce, budget, legal, integrity, internal audit and compliance. This ensures national coordination and that we meet our strategic and operational priorities.

The Investigations and Operations Board, formerly known as the Investigations, Operations and Compliance Board of Management, provides strategic oversight of the AFP's investigative and operational priorities, strategies and plans in response to emerging threats and changes in the criminal environment. Chaired by the Deputy Commissioner Crime, it provides national and international coordination on investigations and operations. As part of this, the board analyses high-level operational resource allocation data to ensure alignment with strategic and operational priorities. The board also assesses emerging issues that may affect legislative and regulatory compliance in investigations and operations.

The Capability Board provides strategic guidance on capability investments to support the AFP's vision, strategic priorities and operational outcomes. Co-chaired by the Deputy Commissioner International and Specialist Capabilities and the Chief Operating Officer, the Capability Board considers strategic capability requirements, priorities and opportunities to position the AFP as an effective and innovative capability-led agency. It also directs capability investment planning and monitors project and program compliance.

The Audit and Risk Committee (ARC) provides independent advice to the Commissioner on the appropriateness of the AFP's financial and performance reporting, system of risk oversight and management, and system of internal control.

In addition to our Strategic Board Framework, a number of senior executive-level advisory bodies with a consultative function have been established to collaborate, innovate and shape the strategic direction of the agency and our leadership culture.

Figure 4.1 The AFP's Strategic Board Framework

Strategy and Performance Board		Audit and Risk Committee
Enterprise Operations Board	Investigations and Operations Board	Capability Board

Corporate planning and reporting

The *AFP Corporate Plan 2022–23* sets out our purpose, priorities, operating environment, activities, performance measurement methods and management approach to risk engagement. It guides us to achieve our performance targets. We update our corporate plan every year, ensuring it aligns with the legislative requirements of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act), Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), AFP Ministerial Directions and the Commissioner’s Statement of Intent.

Together 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 2022–23*) are 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, insights from Parliamentary Committees and external partners, such as the Australian National Audit Office (ANAO) and Commonwealth Ombudsman, in addition to considering previous internal audit coverage and new initiatives. The program is approved by the Commissioner, overseen by the ARC and delivered via an in-house internal audit function drawing upon external resources as required. The ARC met 6 times during 2022–23 and considered 5 internal audit reports and 4 assurance reviews. As per subsection 17(2) of the PGPA Rule, the ARC reviews and provides written advice to the 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 at afp.gov.au/sites/default/files/AuditCommitteeCharter.pdf.

Table 4.1 Audit and Risk Committee membership and attendance, 2022–23

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Philippa Godwin PSM	<p>Philippa Godwin PSM is a consultant providing advice in areas such as leadership, organisational design and public sector management. Philippa retired from the Australian Public Service in 2013 after a career of almost 40 years in the areas of service delivery and design, program and organisational management, and change leadership and management. Philippa's roles in the public service included Deputy Secretary Department of Human Services (Head of the Child Support Agency) and Deputy Chief Executive Officer and Acting Chief Executive Officer for Medicare Australia. In 2010, Philippa was awarded the Public Service Medal for leading major organisational and cultural change in a range of departments and agencies.</p>	2	2	\$11,271	ARC Chair for part of 2022–23
Mark Ridley	<p>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, and the Australian Financial Security Authority, among other Commonwealth and private entities. Mark was previously a partner for more than 20 years at chartered accounting firm PricewaterhouseCoopers, holding various leadership roles with the firm, including in information and communications technology risk management and assurance.</p>	6	6	\$26,251.50	ARC member throughout 2022–23

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
John Lawler AM APM	<p>John Lawler AM APM has been deeply involved in a diverse array of law enforcement and intelligence functions for more than 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. These have included examining political and public sector corruption and reviewing the AFP's response to and management of sensitive investigations. He led the AFP's Internal Security and Audit Division and was previously an external member of the Department of Home Affairs Audit and Risk Committee.</p>	6	6	\$33,078	ARC member throughout 2022–23
Carol Lilley	<p>Carol Lilley has held numerous audit committee roles for both the Australian and ACT governments. 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, accounting advice and risk management.</p>	6	6	\$38,302	ARC member throughout and Chair for part of 2022–23

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Kerri Hartland	<p>Kerri Hartland has held numerous senior public sector roles and more recently was the Chair of the Advisory Board and Principal Adviser at Proximity. She has 30 years' of experience in the Australian Public Service, including as the Secretary of the Department of Employment and Workplace Relations. Kerri has worked at senior levels across 10 agencies, and for 5 years was the Deputy Director-General at the Australian Security Intelligence Organisation. Kerri holds a degree in arts and economics and a Master of Legal Studies.</p>	1	1	\$11,440	ARC Chair for part of 2022–23
Geoff Knuckey	<p>Geoff Knuckey had a 32-year career with Ernst & Young, specialising in audit and assurance services in the public and private sectors across a range of industries. He has been a full time company director and audit committee member since 2009. Geoff has extensive experience as an audit committee member and chair and is currently serving on audit committees for numerous government entities as well as boards for multiple private sector entities. Geoff holds a Bachelor of Economics and Fellowship of Chartered Accountants. He is a graduate member of the Australian Institute of Company Directors and a registered company auditor.</p>	1	1	\$4,500	ARC member for part of 2022–23. Term commenced June 2023

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Wendy Southern PSM	<p>Wendy Southern PSM previously held a number of senior Australian public sector roles, most recently as Deputy Director-General of the Australian Security Intelligence Organisation and Deputy Secretary of both the Department of Health and the Department of Immigration and Border Protection. Her responsibilities included strategic policy, program management, organisational governance, transformation and corporate management. She currently chairs the Parliamentary Budget Office Audit and Risk Committee, is a member of the audit and risk committees of the Department of Finance, the Department of Health and the National Archives of Australia and is a member of the National Suicide Prevention Office Advisory Board. Wendy holds a PhD from the Australian National University.</p>	1	1	\$4,500	<p>ARC member for part of 2022–23. Term commenced June 2023</p>
Nick Baker FCPA MACS	<p>Nick Baker is a fellow of CPA Australia and a Member of the Australian Computer Society. He was a senior partner at KPMG Australia for 20 years before his retirement. He has audit and risk committee experience in the public sector with agencies, including the Department of Health and Aged Care, the Department of Social Services and the Domestic, Family and Sexual Violence Commission. Nick holds tertiary qualifications in professional accounting and computing, and a Certificate IV in Commonwealth Fraud Control (Investigations).</p>	1	1	\$0	<p>ARC member for part of 2022–23. Term commenced June 2023</p>

Risk management

The AFP's Risk Management Framework (the Framework) assists the agency 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 Organization for Standardization ISO 31000:2018 (Risk Management Guidelines). The objective of the Framework is to support effective risk management across the AFP.

The Framework was reviewed and updated in June 2023 to align with the requirements of the new Commonwealth Risk Management Policy.

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

At the agency level, the AFP manages 8 enterprise risks that directly support the AFP's ability to achieve objectives.

The 8 enterprise risks are:

- health, safety and wellbeing of appointees
- 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.

The AFP's Chief Risk Officer is responsible for the management and progress of the 8 enterprise risks across the agency. We continually look for opportunities to enhance operational outcomes and contribute to policing for a safer Australia.

Fraud control

The AFP maintains a robust internal fraud control and anti-corruption framework designed to prevent, detect and respond to fraud and corruption. Fraud and corruption are not tolerated within the AFP.

As a Commonwealth entity, we are required to have a fraud control plan and conduct fraud risk assessments to comply with section 10 of the PGPA Rule.

Our Fraud Control and Anti-Corruption Plan 2024 sets out the strategy for the overall management of fraud and corruption risks within and against the agency.

The plan applies to all appointees, contractors and service providers and is consistent with the AFP's professional standards framework.

As part of its oversight and assurance role, the AFP ARC monitors the progress and effectiveness of the implementation of the plan.

Governance Instrument Framework

The AFP Governance Instrument Framework is a collection of formal documents that guide appointees in the course of their duties. The Framework 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 appointees through the AFP intranet.

The Framework contributes to:

- achieving the AFP's operational and administrative outcomes, consistent with AFP values, and efficiently and ethically using Commonwealth funds and property
- enhancing the security of the AFP
- upholding the AFP's professional standards and procedures established under Part V of the AFP Act for addressing conduct issues
- ensuring that appointees comply with the law when discharging their duties, including meeting their responsibilities under the PGPA Act, *Work Health and Safety Act 2011* (Cth) (WHS Act), *Crimes Act 1900* (ACT), *Crimes Act 1914* (Cth) (Crimes Act) and *Privacy Act 1988* (Cth)
- managing risk
- effectively delegating statutory authority and powers.

In 2022–23, the AFP supported its members on the front line by continuing to streamline and simplify instruments, including by articulating mandatory obligations in relevant instruments and ensuring they align with organisational and operational risks.

For more information, visit the AFP's Information Publication Scheme (IPS) at [afp.gov.au/ips](https://www.afp.gov.au/ips).

Business continuity

The AFP has a well-developed business continuity management framework. This framework assists in preventing, preparing for, responding to, managing and recovering from the impacts of a disruption to our activities. The framework includes policies, systems, procedural guidance and tools to assist members to use a consistent approach when managing disruptive events. Our first priority when managing a disruption is always the safety, security and welfare of our members and the public.

We have a tailored system, accessible across all our business sites, for recording business continuity plans for critical activities. Plans detailing different options, resource requirements and key contacts in the event of a disruption are reviewed and tested annually.

Australian Public Service Net Zero 2030

APS Net Zero 2030 is the Australian Government's policy for the Australian Public Service to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of this, non-corporate and corporate Commonwealth entities are required to report on their operational greenhouse gas emissions.

The AFP is committed to ecological sustainability and being a leader in this area across government and industry. The agency has sponsored significant work to continue to mitigate our environmental impacts and move towards more sustainable practices. In 2022–23, this included:

- implementing our Sustainability Management Plan to establish, manage and report environmental performance for our domestic facilities and operations
- assessing the feasibility of using electric vehicles within our fleet
- replacing florescent, halogen and halide lighting across 4 AFP properties to increase energy efficiency by at least 65%
- improving computer room air conditioning and upgrading equipment to increase energy efficiency
- ensuring the new AFP Southern Command Headquarters met energy efficiency requirements of 4.5 out of 5 on the NABERS base building rating.

Greenhouse gas emissions inventory

Greenhouse gas emissions reporting has been developed using a methodology that is consistent with the Whole of Australian Government approach as part of the Australian Public Service Net Zero 2030 policy. Not all data sources were available at the time of the report and adjustments to baseline data may be required in future reports.

Table 4.2 Greenhouse gas emissions inventory, location-based method, 2022–23

Emission source	Scope 1 kg CO₂-e	Scope 2 kg CO₂-e	Scope 3 kg CO₂-e	Total kg CO₂-e
Electricity (location-based approach)	NA	20,001,194	1,927,883	21,929,078
Natural gas	1,347,757	NA	314,303	1,662,060
Fleet vehicles	4,886,605	NA	1,219,367	6,107,129
Domestic flights	3,802,749	NA	5,621,685	9,424,434
Other energy	-	NA	-	-
Total kg CO₂-e	10,037,111	20,001,194	9,084,396	39,122,701

CO₂-e = carbon dioxide equivalent

Table 4.3 Greenhouse gas emissions inventory, market-based method, 2022–23

Emission source	Scope 1 kg CO ₂ -e	Scope 2 kg CO ₂ -e	Scope 3 kg CO ₂ -e	Total kg CO ₂ -e
Electricity (market-based approach)	NA	9,000,764	1,191,278	10,192,041
Natural gas	1,347,757	NA	314,303	1,662,060
Fleet vehicles	4,886,605	NA	1,220,524	6,107,129
Domestic flights	3,802,749	NA	5,621,685	9,424,434
Other energy	-	NA	-	-
Total kg CO ₂ -e	10,037,111	9,000,764	8,347,790	27,368,116

Ecological sustainability

The AFP's Majura site in Canberra is managed to minimise ecological impacts, including grounds maintenance works, flora and fauna, and onsite stormwater and wastewater. Specialist consultants are also engaged to advise on onsite environmental, heritage and bushfire management to ensure we protect and enhance the ecological sustainability of the site. Ecological activities undertaken during 2022–23 at Majura include:

- managing remnant Yellow Box/Red Gum Grassy Woodland habitats
- controlling the kangaroo and rabbit populations
- maintaining the grounds and protective fencing; for example, around heritage sites such as gravestones and ruins of settler homesteads
- controlling vegetation to reduce bushfire risk around built-up areas of the site
- installing upgraded fire threat warning signage
- upgrading the road network in unimproved areas of the site to improve access for emergency services.

In 2022–23, the AFP also began reviewing our use of chemicals in fingerprint and drug examinations with the aim of adopting non-toxic alternatives that do not build up in the environment. For example, hydrofluoroether (which is a known polyfluoroalkyl substance and can cause health problems) is used in the formulation of fingerprint reagents that our forensics team routinely use to treat porous, semi-porous and non-porous exhibits. For this reason, we are working with policing and law enforcement partners to identify, validate and implement a suitable alternative.

We are also evaluating natural and/or universal fingerprint powders that include plant-based compounds that are less toxic but still work well under infrared conditions. In 2022–23, we ceased using thin layer chromatography and testing involving silver nitrate in our preliminary illicit drug identification procedure, as those chemicals are toxic to aquatic life.

Australian Federal Police Innovation Fund

The AFP Innovation Fund promotes pioneering thinking and research partnerships to test and deliver new capabilities and efficiencies within the AFP. It promotes paradigm shifts in policing, focusing on smaller, staged projects or proofs of concept as part of our broader strategy to promote research partnerships, and creative and original thinking.

Through the 2022–23 financial year, 19 projects across 9 Commands were allocated a total of \$663,050. The projects included:

- developing new canine capability training to enable handlers to control and direct their dogs from a distance, reducing risks to personnel in hazardous environments
- developing an online safety game for primary school-aged children to support positive relationships with police and to promote precautions that children can take online to keep themselves safe
- introducing new technologies to enhance the AFP's covert surveillance capabilities.

On 1 June 2023, the Commissioner announced a dedicated Innovation Command. It administers the Innovation Fund and leverages strategic insights and specialist support to drive improvements in processes, capabilities and leadership.

External scrutiny

Auditor-General reports

Audit Report No. 9 – Management of Cyber Security Supply Chain Risks

The audit examined how effectively non-corporate Commonwealth entities, including the AFP, have implemented the Protective Security Policy Framework to manage cyber security risks in procurement. The audit found that implementation arrangements were 'not fully effective' for all entities.

The report was published on the ANAO website on 14 December 2022. In response, the AFP has agreed in full to one recommendation and agreed in part to the other 4 recommendations made.

Audit Report No. 22 – Implementation of Parliamentary Committee and Auditor-General Recommendations – Attorney-General's Portfolio

The audit examined whether the selected entities within the Attorney-General's portfolio, including the AFP, have implemented all agreed recommendations by parliamentary committees and Auditor-General reports within the scoped timeframe.

The report was published on the ANAO website on 16 May 2023. The AFP has agreed to the relevant recommendations.

Commonwealth Ombudsman reports

The Commonwealth Ombudsman conducts a number of annual inspections at the AFP to ensure we are using our powers as the Australian and ACT parliaments intended. In 2022–23, we worked closely with the Ombudsman's Office to identify areas of improvement and implement recommendations in the following areas.

Covert analysis and assurance

The Commonwealth Ombudsman inspects our compliance with the *Telecommunications (Interception and Access) Act 1979* (Cth), the *Telecommunications Act 1997* (Cth), the *Surveillance Devices Act 2004* (Cth) and the Crimes Act. In 2022–23, the AFP facilitated inspections by external oversight bodies, including 10 inspections by the Commonwealth Ombudsman.

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 the results to the Australian Parliament.

The Ombudsman's Office conducted a records-based review in May 2022. This review examined complaints finalised between 1 March 2021 and 28 February 2022 and identified no significant or systemic issues. The Commonwealth Ombudsman made 3 recommendations, 8 suggestions and 3 better practice suggestions to assist the AFP to improve complaints management.

The report on this review was tabled in parliament and published on the Commonwealth Ombudsman's website on 2 June 2023.

An inspection of records related to complaints finalised between 1 March 2022 and 28 February 2023 was conducted in May 2023. The Commonwealth Ombudsman will provide the final report to parliament on the results of the review as soon as practicable after 30 June 2023.

The AFP continues to work closely with the Ombudsman's Office to ensure best practice complaints management in the AFP.

Counter terrorism

Division 11 of Part IAAB of the Crimes Act empowers the Commonwealth Ombudsman to inspect AFP records to determine if we have complied with its provisions. It also provides the AFP with powers to monitor compliance with control orders.

The Commonwealth Ombudsman inspected our records in September 2022. This inspection covered the period 1 July 2021 to 30 June 2022 and assessed whether we had addressed suggestions made in the 1 July 2020 to 30 June 2021 inspection report. The September 2022 report confirmed that we took, or planned to take, appropriate action to address each suggestion and demonstrated that we have a mature compliance culture.

The report also suggested that we:

- notify the Commonwealth Ombudsman's office in a more timely manner when we issue monitoring warrants
- improve the accuracy of prescribed premises information submitted for warrant applications
- seek legal advice on terminology regarding our ability to externally disseminate information obtained from a person subject to a monitoring warrant.

We continue to make advances on the suggestions provided.

Division 7 of Part IAAA of the Crimes Act empowers the Commonwealth Ombudsman to biannually inspect our records to determine if we have complied with Part IAAA of the Crimes Act, which gives us powers to issue delayed notification search warrants.

In September 2022, the Commonwealth Ombudsman undertook an inspection of Part IAAA powers for the period 1 January to 30 June 2022. The AFP did not use the powers during this period. However, the inspection report identified a number of improvements to AFP guidelines that would improve our ability to demonstrate compliance with the regime. In October 2022, the Commonwealth Ombudsman advised that following the September inspection, we had fully implemented most of the previous report's suggestions, and the effectiveness of those actions will be assessed at future inspections.

An inspection of our compliance with provisions of Part IAAA of the Crimes Act took place in June 2023 for the period 1 July to 31 December 2022. The Commonwealth Ombudsman's report was pending as at 30 June 2023.

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. This agreement outlines the services the Ombudsman provides on behalf of the ACT Government. It specifies that activities undertaken by the ACT Ombudsman with respect to ACT Policing include:

- investigating individual complaints
- conducting own-motion investigations
- inspecting AFP records relating to the handling of complaints
- providing summary statistics relating to ACT community policing services complaints inspected by the Ombudsman under the AFP Act.

Australian Information Commissioner decisions

In 2022–23, the Australian Information Commissioner made 2 decisions concerning AFP freedom of information requests. The decisions provided the applicant with access to some additional information contained in the documents and otherwise affirmed the AFP's decision.

Freedom of Information: Information Publication Scheme

The IPS created by Part II of the *Freedom of Information Act 1982* (Cth) (FOI Act) requires Australian 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 at [afp.gov.au/ips](https://www.afp.gov.au/ips).

Judicial decisions and decisions of administrative tribunals

In 2022–23, there were no judicial or tribunal decisions that had a significant effect on the operations of the AFP.

Parliamentary committees

In 2022–23, the AFP made submissions to, or appeared before, the following parliamentary committee inquiries in relation to our operations:

- Parliamentary Joint Committee on Foreign Affairs, Defence and Trade: Human Rights Subcommittee – Inquiry into the rights of women and children
- Parliamentary Joint Committee on Intelligence and Security – Review of AFP Functions Under Part 5.3 of the *Criminal Code* and Division 3a of Part IAA of the *Crimes Act*
- Parliamentary Joint Committee on Intelligence and Security – Review of the *Counter-Terrorism (Temporary Exclusion Orders) Act 2019*
- Parliamentary Joint Committee on Law Enforcement – Law enforcement capabilities in relation to child exploitation

- Parliamentary Joint Committee on Law Enforcement – Examination of the Australian Federal Police Annual Report 2020–21 and 2021–22
- Parliamentary Joint Committee on Law Enforcement – Australia’s illicit drug problem: Challenges and opportunities for law enforcement
- Parliamentary Joint Select Committee on National Anti-Corruption Commission Legislation – National Anti-Corruption Commission Bill 2022
- Parliamentary Joint Select Committee on Parliamentary Standards
- Senate Environment and Communications Legislation Committee – Telecommunications Legislation Amendment (Information disclosure, national interest and other measures) Bill 2022 [provisions]
- Senate Foreign Affairs, Defence and Trade References Committee – Human Rights Implications of Recent Violence in Iran
- Senate Legal and Constitutional Affairs Legislation Committee – Crimes and Other Legislation Amendment (Omnibus) Bill 2023
- Senate Legal and Constitutional Affairs Legislation Committee – Criminal Code Amendment (Prohibition of Nazi Symbols) Bill 2023
- Senate Legal and Constitutional Affairs Legislation Committee – Privacy Legislation Amendment (Enforcement and Other Measures) Bill 2022
- Senate Legal and Constitutional Affairs Legislation Committee – Public Interest Disclosure Amendment (Review) Bill 2022 [provisions]
- Senate Legal and Constitutional Affairs References Committee – Missing and Murdered First Nations Women and Children.

Significant developments in external scrutiny and capability reviews

In 2022–23, no other significant external or capability reviews were finalised.

Our people

The AFP is dedicated to supporting our people to meet their full potential. We also encourage them to cultivate the skills needed to respond to our evolving operational environment. Our success depends on promoting a diverse, respectful and inclusive culture, and having the right people with the right skills in the right roles. We support this by:

- evolving the frameworks for how we attract, recruit, induct and provide careers for our people
- facilitating a safe, flexible workforce and workplace, and adapting how we support people in an ever-changing environment
- investing in leadership capability, and supporting professional development and individual performance through ongoing feedback conversations
- delivering wellbeing and inclusion programs to support people to achieve their best.

Strategic workforce planning

People Command works in partnership with business areas and the AFP executive to deliver initiatives set out in the *Strategic Workforce Plan 2022–2027* to ensure our workforce is:

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

Workforce overview

The AFP had 7,836 staff as at 30 June 2023. This figure comprises:

- 3,453 police officers
- 838 protective service officers
- 3,545 unsworn staff.

In 2022–23, 43.7% of employees were located outside the ACT, including 214 staff overseas and 23 serving in Commonwealth external territories.

In 2022–23, the natural attrition rate increased to 6.3%, compared with 6.1% in 2021–22.

The overall proportion of female staff slightly increased in 2022–23, with women comprising 40.8% of the workforce compared with 39.8% in 2021–22. The proportion of women in Senior Executive Service (SES) roles decreased from 42.7% in 2021–22 to 40.4% in 2022–23. Further AFP staffing statistics are provided in Appendix B.

Employment arrangements and remuneration

Enterprise Agreement and Executive Level Enterprise Agreement

On 27 April 2023, Determination 1 of 2023 was signed by the 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.

Senior Executive Service remuneration

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

The Commissioner's remuneration is determined by the Remuneration Tribunal, and the Deputy Commissioners' 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 SES employment contracts. SES salaries are reviewed annually by the Commissioner following performance assessments. Further information on SES remuneration is provided in Appendix B.

Performance pay

The AFP does not offer performance pay.

Non-salary benefits

In 2022–23, the AFP provided a range of non-salary benefits, including:

- access to study assistance through the AFP Tertiary Study Assistance Scheme (page 82)
- 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
- access to gym facilities and health professionals
- annual influenza immunisation.

Performance management

In 2022–23, we supported a high-performing, safe and healthy workplace culture by increasing our investment in performance management capabilities. As part of this, we began formally educating our workforce on the performance management process and best practice principles. We conducted 23 education presentations with AFP supervisors to strengthen their confidence and build their ability to manage their people. As a result, our people reported potential issues to our Performance Management Team earlier, making positive and timely resolution of any problems easier.

During 2022–23, 40% of the matters referred to the Performance Management Team were for early intervention strategies.

Recruitment

In 2022–23, frontline policing was a key recruitment focus. We successfully graduated 12 recruit programs totalling 288 graduates. Of these, 243 graduated as police officers and 45 as protective service officers. The new police officers were deployed to the ACT and nationally, while the new protective service officers were deployed to locations across Australia.

During 2022–23, we also:

- reviewed and updated our assessment methodologies and processes for recruits
- improved reporting on sworn recruitment processes and timeframes
- increased our marketing efforts to attract diverse candidates, including using specific advertising and branding for protective service officer roles and ACT Policing
- created an employee value proposition for ACT Policing
- improved the recruitment experience for candidates by offering the flexibility to undertake interviews and/or tasks in face-to-face assessment centres or online
- increased awareness of the diverse career opportunities we offer through the production of a new season of the multi-award-winning – including the 2022 Cannes Lions Awards for creative excellence – podcast series *Crime Interrupted*.

Diversity and inclusion

In 2022–23, the AFP continued to prioritise building diversity and inclusion capabilities to enhance our operational readiness and build a psychologically and culturally safe workplace. Our people-centred approach leverages individual lived experience in support of operational and strategic outcomes. To support our enterprise-wide uplift in diversity and inclusion capabilities in 2022–23, we:

- launched the AFP *Diversity and Inclusion Strategy 2023–2026* (and associated implementation and communication plans)
- enhanced diversity and inclusion governance arrangements and elevated accountability, reporting and oversight to the Strategy and Performance Board
- commenced a self-identification project to build awareness and understanding of the diversity that exists within our workforce
- continued to support our 5 diversity networks to grow, increase member support and enhance engagement across the workforce
- continued our 5-year collaborative partnership with the Australian Human Rights Commission (AHRC) to support our diversity and inclusion goals through research and analysis of evidence-based and best practice recommendations on sustainable changes
- drew on the expertise of the AHRC when we established a dedicated Respect@Work taskforce and project team to implement priority actions to meet our legislated positive duty to prevent sexual harassment in the workplace. We are taking a risk management approach to sexual harassment and established a Respect@Work Steering Committee to bring together enterprise-wide decision-makers to fully explore risks, challenges, opportunities and priorities across the 7 Respect@Work domains.

In 2022–23, we also:

- launched the DXC Technology's Dandelion Program at the AFP, delivering a 24-month program for 6 individuals to become part of our Digital Surveillance Collection team
- enhanced the AFP's cultural capability by delivering a 10-week NAIDOC program that included cultural appreciation opportunities
- delivered an in-house panel discussion to raise awareness of LGBTQIA+ member experience and gender affirmation at the AFP
- prioritised action that enhanced psychological safety and empowered our people to be their true self through participation in numerous events, including the Sydney Gay and Lesbian Mardi Gras
- completed the AFP Gender Pay Gap and Equity Project in partnership with the AHRC to understand the differences in remuneration between men and women – the project's results will inform future policy shifts to promote gender equity
- built SES leadership capability to lead and deliver diversity and inclusion outcomes using toolkits that build these principles into everyday business
- delivered AHRC SES leadership roundtables
- engaged proactively in public reporting and benchmarking processes, such as the Australian Workplace Equality Index survey and voluntary gender data reporting to the Workplace Gender Equality Agency, to enhance our reporting and accountability mechanisms.

First Nations agenda

In 2022–23, the AFP expanded our First Nations agenda, focusing on the experiences of our own First Nations members, as well as our community policing lens and how we partner with other agencies in our contribution to the National Agreement on Closing the Gap.

In accordance with our Reconciliation Action Plan and Diversity and Inclusion Strategy objectives, we:

- established the Naragunawali Board in April 2023 to develop and implement our First Nations work program, inclusion initiatives and improved outcomes for communities
- delivered initiatives that integrate Aboriginal and Torres Strait Islander cultures and recognition into the AFP's identity, including a series of new cultural patterns and designs and naming the new Southern Command headquarters in Melbourne, Dulai Wurrung. This is the word for 'platypus' in the Woi-Wurrung language used by the traditional landowners, the Wurundjeri people
- published the Better Practice Guide on acquiring First Nations artworks to work with Aboriginal and Torres Strait Islander peoples to strengthen authentic and ethically produced First Nations art
- delivered a dedicated leave management toolkit that includes specific guidance for supervisors to support employees with 'sorry business'
- provided advice and support to the AFP's First Nations employees in the lead-up to The Voice referendum.

Disability reporting

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. It sets out practical changes that will be made to improve the lives of people living with disability in Australia. It also 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 the progress of the actions and outcome areas will be published and available at disabilitygateway.gov.au/ads.

In 2022–23, we participated in a review on dignified access to AFP National Headquarters in Canberra. The recommendations from this review conducted by the Department of Finance and Australian Network on Disability will be used to inform our Disability Action Plan. This will directly contribute to the inclusive homes and communities' outcome (Policy Priority 4) of *Australia's Disability Strategy 2021–2031*.

Members of the Diversity and Inclusion Team and the AFP All-Abilities Committee participated in the Australian Network on Disability Masterclass on Access and Inclusion Plans in late 2022. Using the resources from this program, work is underway to develop a Disability Action Plan for the AFP that will be released in 2023–24. The plan aims to improve disability reporting within the agency, as well as create a more inclusive environment.

Appendix B provides statistics on appointees who identify as having a disability.

Work health, safety and rehabilitation

Work Health and Safety Act 2011 (Cth)

In 2022–23, we conducted 49 workplace inspections across numerous AFP locations to ensure compliance with the WHS Act and associated regulations.

We reported 55 notifiable incidents to Comcare pursuant to section 38 of the WHS Act. Comcare issued 5 notices pursuant to section 155 of the WHS Act – we responded to the requests and provided information as required until closure.

No provisional improvement notices were issued in 2022–23.

Support services

We are committed to safeguarding the health, safety and welfare of all our people, including through prevention. While the AFP has a range of support services, our main support service, SHIELD, offers our people the expertise of skilled professionals, including medical officers, psychologists, health and fitness advisers, exercise physiologists, physiotherapists and rehabilitation case managers. To enhance support services for employees, we are using SHIELD to build an evidence-based approach through health, wellbeing and safety-related industry and research partnerships.

In 2022–23, we completed the rollout of SHIELD Health Hubs in all regions and expanded the service's clinical capabilities. Since the commencement of SHIELD in 2020–21, there has been an 11% increase in the uptake of Early Access services and a 32% decrease in accepted workers' compensation claims, reflecting the positive influence of SHIELD on health outcomes for members. Improvements in the health and wellbeing of our people have been clear in the results of our staff survey. Respondents to the 2022 AFP Staff Survey reported more positively about their health and wellbeing compared to 2021 Staff Survey respondents (the factor score increased from 50 to 54).

In 2022–23, we undertook a range of initiatives to ensure we delivered on our commitment to provide a healthy and safe workplace. These included:

- working with the specialist post-traumatic mental health service, Phoenix Australia, and academic experts to identify and minimise psychological risks to our workforce to create an AFP psychological risk profile and an enterprise-wide action plan, implementation roadmap, and monitoring and evaluation framework
- collaborating with Comcare in a proactive psychosocial inspection pilot. The outcomes will provide the AFP with a strong indication of our preparedness for new psychosocial safety obligations
- implementing the Integrated Complaints Management Model, which reduces complexity and confusion by simplifying our processes for raising workplace issues and complaints. Under this model, the Workplace Issues and Complaints Resolution Team has established a dedicated online portal for lodging complaints. The team undertakes all initial assessments and referrals, enhancing communication and timeliness, transparency and consistency in decision making
- providing victim-focused confidential advice and support about sexual assault, sexual harassment and other harmful behaviours within or connected to the workplace through the Confidant Network and Safe Reporting Team.

Learning and development

Formal training delivery

AFP College

The AFP College is a registered training organisation with the Australian Skills Quality Authority. It delivers nationally recognised qualifications and accredited vocational education and training courses to our appointees and law enforcement partners.

Qualifications currently listed on the AFP College's 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 2022–23, the AFP College awarded 209 qualifications. As the only registered training organisation within the Attorney General's portfolio, the AFP College is uniquely placed to enhance relationships with our partner agencies by assisting them to develop quality training and qualification options for their employees.

Australian Institute of Police Management

In 2022–23, there was a return to in-person educational experiences, with all scheduled graduate and professional development programs at the Australian Institute of Police Management (AIPM) successfully delivered. The AIPM supported the leadership development of 361 participants across 14 core programs. Additionally, the AIPM delivered 13 partnership and executive development activities on site in Manly, NSW and in regional locations. More than 36 agencies were represented by the 298 participants who attended the partnership activities.

In addition, the AIPM supported 22 Pacific nations' police organisations through the Pacific Faculty of Policing. The Pacific Faculty of Policing delivered 28 program activities, providing learning and leadership development support to 595 participants, both onsite and across the Pacific region.

During 2022–23, the AIPM hosted 65 conference and high profile international visit activities, delivering mission-critical training and achieving international engagement objectives.

Training delivery, development and support

Leadership development

Since its launch on 15 February 2022, the AFP Core Leadership Continuum (CLC) has provided access to over 80 learning modules for all members of the AFP. Between 15 February 2022 and 30 June 2023, more than 3,300 online self-paced modules were completed, with more than 1,450 members participating in 113 virtual workshops.

The CLC was a finalist in the Australian Institute of Training and Development's 2022 Excellence Awards. The Best Blended Learning Solution category, in which its achievements were recognised, honours organisations that demonstrate excellence using a combination of learning delivery mechanisms, methodologies and modes.

The 2023 Executive Level Transition Program was delivered to a cohort of newly promoted executive-level staff and a new SES Transition Program was launched in support of newly promoted SES.

The AFP's senior leadership capability is supported through ongoing partnerships with AIPM, the National Security College, the Institute of Public Administration and Australia Public Service Academy. In 2022–23, advanced presentation skill courses were added to the suite of development training for senior leaders, taking accomplished presenters to the next level.

The CLC also provides more than 30 specialised training options to develop leadership potential, including in-person workshops, tailored leadership development for frontline programs, delivery of psychometric tools and debriefs, and consultancy support.

Australian Federal Police Tertiary Study Assistance Scheme

The AFP encourages appointees at all levels to pursue lifelong learning to meet the current and future demands of their roles. In 2022–23, the AFP Tertiary Study Assistance Scheme supported 337 appointees to study and gain qualifications relevant to their current role or career development.

The most common areas of study related to law, cyber security, leadership, psychology, accounting, policing studies and terrorism/security. This support included financial aid to assist with the cost of course fees.

Coaching

The AFP Coaching Network continued to grow in 2022–23, with an additional 35 coaches completing coach certification training. A new initiative was launched in late 2022, with freshly promoted sergeants and team leaders offered coaching to support their transition into leadership roles. During 2022–23, there were more than 70 coaching partnership requests. Of these, 49 commenced and 4 were completed by 30 June 2023.

Investigations training

The AFP Investigator's Development Continuum describes a career pathway from new police officer through to detective and Senior Investigating Officer (SIO) to Management of Serious Crime (MOSC). The MOSC program sits at the top 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 abilities and knowledge.

In 2022–23, we supported a range of related initiatives and programs, including:

- two Criminal Investigations Programs, 5 National Interviewing Vulnerable Persons Programs and 9 Detective Training Programs (33 police officers obtained their detective designation)
- increasing the number of SIOs on the SIO Learning Continuum, increasing the AFP's investigative capability to manage critical, multi-agency and complex investigations
- increasing the MOSC alumni cohort across the world to more than 1,400 by delivering the 63rd MOSC program to 20 participants to develop their skills to more effectively lead serious, complex, multi-jurisdiction criminal investigations, develop professional collaborative networks and shape and influence their own and external organisations
- delivering the international MOSC program to 20 participants at the Jakarta Centre for Law Enforcement Cooperation in Indonesia – the program included representatives from the Indo-Pacific region and focused on protecting our communities from transnational crime, as well as on fostering close cooperation between international agencies in multiple jurisdictions
- delivering training to more than 2,100 appointees on the Investigations Management Solution, a contemporary and fully scalable system for managing investigations that was developed in partnership with the SAS Institute.

Building capability of our partners

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

In 2022–23, we supported a range of initiatives and events, including:

- hosting the Global Policing Innovation Exchange (GPX) board meeting at the AIPM where representatives from the AFP, the Investigative Police of Chile, the National Crime Agency (UK), the National Police of the Netherlands, the New Zealand Police and the Singapore Police Force gathered to discuss policing innovation, strategic foresight and leadership, and opportunities for collaboration
- hosting the Five Eyes Law Enforcement Group Annual Principals' Meeting where representatives from the AFP, the ACIC, the Federal Bureau of Investigation (US), Immigration and Customs Enforcement (US), Homeland Security Investigations (US), the National Crime Agency, the New Zealand Police, and the Royal Canadian Mounted Police met to address transnational organised crime through an agreed focus targeting the enablers of crime
- co-launching the inaugural Global Policing Innovation Exchange Leadership Programme (GPXLP) with Police Scotland – GPXLP has 19 participants representing the AFP, the Federal Police of Brazil, the Investigations Police of Chile, the National Crime Agency, the New Zealand Police, Police Scotland, the Royal Canadian Mounted Police, the Ontario Provincial Police and the National Police Force of the Netherlands
- releasing the Commonwealth Fraud Investigations Capability Project's *Final Report: Uplift of Commonwealth Fraud Investigations Capability* and sharing the Digital Competency Assessment Tool with 31 Commonwealth agencies to strengthen fraud investigation capabilities
- publishing the Australian Government Investigations Standard (AGIS) 2022 following extensive consultation with Commonwealth agency partners
- hosting the fourth annual AFP Futures Games to explore how global trends will provide opportunities and threats to law enforcement – the 2022–23 games had 158 participants from 10 agencies
- co-hosting the 16th Annual Pearls in Policing Program with NSW Police in Sydney – *Next-Generation Policing: Policing an uncertain future* explored global trends, including the impacts of climate change, insights and strategies to attract and retain the next generation of police recruits, and the implications of artificial intelligence and other advances in technology
- coordinated the third International Action Learning Group with AIPM – participants from more than 20 countries presented their finding to the Pearls in Policing participants on strategies and impacts associated with *Next Generation: Offender* and the *Next Generation: Workforce* themes.

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 2022–23, the AFP entered into 14 contracts of \$100,000 or more, which did not provide for the Auditor-General to have access to the contractor's premises. These contracts are detailed in Table 4.4.

Table 4.4 Contracts without Auditor-General access, 2022–23

Name of vendor	Purpose of contract	Value of contract \$ (GST inc.)	Reason
Sofitel Fiji Resort & Spa	Provision of accommodation and conference facilities	183,000	The AFP accepted the vendor terms
Marble Operations Pty Ltd	Provision of conference facilities	151,400	The AFP accepted the vendor terms
Australian Defence Apparel Pty Ltd	Supply of accoutrements	203,598	The AFP accepted the vendor terms
Wever Engineering (Pvt) Ltd	Provision of general building construction	110,000	The AFP accepted the vendor terms
Orthram Inc	Provision of scientific testing services	250,000	The AFP accepted the vendor terms
Chainalysis	Provision of software	287,326	The AFP accepted the vendor terms
SHL Australia Pty Ltd	Provision of recruitment training services	101,503	The AFP accepted the vendor terms
The Escal Institute of Advanced Technology Inc	Provision of training and development services	588,730	The AFP accepted the vendor terms
Rentokil Initial Pty Ltd	Supply and maintenance of indoor plants	147,165	The AFP accepted the vendor terms

Lexis Nexis	Provision of online subscription services	106,900	The AFP accepted the vendor terms
Safran Electronics & Defense Australia	Supply of equipment	184,151	The AFP accepted the vendor terms
Pluralsight LLC	Provision of online learning services	130,000	The AFP accepted the vendor terms
Thomson Reuters (Professional)	Supply of online database information retrieval systems	129,470	The AFP accepted the vendor terms
Microsoft Pty Ltd	Provision of software maintenance and support	853,499	The AFP accepted the vendor terms

Exempt contracts

In 2022–23, the AFP did not publish on AusTender the details of 120 contracts, with a total value of \$91,015,099, as the details would disclose exempt matters under the FOI Act.

Reportable consultancy contracts

During 2022–23, 47 new consultancy contracts were entered into involving total actual expenditure of \$6,175,455. In addition, 46 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$3,662,544.

The decisions to engage consultants are made in accordance with the PGPA Act, CPRs 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 4.5 Expenditure on reportable consultancy contracts, 2022–23

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2022–23	47	6,175,455
Ongoing contracts entered into during a previous reporting period	46	3,662,544
Total	93	9,837,999

Table 4.6 Organisations receiving a share of reportable consultancy contract expenditure, 2022–23

Organisation	Organisation ABN	Expenditure \$ (GST inc.)
PriceWaterhouseCoopers	ABN 52780433757	2,433,055
Australian Government Solicitor	ABN 69405937639	1,136,806
Callida Pty Ltd	ABN 40154007664	930,095
Lawyerbank Pty Ltd	ABN 23159266583	641,939
CBR Cyber Pty Ltd	ABN 36643307171	477,713

Reportable non-consultancy contracts

During 2022–23, 1,253 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$112,443,457 (GST inclusive). In addition, 1,648 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$228,345,914 (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 4.7 Expenditure on reportable non-consultancy contracts, 2022–23

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2022–23	1,253	112,443,457
Ongoing contracts entered into during a previous reporting period	1,648	228,345,914
Total	2,901	340,789,371

Table 4.8 Organisations receiving a share of reportable non-consultancy contract expenditure, 2022–23

Organisation	Organisation ABN	Expenditure \$ (GST inc.)
Bayernfonds Opalus GmbH	ARBN 136907689	30,253,023
Mirvac Capital Pty Ltd	ACN 096525405	17,964,500
Commerz Real Australian Management Co. Pty Ltd	ACN 600097096	17,739,769
International SOS (Australasia) Pty	ABN 83052247104	12,391,854
Motorola Solutions Australia	ABN 16004742312	11,298,518

Procurement initiative to support small business

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 that the AFP awarded during 2022–23 is available at grants.gov.au.

Advertising and market research

Table 4.9 Advertising and market research expenditure, 2022–23

Category	Vendor	Expenditure \$ (GST inc.)
Campaign	Coordinate Group Pty Ltd	19,998
Campaign	DXC Technology Australia Pty Ltd	33,000
Campaign	Encore Event Technologies Pty Ltd	28,294
Campaign	Havas Australia Pty Ltd	79,843
Campaign	KJEX Pty Ltd	33,770
Campaign	Mediabrand Australia Pty Ltd	2,472,918
Campaign	Military Shop	23,842
Campaign	Paddywack Promotional	23,235
Campaign	Productology Pty Ltd	45,280
Campaign	Sense (AUST) Pty Ltd	19,921
Market Research	Fifty-Five Five Pty Ltd	55,000
Market Research	Kantar Public Australia Pty Ltd	216,193
Non-Campaign	Eye Candy Animation Pty Ltd	16,836
Non-Campaign	Nation Creative Pty Ltd	31,438
Total		3,099,567

The AFP did not conduct any government advertising campaigns in 2022–23.



Chapter 5

Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Attorney-General of Australia

Opinion

In my opinion, the financial statements of the Australian Federal Police for the year ended 30 June 2023:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian Federal Police as at 30 June 2023 and its financial performance and cash flows for the year then ended.

The financial statements of the Australian Federal Police, which I have audited, comprise the following as at 30 June 2023 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 Australian Federal Police 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.

Other information

The Commissioner is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2023 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Accountable Authority's responsibility for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian Federal Police'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 Australian Federal Police'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 Australian Federal Police 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 Commissioner 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

A handwritten signature in blue ink that reads "Matthew Rigter". The signature is written in a cursive style.

Matthew Rigter
Executive Director
Delegate of the Auditor-General¹

Canberra

14 September 2023

Table of contents

Statement by the Commissioner and Chief Financial Officer	94
Departmental primary financial statements	
Statement of comprehensive income	95
Statement of financial position	97
Statement of changes in equity	99
Cash flow statement	100
Administered primary financial schedules	
Administered schedule of comprehensive income	101
Administered schedule of assets and liabilities	102
Administered reconciliation schedule	102
Administered cash flow statement	103
Notes to and forming part of the financial statements	
Overview	104
Events after the reporting period	105
Note 1.1: Expenses	106
Note 1.2: Own-source revenue and gains	108
Note 2.1: Financial assets	109
Note 2.2: Non-financial assets	110
Note 2.3: Payables	114
Note 2.4: Interest bearing liabilities	114
Note 2.5: Other provisions	115
Note 3.1: Employee provisions	116
Note 3.2: Key management personnel remuneration	117
Note 3.3: Related party disclosures	117
Note 4.1: Appropriations	118
Note 4.2: Net cash appropriation arrangements	120
Note 4.3: Special accounts	121
Note 4.4: Contingent liabilities and contingent assets	122
Note 4.5: Current/non-current distinction for assets and liabilities	123

Statement by the Commissioner and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2023 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

14 September 2023



Paul Wood
Chief Financial Officer

14 September 2023

Australian Federal Police
Departmental primary statements

Statement of comprehensive income

for the year ended 30 June 2023

	Notes	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance \$'000
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	1,071,205	1,003,814	1,063,548	7,657
Suppliers	1.1B	506,534	466,396	492,634	13,900
Depreciation and amortisation	2.2A	280,970	237,703	222,797	58,173
Finance costs	1.1C	23,594	14,253	23,174	420
Write-down and impairment of other assets	1.1D	1,217	7,868	-	1,217
Grants		5,248	4,287	-	5,248
Other expenses		705	5,290	-	705
Total expenses		1,889,473	1,739,611	1,802,153	87,320
Own-source income					
Own-source revenue					
Revenue from contracts with customers		384,265	358,990	400,172	(15,907)
Other revenue		4,236	4,106	3,525	711
Total own-source revenue	1.2A	388,501	363,096	403,697	(15,196)
Gains					
Resources received free of charge		6,278	6,304	6,478	(200)
Gains from sale of assets		228	129	-	228
Other gains		3,083	3,516	-	3,083
Total gains		9,589	9,949	6,478	3,111
Total own-source income		398,090	373,045	410,175	(12,085)
Net cost of services		(1,491,383)	(1,366,566)	(1,391,978)	(99,405)
Revenue from Government	4.1A	1,286,667	1,251,150	1,283,683	2,984
Deficit attributable to the Australian Government		(204,716)	(115,416)	(108,295)	(96,421)
Other comprehensive income					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		60,513	(1,948)	-	60,513
Total comprehensive loss		(144,203)	(117,364)	(108,295)	(35,908)

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

¹ The original budget is from the 2022–23 Portfolio Budget Statement (PBS) October 2022 (unaudited).

Statement of comprehensive income (cont.)

for the year ended 30 June 2023

The following provides an explanation of the variance between the original budget figures as presented in the PBS October 2022 and the 2022–23 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.

Departmental expenses

Increased operational activity drove increased overtime and travel costs during the year. Depreciation increased due to the completion of capital projects, increased capital purchases, and a significant new property lease in Melbourne (right-of-use asset).

Revaluation Reserve

A revaluation of fixed assets during the year resulted in an increase to the revaluation reserve of \$62.5m. This was partially offset by a \$2.0m revaluation of makegood provision.

Net Cash Operating Result

The net cash operating result at Note 4.2 excludes depreciation of fixed assets and adjusts for the impacts of lease accounting.

The net cash operating deficit of \$41.9m reflects increased operational pressures, including increased protection activities.

The AFP sought to reclassify \$5.0m of equity funding to operating, which would have resulted in an operating deficit of \$36.9m, however, this will not occur until 2023-24.

Australian Federal Police
Departmental primary statements

Statement of financial position

as at 30 June 2023

	Notes	Actual 2023	Actual 2022	Original budget ¹	Variance
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Financial assets					
Cash and cash equivalents	2.1A	24,346	26,995	26,995	(2,649)
Trade and other receivables	2.1B	94,276	161,122	161,309	(67,033)
Total financial assets		118,622	188,117	188,304	(69,682)
Non-financial assets					
Land and buildings	2.2A	1,714,909	1,352,842	1,347,543	367,366
Property, plant and equipment	2.2A	252,084	232,302	226,535	25,549
Intangibles	2.2A	141,703	124,585	171,693	(29,990)
Inventories		9,748	6,905	6,905	2,843
Prepayments		32,241	48,684	48,684	(16,443)
Total non-financial assets		2,150,685	1,765,318	1,801,360	349,325
Total assets		2,269,307	1,953,435	1,989,664	279,643
LIABILITIES					
Payables					
Suppliers		64,094	67,983	68,207	(4,113)
Other payables	2.3A	54,696	56,419	56,195	(1,499)
Total payables		118,790	124,402	124,402	(5,612)
Interest bearing liabilities					
Leases	2.4	1,362,980	1,019,362	1,019,362	343,618
Total interest bearing liabilities		1,362,980	1,019,362	1,019,362	343,618
Provisions					
Employee provisions	3.1	348,053	373,613	373,613	(25,560)
Other provisions	2.5	33,607	30,679	30,679	2,928
Total provisions		381,660	404,292	404,292	(22,632)
Total liabilities		1,863,430	1,548,056	1,548,056	315,374
Net assets		405,877	405,379	441,608	(35,731)
EQUITY					
Contributed equity		1,806,727	1,662,027	1,805,734	993
Reserves		205,737	145,224	145,224	60,513
Accumulated deficit		(1,606,587)	(1,401,872)	(1,509,350)	(97,237)
Total equity		405,877	405,379	441,608	(35,731)

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

¹ The original budget is from the 2022–23 PBS October 2022 (unaudited).

Statement of financial position (cont.)

as at 30 June 2023

The following provides an explanation of the variance between the original budget figures as presented in the PBS October 2022 and the 2022–23 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.

Departmental assets

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

- Non-financial assets have increased due to a significant new property lease in Melbourne (right-of-use asset) and the completion of capital projects, which have also increased depreciation and amortisation, and increases from revaluation.
- Offset by a significant reduction in Trade and other receivables (appropriation receivable) which is reflective of payments made to resolve the unpaid superannuation provision in 2023 (Employee provisions) and the operating deficit.

Departmental liabilities

Departmental liabilities are also greater than budget due to the significant new property lease in Melbourne (lease liability) and a reduction in employee provisions largely as a result of payments in resolving the unpaid superannuation provision.

Australian Federal Police
Departmental primary statements

Statement of changes in equity

for the year ended 30 June 2023

	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance ² \$'000
CONTRIBUTED EQUITY				
Opening balance carried forward from previous period	1,662,027	1,552,756	1,662,027	-
Transactions with owners				
<i>Distributions to owners</i>				
Returns of contributed equity - Departmental Capital Budget	-	(11,635)	-	-
<i>Contributions by owners</i>				
Equity injection - appropriations	61,575	39,898	61,575	-
Departmental Capital Budget	83,125	81,008	82,132	993
Total transactions with owners	144,700	109,271	143,707	993
Closing balance as at 30 June	1,806,727	1,662,027	1,805,734	993
RETAINED EARNINGS				
Opening balance				
Opening balance carried forward from previous period	(1,401,872)	(1,286,456)	(1,401,872)	-
Adjustment for errors	1	-	-	1
Adjusted opening balance	(1,401,871)	(1,286,456)	(1,401,872)	1
Comprehensive income				
(Deficit) for the period	(204,716)	(115,416)	(107,478)	(97,238)
Total comprehensive loss	(204,716)	(115,416)	(107,478)	(97,238)
Closing balance as at 30 June	(1,606,587)	(1,401,872)	(1,509,350)	(97,237)
ASSET REVALUATION RESERVE				
Opening balance carried forward from previous period	145,224	147,172	145,224	-
Comprehensive income				
Other comprehensive income	60,513	(1,948)	-	60,513
Total comprehensive income	60,513	(1,948)	-	60,513
Closing balance as at 30 June	205,737	145,224	145,224	60,513
TOTAL EQUITY	405,877	405,379	441,608	(35,731)

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

¹ The original budget is from the PBS October 2022 (unaudited).

² The variance between the actual and original budgeted amount for 2022–23. 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.

Cash flow statement

for the year ended 30 June 2023

	Notes	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance ² \$'000
Operating activities					
<i>Cash received</i>					
Appropriations		1,831,698	1,689,776	1,694,508	137,190
Sales of goods and rendering of services		391,340	371,640	403,197	(11,857)
GST received		62,137	55,474	29,900	32,237
Other		14,321	18,103	500	13,821
Total cash received		2,299,496	2,134,993	2,128,105	171,391
<i>Cash used</i>					
Employees		1,106,835	1,070,719	1,063,548	43,287
Suppliers		558,205	529,500	516,056	42,149
Section 74 receipts transferred to the Official Public Account (OPA)		457,046	347,554	410,195	46,851
Interest payments on lease liabilities		23,390	14,040	23,174	216
Grant payments		5,248	4,287	-	5,248
Total cash used		2,150,724	1,966,100	2,012,973	137,751
Net cash received from operating activities		148,772	168,893	115,132	33,640
Investing activities					
<i>Cash received</i>					
Proceeds from sale of property, plant and equipment		222	129	-	222
Total cash received		222	129	-	222
<i>Cash used</i>					
Purchase of property, plant and equipment		63,752	59,438	-	63,752
Purchase of land and buildings		39,709	82,613	-	39,709
Purchase of intangibles		59,076	36,736	-	59,076
Total cash used		162,537	178,787	154,295	8,242
Net cash used by investing activities		(162,315)	(178,658)	(154,295)	(8,020)
Financing activities					
<i>Cash received</i>					
Contributed equity		22,033	56,186	-	22,033
Departmental capital budget funding		103,107	69,991	-	103,107
Total cash received		125,140	126,177	230,916	(105,776)
<i>Cash used</i>					
Principal payments of lease liabilities		114,246	112,849	104,544	9,702
Total cash used		114,246	112,849	191,753	9,702
Net cash received from financing activities		10,894	13,328	39,163	(115,478)
Net increase in cash held		(2,649)	3,563	-	(2,649)
Cash and cash equivalents at the beginning of the period		26,995	23,432	26,995	-
Cash and cash equivalents at the end of the period	2.1A	24,346	26,995	26,995	(2,649)

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

¹ The original budget is from the PBS October 2022 (unaudited).² The variance between the actual and original budgeted amount for 2022–23 cash and cash equivalents is not material, with the increase in net cash received from operating activities offsetting the increased purchase of assets.

Australian Federal Police
Administered primary schedules

Administered schedule of comprehensive income

for the year ended 30 June 2023

	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance \$'000
Notes				
NET COST OF SERVICES				
Expenses				
Consultants and contractors	10	114	-	-
General and office	1,652	781	-	-
Operational expenses	323	165	-	-
Police equipment for other jurisdictions ²	1,730	4,637	-	-
Training	356	271	-	-
Travel	941	474	-	-
Total expenses	5,012	6,442	5,000	12
Income				
Non-taxation revenue				
Court fees, fines and penalties	1,645	280	-	-
Exhibits and seizures	415	36	-	-
Other income	21	-	-	-
Total non-taxation revenue	2,081	316	-	2,081
Net cost of services	2,931	6,126	5,000	(2,069)
Total comprehensive surplus/(deficit)	(2,931)	(6,126)	(5,000)	2,069

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

¹ The original budget is from the PBS October 2022 (unaudited).

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

Administered schedule of assets and liabilities

as at 30 June 2023

	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance \$'000
Assets				
Financial assets				
Receivable - GST from Australian Taxation Office	9	24	-	9
Receivable - Other	-	-	24	(24)
Total financial assets	9	24	24	(15)
Non-financial assets				
Total non-financial assets	-	-	-	-
Total assets administered on behalf of government	9	24	24	(15)
Liabilities				
Payables				
Suppliers ²	294	870	870	(576)
Total liabilities administered on behalf of government	294	870	870	(576)
Net liabilities	(285)	(846)	(846)	561

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

¹ The original budget is from the PBS October 2022 (unaudited).

² Settlement is usually made within 7 days.

Administered reconciliation schedule

	Actual 2023 \$'000	Actual 2022 \$'000
for the year ended 30 June 2023		
Opening net liabilities as at 1 July	(846)	(934)
Net cost of services		
Income	2,081	316
Expenses	(5,012)	(6,442)
Total net cost of services	(2,931)	(6,126)
Transfers (to)/from Australian Government Appropriation transfers through the OPA		
Annual appropriations	5,610	7,189
Transfers to OPA	(2,118)	(975)
Total transfers from Australian Government	3,492	6,214
Closing net liabilities as at 30 June	(285)	(846)

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

Australian Federal Police
Administered primary schedules

Administered cash flow statement

for the year ended 30 June 2023

	Actual 2023 \$'000	Actual 2022 \$'000	Original budget ¹ \$'000	Variance \$'000
Operating activities				
<i>Cash received</i>				
Court fees, fines and penalties	1,645	284	-	1,645
Exhibits and seizures	415	36	-	415
Other – income	21	-	-	21
Net GST received	115	93	-	115
Total cash received	2,196	413	8	2,188
<i>Cash used</i>				
Suppliers	5,588	6,564	6,562	(974)
GST paid	100	63	8	92
Total cash used	5,688	6,627	6,570	(882)
Net cash used by operating activities	(3,492)	(6,214)	(6,562)	3,070
Net (decrease) in cash held by the Commonwealth	(3,492)	(6,214)	(6,562)	3,070
Cash at the beginning of the reporting period	-	-	-	-
<i>Cash from the OPA</i>				
Appropriations	5,610	7,189	6,562	(952)
<i>Cash to the OPA</i>				
Appropriations	(2,103)	(945)	-	(2,103)
GST	(15)	(30)	-	(15)
Cash at the end of the reporting period	-	-	-	-

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

¹ The original budget is from the PBS October 2022 (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.

The 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. The 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*.

The financial statements have been prepared in accordance with the:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
- 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.

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.

Two amended standards (AASB 2021-2 and AASB 2021-6) were adopted earlier than the application date as stated in the standard however did not result in any material impacts for the financial statements.

Overview (cont.)

Significant accounting judgements and estimates

In applying the AFP's accounting policies, management has made a number of accounting judgements and applied estimates and assumptions to future events. Judgements and estimates that are significant to the financial statements are found within:

- Note 2.1 - Financial assets
- Note 2.2 - Non-financial assets
- Note 2.4 - Interest bearing liabilities
- Note 2.5 - Other provisions
- Note 3.1 - Employee provisions

Taxation

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

Reporting of administered activities

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

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

Administered cash transfers to and from the OPA

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

Events after the reporting period

Departmental

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

Administered

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

Note 1.1: Expenses**Note 1.1A: Employee benefits expense**

	2023 \$'000	2022 \$'000
Wages and salaries	762,069	725,258
Superannuation		
Defined contribution plans	89,315	71,546
Defined benefit plans	55,754	62,602
Leave and other entitlements	150,476	131,246
Separation and redundancies	347	809
Other employee expenses	13,244	12,353
Total employee benefits expense	1,071,205	1,003,814

Note 1.1A: Accounting policy

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

	2023 \$'000	2022 \$'000
Supplier expenses – goods and services		
Operational ¹	74,343	71,873
Consultant and contractor services	54,159	57,267
Staff and recruitment	49,594	49,043
Communications and IT	87,597	82,374
Building and accommodation	53,945	53,297
Travel	56,062	31,877
General and office	45,782	40,858
Training	14,949	12,610
Vehicle expenses	10,023	8,656
Postage and freight	2,850	2,824
Total supplier expenses – goods and services	449,304	410,679
Supplier expenses – other		
Short-term and low-value leases	8,662	10,024
Workers compensation expenses	48,539	45,687
Other supplier expenses	29	6
Total supplier expenses - other	57,230	55,717
Total supplier expenses	506,534	466,396

¹ The value of audit services for the audit of the AFP financial statements amounted to \$0.265m (2022: \$0.265m). Other audit service fees, for the review of special purpose financial statements, amounted to \$0.026m.

Note 1.1: Expenses (cont.)

Note 1.1B: Accounting policy

Short-term leases and leases of low-value assets

The 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 AFP 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

	2023	2022
	\$'000	\$'000
Interest on lease liabilities	23,390	14,040
Unwinding of discount	204	213
Total finance costs	23,594	14,253

Finance costs are recognised as incurred.

Note 1.1D: Write-down and impairment of assets

	2023	2022
	\$'000	\$'000
Impairment on trade and other receivables	399	605
Impairment of buildings	10	33
Impairment of property, plant and equipment	364	2,366
Impairment of intangibles	444	4,864
Total write-down and impairment of assets	1,217	7,868

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 2018*. Expenses and income associated with this activity are outlined below.

	2023	2022
	\$'000	\$'000
Expenses – departmental	26,178	24,783
Revenue – departmental ¹	37,331	34,855

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

Note 1.2: Own-source revenue and gains**Note 1.2A: Revenue**

	2023	2022
	\$'000	\$'000
Revenue from contracts with customers		
Sale of goods	29	47
Rendering of services:		
Police services	294,408	291,296
Criminal record checks	38,742	36,230
Other services	51,086	31,417
Total revenue from contracts with customers	<u>384,265</u>	<u>358,990</u>
Other revenue	4,236	4,106
Total revenue	<u>388,501</u>	<u>363,096</u>

Note 1.2A: Accounting policy

The AFP primarily generates revenue from providing policing services to the ACT Government and other Commonwealth agencies. The 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 (2022: \$0.265m) for AFP's financial statements and \$6.214m (2022: \$6.039m) 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.

Note 2.1: Financial assets

Note 2.1A: Cash and cash equivalents

	2023	2022
	\$'000	\$'000
Cash in special accounts	6,669	7,916
Cash on hand	48	98
Cash at bank	8,629	9,981
Cash - held by the OPA	9,000	9,000
Total cash and cash equivalents	24,346	26,995

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: \$59.783m in 2023 and \$53.501m in 2022. See Note 4.3 Special accounts for more information.

Note 2.1B: Trade and other receivables

	2023	2022
	\$'000	\$'000
Goods and services receivable	18,257	17,438
Accrued revenue	11,154	9,429
Total goods and services receivables	29,411	26,867
Appropriation receivable		
- for ordinary services	10,483	98,468
- for equity projects	45,717	26,157
Total appropriations receivables	56,200	124,625
Other receivables		
GST receivable from the Australian Taxation Office	4,841	8,948
Comcare	3,332	1,380
Other	1,525	40
Total other receivables	9,698	10,368
Total trade and other receivables (gross)	95,309	161,860
Less: expected credit loss allowance	(1,033)	(738)
Total trade and other receivables (net)	94,276	161,122

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 (2022: 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.

Note 2.2: Non-financial assets**Note 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles**

	Land \$'000	Buildings \$'000	Leasehold improve- ments \$'000	Total land and buildings \$'000	Other property, plant and equipment \$'000	Intangible assets - computer software \$'000	Total non- financial assets \$'000
As at 1 July 2022							
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)
Total as at 1 July 2022	2,400	1,097,523	252,919	1,352,842	232,302	124,585	1,709,729
Additions							
Purchased or internally developed	-	13,442	18,008	31,450	94,785	44,450	170,685
Right-of-use assets	-	423,057	-	423,057	10,586	-	433,643
Assets not previously recognised	-	-	-	-	433	-	433
Revaluations recognised in other comprehensive income	1,850	37,236	10,405	49,491	12,985	-	62,476
Impairment recognised in net cost of services	-	(10)	(175)	(185)	(189)	(444)	(818)
Depreciation/amortisation	-	(6,002)	(44,642)	(50,644)	(57,899)	(44,739)	(153,282)
Depreciation on right-of-use assets	-	(115,328)	-	(115,328)	(12,359)	-	(127,687)
Other movements of right-of-use assets ¹	-	12,529	-	12,529	988	-	13,517
Reclassifications	-	(58,512)	70,209	11,697	(29,548)	17,851	-
Total as at 30 June 2023	4,250	1,403,935	306,724	1,714,909	252,084	141,703	2,108,696
Total as at 30 June 2023 represented by							
Gross book value	4,250	1,758,542	315,392	2,078,184	319,189	318,982	2,716,355
Accumulated depreciation and amortisation	-	(354,607)	(8,668)	(363,275)	(67,105)	(177,279)	(607,659)
Total as at 30 June 2023	4,250	1,403,935	306,724	1,714,909	252,084	141,703	2,108,696
Carrying amount of right-of-use assets	-	1,245,072	-	1,245,072	26,605	-	1,271,677

¹ 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 2023 is \$77.016m (2022: \$57.092m). At 30 June, the AFP intends to fully exercise these contracts.

	2023 \$'000	2022 \$'000
As at 30 June, the future minimum payments under non-cancellable contracts were:		
Less than one year	69,280	44,069
Between one and five years	9,235	16,677
Total capital commitments	78,515	60,746

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 2.2B: 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 2023 by JLL Public Sector Valuations Pty Ltd. Revaluations were conducted on all tangible assets, including those under construction.

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 where there is no active market for custom-built assets
- other property, plant and equipment – measured at market selling price for assets unless a market does not exist. In these circumstances depreciated replacement cost is applied.

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

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

Note 2.2B: Accounting policy (cont.)

Impairment and derecognition

All assets were assessed for impairment at 30 June 2023. 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 the 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

Inventory held by the AFP includes uniforms and other goods held for distribution.

During 2023, \$3.583m of inventory was recognised as an expense (2022: \$4.329).

During 2023, no write off and impairment losses of inventories were recognised in profit or loss (2022: nil).

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. Items of inventory are annually evaluated. Items identified as damaged or obsolete are assumed to have no service potential and are recorded as a reduction to inventory and written off.

Note 2.3: Payables**Note 2.3A: Other payables**

	2023	2022
	\$'000	\$'000
Wages and salaries	29,843	24,267
Superannuation	6,255	5,586
Unearned income	18,566	26,342
Other payables	32	224
Total other payables	54,696	56,419

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 (2022: 7 days).

Note 2.4: Interest bearing liabilities

	2023	2022
	\$'000	\$'000
Leases		
Lease liabilities: buildings	1,336,851	992,668
Lease liabilities: property, plant and equipment	26,129	26,694
Total interest bearing liabilities	1,362,980	1,019,362

Total cash outflow for leases for the year ended 30 June 2023 was \$137.636m, comprising \$114.246m in principal repayments and \$23.390m in interest payments (2022: \$126.889m, comprising \$112.849m in principal repayments and \$14.040m 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	133,860	112,823
Between 1 to 5 years	426,072	370,573
More than 5 years	1,273,082	665,420
Total leases	1,833,014	1,148,816

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 \$'000
As at 1 July 2022	30,679
Additional provisions made	2,333
Amounts used	(434)
Provisions not realised	(1,137)
Revaluation	1,962
Unwinding of discount or change in discount rate	204
Total as at 30 June 2023	33,607

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 48 (2022: 45) 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.

Note 3.1: Employee provisions

	2023	2022
	\$'000	\$'000
Leave	323,328	331,570
Underpayment of superannuation	24,675	41,993
Other	50	50
Total employee provisions	348,053	373,613

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 12 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 2023, 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.

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 who 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.

	2023 \$'000	2022 \$'000
Short-term employee benefits	2,321	2,097
Post-employment benefits	340	295
Other long-term employee benefits	53	47
Total key management personnel remuneration expenses¹	2,714	2,439

The total number of key management personnel included in the above table is 8 with 2 acting in management positions included in 2023 (2022: 5 including none acting in management positions). The number of key management personnel roles at 30 June 2023 was 6 (2022: 5 roles).

¹ 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.

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

	2023	2022
	\$'000	\$'000
Departmental appropriations	1,286,667	1,251,150
Total revenue from government	1,286,667	1,251,150

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

	2023	2022
	\$'000	\$'000
Annual Appropriations		
Opening unspent appropriation balance	142,380	245,284
Annual appropriation - operating ¹	1,284,500	1,253,607
Annual appropriation - capital budget ²	82,132	81,008
Annual appropriation - equity injection	61,575	39,898
PGPA Act section 74 receipts	457,046	347,554
Total appropriation available	2,027,633	1,967,351
Appropriation applied (current and prior years)	1,965,019	1,824,971
Closing unspent appropriation balance	62,614	142,380
Balance comprises appropriations as follows:		
Appropriation Act (No. 2) 2019–20 - Equity Injection	-	6,780
Appropriation Act (No. 1) 2020–21 ¹	1,715	1,715
Appropriation Act (No. 1) 2021–22	-	72,074
Appropriation Act (No. 1) 2021–22 - Capital Budget (DCB)-Non operating	-	26,157
Appropriation Act (No. 3) 2021–22	-	25,577
Supply Act (No. 1) 2022–23	-	-
Supply Act (No. 1) 2022–23 - Capital Budget (DCB)-Non operating	-	-
Supply Act (No. 2) 2022–23 - Equity Injection	6,714	-
Supply Act (No. 3) 2022–23	7,500	-
Supply Act (No. 3) 2022–23 - Capital Budget (DCB)-Non Operating	6,175	-
Supply Act (No. 4) 2022–23 - Equity Injection	9,400	-
Appropriation Act (No. 1) 2022–23	-	-
Appropriation Act (No. 2) 2022–23 - Equity Injection	22,435	-
Appropriation – Cash on hand/at bank	8,675	10,077
Total unspent appropriation	62,614	142,380

All amounts are GST exclusive.

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

- \$1.715m – Appropriation Act (No.1) 2020–21 (lapsing 1 July 2023)

Note 4.1: Appropriations (cont.)

² 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.

As at 30 June 2023 the AFP recognised a receivable at Note 2.1B of \$1.031m to be received in 2023-24 for no-win no-loss supplementation for additional FBT expense related to living away from home allowance, and \$1.953m for expenses reimbursed from the contingency reserve for the Quad Leaders Summit. In 2021-22 a receivable of \$0.817m was recognised for FBT. The net impact of these movements is an increase in revenue from government of \$2.167m recognised in 2022-23 compared to the Appropriation Acts (No.1,3,5).

An additional receivable of \$0.993m Departmental Capital Budget was recognised at Note 2.1B in relation to capital expenses for the Quad Leaders Summit, which results in \$0.993m recognised as contributed equity compared to Appropriation Acts (No. 1,3,5).

Note 4.1C: Annual and unspent administered appropriations

	2023	2022
	\$'000	\$'000
Opening unspent appropriation balance	2,190	2,242
Annual appropriation - operating ¹	4,950	6,512
Total available appropriation	7,140	8,754
Appropriation applied (current and prior years)	5,815	6,564
Closing unspent appropriation balance	1,325	2,190
Balance comprises appropriations as follows:		
Appropriation Act (No. 1) 2019–20 ¹	-	226
Appropriation Act (No. 1) 2020–21 ¹	1,013	1,013
Appropriation Supply Act (No. 1) 2020–21 ¹	88	88
Appropriation Act (No. 1) 2021–22	-	863
Supply Act (No. 1) 2022–23	-	-
Supply Act (No. 3) 2022–23	202	-
Appropriation Act (No. 1) 2022–23	22	-
Appropriation – Cash on hand/at bank	-	-
Total unspent appropriation - ordinary annual services	1,325	2,190

All amounts are GST exclusive.

¹ The following amounts are included in unspent annual appropriations, as the amounts have not been formally reduced (by law). They have been reduced by permanent quarantine under section 51 of the PGPA Act which constitutes a permanent loss of control:

- \$1.013m – Appropriation Act (No.1) 2020–21 (lapsing 1 July 2023)
- \$0.088m – Appropriation Supply Act (No.1) 2020–21 (lapsing 1 July 2023)

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.

	2023 \$'000	2022 \$'000
Total comprehensive income/(loss) - as per the statement of comprehensive income	(144,203)	(117,364)
Plus: Depreciation/amortisation expenses not funded through appropriation (DCB or equity injection) ¹	149,331	114,615
Plus: Depreciation of right-of-use assets	127,686	119,919
Less: Principal repayments - leased assets	(114,246)	(112,849)
Movement in revaluation reserve	(60,513)	1,948
Net cash operating surplus/(deficit)	(41,945)	6,269

¹ The comprehensive loss per the statement of comprehensive income is \$144.203m (2022: \$117.364m). The depreciation/amortisation expense per the statement of comprehensive income is \$280.970m including depreciation on right-of-use assets (2022: \$237.703m). The amount presented above for this item has been reduced by \$3.953m (2022: \$3.169m), representing the depreciation/amortisation expense funded by the ACT Government for Outcome 2.

The net cash operating deficit of \$41.9m reflects increased operational pressures, including increased personal protection activities. AFP sought to reclassify \$5.0m of equity funding to operating, which would have resulted in an operating deficit of \$36.9m, however, this will not occur until 2023–24.

Note 4.3: Special accounts

The AFP has one special account that contains the receipt of monies temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth, for the payment of monies in connection with services performed on behalf of other governments and non-agency bodies and for expenditure related to providing secretariat support in relation to the detection and prevention of money laundering in the Asia-Pacific region and carrying out activities that are incidental to this purpose.

Services for other entities and trust moneys account¹	2023	2022
	\$'000	\$'000
Balance brought forward from previous year	70,419	66,378
Increases		
Appropriation credited to special account	5,140	5,100
Departmental receipts (AIPM ² and APG ³)	9,320	7,926
Other receipts	51,068	55,005
Total increases	65,528	68,031
Available for payments	135,947	134,409
Decreases		
Departmental payments (AIPM and APG)	(15,707)	(12,080)
Other payments	(44,786)	(51,910)
Total decreases	(60,493)	(63,990)
Balance carried to next year and represented by:	75,454	70,419
Cash – held by the agency	6,671	7,918
Cash – held by the agency on trust	59,783	53,501
Cash held in the OPA	9,000	9,000
Total balance carried to the next year	75,454	70,419

All amounts are GST exclusive.

¹ *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.

² *Accounting for the Australian Institute of Police Management (AIPM)*

The purpose of the AIPM is to provide executive development and education services to Australasian police forces. The AIPM is hosted by the AFP. It also reports on its performance to a Board of Control that is comprised of police commissioners from Australia and New Zealand.

³ *Accounting for the Asia-Pacific Group on Money Laundering (APG)*

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 the 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 2023 (2022: 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* or the *Proceeds of Crime Act 2002*, 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.

Note 4.5: Current/non-current distinction for assets and liabilities

Note 4.5A: Departmental current/non-current distinction for assets and liabilities

	2023	2022
	\$'000	\$'000
Asset expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	24,346	26,995
Trade and other receivables	94,276	161,122
Inventories	9,748	6,905
Prepayments	27,125	38,889
Total no more than 12 months	155,495	233,911
More than 12 months		
Land and buildings	1,714,909	1,352,842
Property, plant and equipment	252,084	232,302
Intangibles	141,703	124,585
Prepayments	5,116	9,795
Total more than 12 months	2,113,812	1,719,524
Total assets	2,269,307	1,953,435
Liabilities expected to be settled in:		
No more than 12 months:		
Suppliers	64,094	67,983
Other payables	54,696	56,419
Leases	103,905	108,883
Employee provisions	118,493	134,652
Other provisions	1,013	4,460
Total no more than 12 months	342,201	372,397
More than 12 months		
Leases	1,259,075	910,479
Employee provisions	229,560	238,961
Other provisions	32,594	26,219
Total more than 12 months	1,521,229	1,175,659
Total liabilities	1,863,430	1,548,056

All administered assets and liabilities are expected to be settled in no more than 12 months.



Appendices

Appendix A: Professional standards and Australian Federal Police conduct issues

AFP Professional Standards 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. The integrity framework is based on 5 key principles: prevention, detection, response, investigation and continuous improvement.

Complaints management

Integrated Complaints Management Model

The Workplace Issues and Complaints Resolution Team (Resolution Team) was launched on 1 March 2023 as part of a 2022–23 Integrated Complaints Management Model (ICMM). It comprises a network of contact officers, case managers and administrative investigators who work in partnership with Professional Standards, the Confidant Network and Safe Reporting, SHIELD and AFP business areas to ensure a supportive complaints resolution process for our people. Further information about the ICMM is provided in Chapter 4.

The Resolution Team helps members to navigate the grievance and complaints process and identify alternative resolution processes if more appropriate. A dedicated administrative investigation team has also been established to investigate Category 1 and Category 2 complaints. The Resolution Team also deals with external complaints and has collaborated extensively with external partners, including ACT Victims Support, the Australian Human Rights Commission and the Commonwealth Ombudsman.

Australian Federal Police Code of Conduct

Part V of the AFP Act defines the categories of complaints relating to appointees. Complaints are dealt with as breaches of the AFP Code of Conduct, and fall into 4 categories:

- Category 1 (minor management issues, customer service and performance issues)
- Category 2 (minor misconduct and inappropriate behaviour)
- Category 3 (serious misconduct)
- Category 4 (corruption).

If conduct would otherwise belong to more than one category, it is taken to belong to the higher or highest of those categories.

Prior to 1 March 2023, complaints across all categories were triaged and managed by AFP Professional Standards. On 1 March 2023, the Resolution Team was launched, with Category 1 and Category 2 complaints now triaged and managed by the Resolution Team. The Resolution Team

refers more serious matters, such as those that could result in employment suitability consideration, to AFP Professional Standards for investigation.

All Category 3 matters are reported to the Commonwealth Ombudsman.

For the 2022–23 financial year, all Category 4 (corruption) issues as defined by the *Australian Law Enforcement Integrity Commissioner Act 2006* (Cth) were reported to the Australian Commission for Law Enforcement Integrity (ACLEI). These matters were deemed to be either significant or non-significant corruption, and ACLEI determined if they would be investigated by:

- ACLEI
- ACLEI and the AFP jointly
- AFP, with ACLEI oversight or management
- AFP, without ACLEI oversight or management.

As of 1 July 2023, the AFP will start reporting to the National Anti-Corruption Commission (NACC). The AFP will only be required to refer corruption matters that are categorised as 'serious and systemic', as defined by the NACC. All other corruption matters will be investigated by AFP Professional Standards.

All data related to complaints was extracted from the AFP's SAS Visual Analytics suite, which is a live system, updated daily. This report reflects Category 1 to Category 4 complaints that relate to appointees. The data for this report was extracted and accurate as at 4 July 2023. This data is subject to change as complaints are upgraded, downgraded, merged, allocated or 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 2022–23, 3 complaints consisting of 3 breaches were withdrawn by complainants. Withdrawn breaches within finalised non-withdrawn complaints are still categorised.

Following a recommendation from the Commonwealth Law Enforcement Ombudsman in its recent Part V Inspection Report, AFP Professional Standards refined its processes. As a result of this change, there has been an increase in alleged conduct breaches submitted that are finalised with a finding applied of 's.40TF Discretion not to proceed'. This includes complaints where due diligence inquiries are made on receipt of the complaint and it is determined there is no basis for the complaint. Due diligence inquiries may include reviewing body-worn camera footage or CCTV, and conducting systems access audits.

In 2022–23, 269 alleged complaints consisting of 411 alleged breaches were submitted. Compared to 2021–22, this is a 45% increase in alleged complaints (previously there were 186 complaints) and a 47% increase in alleged breaches (previously there were 279 breaches).

In 2022–23, 280 complaints consisting of 513 breaches were finalised. Of the 513 breaches, 102 were established (20%). Compared to 2021–22, this is a 35% decrease in total reported breaches found to be 'established' (previously, there were 158 established breaches out of 523 finalised breaches: 30%).

Table A1 Categories of AFP conduct issues and case examples**Category 1 Incident: Customer service issue (established)**

A complaint was received alleging discourteous behaviour by an appointee during a police communications call. The investigation established that the conduct constituted a customer service breach, defined as 'discourteous behaviour including (but not limited to) rudeness, abruptness, verbal abuse, derisive attitude or behaviour, unreasonableness, lack of respect'. The appointee was counselled by the Officer in Charge at the time of the incident.

Category 2 Incident: Breach of Commissioner's Order 2 on Professional Standards (CO2) (established)

A complaint was received alleging an appointee used inappropriate and offensive language towards a young person during an ACT Policing incident. The investigation established that the conduct constituted a breach of section 8.4 of the AFP Code of Conduct, which provides 'an AFP appointee must act with fairness, reasonableness, courtesy and respect and without discrimination or harassment, in the course of AFP duties'. The appointee was counselled by the Officer in Charge at the time of the incident.

Category 3 Incident: Serious breach of AFP Code of Conduct – Sexual harassment (established)

A complaint was received that an appointee had engaged in sexual harassment of a colleague, and continued to do so even when told it was unwanted and to stop. The investigation established the appointee's conduct constituted a serious breach of section 8.4 of the Code of Conduct, under which an AFP appointee must act with fairness, reasonableness, courtesy and respect and without discrimination or harassment in the course of AFP duties. The appointee's employment was terminated following the established finding.

Category 4 Incident: Corruption – Abuse of office (corruption)

A complaint was received alleging an appointee had intentionally used an information discovery application to search AFP systems for the purposes of obtaining an advantage for themselves during a selection and promotion process. It was established that the appointee's actions constituted corrupt conduct (Abuse of Office). The appointee resigned during the investigation.

Table A2 Alleged conduct breaches¹⁰ recorded by category, 2019–20 to 2022–23

	2019–20	2020–21	2021–22	2022–23
Category 1	84	48	50	74
Category 2	209	129	100	156
Category 3	202	178	93	136
Corruption issues	91	81	36	45
Total	586	436	279	411

¹⁰ 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.

Table A3 Alleged complaints recorded by source, 2022–23

Source	Number of alleged complaints	Percentage
Member of the public	101	37
Another AFP member	161	60
Self-reported	7	3
Total	269	

Table A4¹¹ Finalised conduct breaches by category and finding, 2022–23¹²

	Established	Not established	Withdrawn	Discretion not to proceed ¹³	Total finalised
Category 1	5	42	2	37	86
Category 2	58	52	1	76	187
Category 3	37	90	1	42	170
Corruption issues	2	46	2	20	70
Total AFP	102	230	6	175	513
Percentage	20	45	1	34	

Table A5 Prohibited drug tests conducted, 2022–23

Category	2022–23
AFP drug testing program	2,389
Mandatory certain incident ¹⁴ testing	0
Total	2,389

¹¹ Includes finalised matters that were submitted prior to 2022–23.

¹² Does not include complaints where all breaches were withdrawn.

¹³ Section 40TF of the AFP Act sets out the circumstances under which the AFP 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.

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, 2022–23

	SES	Non-SES	Total
Enterprise Agreement	0	7,491	7,491
Executive Level Enterprise Agreement	0	246	246
Individual SES contracts	98	0	98
Commonwealth Remuneration Tribunal	1	0	1

Table B2 Salary ranges by employment classification,¹⁵ 2022–23

Salary ranges		
Classification	Minimum	Maximum
SES	\$221,450	\$442,900
Executive level	\$161,105	\$212,583
Technical specialist level 4	\$187,845	\$205,125
Technical specialist level 3	\$165,549	\$182,817
Technical specialist level 2	\$141,023	\$157,634
Technical specialist level 1	\$122,072	\$139,128
Band 8	\$121,628	\$132,391
Band 7	\$113,563	\$121,628
Band 6	\$102,927	\$113,563
Band 5	\$95,010	\$102,927
Band 4	\$80,821	\$95,010
Band 3	\$69,224	\$80,821
Band 2	\$59,582	\$69,224
Band 1	\$53,643	\$59,582

¹⁵ The AFP Commissioner is remunerated consistent with the Remuneration Tribunal determination. For further details, see Table B14.

Table B3 Employees by sworn status, band level and gender, as at 30 June 2023

Base salary group														
Sworn status	Casual	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Technical specialist	Executive level	SES	Statutory office holder	Total
Police officer														
Female	0	0	125	180	143	227	50	98	22	0	30	22	1	898
Male	3	0	210	261	577	792	149	348	85	1	85	36	3	2,550
Non-binary	0	0	3	1	1	0	0	0	0	0	0	0	0	5
Subtotal	3	0	338	442	721	1,019	199	446	107	1	115	58	4	3,453
Protective service officer														
Female	0	0	64	35	14	3	5	2	0	0	1	0	0	124
Male	0	0	277	271	62	25	52	6	11	0	4	0	0	708
Non-binary	0	0	5	1	0	0	0	0	0	0	0	0	0	6
Subtotal	0	0	346	307	76	28	57	8	11	0	5	0	0	838
Unsworn staff														
Female	64	0	43	303	483	351	352	368	122	5	66	17	0	2,174
Male	95	0	37	150	240	165	253	215	97	33	60	20	0	1,365
Non-binary	0	0	0	2	1	0	0	1	1	1	0	0	0	6
Subtotal	159	0	80	455	724	516	605	584	220	39	126	37	0	3,545
Total	162	0	764	1,204	1,521	1,563	861	1,038	338	40	246	95	4	7,836

Table B4 Ongoing employees by band level, 2022–23

	Male			Female			Non-binary			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total non-binary	
Statutory office holder	0	0	0	0	0	0	0	0	0	0
SES	0	0	0	0	0	0	0	0	0	0
Executive level	142	1	143	89	6	95	0	0	0	238
Technical specialist	30	0	30	4	1	5	1	0	1	36
Band 8	181	4	185	111	26	137	1	0	1	323
Band 7	556	8	564	387	76	463	1	0	1	1,028
Band 6	444	6	450	329	74	403	0	0	0	853
Band 5	956	17	973	480	93	573	0	0	0	1,546
Band 4	864	12	876	519	98	617	2	0	2	1,495
Band 3	665	11	676	479	29	508	3	1	4	1,188
Band 2	522	0	522	224	5	229	8	0	8	759
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0
Total	4,360	59	4,419	2,622	408	3,030	16	1	17	7,466

Table B5 Non-ongoing employees by band level, 2022–23

	Male			Female			Non-binary			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total non-binary	
Statutory office holder	3	0	3	1	0	1	0	0	0	4
SES	55	1	56	38	1	39	0	0	0	95
Executive level	6	0	6	2	0	2	0	0	0	8
Technical specialist	4	0	4	0	0	0	0	0	0	4
Band 8	8	0	8	6	1	7	0	0	0	15
Band 7	4	1	5	5	0	5	0	0	0	10
Band 6	3	1	4	3	1	4	0	0	0	8
Band 5	6	3	9	6	2	8	0	0	0	17
Band 4	3	0	3	17	6	23	0	0	0	26
Band 3	6	0	6	9	1	10	0	0	0	16
Band 2	2	0	2	3	0	3	0	0	0	5
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	98	98	0	64	64	0	0	0	162
Total	100	104	204	90	76	166	0	0	0	370

Table B6 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	4	0	0	0	0	0	0	4
SES	49	0	49	37	3	40	0	0	0	89
Executive level	134	1	135	79	6	85	0	0	0	220
Technical specialist	23	0	23	2	1	3	0	0	0	26
Band 8	174	4	178	96	21	117	0	0	0	295
Band 7	530	6	536	352	72	424	1	0	1	961
Band 6	333	6	339	289	61	350	1	0	1	690
Band 5	974	12	986	438	87	525	0	0	0	1,511
Band 4	951	13	964	534	106	640	2	0	2	1,606
Band 3	629	8	637	416	35	451	2	1	3	1,091
Band 2	498	0	498	227	6	233	8	0	8	739
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0
Total	4,299	50	4,349	2,470	398	2,868	14	1	15	7,232

Table B7 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	0	0	0	0	0	0	0	0
SES	2	0	2	1	0	1	0	0	0	3
Executive level	7	0	7	3	0	3	0	0	0	10
Technical specialist	2	0	2	0	0	0	1	0	1	3
Band 8	8	0	8	4	2	6	0	0	0	14
Band 7	4	0	4	2	0	2	0	0	0	6
Band 6	3	1	4	8	0	8	0	0	0	12
Band 5	8	2	10	4	1	5	0	0	0	15
Band 4	2	0	2	18	5	23	0	0	0	25
Band 3	8	0	8	8	0	8	0	0	0	16
Band 2	1	0	1	4	0	4	0	0	0	5
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	78	78	0	43	43	0	0	0	121
Total	45	81	126	52	61	103	1	0	1	230

Table B8 Ongoing employees by location, 2022–23

	Male			Female			Non-binary			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total non-binary	
NSW	720	10	730	278	34	312	4	0	4	1,046
Qld	418	4	422	196	32	228	1	0	1	651
SA	113	2	115	55	11	66	0	0	0	181
Tas	5	0	5	3	0	3	0	0	0	8
Vic	498	6	504	203	46	249	3	0	3	756
WA	247	3	250	84	8	92	0	0	0	342
ACT	2,132	34	2,166	1,722	276	1,998	8	1	9	4,173
NT	65	0	65	19	1	20	0	0	0	85
Commonwealth territories	12	0	12	5	0	5	0	0	0	17
Overseas	150	0	150	57	0	57	0	0	0	207
Total	4,360	59	4,419	2,622	408	3,030	16	1	17	7,466

Table B9 Non-ongoing employees by location, 2022–23

	Male			Female			Non-binary			Total
	Full time	Part time*	Total male	Full time	Part time*	Total female	Full time	Part time*	Total non-binary	
NSW	25	1	26	22	13	35	0	0	0	61
Qld	6	4	10	6	4	10	0	0	0	20
SA	2	1	3	0	3	3	0	0	0	6
Tas	0	0	0	0	0	0	0	0	0	0
Vic	5	0	5	12	4	16	0	0	0	21
WA	4	0	4	5	2	7	0	0	0	11
ACT	47	97	144	44	50	94	0	0	0	238
NT	0	0	0	0	0	0	0	0	0	0
Commonwealth territories	4	1	5	1	0	1	0	0	0	6
Overseas	7	0	7	0	0	0	0	0	0	7
Total	100	104	204	90	76	166	0	0	0	370

*Casual employees are included in these figures

Table B10 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	735	269	27	296	3	0	3 1,034
Qld	425	3	428	195	26	221	1	0	1 650
SA	113	1	114	43	10	53	0	0	0 167
Tas	4	0	4	2	0	2	0	0	0 6
Vic	485	8	493	188	44	232	2	0	2 727
WA	240	2	242	73	12	85	0	0	0 327
ACT	2,053	27	2,080	1,616	277	1,893	8	1	9 3,982
NT	72	0	72	22	1	23	0	0	0 95
Commonwealth territories	14	0	14	4	0	4	0	0	0 18
Overseas	167	0	167	58	1	59	0	0	0 226
Total	4,299	50	4,349	2,470	398	2,868	14	1	15 7,232

Table B11 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	18	16	10	26	0	0	0	44
Qld	2	3	5	8	2	10	0	0	0	15
SA	0	0	0	1	0	1	0	0	0	1
Tas	0	0	0	0	0	0	0	0	0	0
Vic	2	1	3	6	4	10	0	0	0	13
WA	2	0	2	4	2	6	0	0	0	8
ACT	18	74	92	15	33	48	1	0	1	141
NT	0	0	0	1	0	1	0	0	0	1
Commonwealth territories	4	1	5	1	0	1	0	0	0	6
Overseas	1	0	1	0	0	0	0	0	0	1
Total	45	81	126	52	51	103	1	0	1	230

*Casual employees are included in these figures

Table B12 First Nations employees, as at 30 June 2022 and at 30 June 2023

	2021–22	2022–23
Ongoing	185	180
Non-ongoing*	2	4
Total**	187	184

*Non-ongoing includes casuals

**The number of First Nations employees are captured through a self-reporting mechanism in the AFP's human resources system

Table B13 Employees with disability, as at 30 June 2022 and at 30 June 2023

	2021–22	2022–23
Ongoing	94	130
Non-ongoing*	2	3
Total**	96	133

*Non-ongoing includes casuals

**Number of employees with disability are captured through a self-reporting mechanism in the AFP's human resources system

Table B14 Remuneration for key management personnel, 2022 –23

Name	Position title ¹	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits ⁶	Total remuneration ⁷
		Base salary ²	Bonuses	Other benefits and allowances ³	Superannuation contributions ⁴	Long service leave ⁵	Other long-term benefits			
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Reece P Kershaw	Commissioner	655,106	–	1,923	89,619	15,476	–	–	–	762,125
Charlotte Tressler	Chief Operating Officer	356,546	–	1,673	54,324	8,573	–	–	–	421,116
Ian McCartney	DC – National Security	395,104	–	1,673	58,548	8,573	–	–	–	463,898
Neil Gaughan	CPO – ACT	351,180	–	1,990	59,874	8,966	–	–	–	422,009
Brett Pointing ⁸	DC – International & Specialist Operations	81,500	–	1,069	16,646	2,008	–	–	–	101,222
Grant Nicholls ⁹	DC – Crime	119,570	–	1,179	17,857	1,870	–	–	–	140,476
Lesa Gale ¹⁰	DC – International & Specialist Operations	294,387	–	19,046	37,706	6,929	–	–	–	358,067
Scott Lee ¹¹	DC – National Security	35,825	–	2,599	5,227	754	–	–	–	44,405
Total		2,289,218	–	31,153	339,800	53,149	–	–	–	2,713,319

¹ The AFP has determined the key management personnel (KMP) to be the Commissioner, Deputy Commissioners, Chief Police Officer, and Chief Operating Officer, and any other members of the AFP Executive Board. Included are individuals who have acted in a KMP role for a continuous period of 30 days or more, or departed prior to the reporting date.

² Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

³ Other benefits and allowances includes non-monetary benefits included in the Fringe Benefits Tax (FBT) Return for the year ended 31 March 2023, such as the provision of motor vehicle benefits. It also includes a health and fitness allowance, and associated FBT.

⁴ For individuals in a defined contribution scheme (for example Public Sector Superannuation Accumulation Plan [PSSap] and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefit scheme (for example Public Sector Superannuation Scheme [PSS] and Commonwealth Superannuation Scheme [CSS]), superannuation includes the relevant Notional Employer Contribution Rate and the Employer Productivity Superannuation Contribution.

⁵ Long service leave comprises the amount of leave accrued during the period.

⁶ Termination benefits are payments that may be made in relation to the cessation of a KMP position from the AFP.

⁷ Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits* with the exception of superannuation and non-monetary benefits. This means that there are differences between remuneration determined by the Remuneration Tribunal and the remuneration disclosed in the table.

⁸ Ceased KMP role in November 2022.

⁹ Includes remuneration while acting in KMP role.

¹⁰ Commenced KMP role in September 2022.

¹¹ Includes remuneration while acting in KMP role.

Table B15 Remuneration for senior executives, 2022–23

Total remuneration bands	Number of senior executives ¹	Short-term benefits			Post-employment benefits		Other long-term benefits			Termination benefits		Total remuneration	
		Average base salary ²	Average bonuses	Average other benefits and allowances ³	Average superannuation contributions ⁴	Average long service leave ⁵	Average other long-term benefits	Average termination benefits ⁶	Average total remuneration ⁷				
\$0 – \$220,000	63	57,163	-	1,003	11,340	1,432	-	1,047	71,985				
\$220,001 – \$245,000	8	197,020	-	511	31,242	5,125	-	-	233,898				
\$245,001 – \$270,000	22	216,371	-	1,301	35,510	5,144	-	-	258,326				
\$270,001 – \$295,000	20	236,427	-	1,519	37,356	5,460	-	-	280,761				
\$295,001 – \$320,000	15	257,621	-	3,111	40,025	5,929	-	-	306,687				
\$320,001 – \$345,000	11	267,433	-	9,397	49,578	6,356	-	-	332,763				
\$345,001 – \$370,000	2	298,135	-	1,673	46,175	7,339	-	-	353,322				
\$370,001 – \$395,000	4	320,891	-	6,546	50,201	7,157	-	-	384,794				
\$395,001 – \$420,000	2	292,602	-	55,474	47,122	6,775	-	-	401,972				

¹ Senior executives comprises AFP employees declared Band 1, 2, or 3 senior executive in accordance with section 25 of the *Australian Federal Police 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.

² Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

³ Other benefits and allowances includes living allowances and non-monetary benefits included in the FBT Return for the year ended 31 March 2023 such as the provision of motor vehicle and accommodation benefits and associated FBT.

⁴ 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 National Employer Contribution Rate and the Employer Productivity Superannuation Contribution.

⁵ Long service leave comprises the amount of leave accrued.

⁶ Termination benefits are payments that may be made in relation to cessation of a position from the AFP.

⁷ Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits* with the exception of superannuation and non-monetary benefits.

Table B16 Remuneration for other highly paid staff, 2022–23

Total remuneration bands	Number of other highly paid staff ¹	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits		Total remuneration	
		Average base salary ²	Average bonuses	Average other benefits and allowances ³	Average superannuation contributions ⁴	Average long service leave ⁵	Average other long-term benefits	Average termination benefits ⁶	Average total remuneration ⁷			
\$240,000–\$245,000	29	194,340	-	866	44,003	3,277	-	-	-	242,486		
\$245,001–\$270,000	90	211,037	-	3,095	37,279	3,654	-	-	-	255,064		
\$270,001–\$295,000	24	227,080	-	9,022	41,211	3,212	-	-	-	280,525		
\$295,001–\$320,000	4	226,497	-	3,334	73,137	2,502	-	-	-	305,469		
\$320,001–\$345,000	-	-	-	-	-	-	-	-	-	-		
\$345,001–\$370,000	1	222,135	-	-	124,365	2,259	-	-	-	348,760		
\$370,001–\$395,000	1	174,502	-	-	199,605	2,700	-	-	-	376,807		
\$395,001–\$420,000	1	228,876	-	-	172,797	3,148	-	-	-	404,821		
\$420,001–\$445,000	-	-	-	-	-	-	-	-	-	-		
\$445,001–\$495,000	-	-	-	-	-	-	-	-	-	-		
\$495,001–\$520,000	-	-	-	-	-	-	-	-	-	-		
\$520,001–\$545,000	-	-	-	-	-	-	-	-	-	-		
\$545,001–\$570,000 ⁸	1	566,030	-	-	-	-	-	-	-	566,030		

¹ Other highly paid staff include staff who are neither KMP nor substantive senior executives and whose total remuneration for the reporting period exceeds \$240,000. Details of SES employment arrangements can be found in Chapter 4.

² Base salary includes salary paid and accrued, annual leave accrued and higher duties allowances.

³ Other benefits and allowances includes living allowances and non-monetary benefits included in the FBT Return for the year ended 31 March 2023 such as the provision of motor vehicle and accommodation benefits and associated FBT.

⁴ 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 2023, AFP continued 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.

⁵ Long service leave comprises the amount of leave accrued.

⁶ Termination benefits are payments that may be made in relation to cessation of a position from the AFP.

⁷ Total remuneration is calculated on an accrual basis in accordance with AASB 119 Employee Benefits with the exception of superannuation and non-monetary benefits.

⁸ Staff member ceased employment in 2020–21, remuneration relates to a redetermination of Comcare claims dating back to 2012 until cessation.

Appendix C: Agency resource statement and resources for outcomes

Table C1 Agency resource statement, 2022–23

	Actual available appropriation for 2022–23 ¹	Payments made 2022–23	Balance remaining 2022–23
	\$'000	\$'000	\$'000
	(a)	(b)	(a) – (b)
Ordinary annual services²			
Departmental appropriation ³	1,960,547	1,935,213	25,334
Total	1,960,547	1,935,213	25,334
Administered expenses			
Outcome 1 ⁴	6,039	5,815	224
Total	6,039	5,815	224
Total ordinary annual services	A 1,966,586	1,941,028	25,558
Other services⁵			
Departmental non-operating			
Equity injections	68,355	28,813	39,542
Total other services	B 68,355	28,813	39,542
Total available annual appropriations	2,034,941	1,969,841	
Total available annual appropriations excluding special accounts	2,034,941	1,969,841	
Special appropriation limited by amount			
<i>Public Governance, Performance and Accountability Act 2013 (Cth) (PGPA Act) (section 77)</i>	20	20	–
Total special appropriations	C –	–	–

Special accounts				
Opening balance ⁶		16,918		
Appropriation receipts ⁷		5,140		
Non-appropriation receipts to special accounts		9,320		
Payments made			15,707	
Total special accounts	D	31,378	15,707	15,671
Total resourcing and payments (A+B+C+D)		2,066,360	1,985,687	80,673
Less appropriations drawn from annual or special appropriations above and credited to special accounts		(14,460)	(14,460)	–
Total net resourcing and payments		2,051,900	1,971,227	80,673

¹ Actual available appropriation excludes amounts permanently quarantined under section 51 of the PGPA Act.

² This includes prior-year departmental appropriations available and section 74 relevant agency receipts.

³ Includes appropriated amounts for the departmental capital budget. For accounting purposes this amount has been designated as 'contributions by owners'.

⁴ This also includes prior-year administered appropriations.

⁵ 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 the year, included above.

Table C2 Expenses for Outcome 1, 2022–23

Outcome 1: 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	Budget¹ 2022–23 \$'000 (a)	Actual expenses 2022–23 \$'000 (b)	Variation 2022–23 \$'000 (a) – (b)
Program 1.1: Federal Policing – Investigations			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	1,024	911	113
Special appropriations			
PGPA Act (section 77)	20	20	–
Departmental expenses			
Departmental appropriation ²	761,575	778,269	(16,694)
Special accounts	16,374	15,707	667
Expenses not requiring appropriation in the budget year ³	86,394	92,169	(5,775)
Total expenses for Outcome 1	865,387	887,076	(21,689)
		2021–22	2022–23
Average staffing level (number)		3,185	3,373

¹ Full-year budget, including any subsequent adjustment made to the 2022–23 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 C3 Expenses for Outcome 2, 2022–23

Outcome 2: A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government	Budget¹	Actual expenses	Variation
	2022–23	2022–23	2022–23
	\$'000	\$'000	\$'000
	(a)	(b)	(a) – (b)
Program 2.1: ACT Community Policing			
Departmental expenses			
Departmental appropriation ²	201,173	206,113	(4,940)
Expenses not requiring appropriation in the budget year ³	8,655	6,724	1,931
Total expenses for Outcome 2	209,828	212,837	(3,009)
		2021–22	2022–23
Average staffing level (number)		1,045	1,144

¹ Full-year budget, including any subsequent adjustment made to the 2022–23 Budget.

² Departmental appropriation combines 'Ordinary annual services (Appropriation Bill No. 1)' and 'Revenue from independent sources (section 74)'.¹

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, 2022–23

Outcome 3: Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions	Budget¹	Actual expenses	Variation
	2022–23	2022–23	2022–23
	\$'000	\$'000	\$'000
	(a)	(b)	(a) – (b)
Program 3.1: Specialist Protective Services			
Departmental expenses			
Departmental appropriation ²	518,218	523,664	(5,446)
Expenses not requiring appropriation in the budget year ³	24,932	60,307	(35,375)
Total for Program 3.1	543,150	583,971	(40,821)

Outcome 3: Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions	Budget¹	Actual expenses	Variation
	2022–23	2022–23	2022–23
	\$'000	\$'000	\$'000
	(a)	(b)	(a) – (b)
Program 3.2: International Police Assistance and External Territories			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	3,926	4,081	(155)
Departmental expenses			
Departmental appropriation ²	179,549	191,567	(12,018)
Expenses not requiring appropriation in the budget year ³	5,283	360	4,923
Total for Program 3.2	188,758	196,008	(7,250)
Outcome 3 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	3,926	4,081	(155)
Departmental expenses			
Departmental appropriation	697,767	715,231	(17,464)
Expenses not requiring appropriation in the budget year	30,215	60,667	(30,452)
Total expenses for Outcome 3	731,908	779,979	(48,017)
		2021–22	2022–23
Average staffing level (number)		2,837	2,815

¹ Full-year budget, including any subsequent adjustment made to the 2022–23 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: List of annual report requirements

Table D1 List of annual report requirements

PGPA Rule reference	Description	Requirement	Page
17AD(g)	Letter of transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	v
17AD(h)	Aids to access		
17AJ(a)	Table of contents (print only)	Mandatory	vii
17AJ(b)	Alphabetical index (print only)	Mandatory	182–189
17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	177–181
17AJ(d)	List of requirements	Mandatory	149
17AJ(e)	Details of contact officer	Mandatory	iv
17AJ(f)	Entity's website address	Mandatory	iv
17AJ(g)	Electronic address of report	Mandatory	iv
17AD(a)	Review by accountable authority		
17AD(a)	A review by the accountable authority of the entity	Mandatory	2–3
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	8
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	15
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity	Mandatory	9

17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	8
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	iv
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	iv
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	iv
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
17AD(c)	Report on the performance of the entity		
	Annual performance statement		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory	18–58
17AD(c)(ii)	Report on financial performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	58
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	144–148

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
<hr/>			
17AD(d)	Management and accountability		
<hr/>			
Corporate governance			
<hr/>			
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	66
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory	v
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	v
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	v
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory	60–70
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance	If applicable, mandatory	NA

Audit committee			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory	61
17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	62–65
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	62–65
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	62–65
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	62–65
External scrutiny			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	71–74
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, mandatory	73
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	71–74
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	74
Management of human resources			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	75–83

17AG(4)(aa)	<p>Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:</p> <ul style="list-style-type: none"> a. statistics on full time employees b. statistics on part time employees c. statistics on gender d. statistics on staff location 	Mandatory	132–139
17AG(4)(b)	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <ul style="list-style-type: none"> • statistics on staffing classification level • statistics on full time employees • statistics on part time employees • statistics on gender • statistics on staff location • statistics on employees who identify as Indigenous 	Mandatory	132–139
17AG(4)(c)	<p>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></p>	Mandatory	76
17AG(4)(c)(i)	<p>Information on the number of SES and non-SES employees covered by agreements etc. identified in paragraph 17AG(4)(c)</p>	Mandatory	130
17AG(4)(c)(ii)	<p>The salary ranges available for APS employees by classification level</p>	Mandatory	130
17AG(4)(c)(iii)	<p>A description of non-salary benefits provided to employees</p>	Mandatory	76
17AG(4)(d)(i)	<p>Information on the number of employees at each classification level who received performance pay</p>	If applicable, mandatory	NA
17AG(4)(d)(ii)	<p>Information on aggregate amounts of performance pay at each classification level</p>	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
Assets management			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	84–87
Purchasing			
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	85
Reportable consultancy contracts			
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	85
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	85
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	85
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	85

Reportable non-consultancy contracts			
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	86
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	86
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	86
Australian National Audit Office access clauses			
17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, mandatory	84
Exempt contracts			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters	If applicable, mandatory	85

Small business			
17AG(10)(a)	A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website”	Mandatory	87
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	87
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	87
Financial statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory	90–123
Executive remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule	Mandatory	141–143

17AD(f)	Other mandatory information		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that "During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website"	If applicable, mandatory	87
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	87
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	87
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	79
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	73
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	NA
17AH(2)	Information required by other legislation	Mandatory	126–129; 160–176



Annex A

Annex A: National Witness Protection Program Annual Report 2022–23

Attorney-General's introduction

I am pleased to submit the 2022–23 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

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 2023, the NWPP managed 20 witness protection operations, providing protection and assistance to 31 people.

One assessment continued from the previous year and 2 new assessments commenced for inclusion in the NWPP, resulting in 3 people being included in the NWPP. One witness protection operation concluded, resulting in the departure of one participant 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 2022–23, there were no Commonwealth Ombudsman investigations relating to the NWPP.

In 2022–23, 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. One suppression order was required during the reporting period.

Amendment to the Act and related matters

There were no legislative amendments to the Act during the reporting period.

Improving administration of the National Witness Protection Program (NWPP) in the Crimes and Other Legislation Amendment (Omnibus) Bill 2023, is currently listed on the senate program for consideration.

The proposed amendments in Part 1 of Schedule 9 of the Bill clarify that all participants of previous AFP-run witness protection programs are included under the Witness Protection Act. Currently, there is ambiguity about the extent to which the AFP can provide protection and assistance to past participants. This amendment clarifies that all past participants, including those who were not in the program immediately before the Witness Protection Act commenced, can receive assistance from the AFP, such as applying for documents that support the ongoing maintenance of their identity.

The proposed amendments in Part 2 of Schedule 9 of the Bill will enable the AFP to temporarily suspend the provision of protection and assistance under the NWPP. This will create flexibility in the AFP's ability to respond to situations where a participant's actions or intended future actions may prevent the AFP from providing the participant with protection and assistance—for example—if the participant were to put themselves in a situation where they were outside the AFP's jurisdiction. Providing for temporary suspension of the provision of protection and assistance is significantly less restrictive for an individual than terminating their participation in the NWPP. Further, the amendments allow for protection and assistance to be provided, regardless of a suspension, if the decision-maker is satisfied that it is necessary and reasonable to do so in the circumstances.

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,¹⁶ 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 2023.

¹⁶ 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, 2022–23

AFP expenditure on NWPP	\$1,387,904.12
Less amounts recovered	\$300,000.00
Total AFP expenditure on NWPP	\$1,087,904.12

Table AA2 Total expenditure (before costs were recovered) in previous years

1 July 2021 – 30 June 2022	\$971,372.81
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



Annex B

Annex B: Unexplained Wealth Investigations and Proceedings Annual Report 2022–23

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 2023:

- 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.

- c. There is no other information relating to the administration of these regulations.



Annex C

Annex C: Delayed Notification Search Warrants Annual Report 2022–23

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 2023:

- 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 the application referred to in paragraph (a) relating to 'Other acts done in preparation for, or planning, terrorist acts' under section 101.6 the *Criminal Code Act 1995* (Cth).
- 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
 - iii. one or more things were returned to, or retrieved from, the warrant premises; or
 - iv. 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

Annex D: Account Takeover Warrants Annual Report 2022–23

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 2023:

Subsection	Required details	Response
3ZZVM(1)(a)	Number of Account Takeover Warrants (ATW) applications made by AFP law enforcement officers	2
3ZZVM(1)(b)	Number of ATW issued	3
3ZZVM(1)(c)	Number of ATW applications refused	Nil
3ZZVM(1)(d)	Number of ATW urgent applications made by AFP law enforcement officers	Nil
3ZZVM(1)(e)	Number of urgent applications that resulted in ATW being issued	Nil
3ZZVM(1)(f)	Number of urgent applications for ATW that were refused	Nil
3ZZVM(1)(g)	Number of ATW variations that were granted	Nil
3ZZVM(1)(h)	Number of ATW applications for variations that were refused	Nil
3ZZVM(1)(i)	Number of applications for emergency authorisations made by AFP law enforcement officers	Nil
3ZZVM(1)(j)	Number of emergency authorisations given	Nil
3ZZVM(1)(k)	Number of applications for emergency authorisations that were refused	Nil
3ZZVM(1)(l)	Number of applications for approval of the giving of emergency authorisations made by or on behalf of appropriate authorising officers of the AFP	Nil

3ZZVM(1)(m)	Number of applications for approval of the giving of emergency authorisations that were approved	Nil
3ZZVM(1)(n)	Number of applications for approval of the giving of emergency authorisations that were refused	Nil
3ZZVM(1)(o)	Types of relevant offences in respect of which ATW or emergency authorisations were sought by law enforcement officers of the AFP	SS 474.15(1), 474.17(1), 414.23A, 474.22, 414.23A and 474.22(1)(a)(iii) of the <i>Criminal Code Act 1995</i> (Cth)
3ZZVM(1)(p)	Number or arrests made on the basis (wholly or partly) of information obtained under ATW issued or emergency authorisations given	Nil
3ZZVM(1)(q)	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
As above	Number of those prosecutions in which a person was found guilty	Nil



Annex E

Annex E: Assumed Identities Annual Report 2022–23

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 2023:

- a. Authorising persons from the AFP issued 195 authorities for the acquisition and use of assumed identities. In addition, there were 84 variations and 157 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.



Annex F

Annex F: Witness Identity Protection Certificates Annual Report 2022–23

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 2023:

- a. The delegates of the chief officer of the AFP issued 46 witness identity protection certificates (WIPCs); however, of those, one did not progress to court.
- b. The basis for each certificate issuance was:
 - i. Four were issued to protect the safety of an operative or other person
 - ii. Forty-two were issued to prevent the prejudice of any current or future investigation
 - iii. No WIPCs were 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 1.

Abbreviations and acronyms

ACCCE	Australian Centre to Counter Child Exploitation
ACIC	Australian Criminal Intelligence Commission
ACLEI	Australian Commission for Law Enforcement Integrity
ACT	Australian Capital Territory
AFP	Australian Federal Police
AFP Act	<i>Australian Federal Police Act 1979 (Cth)</i>
AHRC	Australian Human Rights Commission
AIPM	Australian Institute of Police Management
ANAO	Australian National Audit Office
ARC	Audit and Risk Committee
AUSTRAC	Australian Transaction Reports and Analysis Centre
CDPP	Commonwealth Director of Public Prosecutions
Cth	Commonwealth
DHI	Drug Harm Index
EFR	Estimated financial return
FILOs	Family Investigative Liaison Officers
FOI Act	<i>Freedom of Information Act 1982 (Cth)</i>
GIF	Governance Instrument Framework
GST	Goods and services tax
IPS	Information Publication Scheme
MOSC	Management of Serious Crime
MP	Member of Parliament
NA	Not applicable
NOSSC	National Operations State Service Centre
NSW	New South Wales
NT	Northern Territory
OMCGs	Outlaw motorcycle gangs
PBS	Portfolio Budget Statements

PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PII	Personally identifiable information
POCA	<i>Proceeds of Crime Act 2002 (Cth)</i>
PROMIS	Police Real-time Online Management Information System
PSM	Police Services Model
Qld	Queensland
ROI	Return on investment
SA	South Australia
SES	Senior Executive Service
SI	Sensitive investigations
Tas	Tasmania
TSOC	Transnational serious and organised crime
Vic	Victoria
WA	Western Australia
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>

Glossary

AFP appointee	<p>As defined in section 4 of the <i>Australian Federal Police Act 1979</i> (Cth):</p> <ul style="list-style-type: none"> a. Deputy Commissioner b. AFP employee c. special member d. special protective service officer e. person engaged overseas under section 69A to perform duties overseas as an employee of the AFP f. person engaged under section 35 as a consultant or independent contractor to perform services for the AFP and determined by the Commissioner under section 35(2) to be an AFP appointee g. secondee assisting the AFP to perform its functions under a section 69D agreement.
Australian High Office Holders	<p>An Australian High Office Holder entitled to protective security arrangements from the Commonwealth is defined as:</p> <ul style="list-style-type: none"> · the Governor-General as head of state <ul style="list-style-type: none"> – includes an administrator acting as the Governor-General when applicable · the executive, including: <ul style="list-style-type: none"> – the Prime Minister as head of government – the acting Prime Minister when applicable – ministers · the President of the Senate and the Speaker of the House (collectively known as ‘Parliament’s Presiding Officers’) · the Leader and Deputy Leader of the Opposition.
Business email compromise	<p>Business email compromise is a fraud technique used by offenders to redirect legitimate fund transfers to alternative accounts. Most commonly, offenders will intercept legitimate emails or invoices from known transaction partners and change banking details to include fraudulent payment information.</p>

Child exploitation	The abuse of a child, often where some form of remuneration is involved or whereby the perpetrators benefit in some manner; for example, monetarily, socially, politically or sexually. Exploitation constitutes a form of coercion and violence that is detrimental to the child's physical and mental health, development and education. Where sexual abuse is involved, it is often referred to as child sexual exploitation. Child exploitation does not always involve physical contact; it can also occur through technology and/or online.
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Criminal Assets Confiscation Taskforce	An AFP-led multi-agency taskforce, comprising representatives from the Australian Criminal Intelligence Commission, the Australian Taxation Office and the AFP. It was established in 2011 to disrupt, deter and reduce serious and organised crime by taking the profit out of crime.
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Cybercrime	<p>Cybercrime is:</p> <ul style="list-style-type: none"> • crime directed at computers or other information communications technologies (ICTs) • crime where computers or ICTs are an integral part of an offence (also referred to as a technology-enabled crime). <p>It does not include crime where the use of the information technology is incidental to the commission of the offence.</p>
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Cybercrime as a service	Cybercrime as a service refers to the range of purchasable tools, services and information used to facilitate cybercriminal operations; for example, the complicit provision of server infrastructure used to host cybercriminal campaigns, the sale of access to compromised victim networks, money laundering services, and the development and obfuscation of malware.
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Digital economy	The global network of economic and social activities that are enabled by the internet, mobile and sensor networks, and other ICTs.
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Drug Harm Index (DHI)	A performance measure that puts a dollar figure on the overall damage to the community that has been prevented by seizing drugs at the Australian border.
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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.
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Human exploitation	<p>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.</p> <p>In the AFP, human exploitation includes child exploitation (including online child abuse and grooming), human trafficking and slavery.</p>
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Identity fraud or theft	Identify fraud or identify theft involves using another individual's personal information without consent to obtain a benefit; for example, to open a bank account, get a credit card, apply for a passport or conduct illegal activity.
International Criminal Police Organization (INTERPOL)	The world's largest international police organisation with 195 member countries. INTERPOL facilitates cross-border police cooperation and assists agencies to prevent or combat international crime.
Internationally protected person	As defined in the <i>Crimes (Internationally Protected Persons) Act 1976</i> (Cth).
Malware¹⁷	Malware (short for 'malicious software') is software that cybercriminals use to harm computer systems or networks. Cybercriminals can use malware to gain undetected access to computers in targeted or broad based attacks.
Portfolio Budget Statements	Documents that inform parliamentarians and the public of the allocation of resources to achieve government outcomes.
Ransomware	Ransomware is a common and dangerous type of malware that works by locking up or encrypting files so owners can no longer access them. A ransom, usually in the form of cryptocurrency, is demanded to restore access to the files. Cybercriminals may also demand a ransom to prevent data and intellectual property from being leaked or sold online.
Remote access scams¹⁸	Remote access scams are when a cybercriminal tricks the user of a computer system or device to gain access from another location. This can be done by convincing the user to click on a link or download malware to give them access.
Transnational serious and organised crime (TSOC)	<p>The AFP defines TSOC as among the most serious crime threats affecting Australia. TSOC includes:</p> <ul style="list-style-type: none"> · the manufacture and trade of illicit commodities · illicit drugs on our streets destroying lives and communities · black market firearms fuelling criminal violence · massive money laundering operations distorting our financial markets. <p>TSOC is well established, financed and has integrated global networks.</p>
Trusted insider threat	The threat of the unauthorised accessing, use or disclosure of privileged information by an individual (typically an employee) with legitimate access.

¹⁷ Refer to [cyber.gov.au/threats/types-threats/malware](https://www.cyber.gov.au/threats/types-threats/malware)

¹⁸ Refer to [cyber.gov.au/learn-basics/watch-out-threats/types-scams](https://www.cyber.gov.au/learn-basics/watch-out-threats/types-scams)

Index

A

- abbreviations, 177–178
- abuse of office, 128
- ACCCE. See Australian Centre to Counter Child Exploitation
- account takeover warrants (ATW), 170–171
- acronyms, 177–178
- ACT community policing
 - activity, 12
 - case studies, 45–47
 - Ombudsman’s oversight, 73
 - overview, 44–47
 - performance measures, 23
 - purpose, 9
 - results, 22
- ACT Ombudsman, 73
- Action Learning Group, 83
- addresses, vi
- administrative tribunals, 73
- advertising, 87
- AFP Act. See *Australian Federal Police Act 1979 (Cth)*
- AFP College, 80–81
- AFP Corporate Plan 2022–23, 19, 61
- AFP Diversity and Inclusion Strategy 2023–2026, 3, 77
- AFP Innovation Fund, 3, 70
- AGIS. See Australian Government Investigations Standard
- AHRC. See Australian Human Rights Commission
- airport incidents, 4, 48–50what
- All-Abilities Committee, 79
- Annual Pearls in Policing Program, 83
- annual report requirements, 149–157
- anti-corruption, 66, 161
- ARC. See Audit and Risk Committee
- arrests, 42
- assets confiscation, 4, 28
- assets, 58, 97, 98, 102, 109–113, 122–123
- assumed identities, 174
- ATW. See account takeover warrants
- Audit and Risk Committee (ARC), 60, 61, 62–65
- audit, internal, 61–65
- Auditor-General recommendations, 71
- auditor’s report, 90–92
- AUSTRAC. See Australian Transaction Reports and Analysis Centre
- Australian Centre to Counter Child Exploitation (ACCCE), 37
- Australian Defence Force, 55
- Australian Federal Police Act 1979 (Cth) (AFP Act)*, 8, 19
- Australian Government Investigations Standard (AGIS) 2022, 83
- Australian Human Rights Commission (AHRC), 77
- Australian Information Commissioner decisions, 73
- Australian Institute of Police Management, 81
- Australian Institute of Training and Development’s 2022 Excellence Awards, 81
- Australian Network on Disability Masterclass on Access and Inclusion Plans, 79
- Australian Public Service Net Zero 2030 policy, 67–69
- Australian Transaction Reports and Analysis Centre (AUSTRAC), 37
- Australian Victim Identification Database, 10
- Australia’s Disability Strategy 2021–2031*, 79
- aviation incidents, 39, 48–50, 55
- avoidable incidents, 50–51
- awards, internal, 76

B

- Better Practice Guide, 78
- blackmail, 37
- business continuity management, 67
- business email compromise, 10, 32, 40

C

- CACT. See Criminal Assets Confiscation Taskforce
- CAL. See Criminal Assets Litigation

- campaign, 131 444, 12
- Canberra Airport, 48–49
- canine capability training, 70
- Capability Board, 60–61
- capability reviews, 74
- capital expenditure, 58
- case numbers, 21–22
- case studies use, 20–21
- cash flow, 100, 102
- CDPP. See Commonwealth Director of Public Prosecutions
- chemical use, 69
- Child Abuse Reporting and Triage System, 10
- child exploitation
 - case study, 36–37
 - online, 2, 10, 54
 - sex offenders, 13
 - sexual, 30, 31, 54, 55
 - sexual extortion. See financial sexual extortion
 - snapshot, 5
- children, repatriation from Syria, 13
- CLC. See Core Leadership Continuum
- coaching, 3, 82
- cocaine, 57
- Code of Conduct, 126–127, 128
- Comcare, 79–80
- Commissioner’s review, 2–3
- Commonwealth Director of Public Prosecutions (CDPP), 42
- Commonwealth Fraud Investigations Capability Project’s Final Report, 83
- Commonwealth Ombudsman reports, 71–73
- community confidence, 21, 24–25, 49
- community policing services
 - in the ACT. See ACT community policing
 - in Australian territories, 55
- complaints
 - customer service, 126–129
 - workplace, 80
- Computer Aided Dispatch and Mobile Responder events, 12
- computer-aided dispatch system, 48
- conduct issues, 126–129
- Confidant Network, 80
- confidence, community. See community confidence
- Confiscated Assets Account, 28
- consultancy contracts, 85
- contact officer and email addresses, iv
- contracts, 84–86
- core functions of AFP, 8
- Core Leadership Continuum (CLC), 81
- corporate governance, 60–70
- corporate planning, 61
- corruption, 66, 126–128
- Counter Foreign Interference Taskforce, 11
- counter terrorism
 - case studies, 38–39, 52–53
 - outcomes, 11
 - scrutiny, 72
 - snapshot, 5
- court hearings, 42
- court litigation, 28
- covert analysis and assurance, 71
- covert surveillance capabilities, 70
- Crime Interrupted* podcasts, 77
- Crimes Act 1914* (Cth)
 - assumed identities, 174
 - covert analysis, 71
 - Ombudsman’s duties, 72
 - warrants, 168, 170
- Crimes and Other Legislation Amendment (Omnibus) Bill 2023, 162
- Criminal Assets Confiscation Taskforce (CACT), 28
- Criminal Assets Litigation (CAL), 28
- criminal law, 19
- criminal offence statistics, 5
- cryptocurrencies, 29
- CSP. See Cyber Safety Pasifika
- customer service complaints, 128–129

cyber awareness and education program, 54
 Cyber Safety Asia, 54
 Cyber Safety Pasifika (CSP), 54
 cyber security supply chain risks, 71
 cybercrime
 case study, 40–41
 disrupting, 32
 international assistance, 54
 investigation hours, 22
 preventing, 2, 10

D

data breaches, 10, 41
 defibrillators, 12
 deficit, 58
 delayed notification search warrants, 168
 Digital Surveillance Collection team, 78
 digital voice-to-text capability (dictation) tools, 12
 diplomas, 80
 Disability Action Plan, 79
 disability reporting, 79, 140
 discretionary grants, 87
 displaced person's camps, 13
 disruption
 case studies, 31–32, 35
 definition, 21
 organised crime, 34–35
 outlaw motorcycle gang, 46–47
 snapshot, 2, 4
 statistics, 23, 55
 diversity, 3, 77–78
Diversity and Inclusion Strategy 2023–2026, 77, 78
 Diversity and Inclusion Team, 79
 drugs
 case studies, 45–47, 57
 disruption, 5, 31
 identification procedure, 69
 investigations, 25
 seizure, 2, 4, 5, 27, 30
 testing, 12
 trafficking, 46, 57
 transnational serious and organised crime (TSOC), 35
 Drugs and Organised Crime Team, 46–48
 DXC Technology's Dandelion Program, 78

E

ecological sustainability, 68, 69
 Ecuador, 57
 electric vehicles, 68
 email address, iv
 email compromise, 10, 32
 emergency incidents response time, 48
 emissions, 67, 68–69
 employees. See staff
 employment arrangements, 76, 130
 energy efficiency, 68
 enforcement
 case studies, 33
 definition, 21
 snapshot, 5
 enterprise agreements, 76
 Enterprise Operations Board, 60, 61
 environmental impacts, 68
 ephedrine, 27
 equity, 58, 99
 espionage, 11
 evidence, 43
 Executive Level Enterprise Agreement, 76, 130
 Executive Level Transition Program, 81
 expenses, 95, 96, 106–107
 external scrutiny, 71–74
 external territories, policing services in
 key activities, 13
 overview, 54–57
 performance measures, 23
 purpose, 9
 extortion
 sexual (sextortion), 37
 stolen data, 41
 extremism, 38

F

federal policing. See investigations
 fentanyl seizure, 27
 financial assets, 97, 109
 financial crime investigations, 25
 financial fraud, 41
 financial management, 84–87

financial performance, 58
 financial position, 97–98
 financial sexual extortion (sextortion), 37
 financial statements, 89–123
 fingerprint reagents, 69
 First Nations employees, 78, 140
 Five Eyes Law Enforcement Group, 3, 11, 83
 flexible working arrangements, 76
 FOI Act. *See Freedom of Information Act 1982 (Cth)*
 foreign dignitaries, protecting. *See specialist protective services*
 foreign interference, 11
 foreign law enforcement agencies, 13
 fraud control, internal, 66
 fraud prevention, 25, 41
 freedom of information, 73
Freedom of Information Act 1982 (Cth) (FOI Act), 73
 frontline policing, 77
 funding, 58
 Futures Games, 83

G

gamma-butyrolactone, 27
 gender
 affirmation and equity, 78
 staff statistics, 131
 Gender Pay Gap and Equity Project, 3, 78
 Global Policing Innovation Exchange (GPX), 83
 glossary, 179–181
 governance, 60–70
 Governance Instrument Framework, 67
 GPX. *See Global Policing Innovation Exchange*
 graduations, 77
 grants, 87
 greenhouse gas emissions, 67, 68–69
 gym facilities, 76

H

health and safety, 3, 79–80
 high office holders, protecting. *See specialist protective services*

human trafficking
 case study, 36–37
 international assistance, 30
 hydrofluoroether, 69

I

ICMM. *See Integrated Complaints Management Model*
 identity theft, 41
 illicit drugs. *See drugs*
 illicit wealth, 28
 inclusion, 3, 77–78
 income, 95–96, 101, 108, 118
 influenza immunisation, 76
 Information Commissioner decisions, 73
 Information Publication Scheme, 73
 Innovation Fund, 3, 70
 inspection of records, 72
 Integrated Complaints Management Model (ICMM), 80, 126
 internal audit, 61–65
 internal control, 60, 61
 international criminal networks, 30
 international police assistance
 case study, 56–57
 key activities, 13
 overview, 24–43, 54–55
 performance measures, 23
 purpose of AFP, 9
 return on investment, 29–30
 snapshot, 5
 INTERPOL, 11
 investigations
 court outcome, 42
 key activities, 10–11
 MH17 downing, 39
 overview, 24–43
 performance measures, 23
 purpose, 9
 results, 21–22
 training, 82–83
 Investigations and Operations Board, 60
 Investigator’s Development Continuum, 82
 investments, 60
 Italian organised crime (IOC) groups, 11

J

Jervis Bay Territory, 55
 Joint Policing Cybercrime Coordination Centre,
 10, 41
 judicial decisions, 73

K

key activities, 10–13
 key management personnel remuneration
 (KMP), 117

L

leadership training, 3, 81
 leave management toolkit, 78
 letter of transmittal, v
 LGBTQIA+ member experience, 78
 liabilities, 97, 98, 102, 114–115, 122–123
 locations, vi
 loss, financial, 95

M

Majura site, 69
 malware, 32
 Management of Serious Crime (MOSC) program, 82
 management staff remuneration, 141
 market research, 87
 marketing, recruitment, 77
 measuring performance, 20–23
 mentoring, 3
 methamphetamine, 27
 MH17 downing, 39
 money laundering, 2, 11, 29, 35
 monitoring warrants, 72
 MOSC. See Management of Serious Crime program
 motorcycle gangs. See outlaw motorcycle gangs
Mutual Assistance in Criminal Matters Act 1987
 (Cth), 28

N

NACC. See National Anti-Corruption Commission
 NAIDOC program, 78
 Naragunawali Board, 78
National Action Plan to Combat Modern Slavery
 2020–25, 36
 National Anti-Corruption Commission (NACC), 127
 National Operations State Service Centre (NOSSC),
 11, 12, 13, 53
 national policing, 23–43
National Strategy to Prevent and Respond to Child
Sexual Abuse: 2021–30, 36
 National Witness Protection Program, 160–163
 'Ndrangheta, 11
 net cash operating result, 96
 non-consultancy contracts, 86
 non-financial assets, 97, 110–113
 non-salary benefits, 76
 NOSCC. See National Operations State
 Service Centre

O

offsetting, 29
 offshore drug syndicates, 57
 Ombudsman
 ACT, 73
 Commonwealth, 71
 OMCGs. See outlaw motorcycle gangs
Online blackmail and sexual extortion response
kit, 37
 online child exploitation and abuse, 2, 10, 54
 online reporting portal, 12
 online safety game, 70
 Operation Ailsace, 27
 Operation Arew, 39
 Operation Avarus-Midas, 29
 Operation Cassini, 47
 Operation Diamondback, 27
 Operation Dolos, 10
 Operation Eisen, 27

Operation Gain-Kungur, 30, 35
 Operation Guardian, 10, 41
 Operation Huntsman, 37
 Operation Oms, 30, 57
 Operation Scarif, 53
 Operation Thyra, 46
 Operationalised Intelligence Team, 12
 Optus data breach, 41
 organisational structure, 14–15
 organised crime
 case study, 46
 confiscation of proceeds, 28
 outlaw motorcycle gangs (OMCGs), 2, 46–47
 transnational. See transnational serious and
 organised crime
 outcomes, 9, 10–13
 outlaw motorcycle gangs (OMCGs), 2, 46–47
 overseas liaison network, 13

P

Pacific Faculty of Policing, 81
 Pacific Police Development Program, 3, 54
 Pacific Police Services Model (PSM) Development
 Program, 5
 parliamentarians' security, 12
 parliamentary committees, 71, 73–74
 partnerships, 3, 83
 patrol call-outs, 48
 payables, 114
 performance management, 76
 Performance Management Team, 76
 performance measures
 assets confiscation, 28
 community confidence, 24–25
 crime prevention, 30, 55
 disruption, 31–32, 55
 enforcement, 33
 international, 29–30
 methodology, 20–21
 prosecutions, 42–43
 results, 21–23
 transnational, 25–27

PGPA Act. See *Public Governance, Performance and
 Accountability Act 2013* (Cth)
 Philippines Internet Crimes Against Children
 Centre, 54
 Phoenix Australia, 80
 police assistance line, 12
 Police Services Model (PSM), 12
 Portfolio Budget Statement, 20, 23
 post-traumatic mental health service, 80
 prevention
 case studies, 30, 51
 definition, 21
 snapshot, 4
 statistics, 55
 Proactive Diversion and Intervention Team, 12
 proceeds of crime, 28
Proceeds of Crime Act 2002 (Cth), 28
 procurement, 84–86
 professional development opportunities, 76
 professional standards, 71–72, 126–129
 PROMIS, 51
 property lease, 58
 prosecution success rate, 42–43
 protecting high office holders. See specialist
 protective services
 Protective Security Policy Framework, 71
 pseudoephedrine, 27
 PSM. See Police Services Model
 psychological and psychosocial risks and safety,
 78, 80
*Public Governance, Performance and Accountability
 Act 2013* (Cth) (PGPA Act), 61
 purpose of AFP, 8, 19

Q

qualifications, 80–81

R

ransomware, 32
 Reconciliation Action Plan, 78
 records inspection, 72
 recruit training, 76
 recruitment, 3, 77
 rehabilitation, 3, 79
 related party disclosures, 117
 released high-risk terrorist offenders, 11
 remuneration

- arrangements, 76
- gender pay gap, 78
- highly paid staff, 143
- key management personnel, 117
- management staff, 141
- salaries, 130
- Senior Executive Service (SES), 76, 142

 repatriation, 13, 39
 ReportCyber, 41
 reporting processes, 61
 Research and Evaluation Team, 12
 research partnerships, 70
 Resolution Team, 126
 resource allocation, 60
 resource statement, 144–148
 Respect@Work taskforce, 77
 response, definition, 21
 response time targets at airports, 48–50
 return on investment

- assets confiscation, 28–29
- international, 29–30
- transnational investigations, 25–27

 revaluation reserve, 96
 revenue, 95–96, 101, 108, 118
 risk management, 60, 66
 role of AFP, 8, 19

S

Safe Reporting Team, 80
 safety, 3, 79
 scrutiny, external, 71–74
 search warrants, 168
 security alarm monitoring, 12
 self-identification project, 77
 Senior Executive Service (SES) remuneration, 76, 142
 SES leadership, 78
 sextortion. *See* financial sexual extortion
 sexual harassment in the workplace, 77, 80, 128
 SHIELD program, 3, 79–80
 silver nitrate, 69
 slavery, 36
 small business support, 87
 snapshot of achievements, 4–5
 social harm, calculating, 26
 South-East Asian region, 54
 Special Investigations teams, 38
 Specialist Capability Framework, 12
 specialist protective services

- activities, 12
- case study, 52–53
- overview, 2, 12, 51
- performance measures, 23
- purpose, 9
- results, 22, 23
- snapshot, 4

 staff, 75–83

- coaching, 82
- development, 80–82
- diversity and inclusion, 77–78
- employee benefits expense, 106
- employee provisions, 116
- employee value proposition, 77
- First Nations, 78, 140
- gender, 131
- recruitment, 77
- remuneration. *See* remuneration
- statistics, 75, 130–143
- support services, 79–80
- training, 76, 80–83
- with disability, 79, 140
- work health, safety and rehabilitation, 79

standards, professional, 71–72, 126–129
 statement of preparation, 18
 Strategic Board Framework, 60
Strategic Workforce Plan 2022–2027, 75
 Strategy and Performance Board, 60, 77
 structure of AFP, 14–15
 study assistance, 3, 76
 support services for staff, 79–80
Surveillance Devices Act 2004 (Cth), 71
 Sustainability Management Plan, 68
 sustainable practices, 68
 Sydney Gay and Lesbian Mardi Gras, 78
 Syrian camps, repatriation from, 13

T

Taskforce Avarus, 11
 Taskforce Nemesis, 46, 47
 technology
 capability, 10
 innovation, 70
 investment in, 19
Telecommunications Act 1997 (Cth), 71
Telecommunications (Interception and Access) Act 1979 (Cth), 71
 telephone calls, 12
 terrorism. *See* counter terrorism
 Tertiary Study Assistance Scheme, 82
 Thin layer chromatography, 69
 ThinkUKnow program, 4, 36–37
 threat information, 12
 training, 76, 80–83
 transnational serious and organised crime (TSOC)
 AFP's role, 19
 case studies, 29, 34–35, 57
 disruption, 31
 investigations, 25
 overview, 2
 Strategy Framework, 11

U

unexplained wealth investigations, 166

V

vehicle fleet, 68–69
 Victorian-Italian Organised Crime Taskforce, 11
 violence, 38, 46–47, 51, 52–53
 vocational education and training, 80–81
 The Voice referendum, 78

W

warrants
 account takeover, 170–171
 counter terrorism, 72
 search, 168
 wealth, unexplained, 166
 weapon disruption, 31
 witness protection
 identity protection certificates, 176
 National Witness Protection Program, 160–163
Witness Protection Act 1994 (Cth), 160, 161
 women
 employees, 75, 78
 repatriation from Syria, 13
 work health and safety, 79
Work Health and Safety Act 2011 (Cth), 79
 Workplace Issues and Complaints Resolution Team,
 80, 126



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