



AFP

Annual Report 2024–25





AUSTRALIAN FEDERAL

POLICE



About this report

This report has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) and the Department of Finance Resource Management Guide No. 135: Annual reports for non-corporate entities.

Electronic versions of this report can be found on the AFP website afp.gov.au/annualreport and on the Transparency Portal transparency.gov.au.

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Disclosure notice

Parts of this report were created with the assistance of Microsoft Co-pilot AI software.

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Details of accountable authority during the reporting period

The accountable authority for the Australian Federal Police during the period 1 July 2024 to 30 June 2025 was **Commissioner Reece P Kershaw APM**.

During the reporting period, the below acted in the position of Commissioner:

Lesa Gale APM

- 31 August 2024 to 6 September 2024.

Ian McCartney APM

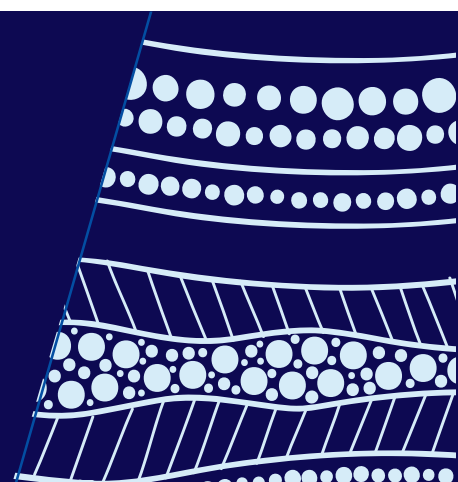
- 28 October 2024 to 12 November 2024
- 11 April 2025 to 26 April 2025
- 27 June 2025 to 30 June 2025.

Krissy Barrett APM

- 11 December 2024 to 2 January 2025.

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.





15 September 2025

The Hon Tony Burke MP
Minister for Home Affairs
House of Representatives
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to submit the Australian Federal Police (AFP) annual report for the period 1 July 2024 to 30 June 2025. 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 section 3ZZFB of the *Crimes Act 1914* (Cth)
- the annual report on account takeover warrants pursuant to section 3ZZVM of the *Crimes Act 1914* (Cth)
- the annual report on assumed identities pursuant to section 15LD(1) of the *Crimes Act 1914* (Cth)
- the annual report on witness identity protection certificates pursuant to 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 2025.

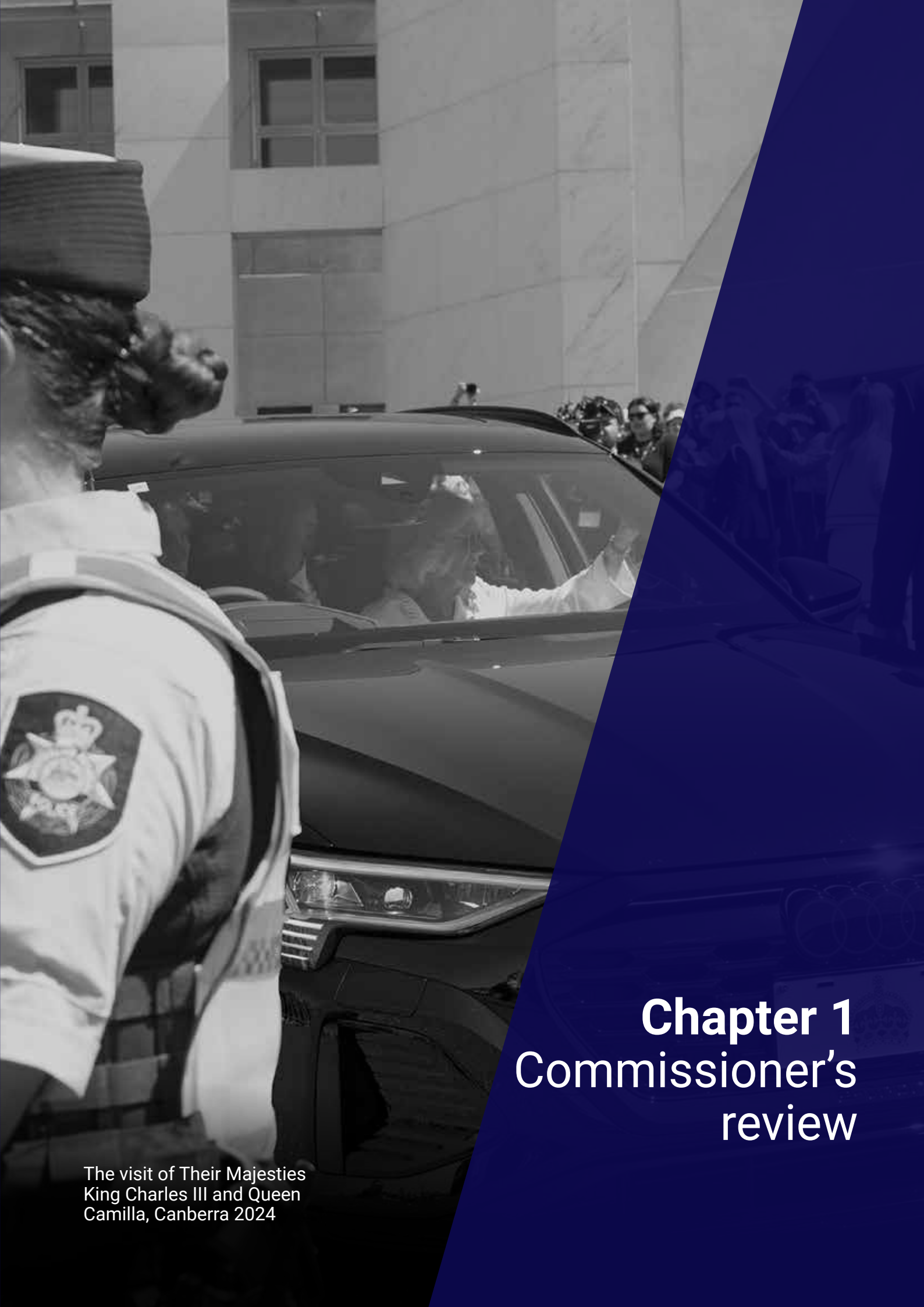
In accordance with section 10 of the Public Governance, Performance and Accountability Rule 2014, I hereby certify that the AFP has prepared fraud risk assessments and fraud control plans and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms. The AFP is also 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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Chapter 1

Commissioner's review

The visit of Their Majesties
King Charles III and Queen
Camilla, Canberra 2024



Commissioner's review

Amid rapidly changing geopolitical, economic and criminal threats, the Australian Federal Police (AFP) remains steadfast in its mission to safeguard our country, our people, and our way of life. In May 2025, we returned to the Home Affairs portfolio and continue to prioritise community safety, protect Australia's sovereignty, and uphold the integrity of our institutions through proactive, intelligence-led operations.

Demand for the AFP's services continues to grow, highlighting both the critical role we play in protecting Australians and the trust placed in us by the community, our partners, and government. As national security threats evolve in complexity and scale, our responsibility has never been greater. We must remain agile, forward-leaning and well-connected, working in close partnership both here at home and with our international counterparts to ensure we are best positioned to deliver our vision: a safe and secure Australia.

The year in review

In 2024–25, the AFP continued to strengthen its international partnerships, with a particular focus on deepening engagement across the Pacific region. These relationships are vital to our collective security and shared goal of regional stability. The opening of the state-of-the-art police training facilities at Pinkenba, Brisbane, represents a significant achievement in this effort, enhancing our capability to train, collaborate, and deploy alongside our Pacific law enforcement partners. These facilities will not only support joint operations but also foster the ongoing professional development, interoperability, and mutual trust that represent the cornerstone of our regional law enforcement network.

Throughout 2024–25, the AFP achieved a number of significant operational results across the range of responsibilities within our remit, building on strong police-to-community relationships, including the first conviction and sentencing for a forced marriage in Australian history (Operation Crystalfields, page 18); the 17-year imprisonment sentence of a 29-year-old man for 119 sextortion offences (Operation Esk, page 27); and the response to reports of antisemitic threats and violence directed towards the Australian Jewish community (Operation Avalite, page 30).

Through Operation Aegis, the AFP supports the Commonwealth in ensuring the safety and protection of the Australian community through investigating alleged breaches of visa conditions and coordinating with state and territory law enforcement agencies. This follows the High Court's 2023 ruling that the indefinite detention of unlawful non-citizens was illegal. As a key whole-of-government partner, the AFP continues to support the enforcement and monitoring of visa condition compliance of these affected individuals. Over 2024–25, the AFP prosecution success rate (page 16) was impacted through new High Court rulings and amendments to the *Migration Act 1958* (Cth) and Migration Regulations 1994 (Cth) governing bridging visa grants. Despite these impacts, the AFP has robust national response and investigation capabilities in place which ensure threats to community safety are swiftly addressed.

Operation Aegis has resulted in multiple arrests for alleged breaches of strict bridging visa conditions supporting community safety.

This financial year marked an important milestone with the adoption of the Enterprise Agreement 2024–2027 (EA). The bargaining process demonstrated the strength of our internal engagement and the commitment of our workforce in shaping a fair and sustainable path forward. The EA was endorsed by a majority 'yes' vote and came into force on 9 December 2024. The final EA reflects our shared values and priorities, providing a strong foundation for our people as we continue to deliver on our mission with professionalism and integrity.

We have continued to prioritise the recruitment and development of our workforce. During 2024–25, we established a dedicated Recruitment Branch, introduced technology to support proactive recruitment, hosted 31 face-to-face Sworn Recruit Assessment Centres across Brisbane, Melbourne, Sydney and Canberra, as well as 19 virtual Sworn Recruit Assessment Centres. Localised advertising campaigns were rolled out in Darwin, Sydney, Exmouth, Geraldton and Pine Gap to promote benefits specific to potential future sworn members. These activities are critical to ensuring we can meet the increasing demands on the AFP.

The year ahead

It is anticipated 2025–26 will continue with a high operational tempo driven by evolving security challenges and emerging technology. Innovation, strategic partnerships, and capability development will remain key priorities for the AFP as we enhance our ability to respond to complex threats and deliver on our mission with agility and impact. These priorities are critical to meeting both our current responsibilities, and the evolving demands of delivering protective services to the forthcoming Western Sydney Airport and Defence establishments under the AUKUS agreement.

As threats to Australia's national security, democracy and institutions become more complex and interconnected, our partnerships, both domestic and international, have never been more crucial. The lines between crime types are increasingly blurred, requiring close collaboration with our law enforcement partners.

Strengthening our relationships with international law enforcement agencies, particularly within our region, is essential to combating criminal threats, preventing harm, and protecting Australia's interests.

Above all, the AFP's people are central to achieving our mission. Reflective of our focus on our people and the challenges they face is the **AFP Health and Wellbeing Strategy – Beyond 2024**, which provides a sustainable model for holistic care and support for all AFP members. Complementing the strategy is our commitment to attracting the right talent, building a workforce that reflects the communities we serve, and maintaining our reputation as an employer of choice.



Reece P Kershaw APM
Commissioner
15 September 2025

AFP year in review 2024–25

Charged 4,930
people with criminal offences

358
Outcome 1

4,029
Outcome 2

543
Outcome 3

Outcome 1

National and International Policing



Restrained over

\$143.6 million
in criminal assets

Charged

96

people as a result
of child exploitation
investigations



Delivered

312

ThinkUKnow

presentations to an estimated

19,332 parents, carers
and teachers across Australia,
with state and territory police
and industry volunteers



Charged

10

people
as a result of terrorism-related
operations by the AFP and our Joint
Counter Terrorism Team partners



Outcome 2

ACT Policing

ACT policing **attended**

51,802

incidents including:

4,155

mental health
related incidents



3,392

family violence
related incidents

896 offences
against the person
and



2,958 offences against
property were **reported**
to or became known to ACT
Policing per 100,000 population

Outcome 3

Specialist Protective Services and International Policing Partnerships

Assessed

21,338

movements of Commonwealth
protected persons and

3,284 events and/or protests



Safeguarded **9**

designated airports,
with aviation operations teams

responding to **22,706** incidents



Protected more than

503 sites

including Australian Parliament House,
official establishments, defence bases
and precincts, foreign diplomatic
missions and other designated sites



Maintained a presence in

34

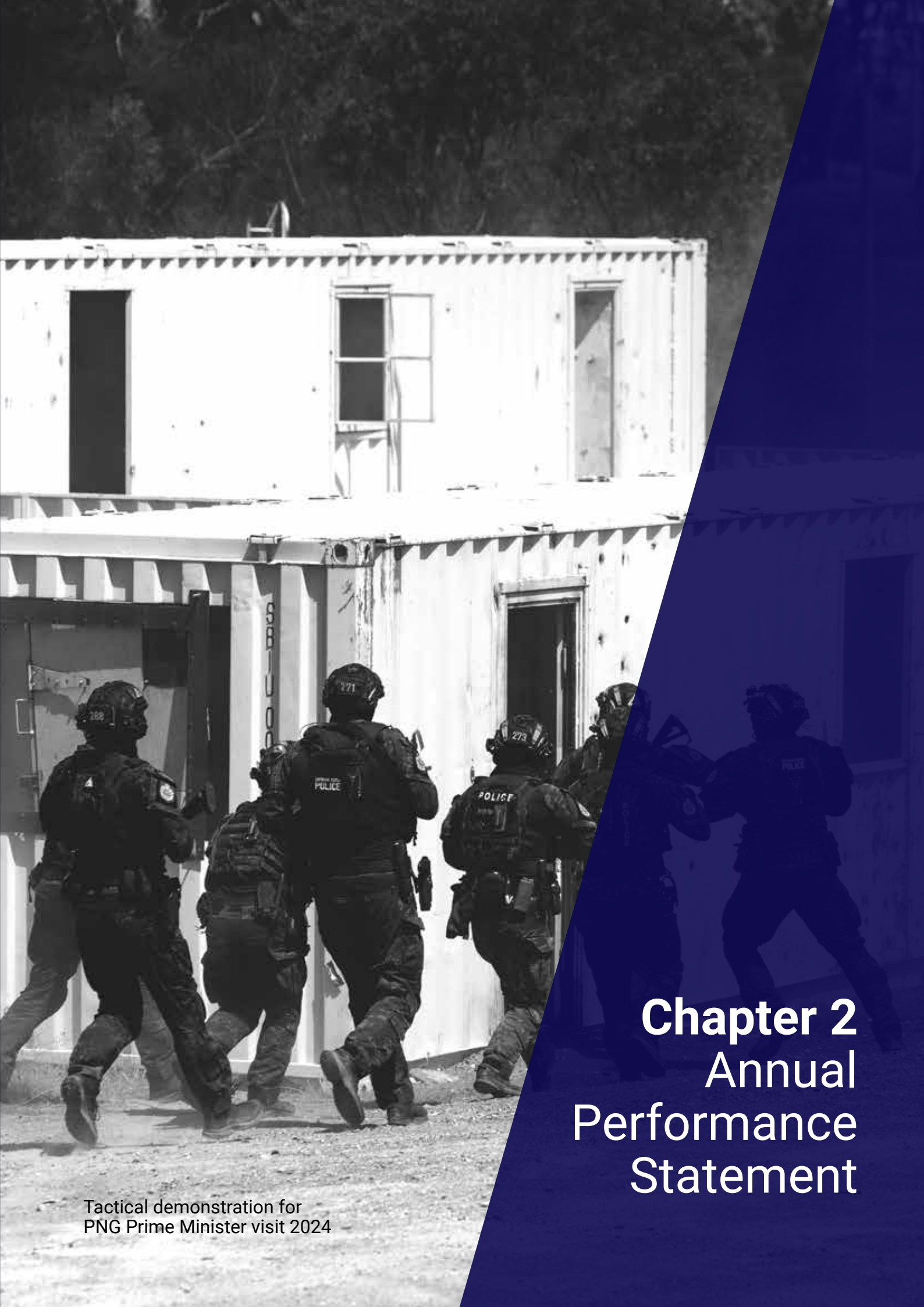
countries

36

AFP posts

7

partnership
programs



Chapter 2 Annual Performance Statement

Tactical demonstration for
PNG Prime Minister visit 2024

Statement of preparation

I, as the accountable authority of the Australian Federal Police (AFP), present the 2024–25 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 2024–25 and complies with subsection 39(2) of the PGPA Act.



Reece P Kershaw APM

Commissioner

15 September 2025

Purpose of the AFP

The AFP's purpose is defined in the *AFP Corporate Plan 2024–25*:

As Australia's national policing agency, we protect Australians and Australia's interests. We are committed to protecting Australian lives, livelihoods and the Commonwealth; fostering trust and confidence with our community, partners and government; and maximising our impact on the criminal environment for a safer and more secure Australia.

Our role and functions are set out in detail in section 8 of the *Australian Federal Police Act 1979* (Cth) (see Figure 2.1), in priorities established in the Ministerial Direction, and in the *AFP Corporate Plan 2024–25*.

Figure 2.1 Our core functions



Performance

In pursuit of our purpose, vision and mission, the AFP measures its performance against the 3 outcomes and 4 programs stated in the Portfolio Budget Statement (see Figure 2.2) using qualitative (case studies) and quantitative (Table 2.1) measures. Several of these measures, such as community confidence and the 3 return on investment (ROI) measures, highlight public value and impact, whereas other measures highlight operational outcomes.

Figure 2.2 AFP's Portfolio Budget Statement outcomes and programs



The criminal environment is becoming increasingly complex, which means that our work can often take years to resolve. The case studies and performance insights highlighted in this chapter give a sense of the breadth and depth of the AFP's work in policing for a safer Australia. The case studies also give insights into aspects of our work that are challenging to distil into single quantitative measures – for example, our processes, technological innovations, specialist and unique capabilities, and diverse range of domestic and international partnerships.

The case studies are grouped by crime type, with the type of operational outcome shown against each. The 4 types of operational outcomes are defined as:

- **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 criminal enterprise, reducing criminal capability, influence, and capacity to create harm and victimisation. In some cases, this may be the same type of action that would achieve prevention in other situations
- **response:** any timely and lawful action taken to address an incident or matter, which requires immediate attention either to limit the harm from a criminal act, an offence continuing, 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 a good global order.

During the previous reporting cycle the AFP significantly improved the way it identifies activities and incorporates them within the hierarchy of outcomes, programs and performance measures. This annual report provides the activities alongside the performance measures to help show how the AFP's work connects to measurable outcomes.

Results summary

In 2024–25 the AFP demonstrated high performance across all 3 outcomes, meeting all but one of our performance measures (see Table 2.1). The results achieved reflect AFP members' commitment and flexibility in the context of an evolving criminal landscape, investment in cutting-edge policing capabilities, and partnerships with domestic and international law enforcement agencies, Commonwealth agencies, non-government organisations, academia and the community.

The AFP's success under Program 1.1 is reflected in the sustainment of strong community confidence results; and a strong ROI outcome and reduced crime through proactive prevention and disruption efforts. As highlighted in the case studies throughout this Annual Performance Statement, Outcome 1 investigations tend to be complex and wide-ranging. Investigations typically take 6 months to 3 years to complete depending on whether the investigation proceeds to court. Investigations often present multifaceted challenges and require a significant amount of expertise to resolve.

The figure for throughput of cases (a comparison between active cases at the start of the year and those active at the end of the year) (see Figure 2.3) indicates the high volume of work we have engaged in across all outcomes. That figure includes operational support cases, which reflect the efforts of specialist support capabilities, such as intelligence, canine and forensics.

The continued growth in case numbers in 2024–25 was driven partly by a change in the way we record our case numbers – every referral is now recorded as an individual case. This was a key recommendation from the *Review into the AFP's response to and management of sensitive investigations*,¹ where governance and business practices were revised. The ability to record each referral as its own case has been made possible by the phased adoption of the Investigations Management Solution (IMS) – a software platform that enables AFP operational members to manage each investigation throughout its life cycle. The legacy system, PROMIS (Police Real-time Online Management Information System), is still used for some aspects of investigations as enhancements are being implemented into the IMS.

As a result of the transition to the IMS, the calculation for 2 of the performance measures (ROI transnational and prosecution success rate) has been expanded to utilise both PROMIS and IMS cases data. While both measures typically involve long-running cases, much of the data used for these measures relates to PROMIS only. The prosecution success rate measure was 17 percentage points below the target of 95%. This was impacted by the High Court ruling in *YBFZ v Minister for Immigration, Citizenship and Multicultural Affairs* [2024] HCA 40.

Under Program 2.1, ACT Policing delivered significant positive results for the people of the Australian Capital Territory (ACT), particularly in protecting the ACT community from illegal vapes and cannabis (page 36) and outlaw motorcycle gangs (page 38). More information about the performance of ACT Policing is available in their separate annual report.²

Under Program 3.1, the AFP provides protection to 9 major designated Australian airports and to Australian high office holders. The Priority 1 and Priority 2 response time measures were on or slightly above target

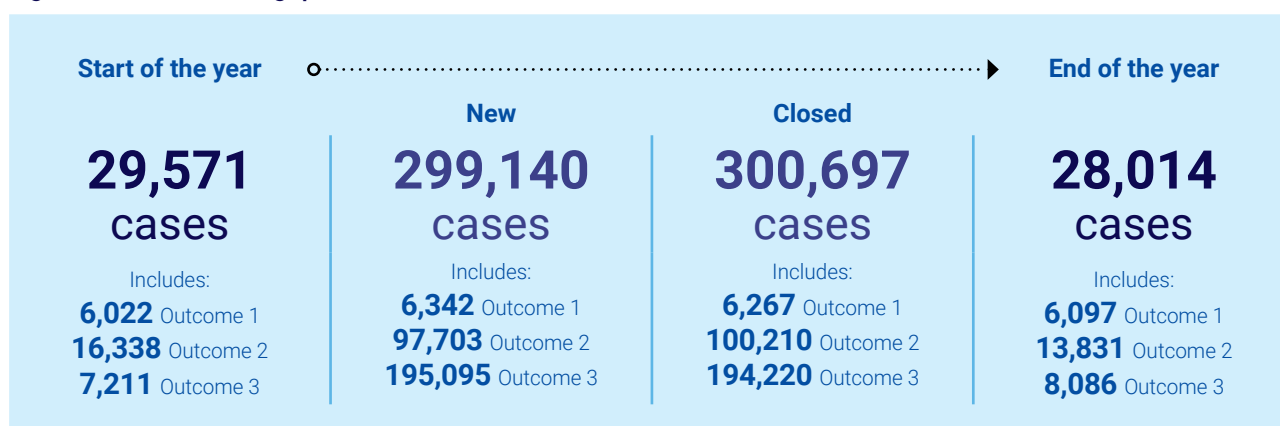
¹ John Lawler AM APM, *Review into the AFP's response to and management of sensitive investigations* (2020) <https://www.afp.gov.au/news-centre/media-release/review-afps-response-and-management-sensitive-investigations-released>, accessed 3 June 2025.

² ACT Policing, Annual Reports, <https://police.act.gov.au/about-us/annual-reports>, accessed 4 August 2025.

– an improvement from 2023–24. The accompanying performance insight shows the dedication of AFP members working in this challenging environment.

The results under Program 3.2 highlight the variety of work the AFP undertakes in collaboration with international partners in the Pacific region. Our law enforcement capabilities in 20 countries ultimately serve to reduce criminal harms to Australians and enhance Australia's international standing. The AFP also provides community policing services to 3 external territories and one domestic territory, focusing heavily on community engagement.

Figure 2.3 Overall throughput of AFP cases, 2024–25



Data source: PROMIS, IMS. This figure now excludes support cases (smaller cases used by AFP operations support teams within a main investigation case) because these are recorded within the main case itself in the new IMS system.

Table 2.1 Performance measures in the 2024–25 Portfolio Budget Statement

Performance measure	Target	Result	Met
Program 1.1 Federal Policing			
Community confidence – General public	85%	89%	Met
– Informed public	90%	93%	
Prevention case studies	Successful preventions	Prevention case studies	Met
Disruption case studies	Successful disruptions	Disruption case studies	Met
Response case studies	Successful response	Response case studies	Met
Prosecution success rate	95%	78%	Not met
Return on investment – transnational	>1	78.9	Met
Return on investment – assets confiscation	>1	2.7	Met
Return on investment – international	>1	158.4	Met
Program 2.1 ACT Community Policing			
Prevention case study	Successful prevention	ACT Policing case studies	Met
Response case study	Successful response	ACT Policing case studies	Met
Enforcement case study	Successful enforcement	ACT Policing case studies	Met
Program 3.1 Specialist Protective Services			
Response times – Priority 1: within 10 minutes	90%	91%	Met
– Priority 2: within 20 minutes	90%	90%	
– Priority 3: within 120 minutes	95%	99%	
– Priority 4: within 24 hours	95%	100%	
Avoidable incidents	<2	0	Met
Program 3.2 International Police Assistance and External Territories			
Provision of community policing services to Norfolk, Cocos (Keeling) and Christmas Islands and the Jervis Bay territory	Provision of community policing services	Successful delivery of community policing services	Met
Delivery of the Pacific Police Partnership Program	Delivery of the Pacific Police Partnership Program	Successful delivery of the program	Met

Outcome 1 – National and International Policing

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

Program 1.1 Federal Policing

Provide national and international policing services through prevention, disruption, enforcement and response strategies in collaboration with domestic and international partners.

Activity 1.1.1	Maintain the confidence of the Australian community in the AFP
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Performance measure 1.1.1.1 Community confidence

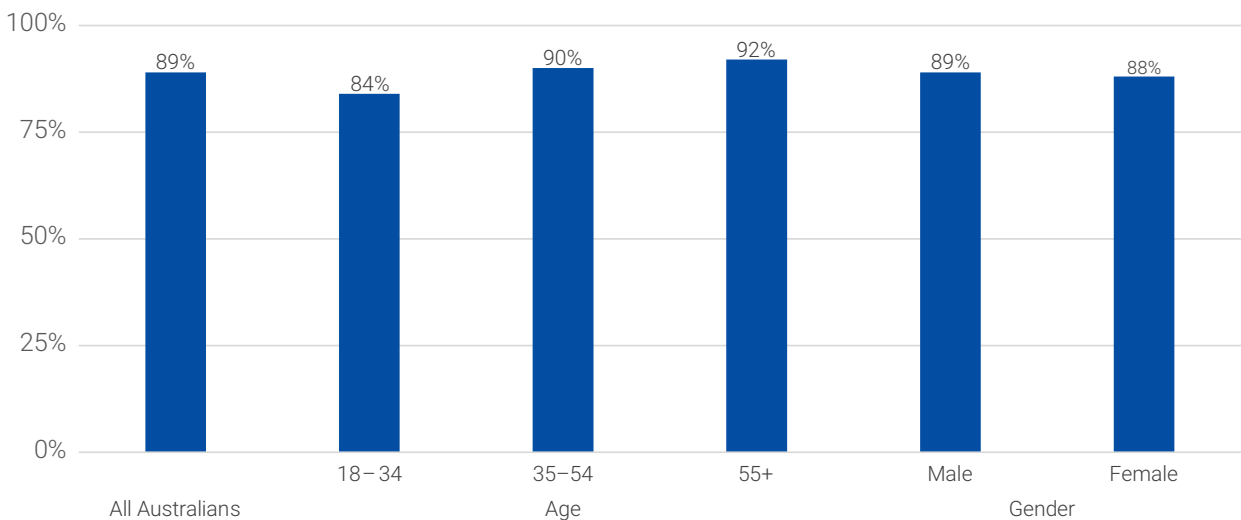
Table 2.2 Program 1.1 Community confidence result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Community confidence	NA	89%	89%	General public – 85%	Met
	NA	94%	93%	Informed public – 90%	Met
Source	AFP Community Confidence Survey				
Methodology	An independently conducted survey using a random sample of the Australian population, stratified by age, gender and state/territory. ‘Confidence in the AFP’ is defined as 6 or higher out of 10. The ‘informed public’ is defined as a self-reported knowledge of the AFP of 7 or higher out of 10				

To be effective, policing agencies need strong relationships with the communities they serve. When mutual trust exists between policing agencies and the community, the community is more likely to engage with police in the pursuit of shared safety interests and support police in accessing contemporary statutory powers. Community members’ trust in police is contingent on their perception that police actions reflect community values; that police act with the right intention; and that police display accountability for their use of statutory powers. It is also essential that the community perceive police as being effective and fair in their actions.

The AFP commissions an annual online survey to gauge the community’s confidence in the AFP’s contribution to law enforcement and national security. In 2024–25, 89% of the general public and 93% of the informed public stated they had confidence in the AFP. As shown in Figure 2.4, confidence levels were consistently strong across gender. Notably, confidence increased with age, rising from 84% among those age 18–34 to 92% among those aged 55 and over. These results reflect the community’s continued confidence in the AFP’s contribution to law enforcement and national security.

Figure 2.4 Overall confidence in the AFP, 2024–25



Analysis of the survey results shows a relationship between higher level of self-reported knowledge in the AFP and higher level of confidence, which highlights the need for the AFP to continue to communicate the breadth, depth and complexity of the work it undertakes. The impact of these communications is reflected in the numbers of public identifying as ‘informed’ about the AFP, which have increased from 34% of survey respondents in 2022–23 to 47% in 2024–25. The survey showed that 14% of survey respondents reported having ‘low knowledge’ of the AFP (self-reported knowledge of the AFP of 1 to 3 out of 10) and 3% of respondents reported having ‘low confidence’ in the AFP (overall confidence in the AFP of 1 to 3 out of 10).

Activity 1.1.2 Prevent, disrupt and respond to serious crimes and crimes of Commonwealth significance

Performance measure 1.1.2.1, 1.1.2.2 and 1.1.2.3 Prevention, disruption and response case studies

Table 2.3 Program 1.1 Prevention, disruption and response case studies results

Performance measure	2022–23	2023–24	2024–25	Target	Met
Prevention case studies	Successfully targeted crime prevention	Prevention case studies	Prevention case studies	Successful preventions	Met
Disruption case studies	Successfully targeted crime disruption	Disruption case studies	Disruption case studies	Successful disruptions	Met
Response case studies	Successfully targeted crime response	Response case studies	Response case studies	Successful response	Met
Data source	PROMIS, IMS, AFP administrative data/records				
Methodology	Selected against performance measures, operational strategies, crime priorities and tangible benefits to the Australian community				

In this year's annual report, successful preventions are highlighted in case studies below (pages 27,30 and 33).

Activity 1.1.3

Enforce Commonwealth criminal law and assist state and territory partners to enforce state offences with a federal aspect

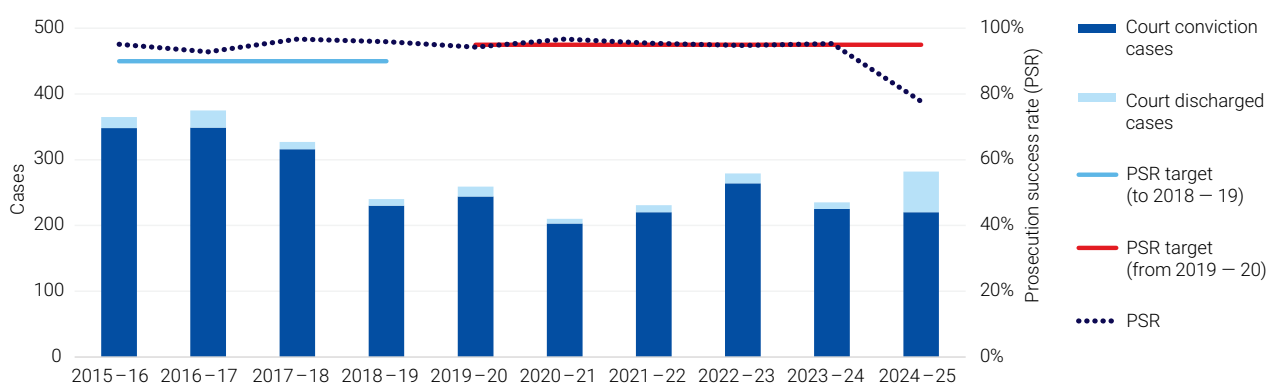
Performance measure 1.1.3.1 Prosecution success rate
Table 2.4 Program 1.1 Prosecution success rate result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Prosecution success rate	96%	96%	78%	95%	Not met
Data source	PROMIS, IMS				
Methodology	Total number of finalised cases (closed with conviction reason and court discharged) ÷ total number of court cases				

The AFP supports the criminal justice system by investigating Commonwealth offences and preparing briefs of evidence for the Commonwealth Director of Public Prosecutions (CDPP). The CDPP plays a significant role in this measure because it makes decisions on whether there is enough evidence to pursue prosecutions in court. The AFP uses the prosecution success rate to measure the percentage of AFP investigations that proceed to court and result in at least one conviction, effectively allowing us to measure the quality of each investigation's briefs of evidence.

In 2024–25 the AFP achieved a prosecution success rate of 78% – 17 percentage points below the target of 95%. This is calculated from 220 cases resulting in at least one conviction out of a total of 282 cases finalised after reaching court (see Figure 2.5).

Of the 62 'court discharged' cases in Figure 2.5, 36 relate to the withdrawal of charges by the CDPP following the High Court ruling in *YBFZ v Minister for Immigration, Citizenship and Multicultural Affairs* [2024] HCA 40 (YBFZ) in November 2024. In YBFZ the High Court held that regulations allowing curfew and ankle bracelet conditions to be imposed on the visas of former immigration detainees were unconstitutional. As a result, the CDPP withdrew charges relating to breaches of those conditions. Separately, 11 charges were withdrawn as a result of the relevant visas being invalid.

Figure 2.5 Cases finalised after reaching court versus prosecution success rate, 2015–16 to 2024–25


As highlighted in Figure 2.5, since 2018–19 the AFP has finalised fewer cases compared with the preceding years. However, as shown in Figure 2.6, over the same period the AFP has on average charged offenders with more offences. This indicates that the AFP is targeting (and successfully prosecuting) high-risk offenders,

with large numbers of offences in operations such as Ironside (transnational serious organised crime), Tenterfield (human exploitation) and Arkstone (human exploitation). These types of offences feature prominently in Table 2.5, which does not reflect results from joint operations.

Figure 2.6 Offenders charged by the AFP and count of offences, 2015–16 to 2024–25

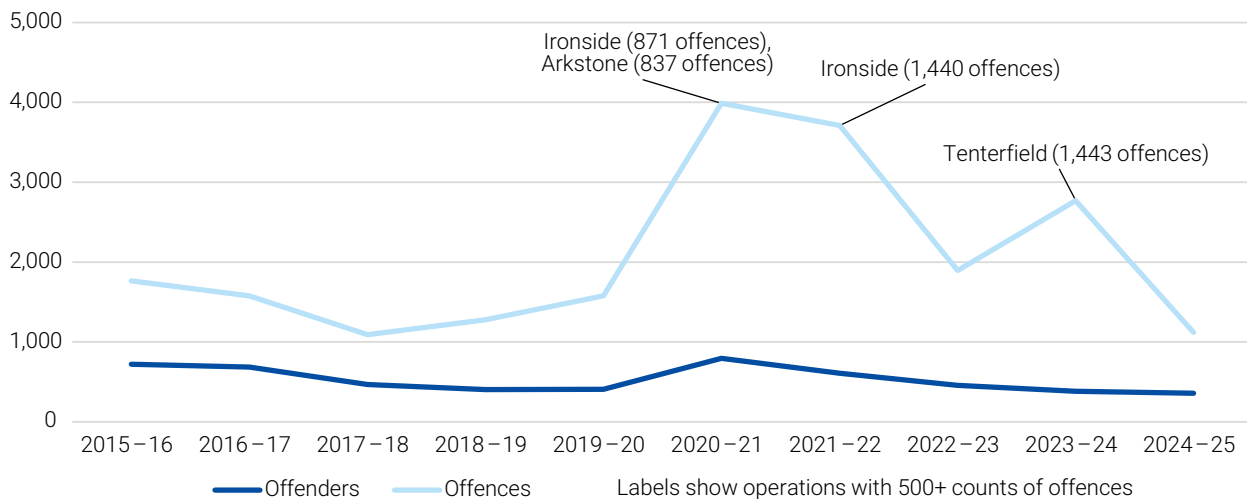


Table 2.5 AFP prosecutorial work occurring in Outcome 1,* 2024–25

AFP crime priority	Offenders charged	Offences
Human exploitation	103	524
Transnational serious and organised crime	164	309
Other Commonwealth crimes	88	179
Fraud and corruption	61	103
Cybercrime	3	3
Terrorism	2	3
Total	358	1,121

Data source: AFP PROMIS

* Excludes offenders charged resulting from joint operations not recorded in AFP systems. The total number of unique offenders for each crime priority do not add up to the 'Total', as some offenders are included under more than one crime priority.

Of the 793 AFP briefs the CDPP assessed in 2024–25, 97% were accepted for prosecution. This percentage relates to individual offenders, not investigations, as AFP investigations can be very complex and involve many offenders. The high percentage of briefs accepted for prosecution shows that the AFP's work in compiling briefs of evidence for the CDPP before the matter proceeds in court is consistently of high quality.

In 2024–25, of all the brief assessments the CDPP completed, 33% were investigations of drug crimes, 18% were related to child sexual exploitation and 10% were related to civil aviation. The remaining matters were investigations of other crime types, including immigration and money laundering.

The prosecution success rate result for 2024–25 highlights how external factors can impact this performance measure. If the 47 cases discharged as a result of the issues discussed above are excluded from the data, the number of ‘court discharged’ cases has not increased. The total of 15 in 2024–25 is similar to the median for the past 10 years (15 cases). This suggests that the quality of AFP briefs of evidence has remained consistently high in that timeframe.

Performance insight: Australia’s first conviction for forced marriage

In 2024, under Operation Crystalfields, the AFP undertook an investigation which subsequently led to the first conviction and sentencing for a forced marriage in Australian history. In 2019 the AFP Human Trafficking Team met with a woman who alleged that members of her family were coercing her into marriage. Later in 2019, as a result of intolerable pressure from her family, the victim decided not to accept AFP and Red Cross assistance and was married. She then moved to Perth to live with her new husband.

Two months later, the victim was murdered by her husband. He was later convicted of her murder and sentenced to a minimum of 19 years imprisonment. The AFP arrested the victim’s mother and charged her with causing her daughter to enter a forced marriage, and a jury later found her guilty of this offence. In July 2024 she was sentenced to 3 years imprisonment, to be released on her own recognisance after having served 12 months in custody.

Operation Crystalfields has helped increase awareness of the existence of forced marriage in Australia. This crime type is under-reported because of complex cultural and religious dynamics, victims’ lack of awareness of the support that is available and fear about the impact on the victim’s family situation.

During the prosecution the County Court also made an important ruling that a religious marriage ceremony that is not registered under Australian law constitutes a marriage for the purposes of a forced marriage offence under section 270.7B(1) of the *Criminal Code 1995* (Cth). Coinciding with the sentencing, the then Attorney-General, the Hon Mark Dreyfus MP KC, announced a public consultation process on potential reforms to forced marriage laws in Australia, including ‘exploring enhanced civil protections and remedies for those affected’.

Activity 1.1.3

Enforce Commonwealth criminal law and assist state and territory partners to enforce state offences with a federal aspect

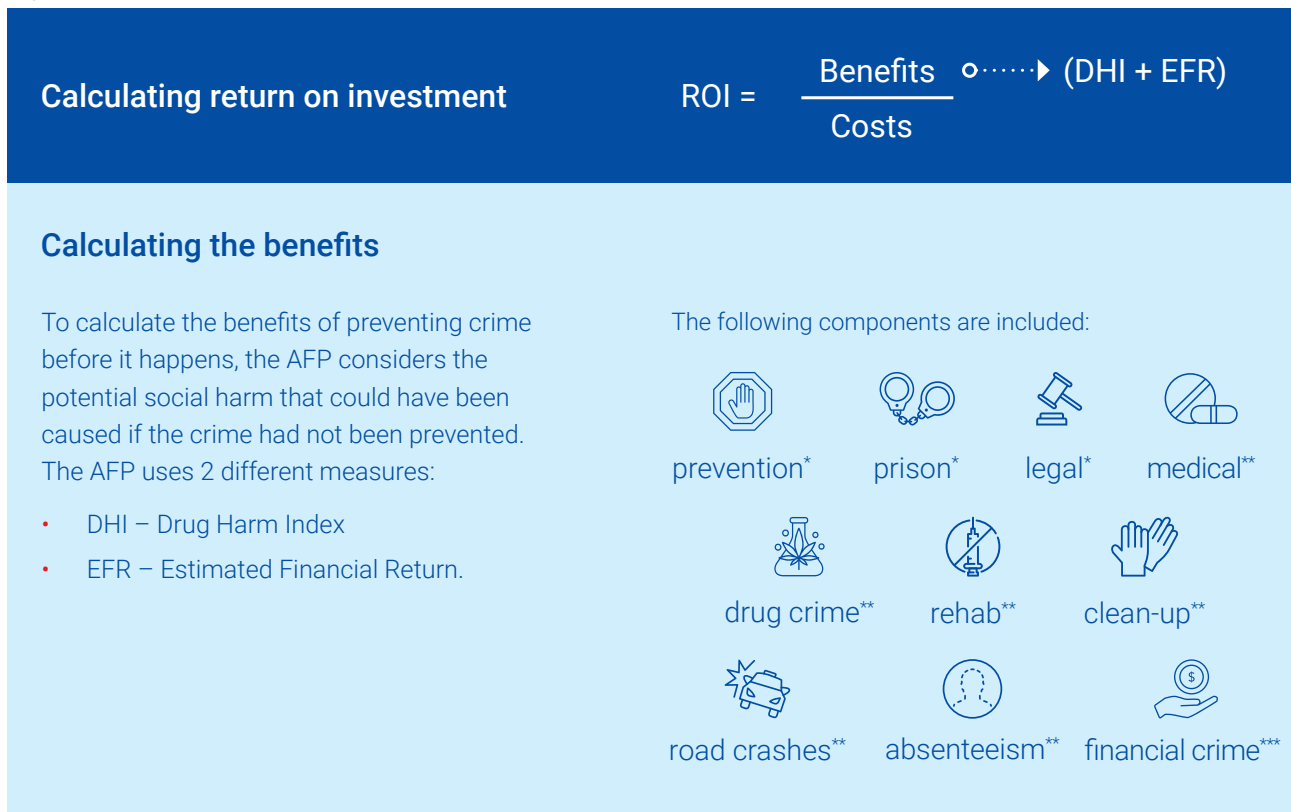
Performance measure 1.1.3.2 Return on investment – transnational

Table 2.6 Program 1.1 Return on investment – transnational result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Return on investment – transnational	45.9	20.5	78.9	>1	Met
Data source	Drug harm index (DHI), estimated financial return, AFP costs, estimated Australian Border Force costs, estimated legal costs, prisons costs				
Methodology	Return on investment = benefit ÷ cost				

The ROI transnational measure assesses the impact of the AFP's transnational crime effort. The ROI is calculated by estimating the dollar value of social harm the community avoided as a result of the AFP actions, then dividing by the staff and legal costs of running the investigations (see Figure 2.7). The ROI formula is specifically designed to include only the outcomes of drug and financial crime investigations. For these crime types, it is possible to estimate a dollar value for harm prevention, which is not feasible for other crime types.

Figure 2.7 Calculation for ROI transnational and social harm



* Component is common in both DHI and EFR calculations.

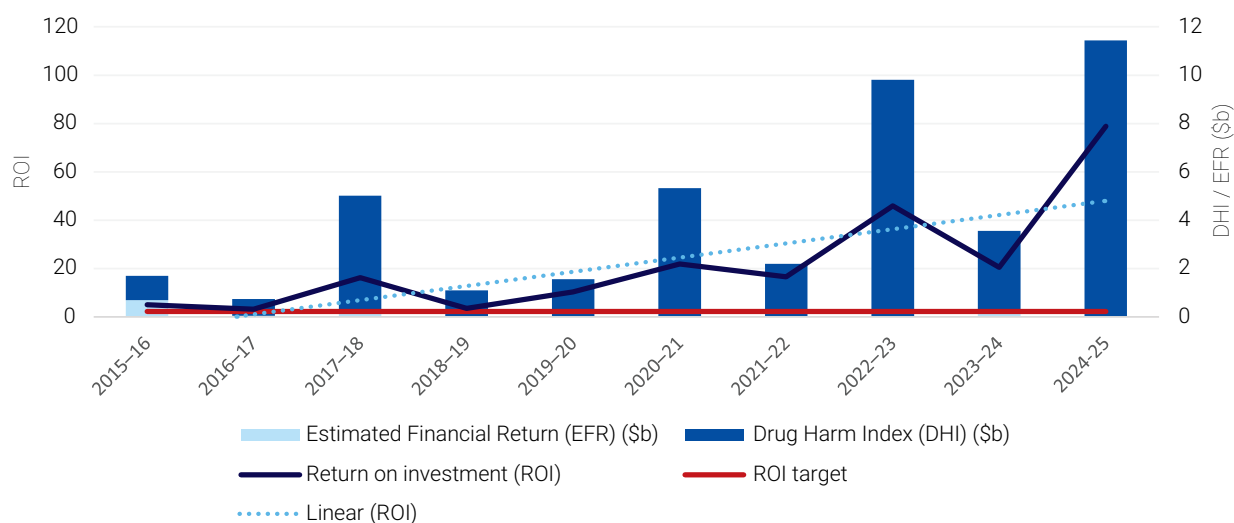
** Component is used only in the DHI calculations.

*** Component is used only in EFR calculations.

In 2024–25 the ROI transnational result was 78.9, which exceeded the target of greater than 1.0. This is based on a figure for social harm avoided of \$12.6 billion and for costs of running these investigations of \$16 million. This strong result demonstrates that the AFP is successfully targeting organised crime and delivering significant benefits to the Australian community by reducing drug-related harm.

A key change from previous years is that, as of 1 March 2024, the recreational drug 1,4-Butanediol is now a prohibited substance under Commonwealth regulations, and 14.4 tonnes of this drug were seized in 2024–25 in conjunction with AFP partner agencies.

Similar to previous years, in 2024–25 few investigations involving large amounts of fraud were finalised, meaning the primary benefit used in the ROI transnational is derived from drug investigations.

Figure 2.8 Transnational crime ROI trend, 2015–16 to 2024–25


Data source: AFP PROMIS, IMS, Quintiq (time attribution), DHI, EFR.

Performance insight: Operation Tyrrendor facilitates Australia's largest ever seizure of cocaine

In November 2024, under the transnational investigation Operation Tyrrendor, the AFP seized 2 tonnes of cocaine, estimated to be worth up to \$760 million — the largest seizure of cocaine in Australia's history. A total of 27 offenders were arrested in Australia and French Polynesia.

Operation Tyrrendor was led by the AFP and utilised the specialist capabilities of multiple partner agencies, such as the Queensland Police Service, Australian Border Force, Commonwealth and state and territory government agencies and the French Polynesian authorities through the AFP's International Network.

On 30 November 2024 a transnational serious organised crime syndicate with links to the Comancheros outlaw motorcycle gang attempted to import the illicit drug by sea through the coast of Queensland. Australian authorities monitored a small Australian sea vessel in international waters as it picked up the cocaine from a larger vessel under the cover of darkness. Investigators intercepted the smaller vessel while it was carrying the drugs to the Australian coast. French authorities were alerted that the international fishing vessel that dropped the cocaine overboard was transiting through their waters, enabling them to intercept the vessel at sea. Authorities arrested 14 offenders in French Polynesia and 13 offenders in Australia.

The AFP conducted 94 forensic examinations on the 1,955 packages recovered from the Australian vessel. It established biometric links to multiple persons of interest utilising multiple disciplines, including digital forensics, fingerprints and facial identification.

The collaborative efforts under Operation Tyrrendor highlight the importance of inter-agency cooperation in tackling transnational serious and organised crime that continues to cost Australians an estimated \$68.7 billion annually.³ While this investigation represents a significant disruption to transnational drug crime, the impact of Operation Tyrrendor is not yet reflected in the financial year's ROI transnational performance measure, as the operation remains ongoing and is not yet finalised.

³ Australian Institute of Criminology, Estimating the costs of serious and organised crime in Australia, 2022–23 (2024), <https://www.aic.gov.au/publications/sr/sr50>, accessed 4 August 2025.

Activity 1.1.4 Collaborate with international, Commonwealth, state and territory partners

Performance measure 1.1.4.1 Return on investment – asset confiscation

Table 2.7 Program 1.1 Return on investment – asset confiscation result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Return on investment – asset confiscation	2.6	1.8	2.7	>1	Met
Data source	Value of assets forfeited (using data provided by Australian Financial Security Authority), AFP costs				
Methodology	Return on investment = benefit ÷ cost				

The AFP is committed to confiscating criminal assets, combating organised crime by removing profit from crime and preventing any reinvestment in future criminal enterprises. The AFP uses the *Proceeds of Crime Act 2002* (Cth) to target illicit wealth, assisted by Criminal Assets Confiscation Taskforce (CACT). This specialised taskforce brings together the Australian Taxation Office, the Australian Criminal Intelligence Commission, the Australian Transaction Reports and Analysis Centre (AUSTRAC) and the Australian Border Force and hosts investigators, forensic accountants, analysts, litigators and partner agency members across Australia.

In 2019 the AFP Commissioner set a 5-year target of \$600 million for assets restrained. As of 30 June 2025 the CACT has restrained over \$1.2 billion in assets, which includes \$143 million in 2024–25. Subject to the outcome of forfeiture orders, restrained assets can then be forfeited and the liquidated assets paid into the Confiscated Assets Account (CAA). The Australian Financial Security Authority plays a key role by managing assets until liquidation and managing the CAA. With the approval of the minister responsible for the AFP, funds in the CAA may be used for a suite of crime prevention and law enforcement programs and measures.

This performance measure demonstrates the value that asset confiscation provides to the community by comparing the worth of realised confiscations from proceeds of crime in 2024–25 with the costs of running the CACT. Assets included in this result may relate to investigations that began before 2024–25. The ROI for assets confiscation is 2.7, surpassing the target of greater than 1.0, demonstrating how much the taskforce benefits the Australian public. This is based on a total benefit of \$74.9 million of confiscated assets over costs of \$28.1 million.

Performance insight: Taskforce investigation leads to the forfeiture of over \$70 million in assets

In 2019–20 the AFP-led Criminal Assets Confiscation Taskforce (CACT) commenced an investigation into 4 main persons of interest in Victoria and New South Wales, following an Australian Border Force investigation, Operation Cabestro. The 4 persons of interest are alleged to have evaded the Commonwealth excise on spirits imported into Australia and fraudulent applications for and receipt of drawback (refunds) of excise spirits exported out of Australia. The total estimated loss to the Commonwealth exceeded \$250 million.

Since the commencement of Operation Cabestro in 2019–20, authorities have restrained approximately \$122 million in assets, including funds in bank accounts, cash, jewellery, residential and commercial real estate, motor vehicles and a luxury motor yacht.

As of the end of 2024–25, over \$70 million in assets have been forfeited as a result of proceeds of crime litigation by the CACT, and proceeds of crime litigation in relation to this matter remains ongoing. Funds from forfeited assets are returned to the Commonwealth and used to benefit the Australian community.

Activity 1.1.4 Collaborate with international, Commonwealth, state and territory partners

Performance measure 1.1.4.2 Return on investment – international

Table 2.8 Program 1.1 Return on investment – international result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Return on investment – international	70.6	80.2	158.4	>1	Met
Data source	Drug seizures – PROMIS, IMS, DHI, AFP costs				
Methodology	Return on investment = benefit ÷ cost				

The AFP assists international law enforcement partners by taking part in joint operations to combat and disrupt crimes, such as illicit drug trafficking, human trafficking and child abuse or exploitation, that would ultimately affect Australians and Australia’s interests.

The ROI international measures the effectiveness of the AFP’s international posts in disrupting drug trafficking. It does so by measuring the harm of drugs seized internationally with AFP assistance, using the Drug Harm Index (DHI) and dividing that figure by the cost of running AFP international posts.

In 2024–25 the ROI international was 158.4, substantially surpassing the target of greater than 1.0. This figure was calculated from a DHI of approximately \$27.9 billion from drugs seized internationally with AFP assistance and from the seized amount of 50 tonnes. AFP international posts cost \$176 million in 2024–25.

The AFP was able to achieve these results and prevent significant harm to Australians because we have invested significantly in our relationships with international partners over many years. The value of the AFP’s offshore presence extends beyond this measurement, encompassing country-to-country links and the opportunity for learning and information sharing across law enforcement, including through key international institutions such as Europol and Interpol.

Crime priority: Transnational serious and organised crime

Performance objectives

We seek to reduce criminal and national security threats posed by transnational serious and organised crime (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.

Strategies

Our key strategies to combat TSOC are:

- identify, deter, disrupt and investigate TSOC groups affecting Australia, hardening the supply chain and challenging the operations and logistics of TSOC groups, including their use of trusted insiders
- infiltrating and disrupting the communication of criminal networks
- identifying and removing the profits derived from criminal networks, particularly targeting money laundering
- collaborating with partner law enforcement agencies and sharing intelligence to tackle TSOC activity.

Case study

Operation Kraken: Disrupting global criminal networks' communications capabilities

In 2022 the AFP began a complex and multifaceted investigation into a dedicated encrypted communications platform known as Ghost – the first known Australian-based platform of this type. Serious organised criminals in Australia had been using Ghost for years to import, traffic and manufacture illicit drugs, launder money, organise threats to life and commit other violent crimes.

Criminal networks use dedicated encrypted communication devices (DECDs) so that their illicit activities can thrive in relative secrecy. Global criminal networks evade law enforcement detection by concealing their communications while coordinating and conducting illicit activity. The AFP plays a critical role in penetrating and disrupting these communication platforms to prevent harm and keep Australians safe.

At the time Operation Kraken began, the Ghost platform had been steadily pushed into the hands of criminal syndicates around the world, using a network of 6 resellers in Australia and international resellers in Canada, Colombia, Netherlands, Sweden, Ireland and Italy. The mobile devices alone were a lucrative business, as criminals were willing to pay thousands for what they believed were secure communications.

As a member of the Europol Operational Taskforce NEXT, the AFP worked diligently to investigate the alleged Australian administrator, users and resellers of Ghost. As the investigation grew in scale and complexity, Operation Kraken assembled a highly skilled multidisciplinary team, including AFP operational members across Australia and specialist intelligence, technical operations, forensics, human intelligence and legal capabilities. The AFP also collaboratively engaged with state and territory law enforcement agencies to maximise the impact on the criminal landscape. This critical level of collaboration added value and operationalised the complex datasets obtained by the AFP and taskforce partners.

In March 2024, using an internally developed technical solution, the AFP commenced the Kraken 'live phase', enabling the AFP to collect data from all Ghost devices active in Australia. Over the next 6 months, 20 Operation Kraken investigations were referred to AFP regional commands for investigation. The largest portion of these went to New South Wales, where over 60% of the nearly 400 Australia-based Ghost devices were located. Ghost users were also located in Victoria, Western Australia and South Australia.

On 17–18 September 2024 Operation Kraken went to resolution, with near simultaneous operational activity by the taskforce international partners. More than 700 AFP officers and specialist AFP members and partners mobilised around Australia to execute 93 search warrants. During the week of resolution, warrants targeting the platform administrator required 16 digital forensics members to operate continuously for the 96 hours covered by the warrants. This response was the most technically complex response ever undertaken by the AFP's digital forensics experts, and the outcomes are a testament to the skills, abilities and talent of our workforce.

The alleged Ghost administrator, resellers and users were arrested and charged with a range of Commonwealth and state offences. As at 30 June 2025, as a result of the investigation:

- 56 offenders have been charged
 - 50 threats to life have been prevented
 - 230 kilograms of drugs have been seized
 - 29 weapons have been restrained
 - \$3.74 million in cash and \$24.37 million in assets have been restrained, including cryptocurrency allegedly owned by the Ghost administrator.
- This further showcases the AFP's technical expertise, as an analytics specialist from the Criminal Assets Confiscation Taskforce deciphered the administrator's cryptocurrency account, enabling access to nearly \$10 million of cryptocurrency funds in his crypto wallet.

Operation Kraken highlights the complexity of investigations of encrypted criminal communications and the multitude of crime types that these platforms service. The success of Operation Kraken was a result of the collaboration between technical expertise and intelligence professionals within the AFP. These specialists were critical in navigating

the technical, legislative and geographic complexities of the operation (Disruption) and delivered success for the AFP and its partners. The investigation also shows how the AFP leverages its specialist expertise in concert with domestic and international partners to dismantle criminal enablers and to keep Australians safe (Response).



AFP members execute a search warrant during Operation Kraken

Crime priority: Human exploitation

Performance objectives

We seek to lead a coordinated and connected policing response to counter all forms of human exploitation, including the online exploitation of children and human trafficking and modern slavery. Key priority areas of focus are the prevention, disruption and investigation of online exploitation of children and human trafficking and slavery practices. 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.

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
- identifying and removing victims from harm at the earliest possible opportunity
- 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
- increasing public awareness and community resilience through the national ThinkUKnow program, using consistent messaging and best practice in supporting victim-survivors
- continuing to develop initiatives to raise awareness of incidents of human trafficking and slavery – for example, by facilitating the delivery of the Look a Little Deeper program to first responders
- developing and delivering innovative messaging to raise community awareness of the human exploitation environment, encouraging public reporting on all forms of human exploitation
- 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
- working collaboratively with partners to respond to human exploitation crime threats.

Case study

Operation Esk: Protecting children from online sexual exploitation and abuse

In September 2019 the United States Homeland Security Investigations (HSI) and Interpol reported that an Australian man was suspected of sexually extorting multiple girls through social media.

Sexual extortion (sextortion) is a form of online blackmail. An offender coerces a victim into providing intimate images or video. The offender then threatens to share that material unless the victim complies with their demands – often for money or more sexually explicit content. This type of online exploitation and abuse causes lifelong trauma to victims. The AFP's priorities in these cases are to remove these victims from further harm and identify and prosecute offenders.

The AFP launched Operation Esk in response to the HSI and Interpol report. The AFP identified the suspected offender as a Western Australian man. A joint agency taskforce comprising members of the AFP and the Western Australia Police Force (WAPF) coordinated the investigation under Operation Esk.

In September 2019 a search warrant was executed at the man's home. The AFP seized electronic devices including a mobile phone, computer hard drives and USBs for review. The WAPF charged the man over a separate child abuse offence.

It was a complex, lengthy task to examine the material stored on the man's electronic devices, as he had targeted multiple female victims simultaneously. AFP investigators spent months meticulously separating thousands of pages of jumbled text conversations from online chat records, as well as reviewing videos and photographs from electronic devices, to try to identify all victims and offences.

The investigation found that the man, who was then aged 25, had posed as a teenage social media celebrity, befriending young females online and then manipulating or blackmailing them into sending him sexually explicit images or videos. He was one of the most prolific online

child sex predators that had ever been identified in Australia – the evidence showed he had exploited 286 victims, including 180 children, across 20 countries in less than a year. The youngest victim is believed to have been approximately 7 years old. On some occasions, the man live streamed videos of a child engaging in sexually explicit or degrading acts to enable other unknown offenders to watch. He also conversed online with other child sex offenders, swapping sextortion strategies as well as details of children who were susceptible to blackmail and abuse.

Under Operation Esk, the AFP continued to work closely with Interpol and HSI. Through the AFP's International Network, investigators liaised with police in multiple countries, as well as state and territory law enforcement partners around Australia, to gather enough evidence to identify victims. Investigators prioritised victims' safety and welfare and supported a successful criminal prosecution against the offender. The AFP was also able to provide intelligence to law enforcement partners in Australia and overseas about other offenders who had been in contact with this man.

In December 2023 the man pleaded guilty to 119 sextortion offences, which covered more than 550 incidents across 11 months. In August 2024 the man, now 29 years of age, was sentenced to 17 years imprisonment, with a non-parole period of 9 years.

Operation Esk and its investigative strategies highlighted the strong partnerships between the AFP and state and territory and international law enforcement partners to combat the online sexual exploitation of children and address human exploitation. Operation Esk disrupted significant criminal offending (Disruption), provided advice about how to keep safe online (Prevention) and resulted in the protection of children and young women (Response). This investigation shows how the AFP uses its global relationships to identify and hold offenders to account (Enforcement).

The AFP-led Australian Centre to Counter Child Exploitation is driving a collaborative national approach to combating child abuse through the ThinkUKnow education program. A highlight of this collaboration is the creation of the award-winning picture book, *Jack changes the game*,⁴ aimed at supporting parents, carers and teachers in discussing online safety with children. ThinkUKnow is designed to work in parallel with AFP's community liaison teams and human exploitation community officers across Australia to prevent online child sexual exploitation.

Delivering tangible results is key to enhancing the community's confidence that authorities are continuously working to combat this crime type and protect children wherever they live. Data from the AFP's Community Confidence Survey highlights that, in 2024–25, 74% of Australians had confidence in the AFP's contribution to combating human exploitation.



November 2024 Australian Crime and Violence Award winning AFP picture book designed to combat online child exploitation

⁴ *Jack changes the game* was developed with the support of the AFP Innovation Fund (page 62).

Crime priority: Counterterrorism

Performance objectives

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

- detecting, preventing, disrupting and responding to terrorist threats
- developing strategies to counter violent extremism, including supporting community engagement and resilience to violent extremism
- building specialised organisational capabilities informed by world's best practice and innovation.

Strategies

Our strategies to combat terrorism threats include:

- improving capability; and shaping, leading and building collaborative partnerships with domestic and international law enforcement, intelligence and non-traditional agencies to fight threats against national security
- leading information sharing through existing and trusted formal and informal networks to minimise knowledge gaps and maximise awareness
- 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.

Case study

Special Operation Avalite: Protecting the Australian Jewish community from antisemitic threats and violence

On 6 December 2024 the Adass Israel synagogue in Ripponlea, Melbourne, was the target of an arson attack that caused significant damage to the building. The attack came after a series of violent and offensive antisemitic incidents⁵ targeting the Jewish community in Australia.

On 9 December 2024, 3 days after the attack, Prime Minister the Hon Anthony Albanese MP, alongside AFP Commissioner Reece Kershaw and Australian Security Intelligence Organisation (ASIO) Director-General Mike Burgess, announced the establishment of Special Operation Avalite to counter antisemitic threats and violence directed towards the Australian Jewish community.

Led by the AFP, in partnership with ASIO, Special Operation Avalite focuses on high-harm, high-impact offending and seeks to identify, disrupt and prosecute those who are criminally targeting the Australian Jewish community in Australia. Special Operation Avalite also works closely with partner jurisdictions to increase community confidence and provide a cohesive response. The joint agency operation recognises the longstanding and trusted relationships that exist between the Jewish community in Australia and state and territory law enforcement agencies.

The Special Operation Avalite team comprises experienced investigators, intelligence analysts, digital forensics experts and AFP members across the country. These members have been deployed nationally to investigate incidents of urging violence against groups, displaying prohibited symbols, doxxing, sharing abhorrent violent material, and carriage services offences.

In 2024–25 the AFP laid Commonwealth offences against 7 individuals, including:

- an individual who allegedly called a political organisation on 2 separate occasions and made offensive antisemitic comments
- a Victorian man who allegedly made death threats and antisemitic comments to members of the Commonwealth and Victorian parliaments
- a Western Sydney man who allegedly made death threats to members of a Jewish organisation. This individual has had 5 charges brought against him
- a Melbourne man who allegedly waved a Hizballah flag through the streets of Melbourne's CBD during a protest in September 2024
- a Canberra man who allegedly performed a Nazi salute in front of a Hebrew Congregation in October 2024. This was the first charge for the Commonwealth offence of perform a Nazi salute in public.

Investigations are a key focus for Special Operation Avalite. However, the relationship between the AFP and Jewish community is critical to the success of the operation, so we are also committed to strengthening meaningful relationships to help combat antisemitism. The operation is heavily focused on engagement with Jewish community groups and leaders to identify security concerns and better assess public sentiment. In addition, members of Special Operation Avalite and the AFP Community Liaison Teams undertake preventative actions to educate the broader community – for example, by providing information on the *Criminal Code Amendment (Hate Crimes) Act 2025* (Cth), which commenced in February 2025, and sharing factsheets on Special Operation Avalite with the community.

Special Operation Avalite continues to target antisemitic crime. It uses all available mechanisms to prosecute those who threaten the Australian community and supports whole-of-Australian-Government social cohesion efforts (Disruption).

⁵ An antisemitic incident is the demonstration of hostility, prejudice or discrimination against Jewish people or Judaism as a religious, ethnic or racial group.

The operation maintains strong collaborative partnerships with both Commonwealth and state and territory agencies to effectively respond to advocacy of violence or threats against the Jewish community (Response). It engages directly with diverse communities across religious, cultural and ethnic backgrounds, building productive relationships that

promote and maintain community safety by identifying and mitigating antisemitic threats before they escalate (Prevention). The AFP's proactive engagement has been successful because of support from the Australian community, which is united in standing against antisemitism.

Crime priority: Cybercrime

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 business email compromise, ransomware and offshore organised cybercriminal scam centres – which have domestic and international effects
- supporting victims of cybercrime through prevention, education and awareness activities.

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.



AFP members analyse evidence seized during the scam centre takedown in Operation Firestorm

Case study

Operation Firestorm: Combating transnational organised scam centres

In August 2024 Operation Firestorm was established to counter organised cybercriminal groups engaged in large scale cyber-enabled fraud, or ‘scams’, that have become a prevalent threat in the global criminal landscape. Cyber-enabled fraud is increasing in sophistication and poses an increasingly greater threat to the Australian population and the economy. Aggregated National Anti-Scam Centre (NASC) data from victim reporting reveals that over 601,000 victim reports were lodged in 2023, with total reported losses exceeding \$2.74 billion.

The highly successful tradecraft of the AFP’s Operation Gain⁶ demonstrated the importance of international collaboration, intelligence sharing and advanced technological tools in combating transnational serious organised crime. Using this model and the capabilities of the Joint Policing Cybercrime Coordination Centre (JPC3), Operation Firestorm works to disrupt, arrest and prosecute cybercriminals operating offshore scam centres and boiler room compounds in South-East Asia and extending as far as Europe and the Middle East. Operation Firestorm also works in parallel with Interpol Operation Rescue.

Adopting a multi-faceted approach, Operation Firestorm seeks to:

- use cybercrime resources and available statutory powers to disrupt cybercriminals’ operations
- use the AFP International Network to collaborate with foreign law enforcement agency partners on intelligence-sharing capabilities and joint operations planning to prosecute and disrupt transnational serious and organised cybercrime
- employ specialist tactics, techniques and procedures to de-anonymise cybercriminals
- enhance the cybercrime capabilities of the AFP and partner agencies
- conduct education and outreach campaigns to increase public awareness, reduce victimisation and build community resilience against cybercrime threats.

Since its inception Operation Firestorm has been highly successful in disrupting offshore scam centres. On 3 October 2024, in a landmark overt phase of Operation Firestorm, the AFP deployed officers to assist the Philippines National Bureau of Investigations (NBI) in the takedown of a major scam centre operating out of metropolitan Manila, dubbed the ‘Pasay Love Scam Hub’. The AFP provided intelligence and technical analysis assistance to the Philippines NBI, which arrested more than 250 alleged cybercriminals for conducting romance scams and other offences; and seized more than 300 computer towers, over 1,000 mobile phones and thousands of SIM cards used to scam victims across the globe.

AFP technical and cryptocurrency experts partnered with the Philippines Presidential Anti-Organised Crime Commission and NBI to analyse evidence seized during the scam centre takedown. The evidence was used to understand who the cybercriminals were targeting and the methodologies scammers used to defraud victims through romance, investment and cryptocurrency scams. On 31 January 2025 the AFP-led JPC3, in collaboration with the NASC, carried out victim notifications to more than 5,000 Australians identified as victims or targets of the Pasay Love Scam Hub.

This operation is ongoing and will continue to demonstrate the AFP’s commitment to combating offshore scam centres and boiler rooms that target the Australian community (Response). The success of Operation Firestorm reinforces the AFP’s continued capacity to impede and discourage cybercriminals seeking to exploit Australians. The AFP leverages a collaborative approach across our extensive law enforcement agency network (Disruption) and also uses proactive cybersecurity capabilities to elevate public awareness (Prevention).

⁶ Australian Federal Police, *Annual Report 2023–24* (2024) https://www.afp.gov.au/sites/default/files/2024-11/AFPAnnualReport2023-2024_1.pdf, accessed 4 August 2025.

Outcome 2 – ACT Policing

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

Program 2.1: ACT Community Policing

Provide community policing services in the Australian Capital Territory in partnership with government and community agencies.

Activity 2.1.1	Build community resilience against crime, work with the community to prevent and disrupt crime, and counter victim-based crimes and road trauma
Activity 2.1.2	Respond to incidents or emergencies to limit harm to community safety
Activity 2.1.3	Enforce the laws of the Australian Capital Territory and Commonwealth

Performance measures 2.1.1.1, 2.1.2.1 and 2.1.3.1: Prevention, response and enforcement case studies

Table 2.9 Program 2.1 Prevention, response and enforcement case studies results

Performance measure	2022–23	2023–24	2024–25	Target	Met
Prevention case study	Successfully targeted crime prevention	ACT Policing case studies	ACT Policing case studies	Successful prevention	Met
Response case study	Successfully targeted crime response	ACT Policing case studies	ACT Policing case studies	Successful response	Met
Enforcement case study	Successfully targeted crime enforcement	ACT Policing case studies	ACT Policing case studies	Successful enforcement	Met
Data source	PROMIS, IMS, AFP administrative data/records				
Methodology	Selected against performance measures, operational strategies, crime priorities and tangible benefits to the Australian community				

ACT Policing

Performance objectives

ACT Policing provides a professional, innovative and effective policing service to the people of the ACT, contributing to a safe and just community for all. Our 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.

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

Protecting the community from illegal vape and cannabis sales in the ACT

In August 2024 ACT Policing members from Gungahlin Police Station began to investigate a syndicate that was allegedly operating a mobile delivery service for vapes, cannabis and cannabis edibles (cannabis-laced gummies and hash cookies) in the ACT and surrounding areas. The syndicate was predominantly selling to teenagers and is estimated to have made between \$2,000 and \$3,000 a day from this service.

ACT Policing found that a child as young as 12 had purchased hash cookies and cannabis-laced gummies through the delivery service. Also, a 15-year-old female student had suffered a medical episode at school after consuming cannabis gummies purchased from the service and had to be taken by ambulance to hospital.

During the investigation, officers discovered that the buyers of the vapes, cannabis and cannabis edibles would place their orders on secure messenger applications and transfer the money electronically or pay cash on delivery to the driver. The items they purchased would be delivered to their door or at another prearranged location.

As a result of its investigation, ACT Policing identified and began to observe a man who was conducting multiple exchanges of goods from his vehicle at many different locations. Some of these deals were being made close to Canberra secondary schools and also to students in school uniform.

In early September 2024, during a traffic stop on the 'delivery' vehicle, police identified and seized several items, including vapes, cannabis, cash, gummies and other drug paraphernalia. A search warrant was then executed at a private residence linked to the driver.

Police suspected the syndicate was storing its main supply of vapes and cannabis at an address in Franklin, ACT. On 6 September 2024, with assistance from the Forensic Crime Scene team, police executed a search warrant at that address, where they found manufacturing and grinding equipment, vape boxes, cookware, jelly moulds and product packaging.

They also found more than 600 vapes, in addition to grow tents, hydroponic paraphernalia, lighting, packaging, drying racks, plant enhancers and processing equipment. Police seized a range of packaged cannabis products in the shape of bears and leaves, as well as cannabis liquid and gelatine crystals. Police were able to identify a suspect using fingerprints from vape boxes and packaging material and trace DNA swabs from cookware.

One of the many concerns ACT Policing had was that the cannabis products were being produced in a wholly unhygienic and unmeasured way, so those using the products would have no way of knowing the potency of the gummies or the ingredients they contained.

A second search warrant was then conducted on a residence in Crace, ACT. Police seized approximately \$20,000 in cash, suspected to be the proceeds of crime, at that address. At the time, police believed that the resident at this location was a former occupant of the Franklin premises.

On 6 September 2024, after ACT Policing had analysed the evidence it had collected, it identified a male suspect who had conducted approximately 150 deals over 3 days during that same week.

On 25 October 2024 ACT Policing members, acting on information from Australian Border Force (ABF), intercepted a consignment at a Canberra courier company in the ACT. According to the package description, the package contained everyday household items. However, when the package was opened, it was found to contain 130 kilograms of vapes from China. The consignment was to be delivered to 2 addresses in the ACT suburb of Ainslie and one address in Hackett. Police determined that this delivery was destined for the syndicate operating the mobile delivery service. Further information from Australian Border Force revealed several previous large consignments from China, weighing hundreds of kilograms, had been delivered to these same addresses. Police suspected these consignments had contained vapes.

On 29 October 2024 police executed search warrants at the intended delivery addresses for the 130 kilograms

of vapes. Resources from across ACT Policing were used – specifically, members from criminal investigations, intelligence and general duties from City, Belconnen and Gungahlin police stations. Police seized approximately 300 vapes, just under 2 kilograms of dried cannabis and more than \$19,000 in cash that was suspected to be the proceeds of crime.

Across the entire investigation, police executed search warrants on 5 premises in the ACT and charged 5 members of the syndicate with multiple offences, including manufacturing and trafficking a large commercial quantity of controlled drug (cannabis-laced gummies), trafficking a trafficable quantity of cannabis and supplying cannabis to a child. In addition, some members of the syndicate were charged with possessing a commercial quantity of vaping goods, supplying vaping goods, attempting to import vaping goods into Australia and not storing cannabis out of reach of children. This was the first time these charges have been laid in Australia.

As a result of this investigation, ACT Policing was able to make significant seizures, including approximately

4,000 vapes with an estimated street value of approximately \$200,000; and around \$43,000 in cash suspected to be the proceeds of crime. ACT Policing also seized approximately 2 kilograms of dried cannabis and several hundred cannabis-laced gummies.

All alleged offenders in this matter are currently before the court.

Police are confident that this syndicate supplying vapes, cannabis and cannabis products, predominately to teenagers, has been completely dismantled (Enforcement). ACT Policing remains dedicated to supporting community safety initiatives and fostering stronger community connections. ACT Policing proactively engages with high schools to offer further insight into the potential health risks of unhygienic manufacturing and contamination during the production phase of these illegal substances (Prevention). ACT Policing continues its collaborative partnerships with other Commonwealth agencies to maintain tactical and strategic intelligence sharing to keep harmful substances out of our community as a key priority (Response).



Large quantities of vapes seized by ACT Policing

Case study

Targeting outlaw motorcycle gang activity in the ACT

In January 2024 ACT Policing established Taskforce Invidia to coordinate ACT Policing's response to large-scale outlaw motorcycle gang (OMCG) events and investigate criminal matters where it suspects OMCG members are involved or responsible.

ACT Policing works closely with interstate police agencies, sharing intelligence and monitoring gang members as they travel across borders so they can disrupt any organised criminal activity. ACT Policing is in a unique position, as it can utilise AFP resources as operational requirements arise. It can also use specialist and surge capabilities to meet fluid and changing operational environments as required.

Collaboration and information sharing between ACT Policing and law enforcement partners such as NSW Police Force Raptor Squad and Taskforce Morpheus ensure the success of police activities in response to events that OMCGs organise.

In 2024–25, 2 large-scale OMCG events took place in Canberra. In August 2024 ACT Policing became aware that the Comanchero OMCG would hold a large event in the ACT. The event was to include a large-scale motorcycle ride, commonly referred to as a 'run'. Taskforce Invidia engaged with OMCG office bearers to gain information about plans for the event, outline ACT Policing's expectations and ensure compliance with police activity. ACT Government and private stakeholders were also engaged with the planning and preparation for the event.

Throughout the planning process and until the conclusion of the event, ACT Policing worked closely with interstate police agencies and engaged OMCG members through high-visibility enforcement actions as they travelled through numerous jurisdictions to the ACT.

On 7 September 2024, 99 Comanchero gang members and associates from around Australia participated in the run, travelling on 37 motorcycles and in 18 support vehicles. ACT Policing monitored all vehicles while they travelled in the ACT. ACT Policing established a vehicle

check point to safely identify those in attendance, check arrest warrants or court-issued orders and conduct vehicle compliance checks.

A total of 85 members from ACT Policing and the wider AFP were engaged to respond to the event. During the event, 4 traffic infringement notices were issued and one motorcycle was seized due to antisocial driving.

Due to ACT Policing's successful planning and subsequent high-visibility enforcement activities, police did not detect any significant criminal activity during the event.

Proactive policing of OMCG events will continue, using established networks and relationships to target criminal activity (Prevention) and ensure public and road safety outcomes (Response, Enforcement). ACT Policing will maintain its collaborative efforts with partner agencies to target OMCGs and other organised crime groups within in the ACT and across Australia.



ACT Policing members respond to Comanchero OMCG event in Canberra

Outcome 3 – Specialist Protective Services and International Policing Partnerships

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

Program 3.1: Specialist Protective Services

Provide protective services for official persons and at designated airports, Commonwealth protected locations, institutions and events.

Activity 3.1.1 Respond to aviation incidents at Australian designated airports

Performance measure 3.1.1.1 Response times

Table 2.10 Program 3.1 Response to aviation incidents results

Performance measure	2022–23	2023–24	2024–25	Target	Met
Response times	92%	89%	91%	Priority 1: within 10 minutes – 90%	Met
	91%	88%	90%	Priority 2: within 20 minutes – 90%	Met
	100%	99%	99%	Priority 3: within 120 minutes – 95%	Met
	100%	100%	100%	Priority 4: within 24 hours – 95%	Met
Data source	AFP Mobile Responder System				
Methodology	Time between incident creation and arrival				

The AFP provides a uniformed presence at 9 major Australian airports – Adelaide, Brisbane, Cairns, Canberra, Darwin, Gold Coast, Melbourne, Perth and Sydney. The AFP is the lead law enforcement agency at these airports, and our presence facilitates a rapid response to emergency incidents, including potential acts of terrorism.

The speed of our response to these types of incidents is critical. A broad range of incidents can occur at airports – they are categorised from Priority 1 (life-threatening incidents requiring the fastest police attendance) to Priority 4 (lower priority incidents with no immediate danger to life or property). Our response time measure assesses the percentage of incidents that are responded to within the response target for each priority.

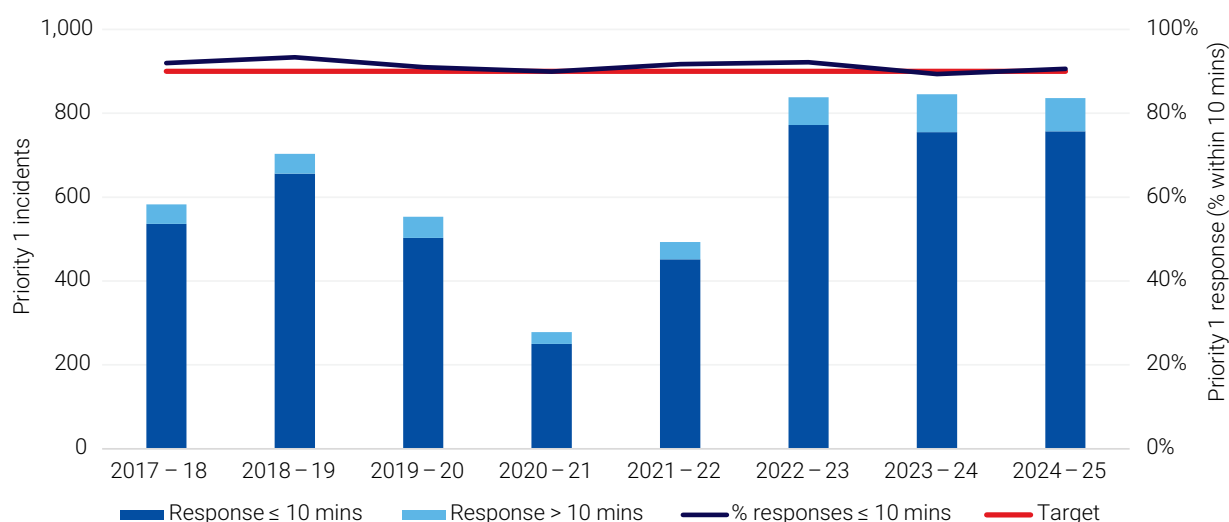
The incident start time is automatically logged through a computer-aided dispatch system that manages patrols. Officers log their arrival at an incident through either a mobile device or a radio. The response time used for this measure is the time it takes from receipt of the initial incident notification to arrival of officers at the location. However, at times the prioritisation of public safety may result in a delay in reporting the officer's arrival at the incident. Also, using current performance measures and systems, it can be challenging to record accurate

response times for in-flight incidents that are reported before an aircraft arrives at a terminal, as the time measurement begins when the incident is reported and ends when the AFP arrives at the scene. Police cannot respond effectively to an in-flight incident if the aircraft is still airborne and has not arrived at a terminal. Response to incidents can therefore be significantly delayed depending on where the aircraft is in relation to the airport terminal. Therefore, the time measure for in-flight incident reports will not reflect the level of AFP responsiveness.

The AFP has concentrated on a rigorous review of the aviation framework to deliver enhancements to data quality. This has led to improvements in performance in 2024–25. The Aviation Strategic Centre has refined its measurement of the impact of continuous patrolling within designated airports to better capture the amount of effort undertaken in preventative patrols.

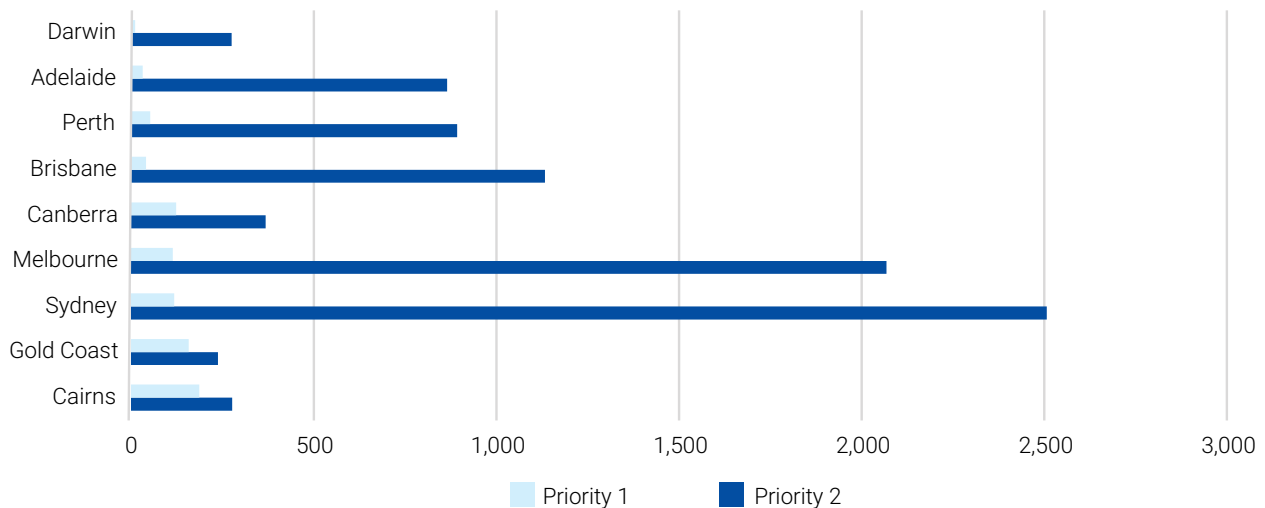
In 2024–25 the AFP achieved all airport response targets (responding within the set timeframe of the incident being created), meaning the AFP met the overall target. Figure 2.9 shows this result and shows that the number of Priority 1 incidents in 2024–25 was 40% higher than the average of the previous 5 financial years. At AFP designated airports, passenger numbers peaked at 143 million in 2019, declined to 36 million in 2021 during the COVID-19 pandemic and rebounded again to 129 million in 2024.

Figure 2.9 Response to Priority 1 airport incidents, 2017–18 to 2024–25



Data source: AFP Mobile Responder System.

Figure 2.10 Priority 1 and 2 incidents by airport, 2024–25



Data source: AFP Mobile Responder System.

In 2024–25 the AFP responded to a diverse range of incidents – for example, online threats to commercial airliners, violent attacks and attempted door openings mid-flight. The number of aviation incidents logged at airports and on aircraft has increased. Despite this, the AFP continues to prioritise high standards of safety for passengers, staff and visitors, and data from the 2024–25 Community Confidence Survey shows that their efforts have been successful – 92% of visitors to AFP-patrolled airports reported feeling safe or very safe.

Performance insight: Keeping Australia's airports safe

Every day of the year, AFP members respond to a diverse range of criminal threats against aviation. It provides a police and protective security officer presence at all 9 designated airports, delivering effective national security arrangements by preventing, disrupting and responding to security and criminal threats. The AFP's national security role at these airports focuses on delivering an effective counterterrorism first response capability, ensuring the aviation environment is hostile to terrorist and criminal exploitation.

The AFP maintains zero tolerance for antisocial, violent or disruptive conduct at our major precincts and works closely with the airline industry to take immediate action against those who offend. In April 2025 the AFP arrested a Sydney man who was fined \$10,000 for using social media to post a threat to an international flight. The AFP also charged and cautioned 49 people with unauthorised access offences in 2024–25, including a catering worker at Perth Airport, who was charged with various types of offences related to unauthorised access at designated airports.

In 2024–25 the AFP launched proactive protection efforts at designated airports. During the 2025 Easter period the AFP implemented high-visibility patrols. Since 1 January 2025 we have clocked up more than 40,453 hours in preventative actions in the nation's busiest airports and committed more than 67,989 person hours to prevention activities alone.

The AFP continues to maintain high standards of safety for all passengers, staff and visitors in a complex and multifaceted operating environment.

Activity 3.1.2 Provide protection for locations, institutions, events, and official persons

Performance measure 3.1.2.1 Avoidable incidents

Table 2.11 Program 3.1 Avoidable incidents result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Avoidable incidents	0	0	0	<2	Met
Data source	PROMIS, IMS				
Methodology	Number of case note entries identified as ‘avoidable incidents’				

The AFP is the primary agency responsible for keeping designated high office holders and key sites safe. In particular, the AFP provides close personal protection for officials, including the Governor-General, the Prime Minister, other ministers, diplomats and foreign officials; and guards key sites such as Parliament House, Commonwealth institutions and certain embassies.

The combined efforts of the AFP’s intelligence, risk assessment and prioritisation teams protect high office holders during events and domestic and international travel. We collaborate with state and territory police, Commonwealth agencies, commercial enterprises, security agencies, non-government organisations and community groups to support these activities.

The AFP measures its performance in close personal protection efforts by the number of ‘avoidable incidents’ within the reporting period. An ‘avoidable incident’ is defined as an event resulting in death, injury, loss of dignity or embarrassment to individuals deemed to be at risk; and where the incident could have been avoided through reasonable intelligence, physical action or intervention.

There were no avoidable incidents recorded in 2024–25; the last avoidable incident was recorded in 2018–19.

Performance insight: Upholding the integrity of the 2025 federal election

On 28 March 2025 the Prime Minister of Australia, the Hon Anthony Albanese MP, announced that the 2025 federal election would be held on 3 May 2025. His announcement triggered Operation Australis25, whose mission was to ensure a safe, secure and dignified environment for all Australian high office holders, federal parliamentarians and candidates, enabling them to attend events and perform their duties without the threat of intimidation, violence and harm during the election period.

Once the election was announced, the AFP set up an Incident Coordination Centre, Joint Intelligence Group and Regional Operations Centres, which operated 7 days per week during the 2025 election period. However, operational planning had commenced much earlier, in May 2024. At that time, multiple highly trained and coordinated teams and a range of specialist resources were put in place to begin planning the operation.

During the election period, high office holders, federal parliamentarians and candidates attended a significant number of community-based events, requiring various levels of protective security overlays. Under Operation Australis25, more than 600 AFP members contributed over 45,000 hours to ensure their safety. Operational capabilities such as intelligence, protection assessments, covert and specialist operations, investigations, uniform protection and close personal protection were coordinated to respond rapidly to emerging threats. The AFP also worked closely with state and territory police and Commonwealth partner agencies on coordination and response activities.

During the election campaign, high-profile federal parliamentarians were targeted by issue-motivated groups and individuals. The AFP received 51 reports on a range of alleged criminal offences, such as threats to federal parliamentarians and candidates, both in person and using online communication platforms. Operation Australis25 identified further disruptive and illegal activities during the election period, including criminal damage to electorate offices and campaign material; harassment; and use of deception tactics to gain access to events. The AFP received 37 reports of threats against federal parliamentarians oversighted by the AFP Threat Information Review Committee.

All threats and risks reported to the AFP throughout the election period were disrupted, ensuring that no significant incidents or criminal conduct compromised the integrity of the election. As at 30 June 2025, 4 individuals had been charged with state-based offences related to the 2025 federal election. A number of investigations are ongoing and may lead to further individuals being charged with offences.

Performance insight: Keeping the 2024 Commonwealth Heads of Government meeting safe and secure

From 21 to 26 October 2024 the Commonwealth Heads of Government Meeting (CHOGM) – a biennial summit of the governmental leaders from all Commonwealth nations – was held in Apia, Samoa. It was the first CHOGM to be held in a Pacific Small Island Developing State, and more than 3,000 delegates and leaders attended the meeting.

To assist CHOGM, Operation VaiVai was established through the Samoa-Australia Police Partnership. The AFP provided operational support, training programs and strategic collaboration for the milestone event. In a coordinated effort with the Pacific Community for Law Enforcement Cooperation, AFP officers and technical specialists were deployed to Apia alongside Pacific police officers as part of the inaugural Pacific Police Support Group (PPSG) supporting Samoa Police to help deliver a safe and secure CHOGM. The PPSG comprised 40 members from 11 Pacific countries, including Australia, working together under the direction of Samoa Police and operationally led by an officer from the Royal Papua New Guinea Constabulary.

This collaboration continues the AFP's decades-long tradition of Pacific law enforcement cooperation and demonstrates how Pacific partners can support one another to meet security needs through our own regional security counterparts.

Performance insight: Protecting and securing Australia’s nuclear submarine program

In August and September 2024 the AFP assisted in securing the first visit to Australia by a US Virginia Class, Nuclear-Powered General-Purpose Attack Submarine. This visit, to HMAS Stirling Naval Base in Western Australia, marked a significant step towards preparing Australia to acquire an independent, conventionally armed SSN capability (AUKUS Pillar 1).

The AFP played a critical role under Operation Compass – the first AFP operation under the AUKUS Optimal Pathway. The AFP provided protective security, incorporating 24/7 coverage by land and maritime patrols and the inclusion of armed maritime escorts. Despite facing challenging sea conditions, communication interferences and other unplanned events, the AFP received commendations from domestic and international AUKUS partners for professionalism and effectiveness throughout the operation.

Over the 32 days of the operation, a total AFP workforce of 82 members, both operational and professional, assisted in achieving a successful visit. These and future short-term operations will support the planning and resourcing of a permanent AFP presence at HMAS Stirling to ensure the security of the Submarine Rotational Force West (SRF-W).

Program 3.2: International Police Assistance and External Territories

Provide policing or policing support services to Jervis Bay, Australia’s external territories and international partners.

Activity 3.2.1 Provide community policing services to Australia’s external territories and Jervis Bay territory

Performance measure 3.2.1.1 Provision of community policing services to Norfolk, Cocos (Keeling) and Christmas Islands, and the Jervis Bay territory

Table 2.12 Program 3.2 Community policing services to Australia’s external territories and Jervis Bay territory result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Provision of community policing services to Norfolk, Cocos (Keeling) and Christmas Islands, and the Jervis Bay territory	NA	NA	Successful delivery of community policing services	Provision of community policing services	Met
Data source	PROMIS, IMS, AFP administrative data/records				
Methodology	Delivery of policing services assessed against the terms of agreements				

Under a Commonwealth-level agreement, the AFP provides community policing services to 3 external territories – Christmas Island, Norfolk Island and the Cocos (Keeling) Islands – and one domestic territory – Jervis Bay territory. ACT Policing members are stationed at each location, conducting general policing duties with a heavy focus on community engagement and education. ACT Policing also provides a range of other services, such as critical incident management and coordination, border force and customs duties.

It is crucial to the delivery of these services that the unique environments and the specific needs of the community in each territory are considered. The policing presence at each territory forms an integral link between police and the local community, supported by an administrative team located in the ACT.

Both Christmas and Cocos (Keeling) Islands frequently experience severe weather events during summer months due to their location in the Indian Ocean. When an emergency arises at a location, the sergeant at the relevant station assumes the responsibility of the Territory Controller.

Members may also be required to assume the office of sheriff and the role of bailiff and provide court representation, driver licence testing, funeral escorts and other regulatory services. The work that police undertake in remote locations is not always traditional police work, but it is an important way of integrating and paying respect to the communities the AFP serves.

Community engagement

Community engagement is a crucial role for members working in the territories. Members are involved in local schools and community events, undertaking active roles in the community and building positive relationships and community confidence.

In 2024–25 ACT Policing was involved in a range of community engagement activities on Christmas Island – for example, it hosted a Blue Light Disco, coached a junior rugby league team and supported fun runs.

Members in Jervis Bay territory engaged with senior school students about career prospects in policing, and the ACT Policing First Nations liaison officer presented sessions on online safety. The annual AFP 'Off the Hook' fishing event was held, presenting a unique opportunity for ACT Policing members to engage with local children. Members were also involved with the IPROWD (Indigenous Police Recruitment Program) – a NSW TAFE program that assists First Nations people to join law enforcement.

On Norfolk Island, members strengthened relationships with the local school community by supporting their school swimming carnival. Due to the lack of public swimming pools, the swimming carnival was held in the ocean. Members ensured the safety of swimmers and provided transport to the event.

ACT Policing members on Cocos (Keeling) Island assisted the community with a local clean-up campaign to keep their waterways and beaches immaculate. Rubbish was catalogued to better understand the pathways and impacts of marine pollution.

Capability and collaboration

For services to be effectively delivered in the territories, collaboration with Australian and local agencies and organisations is crucial. In 2024–25 ACT Policing members continued to foster positive and productive relationships with the local and state government and partner law enforcement agencies, the Australian Defence Force, commercial infrastructure entities, environmental organisations and the Bureau of Meteorology.

On Cocos (Keeling) Islands, ACT Policing continues to support the Australian Border Force in its delivery of services at air and maritime border entry points.

Most of the population of the territories is located on coastlines, so marine search and rescue is an integral part of our role. In 2024–25 numerous enforcement and search and rescue operations were conducted.

Over 2 visits, in July 2024 and then in late February 2025, a delegation from the Australian Defence Force, including members from the Australian Navy, Australian Army, United States Army and United States National Guard, attended Christmas Island to engage with the police team and key stakeholders.

ACT Policing also conducted advance planning in preparation for Operation Talisman Sabre in July and August 2025. Operation Talisman Sabre is a large-scale bilateral military exercise between the Australian Defence Force and the United States military, conducted biennially. In 2025 more than 30,000 military personnel from 19 nations will take part in the operation, with activity occurring on Christmas Island.

Operational activity

Most of the work that members undertake in the territories is focused on crime prevention and community engagement. However, members also conduct investigative work when operational requirements arise.

In November 2024 police responded to a report of drug importation at the Christmas Island airport. During a routine inspection ACT Policing identified and later seized a trafficable quantity of methamphetamine. The investigation involved the use of specialist capabilities and telecommunications data. The AFP executed numerous search warrants on island and in Perth, and all identified persons of interest were apprehended.

The matter is now before the court. This successful outcome would not have been possible without the collaborative efforts of ACT Policing, the AFP and Australian Border Force officers on Christmas Island.

Performance insight: Managing a severe weather event on Christmas Island

In February 2025 Tropical Cyclone Vince passed through the Indian Ocean, causing monsoon rain, high winds and extreme swell conditions. Christmas Island was significantly affected. Heavy rains and sodden ground created the risk of landslides and other dangers, prompting the declaration of a state of emergency.

Once the state of emergency was declared, the ACT Policing sergeant assumed the role of Territory Controller and coordinated the emergency response, with assistance from the Emergency Management Committee.

ACT Policing members informed residents of the danger and offered support for anyone who wanted to voluntarily evacuate. They provided around-the-clock monitoring of the foreshore area so that a response could be mounted immediately if conditions significantly worsened. This provided comfort to both affected residents and emergency services personnel.

The force of the waves caused significant damage to the sea wall in the cove and threatened vital infrastructure, including a roadway, sewerage lines and the commercial data cable which supplies internet capability to the island. Police worked methodically to protect the infrastructure by assisting in the construction of a temporary sea wall using materials from the local phosphate mine and local heavy machinery contractors.

The weather front lasted for a week. Police and Emergency Management Committee actions were successful in preserving all infrastructure and protecting vulnerable members of the community.

Activity 3.2.2 Provide expertise, training and development to regional law enforcement partners

Performance measure 3.2.2.1 Delivery of the Pacific Police Partnership Program

Table 2.13 Program 3.2 Delivery of the Pacific Police Partnership Program result

Performance measure	2022–23	2023–24	2024–25	Target	Met
Delivery of the Pacific Police Partnership Program	NA	NA	Successful delivery of the program	Delivery of the Pacific Police Partnership Program	Met
Data source	PROMIS, IMS, AFP administrative data/records				
Methodology	Program assessed against strategy objectives				

The Pacific Police Partnership Program incorporates the Australian Government’s bilateral and multilateral partnerships and initiatives in the Pacific and Timor-Leste. The AFP leads the work under the program in close collaboration with our Pacific and Timor-Leste partners.

The AFP has strong and lasting bonds with Pacific law enforcement agencies in the Solomon Islands, Papua New Guinea, Vanuatu, Tonga, Samoa, Nauru, Fiji and the Policia Nacional de Timor-Leste (PNTL). The long history of police-to-police partnerships in these areas is built on mutual respect, genuine engagement and enduring cooperation. The AFP’s primary focus in the Pacific is promoting shared priorities, including maintaining regional stability and the rule of law; continually improving operational policing; and ensuring that police organisations remain resilient through strengthened collaborative relationships.

As at 30 June 2025 approximately 106 AFP members were located across the Pacific and Timor-Leste, working directly with local law enforcement to collectively strengthen peace, security and prosperity, while combating crime and providing specialist police training, equipment and education.

During 2024–25 the AFP and our Pacific police partners have made significant progress towards our long-term program outcomes. We have effectively partnered with Pacific law enforcement to meet security challenges and supported key initiatives that will develop policing skills and capabilities.

Pacific Policing Initiatives

In August 2024 the Pacific Islands Forum Leaders endorsed the Pacific Policing Initiatives, which aim to address the unique challenges that Pacific Island countries face in meeting law and order and internal security requirements; and to ensure the countries can help each other in times of need. To support these aims, Regional Centres of Excellence, a Pacific Police Support Group (PPSG) and a Development and Coordination Hub are being developed, designed ‘By the Pacific, For the Pacific’ and underscoring the power of international cooperation.

The Regional Centres of Excellence will provide specialist police capabilities and training to address shared policing and security challenges, drawing on the expertise of local police to provide specialist training that is contextually and culturally relevant for the region. They are being co-designed and located in purpose-built facilities across the Pacific, in locations and with specialisations that were determined through the Pacific Policing Initiative design process. Papua New Guinea, Fiji, Samoa and Vanuatu have been confirmed as hosts of the first centres.

To support the Regional Centres of Excellence, on 10 December 2024 the Pacific Development and Coordination Hub (Pinkenba Hub) at Pinkenba, Brisbane, and the nearby Pinkenba Training Centre were officially opened. The Pinkenba Hub is an AFP-supported training and education facility that signals a comprehensive effort to enhance law enforcement capabilities and the safety and security of communities across the Pacific region.

The PPSG will be a multinational deployment group ready to respond to planned and unplanned events across the Pacific. The Pinkenba Hub will serve as the group's headquarters. It will also offer secondment opportunities for officers across the Pacific, along with development programs in policing administration, management and leadership. The Pinkenba Hub and Pinkenba Training Centre have undertaken various training and activities, such as the PPSG proof of concept training, with 33 police officers from 11 Pacific Island countries participating.

In April 2025 the inaugural PPSG training course was opened at the Pinkenba Hub. The 30 participants from across the Pacific will undertake training to develop skills in areas such as crime prevention during crisis, working with multinational policing groups, mass casualty response, and field search coordination.

On 12 May 2025 the AFP hosted the United Nations Peacekeeping training course at the Pinkenba Training Centre. The course brought together 100 police from across the Pacific, along with United Nations trainers from 9 countries. Pacific participants included 10 each from Samoa, Kiribati, Fiji, Timor-Leste, Solomon Islands, Vanuatu, Tonga, Tuvalu and Australia; 7 participants from Nauru; and 3 participants from Federated States of Micronesia. This was the first time the Federated States of Micronesia, Tonga and Tuvalu have undertaken training to participate in international police peacekeeping.

Support for the Pacific Islands Chiefs of Police

The AFP's approach to tackling security challenges that affect the Pacific is to deliver initiatives that align with the strategic intent of the Pacific Islands Chiefs of Police (PICP). Key initiatives include the Pacific Community for Law Enforcement Cooperation, a regional coordination mechanism endorsed by the PICP; Cyber Safety Pasifika, which delivers digital safety awareness and cybercrime investigations training and support to Pacific police; and thematic working groups exploring issues relating to regional police training, forensics and organisational policies.

Another way the AFP supports the PICP is by undertaking the secretariat duties for the Pacific Transnational Crime Network (PTCN). The PTCN is a proactive tactical transnational criminal intelligence network for Pacific law enforcement agencies. Its aim is to increase the capacity for Pacific Island law enforcement to detect, investigate and disrupt transnational crime in the region.

Partnering with the Fiji Police Force

The AFP is partnering closely with Fiji Police Force (FPF) as it moves through a transformational period. The AFP has expanded its footprint in Fiji to support the FPF to detect, deter, prevent and disrupt transnational and organised crime in the Pacific. The AFP capability uplift in Fiji delivered training programs in public order management, proceeds of crime and crime scene investigations to participants from Fiji, Samoa and American Samoa. The AFP supported United Nations Assessment for Mission Service training in Fiji, with Pacific Trainers from Nauru, Kiribati, Fiji, Vanuatu, Samoa and Tonga participating to develop their abilities to train their countries to prepare for United Nations deployments. The AFP also delivered Cyber Safety Pasifika training in Fiji to police participants from numerous Pacific jurisdictions.

On 14 October 2024 the AFP visited the Fiji Police Mobile Force Headquarters in Suva, Fiji, to officially hand over 60 public order management kits to the FPF. This donation is part of a broader effort to support law enforcement in the Pacific region, funded through the AFP's Law Enforcement Cooperation Program.

Table 2.14 Solomon Islands Police Force and AFP Policing Partnership Program: Program goals and long-term outcomes

Royal Solomon Islands Police Force and AFP Policing Partnership Program (RAPPP) goal	Royal Solomon Islands Police Force (RSIPF) deliver Solomon Islands standard policing service, which maintains internal security and responds effectively to the community needs and contributes to regional security and combating transnational crime
Long-term program outcomes	• Improved Solomon Islands response to national and regional security and transnational crime • Enhanced operational outcomes in investigations and frontline response • Improved RSIPF foundational enabling service, governance and legislative frameworks • Established mutual regional policing partnerships to fight criminal elements in the region • Disciplined leadership and management principles embedded across RSIPF.

The Royal Solomon Islands Police Force and AFP Policing Partnership Program (RAPPP) has delivered major infrastructure projects to upgrade Royal Solomon Islands Police Force (RSIPF) training and operational facilities. For example, several new stations have been delivered, the Police Operations Centre has undergone enhancement, specialist training facilities have been delivered, existing buildings have been maintained and renovated, and specialist capabilities have been significantly enhanced. Also, from 30 September to 3 October 2024 the Pacific Community for Law Enforcement Cooperation, in collaboration with the International Gender team and RAPPP, successfully hosted the first Gender in Policing program in Honiara, Solomon Islands. The training brought together 22 participants from 15 Pacific Island countries.

The RSIPF and the RAPPP have been working closely on several gender initiatives over the past 12 months under the local theme ‘UNiTE to end violence against women and girls: Changim bilif fo changim bihevia’. For example, the RSIPF led the ‘United Nations 16 Days of Activism Against Gender-Based Violence’ event, which was held in Honiara between 25 November and 10 December 2024. Also, in early April 2025, in support of the NSW Fire and Rescue program under the RAPPP, the inaugural Solomon Islands Women in Emergencies Forum was held in Honiara. The forum was designed to support women across the emergency management sector in Solomon Islands and brought together 22 delegates from 6 agencies to build capability, strengthen leadership and foster connection.

Table 2.15 Papua New Guinea – Australia Policing Partnership: Program goals and long-term outcomes

Papua New Guinea– Australia Policing Partnership (PNG–APP) goal	Royal Papua New Guinea Constabulary (RPNGC) is a professional, effective and trusted community-oriented policing service
Long-term program outcomes	• RPNGC conducts operations and provides services that meet the needs of the community • Government of Papua New Guinea and Government of Australia continue to trust and support the Partnership • Bomana Police Training College provides effective training that translates to improved operations • RPNGC implements agreed minimum leadership and supervision standards • RPNGC manages its financial, human and other resources based on accurate data and sound policy • Government of Papua New Guinea and partner agencies demonstrate confidence in RPNGC.

As part of the Papua New Guinea and Australia Bilateral Security Agreement, in 2024 the AFP deployed additional personnel to the Papua New Guinea – Australia Policing Partnership to support it in delivering specialised training programs, establishing 2 new provincial locations in Kokopo and Mount Hagen, and providing less lethal use of force training and equipment to officers of the Royal Papua New Guinea Constabulary (RPNGC). The additional support also enabled the establishment of 4 RPNGC officer cadet placement programs; the development of a new forensic facility in Port Moresby; and the creation of additional forensic hubs in Lae, Mount Hagen and Kokopo. Dedicated support has also been provided to specialist functions such as maritime policing. Supplementary funding has been provided to recruit 3 expatriate officers into RPNGC frontline leadership roles.

In March 2025 the first Regional Centre of Excellence was opened in Port Moresby. The pilot investigative skills program was delivered through the newly established facility in May 2025.

Table 2.16 Vanuatu–Australia Policing and Justice Program: Program goals and long-term outcomes

Vanuatu–Australia Policing and Justice Program (VAPJP) goal	The people of Vanuatu, especially the most vulnerable, have access to fair, equitable and quality police and justice services to support a safe and just society
Long-term program outcomes	• Vanuatu Police Force (VPF) provides inclusive, responsive and accountable services that enhance community safety • Legal protections and justice services are inclusive and accessible, especially for victims of sexual and gender-based violence and other serious crimes.

In December 2024, as part of Operation Boranis, AFP and PPSG members were successfully deployed to assist the Vanuatu Police Force (VPF) in the aftermath of the Vanuatu earthquake. Australia and Vanuatu's bilateral policing partnership spans 2 decades and is currently provided through the Vanuatu–Australia Policing and Justice Program (VAPJP). VAPJP delivered a new specialist capability training hub and refurbished forensics laboratory; upgraded the police training college facilities; constructed a fare' (ni-Vanuatu gathering place) at the Freshwota police post; implemented the new Criminal Investigations Division Sensitive Investigation Office; and provided specialist equipment and transportation.

Table 2.17 Tonga–Australia Policing Partnership and Families Free of Violence Partnership: Program goals and long-term outcomes

Tonga–Australia Policing Partnership (TAPP) goal	Communities in Tonga are safer and more secure, especially for women, girls and marginalised groups
Long-term program outcomes	- Enhanced national security, focusing on illicit drugs and transnational crime - Improved frontline response to survivors of family violence - Strengthened capacity and capability for ethical and effective policing.
Families Free of Violence (FFOV) Partnership goal	Survivors of family violence in Tonga access better quality services and ongoing support
Long-term program outcomes	- Women's Affairs and Gender Equality Division is effectively coordinating implementation of the Family Protection Act, including the Service Delivery Protocol, with diverse service providers - Tonga Police demonstrates improved frontline response to survivors of family violence, including on the outer islands - Civil Society Forum of Tonga supports increased awareness and engagement in implementation of the Family Protect Act and Service Delivery Protocol by diverse community service organisations.

In 2024–25 the Tonga–Australia Policing Partnership (TAPP) expanded its footprint in Tonga to strengthen collaboration between the AFP and Tongan law enforcement agencies. The AFP supported Tonga Police with planning for the Pacific Islands Forum leaders' meeting in August 2024, including support to undertake upgrades critical to the safe running of the event.

The Australian Government initiative Families Free of Violence (FFOV) continued to upskill the Tonga Police response to domestic violence. Under the initiative, which is funded by the Department of Foreign Affairs and Trade, refresher domestic violence training is delivered across all the main islands of Tonga. The AFP deployed a FFOV Coordinator based in Tonga, implementing the first victim safe spaces in Tongan courthouses along with a 24/7 hotline to the Tongan Justice System.

Table 2.18 Samoa–Australia Police Partnership: Program goals and long-term outcomes

Samoa–Australia Police Partnership (SAPP) goal	To support Samoa Police, Prisons and Corrections Services (SPPCS) to maintain a safe and stable Samoa
Long-term program outcomes	- SPPCS leadership uses executive management skills and strengthened policy and planning frameworks to guide the organisation - SPPCS has enhanced capability and standardisation in key areas aligned to both SPPCS and AFP policy and planning frameworks.

At the request of the Government of Samoa, Australia was part of the first PPSG – a multi-country police capability deployed to provide security support for Samoa's hosting of the Commonwealth Heads of Government Meeting (CHOGM) in October 2024. This was the first tangible demonstration of the Pacific Policing Initiative. It showcased Pacific police services collectively delivering operational policing support in public order management and general support to maintain law and order during CHOGM.

Additionally, Samoa's Emergency Radio Network was replaced to support national emergency responses. As part of the upgrade, 450 radios were provided to service Government of Samoa requirements. The 'Safer City' CCTV network, an infrastructure project, was also installed. Under the project, 142 cameras were installed in 30 sites to support effective operational police, crime prevention and women's safety.

Table 2.19 Nauru–Australia Policing Partnership: Program goals and long-term outcomes

Nauru–Australia Policing Partnership (NAPP) goal	The Nauru Police Force (NPF) is a professional, effective and trusted community based police force
Long-term program outcomes	- Operational policing is underpinned by enhanced capability and capacity - NPF leadership uses enhanced management skills and strengthened policy and planning frameworks to direct the organisation.

Phase 1 of the Nauru–Australia Policing Partnership (NAPP) concludes in 2025, with the partnership focusing on finalising existing initiatives before the next phase begins. As part of the development of Phase 2 there has been wide consultation with the Government of Nauru and the Nauru Police Force to identify priorities. These priorities include operational and corporate reform with specific focus on investigations, community policing, prosecutions, police protective services, maritime operations, leadership, wellbeing and fitness, human resources, learning and development and professional standards.

Table 2.20 Policia Nacional de Timor-Leste: Program goals and long-term outcomes

Policia Nacional de Timor-Leste (PNTL) goal	PNTL delivers skilled and professional policing services that adopt a community policing approach to contribute to a stable and secure Timor-Leste
Long-term program outcomes	- Community policing practices are adopted to detect, disrupt, deter and respond to crime and instability - PNTL enabling systems are improved to enhance institutional resilience.

From 9 to 11 September 2024 His Holiness Pope Francis, former head of the Roman Catholic Church, visited Timor-Leste. The AFP assisted with security arrangements for the visit by delivered enhanced capability and support to the PNTL, including by extending the PNTL digital radio network covering central municipalities across Timor-Leste to enhance PNTL communications and the delivery of improved CCTV capability in Dili, enhancing community safety and security.

The AFP is currently working closely with the United States Embassy in Timor-Leste to support PNTL development in humanitarian assistance, disaster response and the Association of Southeast Asian Nations (ASEAN) accession.

Performance insight: AFP assists following the Vanuatu earthquake

On 17 December 2024 a magnitude 7.3 earthquake struck 54 kilometres west of Vanuatu's capital, Port Vila. The earthquake triggered landslides, building collapses and damage to critical infrastructure in Port Vila. It resulted in 15 deaths and impacted an estimated 80,000 people, suspending telecommunications and internet, interrupting clean water supply and damaging Port Vila's International Airport and Central Hospital. The Government of Vanuatu declared a state of emergency on 18 December 2024.

The Vanuatu Police Force (VPF) requested assistance from the AFP to assist in the aftermath of the emergency. In response, a Pacific Police Support Group (PPSG), comprising AFP, Royal Solomon Islands Police Force and Royal Papua New Guinea Constabulary officers, was initiated. Operation Boranis was established to manage the AFP effort in coordination with the whole-of-government response. The AFP also deployed 13 specialised members, including disaster victim identification, technical operations and supplementary members, to the Vanuatu–Australia Policing and Justice Program.

PPSG members supported the provision of humanitarian assistance and disaster relief, including visiting the Central Hospital on Christmas Day to deliver toys to young patients. The AFP provided food, water, fuel, damage assessments, disaster victim identification advice, communications network upgrades and disaster relief tools that enabled the VPF to connect with isolated communities.



AFP members supporting VPF Commissioner Robson Iavro during the recovery operation following the Vanuatu earthquake during Operation Boranis

Financial performance

The AFP's financial statements are presented in Chapter 4 of this report. The Australian National Audit Office issued an unmodified audit opinion on 15 September 2025. 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.

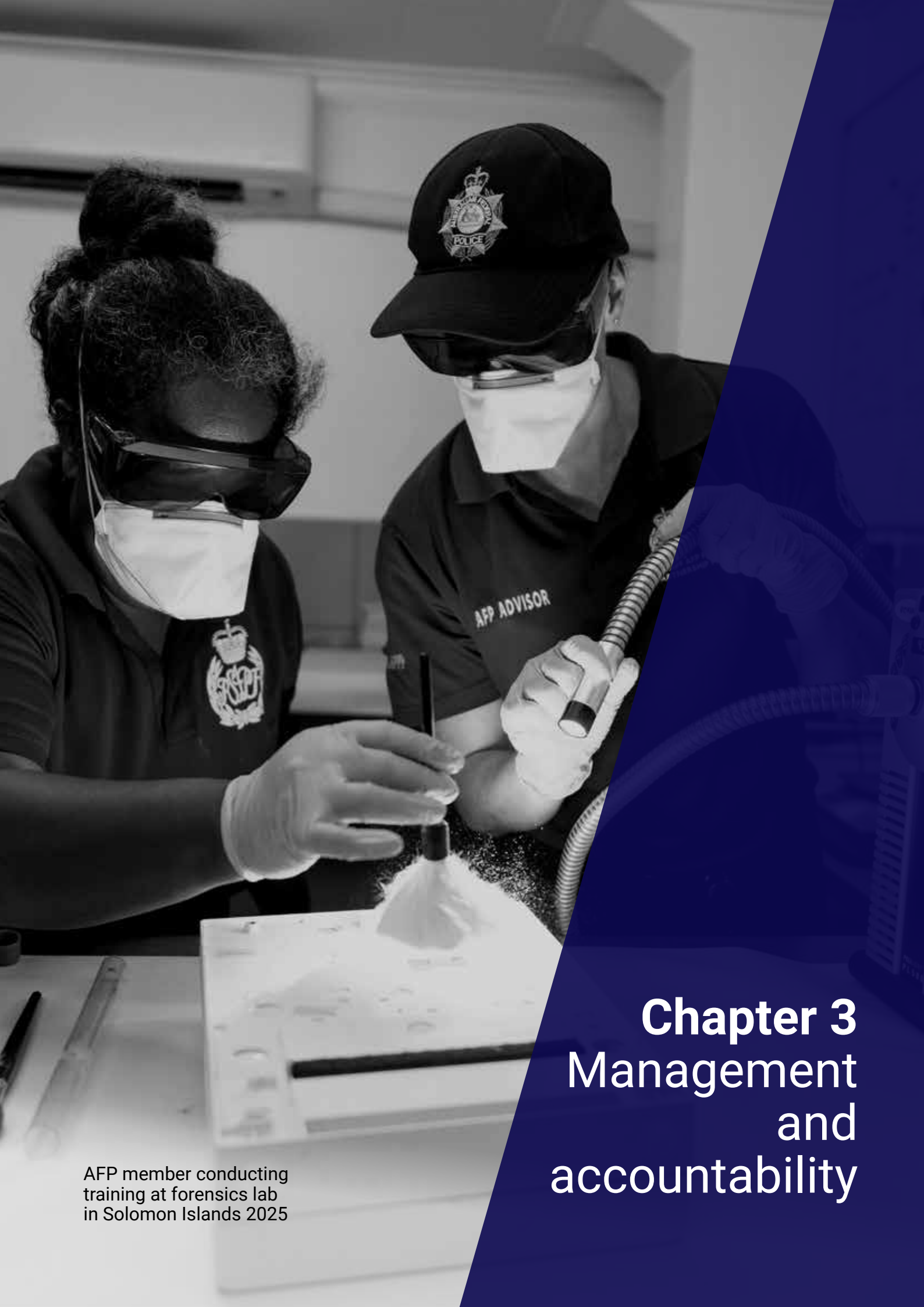
In 2024–25 the AFP received \$1,551 million in appropriation funding and \$442 million in other revenue, largely relating to policing and protection services. The AFP also received \$82 million in Australian Government appropriations for departmental capital expenditure and \$37 million in equity injections for specific initiatives.

The net cash operating result for 2024–25 was a \$6 million surplus. The largely break-even result was achieved through the prioritisation of constrained resources to meet a high level of demand in an increasingly complex criminal threat environment.

At 30 June 2025 the AFP held net assets of \$440 million.

Administered activities on behalf of the Australian Government

In 2024–25 the AFP administered \$41 million in expenses for activities on behalf of the Australian Government, primarily delivering capacity development to international police partners.



AFP member conducting
training at forensics lab
in Solomon Islands 2025

Chapter 3 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, which is available at [afp.gov.au/intent](https://www.afp.gov.au/intent). The framework incorporates 6 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.

In addition to our Strategic Board Framework, several 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.

Table 3.1 Strategic boards and their purpose

Board	Purpose
Strategy and Performance Board	The Strategy and Performance Board is the AFP's principal strategic governance forum for enterprise-wide issues, priorities and direction.
Enterprise Operations Board	The Enterprise Operations Board monitors and governs AFP corporate and business programs, including workforce, budget, legal, integrity, internal audit and compliance, and enterprise risk matters. It ensures national coordination to meet strategic and operational priorities.
Investigations and Operations Board	The Investigations and Operations Board makes decisions and provides advice and assurance to the Commissioner and the Strategy and Performance Board on strategic investigations and operational priorities.
Capability Board	The Capability Board makes decisions and provides advice and assurance to the Commissioner and the Strategy and Performance Board on the current and future capabilities required to support the AFP's vision and strategic priorities.
Strategic Oversight Steering Committee	The Strategic Oversight Steering Committee is responsible for oversight of the AFP's enterprise risk settings and consideration of emerging risks. It provides advice to the Strategy and Performance Board on AFP risks and risk appetite; and monitors the implementation of Ombudsman, parliamentary, judicial, internal and external audit and external review recommendations. The committee first met in April 2024.
Audit and Risk Committee	The Audit and Risk Committee is established under section 45 of the <i>Public Governance, Performance and Accountability Act 2013</i> (Cth) and Public Governance, Performance and Accountability Rule 2014. The committee's objective is to provide independent advice to the Commissioner on the appropriateness of the AFP's financial and performance reporting, systems of risk oversight and management, and systems of internal control.

Figure 3.1 The AFP's Strategic Board Framework

Strategy and Performance Board				Audit and Risk Committee
Enterprise Operations Board	Strategic Oversight Steering Committee	Capability Board	Investigations and Operations Board	

Corporate planning and reporting

The *AFP Corporate Plan 2024–25* sets out our purpose, operating environment, activities, performance measurement and the agency's collective 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), the AFP Ministerial Direction and 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 measures as detailed in the *AFP Corporate Plan 2024–25* are available in the Annual Performance Statement (page 8–54).

Internal audit

The AFP delivers an annual internal audit work program that provides the Commissioner with independent and objective assurance and advice on the AFP's operations. The internal audit work program takes into consideration agency-wide and business unit risks, as well as insights from parliamentary committees and external partners such as the Australian National Audit Office (ANAO) and Commonwealth Ombudsman. It also considers previous internal audit coverage and new initiatives. The program is approved by the Commissioner, overseen by the Audit and Risk Committee (ARC) (as constituted under provisions in the PGPA Act) and delivered by an in-house internal audit function which draws upon external service providers as required.

In line with section 17(2) of the PGPA Rule, the ARC reviews and provides independent written advice to the Commissioner regarding the appropriateness of the AFP's financial reporting, performance reporting, system of risk oversight and management, and system of internal control. The ARC oversees the progress of internal audit and ANAO review recommendations. The ARC Charter determines the ARC's functions. A copy of the charter is available at afp.gov.au/sites/default/files/AuditCommitteeCharter.pdf.

The ARC met 6 times during 2024–25 and considered 9 internal audit reports and 3 assurance reviews which made a combined 40 recommendations on potential improvements to the governance, risk management, and controls of the area under review. The ARC also endorsed the closure (marking complete, successful implementation) of 31 audit recommendations, demonstrating the ARC's oversight of continuous improvement to the AFP's risk and control environment.

Table 3.2 Audit and Risk Committee membership and attendance, 2024–25

Member name	Qualifications, knowledge, skills or experience	Meetings attended/ meetings held	Total annual remuneration (GST inc.)	Additional information
Geoff Knuckey	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 currently serves on audit committees for numerous government entities as well as boards for private sector entities.	6/6	\$35,000	ARC Chair throughout 2024–25
Wendy Southern PSM	Dr Wendy Southern PSM is a former Commonwealth public servant who held senior roles across national security, immigration, health and central government entities. These roles included strategic policy development, program management, organisational governance, transformation and corporate management. She currently chairs the Parliamentary Budget Office Audit and Risk Committee and is a member of the National Suicide Prevention Office Advisory Board.	4/6	\$13,000	ARC member throughout 2024–25
Nick Baker FCPA MACS	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 a number of agencies. Nick holds tertiary qualifications in professional accounting and computing and a Certificate IV in Commonwealth Fraud Control (Investigations).	6/6	\$32,818.18	ARC member throughout 2024–25

Risk management

The AFP's Risk Management 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 based on the International Organisation for Standardisation 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 February 2025.

The AFP's risk profile is reviewed and regularly updated to ensure the ongoing effectiveness of its risk management. At the agency level, the AFP manages 8 enterprise risks that directly support the AFP's ability to achieve objectives:

- 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 oversighted by the Strategic Oversight Steering Committee. We continually look for opportunities to enhance operational outcomes, protect our people and the community and contribute to policing for a safer Australia.

Performance insight: The 2024 Commonwealth Awards for Excellence in Risk Management

The Commonwealth Risk Management Awards recognise Commonwealth agencies that have demonstrated a commitment to excellence in risk management and have risk management systems that support innovation and improved decision-making. The awards also promote and showcase proven risk management practices that other entities can adopt to enhance risk management capability across the Commonwealth.

In 2024 the AFP received a Highly Commended Award for Excellence in Risk Management (Enterprise Wide) in acknowledgment of its work in putting in place the AFP Risk Management Framework and detailing its implementation phase.

Fraud control

The AFP does not tolerate fraudulent or corrupt behaviour within the agency. The AFP maintains a robust internal integrity framework that includes measures designed to prevent, detect and respond to fraud and corruption. As a Commonwealth entity, the AFP is required to have a fraud control plan and conduct fraud risk assessments to comply with section 10 of the PGPA Rule.

In 2024 the Fraud Control and Anti-Corruption Plan was renamed the Fraud and Corruption Control Plan 2025–27 to align with the Commonwealth Fraud and Corruption Control Framework. It has also been updated to reflect the establishment of the National Anti-Corruption Commission (NACC) to replace the Australian Commission for Law Enforcement Integrity. The plan was updated to ensure that the controls were aligned to address existing or upcoming threats. The plan is set to be reviewed at a minimum every 2 years, or earlier if required.

The Commonwealth Fraud and Corruption Control Framework came into effect on 1 July 2024 and supports Australian Government entities to effectively manage the risks of fraud and corruption.

Under the Fraud and Corruption Control Plan, all AFP appointees and service providers must adhere to the following requirements:

- manage and report all conflicts of interest
- manage and report all events and situations which could impact their integrity or that of the AFP
- conduct risk assessments as required
- submit change of circumstances forms where required
- report security incidents as required.

The plan also sets out the AFP's strategy for the management of fraud and corruption risks within and against the AFP. This includes effectively managing conflicts of interest, information security and integrity reporting, ensuring AFP frameworks are robust and accountable.

As part of its oversight and assurance role, the AFP's ARC continues to monitor 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 members in the course of their duties. The framework includes Commissioner's Orders, national guidelines, functional governance instruments, external agreements (for example, memoranda of understanding) and legislatively based instruments (for example, enterprise agreements). Governance instruments are available to members 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 AFP appointees and the AFP environment
- 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) and *Privacy Act 1988* (Cth)
- managing risk
- effectively delegating statutory authority and powers.

In 2024–25 the AFP supported its members on the front line by continuing to improve instruments and ensure that they align with organisational and operational risks.

Freedom of information: Information Publication Scheme

The Information Publication Scheme (IPS), created by Part II of the *Freedom of Information Act 1982* (Cth) (FOI Act), requires 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 webpage at afp.gov.au/ips.

Business continuity management

The AFP has a robust, contemporary business continuity management framework. This framework assists in preventing, preparing for, responding to, managing and recovering from disruptions to critical business activities. It includes policies, systems, procedural guidance and tools to ensure a consistent approach to handling unplanned disruptive events or incidents. Our top priority is always the safety, security and welfare of our members and the public.

The AFP uses a tailored software solution, accessible across the agency, to record critical business activities. This system details options for restoring core functions, resource requirements, alternative work locations and key contacts in the event of a disruption. We review and test critical business activities annually.

The AFP remains focused on enhancing business continuity management capabilities and improving overall continuity maturity. This preparation enables the agency to maintain critical functions despite challenges and disruptions arising from changes in our operating environment.

Case example: Northern Command and Tropical Cyclone Alfred

In March 2025 Northern Command, in Brisbane, Queensland, experienced a severe business disruption during Tropical Cyclone Alfred. The AFP demonstrated strong preparedness and effective management of the response, focusing not only on maintaining organisational capabilities but also on achieving key operational objectives during the event and maintaining the safety of all staff.

This situation highlighted the importance of effective business continuity management in response to an unplanned disruptive event and supporting a return to normal activities after an incident or disruption.

AFP Innovation Fund

The AFP Innovation Fund promotes pioneering thinking. It gives any member the opportunity to test and deliver their ideas for 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 support innovation at all levels of the AFP.

In 2024–25, 13 projects across 9 commands were allocated a total of \$0.8 million.

The projects included:

- the use of state-of-the art Emesent 'LiDAR' technology, including 'Spot the robot dog' acquired through the Office of National Intelligence Emerging Technology Trial, to scan Adelaide Airport. This high-resolution location scan enables real-world environment assessment during tactical response operations and training, rather than relying on outdated blueprints
- trialling virtual reality technology for AFP Operational Safety Training and advanced methods of conducting mandatory weapons training within an AFP operational context
- implementing a short-barrelled rifle weapons stowage system where qualified members can store their controlled weapon in the 'actioned' condition safely in a vehicle or building
- investigating the possibility of introducing Lego Serious Play within the AFP to foster creativity, enhanced collaboration and improved problem-solving skills among teams
- the development of proof-of-concept craniofacial superimposition methodology and specialist forensic scene search capabilities.

Our people

Organisational structure

Figure 3.2 AFP organisational structure as at 30 June 2025

AFP Commissioner Reece P Kershaw APM					
	Chief Operating Officer Katherine Van Gorp	Deputy Commissioner Crime Ian McCartney APM	Deputy Commissioner National Security Krissy Barrett APM	Deputy Commissioner International & Specialist Capabilities Lesa Gale APM	Chief Police Officer for the ACT Scott Lee APM
Chief Of Staff Joanne Chidgey*	Assistant Commissioner Learning & Development Command Peter Crozier APM	Assistant Commissioner Crime Command Hans Koenderink	Assistant Commissioner Counter Terrorism & Special Investigations Command Stephen Nutt	Assistant Commissioner International Command David Mclean	Deputy Chief Police Officer Paula Hudson*
	National Manager People Command Brooke Everett	Assistant Commissioner Eastern Command Stephen Dametto	Assistant Commissioner Specialist Protective Command Kirsty Schofield APM	Assistant Commissioner Pacific Command Nigel Ryan APM	
	Chief Financial Officer Paul Wood	Assistant Commissioner Northern Command Justine Gough APM	Assistant Commissioner Central Command Peter Harvey APM	Assistant Commissioner Intelligence & Covert Services Alison Wegg APM	
	National Manager Strategy & Performance Office Dr Simon Walsh PSM	Assistant Commissioner Cyber Command Richard Chin	Assistant Commissioner Southern Command Hilda Sirec APM	National Manager Forensics Kristin Auld*	
	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 Dr Chris Black	National Manager Security Jorge Robinson		
	Executive Director Australian Institute of Police Management Grant Nicholls				

* Indicates acting as at 30 June 2025.

Workforce overview

The AFP had 8,328 staff as at 30 June 2025. This figure comprises:

- 3,578 police officers
- 838 protective service officers
- 3,912 unsworn staff.

In 2024–25, 43.9% of employees were located outside the Australian Capital Territory (ACT), including 193 staff overseas and 31 serving in Commonwealth external territories.

In 2024–25 the total AFP voluntary attrition rate decreased to 5.7% compared with 6.6% in 2023–24.

The overall proportion of female staff slightly increased in 2024–25, with women comprising 41.6% of the workforce compared with 41.2% in 2023–24. The proportion of women in Senior Executive Service (SES) roles increased in 2024–25, with women comprising 43.2% compared with 41.1% in 2023–24. Further AFP staffing statistics are provided in Appendix B.

Recruitment

In 2024–25 frontline policing was a key recruitment focus. The AFP successfully completed 11 recruit programs totalling 298 graduates – 220 as police officers and 78 as protective service officers. The new police officers were deployed to the ACT and nationally, while the new protective service officers were deployed across Australia.

During 2024–25 the AFP also:

- established a dedicated Recruitment Branch, headed by a newly created Band 1 SES, to foster closer alignment of workforce planning with recruitment
- created a Candidate Care team to focus on enhancing the candidate experience
- implemented new online assessments for entry-level recruits based on behavioural success profiles
- continued the rollout of ACT Police and protective service officer employee value propositions and attraction strategies
- introduced virtual online webinars for prospective new sworn recruits
- continued reform on recruitment processes and governance
- continued upskilling of hiring managers to ensure candidate quality and reduced time to fill
- introduced technologies to support proactive recruitment
- enhanced reserve candidate pool from 171 to 222, representing an increase of 29.8%, to support increased organisational demand.

Employment arrangements and remuneration

Enterprise agreement

In 2024–25 the AFP finalised its bargaining for a new enterprise agreement and Executive Level enterprise agreement. The new AFP Enterprise Agreement 2024–2027 (EA) was supported by the majority of the workforce and came into effect on 9 December 2024, combining 2 agreements into one and covering AFP Bands 1 to 8 and Executive Level employees.

Performance insight: Staff engagement

In 2024–25 the AFP strengthened staff engagement by introducing a Consultative Committee and making an ongoing commitment to conducting staff surveys.

Following the implementation of the AFP Enterprise Agreement 2024–2027 (EA), this year the AFP introduced a new AFP Consultative Committee (ACC) to seek feedback on workplace matters relating to the EA. These matters include proposed major changes to, or introduction of, new policies relating to the EA and proposed changes to employment conditions that are likely to significantly impact AFP employees. The Consultative Committee brings together AFP's senior management, employee representatives and union representatives. This fosters a collaborative and consultative work environment with open and honest communication with AFP employees, senior management and unions. The ACC is chaired by the AFP's National Manager People Command.

In early 2025 the AFP workforce also had the opportunity to reflect on the full 2024 year and respond to the latest full AFP All Staff Survey. This survey once again utilised the well-validated Job Demands-Resources Model (JD-R Model) framework to understand how positive (Job Resources) and negative (Job Demands) job characteristics impact employee wellbeing and work outcomes. This approach enhances the AFP's understanding of employee experience, while continuing to underpin the importance of health and wellbeing for our people.

The survey is an important mechanism for staff to provide feedback on their experiences within the AFP workplace and is used to inform the AFP's ongoing commitment to maintaining a healthy workplace culture where staff feel safe, connected, respected and engaged. In early 2025, 62% of staff responded to the survey. Results from the survey are available at afp.gov.au/about-us/governance-and-accountability/obligations/staff-surveys.

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 2024–25 the AFP provided a range of non-salary benefits, including:

- access to a range of training and professional development opportunities, including access to study assistance through the AFP Tertiary Study Assistance Scheme (page 71)
- recognition through the AFP internal awards and Australian Honours frameworks
- recruit training for police and protective service officers along with access to gym facilities and health professionals
- access to flexible working arrangements and annual influenza immunisation.

Performance management

In 2024–25 the AFP supported a high-performing, safe and healthy workplace culture by increasing our investment in performance management capabilities. As part of this, we continued to educate our workforce on performance management processes and best-practice performance management principles. We conducted 12 education presentations with AFP supervisors to strengthen their confidence and build their ability to proactively support their people to perform at most optimal level.

Our people reported potential issues to the Performance Management team earlier, making positive, timely and proactive resolution of problems more achievable. During 2024–25, 72% of the matters referred to the Performance Management team were for early intervention strategies. This demonstrates an increase in early reach-in and engagement to proactively manage performance and behaviour.

Work health, safety and rehabilitation

Work Health and Safety Act 2011 (Cth)

In 2024–25 the AFP conducted 37 workplace inspections across several AFP locations to support our compliance with the WHS Act and associated regulations.

The AFP reported 64 notifiable incidents to Comcare pursuant to section 38 of the WHS Act. Comcare issued a total 17 notices pursuant to section 155 of the WHS Act. We responded to the requests and provided information as required until closure.

One provisional improvement notice was issued in 2024–25.

Support services

The AFP is committed to safeguarding the health, safety and welfare of all our people, primarily through prevention and early intervention. While the AFP has a range of support services, our main health support service, SHIELD, offers our people the expertise of skilled professionals, including medical officers, mental health clinicians, health and fitness advisers, exercise physiologists, physiotherapists and rehabilitation case managers.

In 2024–25 the AFP undertook a range of initiatives to ensure we delivered on our commitment to provide a healthy and safe workplace. These included:

- launching the AFP Health and Wellbeing Strategy – Beyond 2024, which embraces a contemporary, evidence-based and proactive approach to the health and wellbeing of our people, developed by our people
- launching the *AFP pathway to retirement guide* and interactive education sessions to help our people navigate their transition to retirement from a personal, financial, social and professional perspective

- implementing a renewed Workplace Health Safety Training Continuum for leadership roles to support a top-down approach to strengthening safety culture
- launching the *Better practice guide on wellness in work time* to provide governance around designated time for participation in low-risk health and wellbeing activities during working hours
- establishing a psychosocial hazards project with a focus on job demand.

Rehabilitation

Since the commencement of SHIELD in 2020–21, there has been an increase in the uptake of Early Access Program services and a 28% decrease in accepted workers' compensation claims, reflecting the positive influence of SHIELD on health outcomes for members.

The AFP recognises early access to support is critical to recovery and acknowledges the need for a tailored and flexible approach to injury management. During 2024–25, 303 members were provided early access to treatment through the AFP's Early Access Program.

Performance insight: SHIELD support to Operation Compass-Coobowie

In February and March 2025 the AFP supported the first visit to Australia by a US Virginia Class, Nuclear-Powered General-Purpose Attack Submarine. This operation was critical to supporting the AUKUS program and required a high level of physical protection of both Australian and foreign assets. SHIELD capabilities across the country ensured we were in a state of readiness to deploy for any critical incident.

SHIELD engaged early and proactively to assess the physical demands of the AFP deployment and identified appropriate health and wellbeing requirements, including health and safety education and training.

SHIELD applied evidence-based physical selection gateways, such as swimming exercises, public order management training and short-barrel rifle training, to support candidates who needed to meet the essential requirements for this specialist role. This work has since informed changes to health and safety standards for specialist roles more broadly.

SHIELD and AUKUS Command significantly reduced the risks of heat stress and fatigue for the deployed workforce by providing health education and implementing rosters with sufficient hydration and nutrition breaks, recognising the demands of 24/7 operations in a hot, humid environment. The 24/7 welfare support and accessible local health services information that SHIELD psychological services and the welfare officer network provided assisted deployed members to maintain a consistent connection to essential support throughout their deployment.

SHIELD's engagement with the sworn workforce enabled early referral of any illness and injury, often to early treatment under our Early Access Program, reducing absence from the workplace and risk of further injury. It also allowed AUKUS Command to make workforce planning decisions in consultation with SHIELD and the Office of the Chief Medical Officer.

SHIELD also participated in the post-operational debrief, during which our foreign partners were highly complimentary of the AFP and its support to the operation.

Diversity and inclusion

In 2024–25 the AFP continued to prioritise the building of diversity and inclusion capabilities to enhance our operational readiness and support 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, we:

- launched the AFP Disability Action Plan 2024–2026, setting a tangible pathway to increasing workforce representation and improving member support so that we can build a policing workforce that reflects the communities we serve
- contributed to the Federation of Ethnic Communities' Councils of Australia *Australian multicultural access and equity report* to improve the physical and digital accessibility of our workplaces, police stations and services for people from culturally and linguistically diverse backgrounds
- engaged in the Australian Workplace Equality Index employee survey to demonstrate our ongoing commitment and efforts to ensure that our workplace environments are safe for and inclusive of our LGBTQIA+ members and the community we serve. The AFP was awarded Bronze Tier recognition from the index benchmarking process
- enhanced our ability to accurately identify our diverse workforce and collect intersectional data by adding diversity self-identifiers to our employee self-service system
- participated in the PACE (Positive Action towards Career Engagement) mentoring program, connecting AFP mentors with employment seekers who have a disability, mental health conditions or chronic illness, to support our community and enhance leadership confidence and capability to lead diverse teams
- continued our partnership with the Australian Human Rights Commission to support our diversity and inclusion objectives through research and analysis of evidence-based and best practice recommendations
- delivered a calendar of Diversity Days of Significance, with events such as in-house panel discussions and external expertise, to raise awareness of diversity, equity and inclusion, sharing members' lived experiences in the AFP and promoting membership of the AFP's 5 diversity networks.

Performance insight: The 2024 National Disabilities Awards

The Dandelion Program was an AFP initiative, delivered in partnership with DXC Technology, that focused on connecting talented, neurodivergent people with meaningful employment opportunities within the AFP, particularly in areas like data analytics and intelligence. The 2-year program provided specialised recruitment and support services for members of the neurodivergent community, acknowledging that individuals have unique strengths, interests and capabilities. It also assisted in combating skill shortages and creating an inclusive workplace.

The AFP received the 'Inclusive Communities' award at the 2024 National Disabilities Awards in recognition of its efforts to support those members of the community living with a disability. Participants of the program gained vocational experience at the AFP and had access to a resident Neurodiversity Consultant, who supported participants in building life and work skills, assisting them to adapt to the work environment and become a valued employee. This one-on-one support was an important part of the program's success and sustainability. In addition, the AFP undertook a range of initiatives, which included:

- providing access to quiet sensory spaces and focus tools
- providing noise cancelling headphones
- delivering stretch and move classes
- supporting flexible work arrangements with an increase in work hours as participants built confidence and resilience.

On 19 June 2025, all participants concluded their traineeship and transitioned to ongoing AFP employees.

Gender equality

In 2024–25 our workforce and leadership gender balance remained an area of focus. At the end of 2024–25, 43.2% of Senior Executive roles were held by women.

The AFP has taken a research and data driven approach to help embed sustainable gender equity reforms. In 2024–25 the AFP:

- launched the inaugural Gender Equity Action Plan 2024–2027 to the organisation, creating the first evidence-based roadmap to promote and enhance opportunities for all genders across the employee life cycle
- delivered a reduction in the AFP's total Gender Pay Gap, reported through our submission to the Workplace Gender Equality Agency, which measures and benchmarks our gender equality progress against other Commonwealth agencies
- introduced enhanced paid parental leave provisions for all parents, including expanding paid parental leave to 18 weeks for primary carers and introducing a phased increase to entitlements for secondary carers to enable more AFP members to spend early parenting time with their families
- continued secretariat duties and coordination of the Women in Law Enforcement Strategy Mentoring Program to enhance our role in capability building and uplift initiatives for women in law enforcement
- progressed the AFP's implementation of Respect@Work through a continuation of education resources, leadership uplift and policy enhancement, to meet our positive duty obligations to eliminate unlawful behaviours such as sexual harassment, sex-based harassment and sex discrimination
- released a Statement of Support from the SES to the workforce, encouraging members to seek diverse pools of applicants in promotion rounds and to support women who are seeking promotion opportunities.

First Nations agenda

In 2024–25 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 2023–2026 objectives, the AFP:

- developed a First Nations Employment Strategy to enhance member retention and experience, strengthen recruitment practices and provide our First Nations members with a tailored approach to skills growth and career opportunities
- introduced a First Nations cultural awareness training program for all Executive Level employees (AFP Band 9), embedded as part of the AFP EA, to enhance cultural competency for leaders
- added enhanced NAIDOC leave and First Nations ceremonial leave provisions to employment frameworks to support members
- commenced drafting our next Reconciliation Action Plan in alignment with whole-of-government objectives, including the National Agreement on Closing the Gap, Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024 and the Australia and New Zealand Policing Advisory Agency Anti-Racism and Cultural Diversity Principles.

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 delivering 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 accordance with our Diversity and Inclusion Strategy 2023–2026 objectives, in 2024–25 the AFP:

- launched the AFP Disability Action Plan 2024–2026, which will create an inclusive environment for people with disability, neurodivergence, mental health conditions and/or disability-related caring responsibilities
- supported 10 neurodivergent trainees to participate in dedicated recruitment programs across the AFP and gain permanent employment, working across specialist roles in the AFP's Cyber Security and Digital Surveillance Collection branches
- received external recognition at the 2024 National Disability Awards, where the AFP won the 'Inclusive Communities' category for the DXC Dandelion Program and dedicated investment to enhance neurodiversity employment pathways (page 69).

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

Learning capability and development

The AFP encourages members/staff to take internal and external opportunities to engage in career-long learning and development – for example, by undertaking training and professional development opportunities offered through just-in-time resources, self-reflective practices, short eLearning courses, and facilitated virtual or face-to-face development programs.

Our capability and development framework also includes the AFP College, Australian Institute of Police Management (AIPM), Core Leadership Continuum, Australian Federal Police Tertiary Study Assistance Scheme, and Investigator's Development Continuum.

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.

In 2024–25 the AFP College awarded 281 qualifications in the disciplines of policing, protective services, investigations, search and rescue, intelligence and close personal protection.

In 2024–25 the AFP Library responded to 4,462 requests for information from across the agency. The requests for information support professional development and directly contribute to frontline policing activities.

The former Attorney-General the Hon Mark Dreyfus MP KC officially opened the Pinkenba Training Centre in 2024–25. The centre provides the AFP and our Pacific and national police partners the opportunity to learn and train in a state-of-the-art training facility and then take these skills back to their home jurisdictions. The centre includes training rooms, modern syndicate rooms and specialist training and scenarios facilities that can be reconfigured to replicate fluid training environments.

Australian Institute of Police Management

The AIPM delivers graduate and professional development programs to support leadership uplift across Australian policing agencies and regional police partners in the Pacific.

In 2024–25 the AIPM supported the leadership development of 360 participants across 10 core programs. It also supported 16 Pacific nations' police organisations through the Pacific Faculty of Policing. The faculty delivered 20 program activities, providing learning and leadership development support to 312 participants, both onsite and across the Pacific region.

In addition, the AIPM hosted 77 conference and high-profile international visit activities, delivering mission-critical training and achieving international engagement objectives.

AFP Tertiary Study Assistance Scheme

In 2024–25 the AFP Tertiary Study Assistance Scheme supported 272 appointees to study and gain qualifications relevant to their current role or career development. The most common areas of study related to cybersecurity, intelligence, law, accounting, criminology, philosophy and psychology. Support included financial aid to assist with the cost of course fees.

Core Leadership Continuum

The Core Leadership Continuum (CLC) is a tailored AFP initiative that provides specialised training options to develop leadership potential among members. In 2024–25 there were 1,256 completions of online self-paced modules, and 416 members participated in 37 virtual facilitated workshops. In addition, 150 members completed the Team Leader and Sergeant Development Package, and 22 members completed the pilot CATALYST program, aimed at senior team leaders and inspectors.

Also, the AFP Leadership Centre supported 150 members in participating in external domestic and international development programs and offerings from a range of partners.

Investigator's Development Continuum

The AFP Investigator's Development Continuum provides whole-of-career guidance along the pathway from new police officer to management of serious crime. The program is aligned to higher education qualifications and provides participants with an opportunity to develop and demonstrate a high level of investigative skills, practices, decision-making abilities and knowledge.

In 2024–25 the AFP delivered investigative programs for detectives and senior investigating officers along with specialised training in areas such as sexual assault and child abuse, counterterrorism, antisemitism and cybercrime.

External scrutiny

Judicial decisions and decisions of administrative tribunals

In 2024–25 there were no tribunal decisions that had a significant effect on the operations of the AFP.

Australian Information Commissioner decisions

In 2024–25 the Australian Information Commissioner made 10 decisions concerning AFP freedom of information requests.

Of the 10 decisions:

- 2 AFP decisions were affirmed
- one AFP decision was varied but documents remain exempt in full
- 6 AFP decisions were partially set aside, providing the applicant with access to some additional information contained in the documents and otherwise affirming the AFP's decision
- one AFP decision was set aside, and the AFP was required to assess the requests for access.

Auditor-General reports

In 2024–25 the AFP was not subject to any audits by the Auditor-General; however, the AFP was consulted in relation to a performance audit of Ministerial Statements of Expectations and responding Regulator Statements of Intent.

Commonwealth Ombudsman reports

The Commonwealth Ombudsman conducts a number of inspections at the AFP to ensure the agency is using its powers as the Australian and ACT parliaments intended. In 2024–25, the AFP 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 the AFP's 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 2024–25, the AFP facilitated inspections by external oversight bodies, including 4 inspections by the Commonwealth Ombudsman.

The Commonwealth Ombudsman advised of a new form of record-based inspection approach, referred to as the multi-regime inspection, which commenced in 2024–25. The intent of the Commonwealth Ombudsman Office is to hold an inspection bi-annually and to cover records across the *Telecommunications (Interception and Access) Act 1979* (Cth), the *Telecommunications Act 1997* (Cth), the *Surveillance Devices Act 2004* (Cth) and the Crimes Act.

The first multi-regime inspection, held in August 2024, covered records from 1 July 2023 to 30 June 2024. Additionally, the Commonwealth Ombudsman inspected the use of the powers under stated legislation in 2 counterterrorism investigations.

The second multi-regime inspection, held in March 2025, covered records from 1 July 2023 to 31 December 2024. Additionally, the Commonwealth Ombudsman inspected the use of the powers under stated legislation in 2 transnational serious and organised crime investigations.

The Commonwealth Ombudsman made one recommendation in the August 2024 multi-regime inspection in relation to destruction of surveillance device records as required by section 46 of *Surveillance Devices Act 2004* (Cth). Despite the recommendation, the Commonwealth Ombudsman was satisfied with the AFP's overall compliance with the powers that were reviewed. The report from the Commonwealth Ombudsman for the March 2025 multi-regime inspection was pending as at 30 June 2025.

An annual inspection of ACT Policing's use of controlled operations under the *Crimes (Controlled Operations) Act 2008* (ACT) and surveillance devices under the *Crimes (Surveillance Devices) Act 2010* (ACT) was held in September 2024, covering records from 1 July 2023 to 30 June 2024.

The ACT Ombudsman observed that ACT Policing's operational staff had a solid understanding of the surveillance device powers under the Act, and individual teams displayed an awareness of their responsibilities. The ACT Ombudsman found the Investigator Toolkit and guidance material was comprehensive, readily accessible and audience appropriate and was satisfied that ACT Policing had fully implemented remedial action in relation to all findings from the previous inspection.

An inspection to assess compliance for the use of Industry Assistance under Part 15 of the *Telecommunications Act 1997* (Cth) and International Production Orders (IPO) under Schedule 1 of the *Telecommunications (Interception and Access) Act 1979* (Cth) (the Schedule) was held in February 2025, covering records from 1 July 2024 to 24 January 2025.

As this was the first inspection of the AFP's use of IPO powers since being certified in July 2024, the Commonwealth Ombudsman conducted a full compliance inspection. The inspection focused on the AFP's practical application of the IPO powers; systems that support its IPO framework; and policies, procedures and guidance that support the practical application of the powers. There were no recommendations made by the Commonwealth Ombudsman.

For Industry Assistance the Commonwealth Ombudsman acknowledged the steps the AFP has taken to address concerns relating to the previous 2 findings. During the inspection there was a review of the updated governance material and the Commonwealth Ombudsman noted improvements made to this policy and considered the 2 previous findings as being fully implemented. The Commonwealth Ombudsman made one finding which was directed at improving the practices of the AFP to identify and document the Authorising Officer's considerations when issuing a Technical Assistance Notice.

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.

Two records-based reviews were conducted in 2023–24. The first review examined the AFP's handling of allegations of minor misconduct that were finalised between 1 March 2023 and 14 August 2023. The second review conducted in May 2024 examined the AFP's administration of more serious allegations, including corruption. The reviews also examined progress made to address previous recommendations and suggestions. The Commonwealth Ombudsman made 19 recommendations and 9 suggestions across 12 findings to assist the AFP to improve complaint management. The report on these reviews was tabled in Parliament on 10 July 2025.

In 2025, the Commonwealth Ombudsman conducted 2 records-based reviews. The first review held in March 2025 examined the AFP's handling of allegations of minor misconduct. The second review held in May 2025 examined

the AFP's administration of more serious allegations, including corruption. The outcomes from the Commonwealth Ombudsman reviews conducted in March and May 2025 was pending as at 30 June 2025.

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

Counterterrorism

Part IAAA and IAAB of the Crimes Act enable the AFP to monitor compliance with supervisory orders and apply for and execute delayed notification search warrants (DNSW) and Part 5.3 monitoring warrants respectively. Division 7 of Part IAAA and Division 11 of Part IAAB of the Crimes Act empower the Commonwealth Ombudsman to inspect AFP records to determine if the AFP has complied with its legislative obligations when applying for and executing Part IAAA or Part IAAB warrants.

The outcome from the Commonwealth Ombudsman's March 2024 inspection on monitoring warrants was documented in the Attorney-General's 2023–24 Annual Report on powers in relation to terrorist acts and terrorism offences. The report was tabled in Parliament on 23 January 2025. The AFP disclosed 3 potential contraventions, 2 of which were considered contraventions by the Commonwealth Ombudsman. The contraventions are detailed in the report. The AFP accepted the Commonwealth Ombudsman's 2 recommendations and 3 suggestions for improvement and has progressed the implementation of these to ensure compliance under the legislation.

In August 2024, the Commonwealth Ombudsman undertook an inspection of the AFP's use of monitoring warrant powers for the period 1 July 2023 to 30 June 2024; and DNSW powers for the period 1 January 2024 to 30 June 2024. The outcome from the inspection regarding the DNSWs is detailed in the Commonwealth Ombudsman's 2023–24 report on use of powers under the Crimes Act, tabled in Parliament on 26 March 2025. The Commonwealth Ombudsman observed that the AFP had instigated processes for internal continuous improvement for DNSWs and identified no serious compliance issues. The report on the inspection regarding monitoring warrants was pending as at 30 June 2025.

In March 2025, the Commonwealth Ombudsman reviewed progress of the AFP's use of monitoring warrant powers across the period 1 July 2023 to 30 June 2024; and DNSW powers for the period 1 July 2024 to 31 December 2024. The outcomes were pending as at 30 June 2025.

ACT Policing

Use of force by ACT Policing: more to do to lessen harm report

On 10 June 2025, the ACT and Commonwealth Ombudsman publicly released the *Use of force by ACT Policing: more to do to lessen harm* report along with ACT Policing's formal response. This marked the conclusion of the Ombudsman's Own Motion Investigation (OMI) into ACT Policing's use of force.

The review considered operational safety curricula, observing an operational safety assessment, and reviewing use of force reports and body-worn camera and CCTV footage. The report made 13 recommendations, of which ACT Policing accepted 2, partially accepted 8, and did not accept 3. ACT Policing's response raised several concerns about the generalisations and assertions made within the report, including that several of the recommendations did not appear to be appropriately weighted or sufficiently evidence based given the small sample size of case studies reviewed. While ACT Policing is committed to strengthening its practices and implementing measures of continuous improvement, some recommendations were either partially accepted or not accepted as the recommendations implied there was systemic or existing deficiencies in processes and practices.

The recommendations covered themes of capability uplift, availability of guidance and support, reliability and consistency of data and record-keeping, and the establishment of effective oversight mechanisms.

ACT Policing is implementing the actions proposed in the response to the report, with established internal oversight mechanisms in place to ensure effective and timely implementation of the recommendations.

Visits to ACT Policing facilities under the National Preventative Mechanism (May–June 2025)

On 2 April 2025, the ACT and Commonwealth Ombudsman provided written notification to ACT Policing and the AFP of a program of visits to examine the treatment of people detained in ACT Policing facilities.

Supported by members of ACT Policing, the ACT and Commonwealth Ombudsman used powers under section 8J(2) of the *Monitoring of Places of Detention (Optional Protocol to the Convention Against Torture) Act 2018* (ACT) and section 8(1) of the *Ombudsman Act 1976* (Cth) to conduct visits at the ACT Watch House, Belconnen Police Station, Gungahlin Police Station, Woden Police Station, Tuggeranong Police Station and Jervis Bay Police Station. This included an additional unannounced visit to the ACT Watch House. A draft report will likely be provided to ACT Policing in August 2025 for review as part of the procedural fairness process.

Inspection of ACT Policing's compliance with Chapter 4 of the Crimes (Child Sex Offenders) Act 2005 (ACT)

Between 3 and 5 September 2024, the ACT Ombudsman inspected the ACT Child Sex Offenders Register to assess the extent of ACT Policing's compliance with Chapter 4 of the *Crimes (Child Sex Offenders) Act 2005* (ACT), for the period from 12 September 2023 to 24 September 2024. On 24 April 2025 the ACT and Commonwealth Ombudsman provided a draft report to ACT Policing for review. A final report is anticipated in the second half of 2025.

Parliamentary committees

In 2024–25 the AFP made submissions to, or appeared before, the following parliamentary committee inquiries in relation to our operations:

- House Standing Committee on Health, Aged Care and Sport: Inquiry into the health impacts of alcohol and other drugs in Australia
- Parliamentary Joint Committee on Foreign Affairs, Defence and Trade: Inquiry into Australia's efforts to advocate for worldwide abolition of the death penalty
- Parliamentary Joint Committee on Foreign Affairs, Defence and Trade: Inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific Region
- 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 1914*
- Parliamentary Joint Committee on Law Enforcement: Examination of the *Australian Federal Police Annual Report 2023–24*
- Parliamentary Joint Committee on Law Enforcement: Inquiry into the capability of law enforcement to respond to cybercrime
- Parliamentary Joint Committee on Law Enforcement: Inquiry into the capability of law enforcement to respond to money laundering and financial crime
- Parliamentary Joint Committee on Treaties: Inquiry into the agreement between the government of Australia and the government of Papua New Guinea on a framework for closer security relations
- Parliamentary Joint Committee of Public Accounts and Audit: Inquiry into the use and governance of artificial intelligence systems by public sector entities
- Senate Legal and Constitutional Affairs Legislation Committee: Inquiry into the Anti-Money Laundering and Counter-Terrorism Financing Amendment Bill 2024
- Senate Legal and Constitutional Affairs Legislation Committee: Inquiry into the Criminal Code Amendment (Deepfake Sexual Material) Bill 2024
- Senate Legal and Constitutional Affairs Legislation Committee: Inquiry into the Criminal Code Amendment (Hate Crimes) Bill 2024
- Senate Legal and Constitutional Affairs References Committee: Inquiry into right wing extremist movements in Australia
- Senate Standing Committee on Foreign Affairs, Defence and Trade: Inquiry into Australia's sanctions regime
- Senate Standing Committee on Foreign Affairs, Defence and Trade: Inquiry into Australian support for Ukraine.

Other significant developments in external scrutiny

In 2024–25 there were no other significant developments in external scrutiny.

Financial management

Budget management

The AFP continues to operate in a tight fiscal environment and must look to do things in the most cost-effective and efficient way. In 2024 the AFP examined its financial performance and budget management practices and has since undertaken a range of activities intended to ensure the AFP is meeting the Australian Government's priorities in accordance with its Ministerial Direction. For example:

- financial literacy training has been made mandatory for all senior managers, including all substantive and acting SES and Executive Level employees. As at 30 June 2025 all senior managers have completed the course, and annual refresher training will be developed with a focus on developments in the budgetary environment and any new financial requirements
- similar training has been introduced across all employee levels of the AFP and will be delivered to all staff
- the AFP Budget Management Taskforce and its associated working groups continue to focus on driving down costs and proving management of budget pressures, especially in relation to overtime, allowances, travel, and the use of consultants and contractors.

The AFP continues to contribute to the whole-of-Australian-Government effort to reduce the use of external contractors and travel and ensure that usage is limited to instances where use of contractors is the most efficient and effective method of delivering outcomes. As part of these initiatives, the AFP continued its focus on building internal capabilities across various disciplines aimed at delivering increased efficiencies and innovation through reform and red tape reduction. Through stringent practices, the AFP has succeeded in reducing contractor spend by \$18.5 million (34%) since 2022–23.

Table 3.3 AFP expenditure on consultants, contractors and labour hire, 2022–23 to 2024–25

Expenditure category	2022–23	2023–24	2024–25
	\$ (m)	\$ (m)	\$ (m)
Consultant, contractor and labour hire expenditure	54.2	44.6	35.7

The AFP delivered a suite of 7 travel guidelines to address the effective management and reduction in travel expenditure, providing a structured action plan to enhance budget management and achieve financial savings. Annual financial literacy training was delivered for SES and Executive Level members within the AFP. Ongoing education will be conducted for team leaders and team members to encourage strong budget management practices across all levels of the AFP.

Procurement

The AFP applies the Commonwealth Procurement Rules (CPRs) through its policies and practices.

The Commissioner's Financial Instructions (CFIs) and supporting guidelines, in conjunction with a centralised procurement and contracts team (CPS), ensure accountability and transparency across all procurements, focusing on achieving value for money and the efficient, effective, economical and ethical use of government resources.

CPS is responsible for maintaining the AFP's procurement-related guidelines, templates and training.

It also provides advice and guidance for individual procurement and contract management activities. CPS undertakes quality assurance of all procurements over \$80,000 and reviews all procurements over \$10,000.

The AFP utilises its financial management information system to enhance administrative workflows and procurement compliance.

In 2024–25 the AFP entered into 19 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 3.4

Table 3.4 Contracts without Auditor-General access, 2024–25

Name of vendor	Purpose of contract	Value of contract \$ (GST inc.)	Reason
ALTIA-ABM Pty Ltd	Investigation software licences	108,601.71	The AFP accepted the vendor terms
Red Hat Asia-Pacific Pty Ltd	Software licences 2024–2025	2,233,514.96	
CBIT Pty Limited	Provision of software licences	113,243.90	
Carpenter Motors	Vehicles Vanuatu Police Force	140,000.00	
Vicom Australia Pty Limited	Ern test equipment	109,747.20	
Heritage Park Hotel Honiara	Gender in Policing training program	165,000.00	
Ford Samoa	Vehicles Samoa Police Service	450,000.00	
Remondis Australia Pty Ltd	Provision of disposal services	103,411.55	
TRM Labs, Inc	Provision of tactical licences	103,409.00	
ISS Global Ltd	Provision of software licences	181,022.70	
VMWare Australia Pty Ltd	Provision of software licences	378,539.89	
VMWare Australia Pty Ltd	Provision of software licences	410,694.25	
VMWare Australia Pty Ltd	Provision of software licences	110,407.46	
TRM Labs, Inc	Provision of crypto training	127,900.00	
Crowdstrike Australia Pty Ltd	Provision of software licences	400,000.00	
VMWare Australia Pty Ltd	Provision of software licences	13,716,580.09	
Dedrone Holdings Inc	Legacy equipment upgrade	144,672.00	
Thomson Reuters (Professional)	Westlaw subscription 25/26	150,176.03	
LinkedIn Singapore Pte Ltd	Provision of recruiter licence	174,900.00	

Exempt contracts

In 2024–25 the AFP did not publish on AusTender the details of 94 contracts, with a total value of \$44,895,608, as the details would disclose exempt matters under the FOI Act.

Reportable consultancy contracts

During 2024–25, 24 new consultancy contracts were entered into, involving total actual expenditure of \$1,717,936. In addition, 24 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$791,154.

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 3.5 Expenditure on reportable consultancy contracts, 2024–25

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2024–25	24	1,717,936
Ongoing contracts entered into during a previous reporting period	24	791,154
Total	48	2,509,090

Table 3.6 Organisations receiving a share of reportable consultancy contract expenditure, 2024–25

Organisation	Organisation ABN	Expenditure \$ (GST inc.)
Callida Pty Ltd	40154007664	600,898
Australian Strategic Property Advisers Pty Ltd	86651237722	364,002
Orima Research Pty Ltd	77076347914	205,725
Lawyerbank Pty Ltd	23159266583	161,828
Ashurst Australia	75304286095	146,075

Reportable non-consultancy contracts

During 2024–25, 1,020 new reportable non-consultancy contracts were entered into, involving total actual expenditure of \$99,298,693 (GST inclusive). In addition, 1,619 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$213,542,539 (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 3.7 Expenditure on reportable non-consultancy contracts, 2024–25

	Number	Expenditure \$ (GST inc.)
New contracts entered into during 2024–25	1,020	99,298,693
Ongoing contracts entered into during a previous reporting period	1,619	213,542,539
Total	2,639	312,841,232

Table 3.8 Organisations receiving a share of reportable non-consultancy contract expenditure, 2024–25

Organisation	Organisation ABN	Expenditure \$ (GST inc.)
Bayernfonds Opalus GmbH	ARBN 136907689	32,987,355
The Trustee For 150 Lonsdale Street Trust	ABN 89931801734	17,987,595
Kinder Investments Proprietary Limited	ABN 82004331597	17,767,290
Dell Australia Pty Limited	ABN 46003855561	12,477,508
Data #3 Limited	ABN 31010545267	12,198,462

Procurement initiatives 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.

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

Discretionary grants

Information on grants awarded by the AFP during 2024–25 is available at grants.gov.au.

Advertising and market research

The AFP undertook government advertising campaigns and complex recruitment advertising in 2024–25. AFP advertising over \$250,000 was categorised as complex recruitment advertising rather than advertising campaigns. It does not meet the threshold for inclusion in the Department of Finance's Campaign Advertising by Australian Government Departments and Entities Report.

Table 3.9 lists payments of \$16,900 or more (GST inclusive) to advertising agencies and market research, polling, direct mail and media advertising organisations, as required under section 311A of the *Commonwealth Electoral Act 1918* (Cth).

Table 3.9 Advertising and market research expenditure, 2024–25

Vendor	Service provided	Expenditure \$ (GST inc.)
Market research		
Verian Group Australia Pty Ltd	2024–25 online community confidence survey	102,289
Orima Research Pty Ltd	Voting ballot services for enterprise bargaining	22,919
Media advertising		
Mediabrand Australia Pty Ltd	Campaign and complex recruitment media expenditure	4,943,811
Advertising agencies		
ThinkHQ Pty Ltd	Creative and digital marketing services for attraction marketing and campaign delivery	627,056
Folk	Creative marketing services for Career Quiz	21,599



Chapter 4

Financial statements

Pine Gap PSO Michael Jenkins
– Remotely Piloted Aircraft
Systems Operator 2024



INDEPENDENT AUDITOR'S REPORT

To the Minister for Home Affairs

Opinion

In my opinion, the financial statements of the Australian Federal Police for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian Federal Police as at 30 June 2025 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 2025 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 2025 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, reading "Matthew Rigter".

Matthew Rigter
Executive Director
Delegate of the Auditor-General

Canberra

15 September 2025

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Statement by the Commissioner and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 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

15 September 2025



Paul Wood
Chief Financial Officer

15 September 2025

Departmental primary statements

Statement of comprehensive income

for the year ended 30 June 2025

	Notes	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance \$'000
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	1,260,482	1,146,959	1,129,948	130,534
Suppliers	1.1B	591,256	532,175	626,831	(35,575)
Depreciation and amortisation	2.2A	290,268	277,274	234,604	55,664
Finance costs	1.1C	35,568	32,716	23,174	12,394
Write-down and impairment of other assets	1.1D	4,368	571	-	4,368
Grants		7,030	6,538	-	7,030
Other expenses		1,878	1,461	-	1,878
Total expenses		2,190,850	1,997,694	2,014,557	176,293
Own-source income					
Own-source revenue					
Revenue from contracts with customers		437,522	405,253	386,550	50,972
Other revenue		4,354	3,675	3,680	674
Total own-source revenue	1.2A	441,876	408,928	390,230	51,646
Gains					
Resources received free of charge		30,600	7,691	6,695	23,905
Gains from sale of assets		461	418	-	461
Other gains		622	447	-	622
Total gains		31,683	8,556	6,695	24,988
Total own-source income		473,559	417,484	396,925	76,634
Net cost of services		(1,717,291)	(1,580,210)	(1,617,632)	(99,659)
Revenue from Government	4.1A	1,551,158	1,501,665	1,490,579	60,579
Deficit attributable to the Australian Government		(166,133)	(78,545)	(127,053)	(39,080)
Other comprehensive loss					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		(359)	-	-	(359)
Total other comprehensive loss		(359)	-	-	(359)
Total comprehensive loss		(166,492)	(78,545)	(127,053)	(39,439)

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

¹ The original budget is from the 2024–25 Portfolio Budget Statement (PBS) (unaudited).

Statement of comprehensive income (cont.)

for the year ended 30 June 2025

The following provides an explanation of the variance between the original budget figures as presented in the PBS 2024–25 and the 2024–25 actual result. The budget is not audited.

Explanations are provided for major budget variances only. The variances in the cash flow statement are interrelated with figures disclosed in the statement of comprehensive income and statement of financial position and consequently are not separately explained.

The original budget as published in the PBS was amended by the Government as part of the Portfolio Additional Estimates Statements (PAES).

Departmental income

Portfolio Additional Estimates (PAES) provided additional funding (\$61m) including measures for Support for Royal Solomon Islands Police Force, Strengthening Australia's Arrangements for High Risk Terrorist Offenders and the Pacific Policing Initiative - Centres of Excellence. Own-source revenue has increased due to higher demand in criminal record checks, as well as increased policing services to the ACT and the Department of Defence. Resources free of charge increased due to recording for the use of the Pinkenba Training facility.

Departmental expenses

The increase reflects the impact of the new AFP Enterprise Agreement, additional PAES measures and costs associated with increased own-sourced income.

Net Cash Operating Result

The net cash operating result at Note 4.2 shows a surplus of \$6m, which excludes depreciation of fixed assets and adjusts for the impacts of lease accounting.

Departmental primary statements

Statement of financial position

as at 30 June 2025

	Notes	Actual 2025	Actual 2024	Original budget ¹	Variance
ASSETS		\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	2.1A	27,345	34,823	84,670	(57,325)
Trade and other receivables	2.1B	206,423	160,585	93,314	113,109
Total financial assets		233,768	195,408	177,984	55,784
Non-financial assets					
Land and buildings	2.2A	1,611,242	1,667,517	1,774,552	(163,310)
Property, plant and equipment	2.2A	221,618	246,120	285,362	(63,745)
Intangibles	2.2A	179,149	166,319	96,469	82,680
Inventories		12,568	13,491	9,748	2,820
Prepayments		53,615	41,780	32,243	21,372
Total non-financial assets		2,078,192	2,135,227	2,198,374	(120,183)
Total assets		2,311,960	2,330,635	2,376,358	(64,399)
LIABILITIES					
Payables					
Suppliers		75,602	74,524	64,126	11,476
Other payables	2.3	62,058	61,759	54,664	7,394
Total payables		137,660	136,283	118,790	18,870
Interest bearing liabilities					
Leases	2.4	1,315,248	1,335,039	1,362,981	(47,733)
Total interest bearing liabilities		1,315,248	1,335,039	1,362,981	(47,733)
Provisions					
Employee provisions	3.1	376,860	335,286	323,379	53,481
Other provisions	2.5	41,732	36,517	33,607	8,125
Total provisions		418,592	371,803	356,986	61,606
Total liabilities		1,871,500	1,843,125	1,838,757	32,743
Net assets		440,460	487,510	537,601	(97,142)
EQUITY					
Contributed equity		2,086,350	1,966,905	2,107,434	(21,084)
Reserves		205,378	205,737	205,737	(359)
Accumulated deficit		(1,851,268)	(1,685,132)	(1,775,570)	(75,698)
Total equity		440,460	487,510	537,601	(97,141)

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

¹ The original budget is from the 2024–25 PBS (unaudited).

Statement of financial position (cont.)

as at 30 June 2025

The following provides an explanation of the variance between the original budget figures as presented in the PBS 2024-25 and the 2024–25 actual result. The budget is not audited.

Explanations are provided for major budget variances only. The variances in the cash flow statement are interrelated with figures disclosed in the statement of comprehensive income and statement of financial position and consequently are not separately explained.

The original budget as published in the PBS was amended by the Government as part of the Portfolio Additional Estimates Statements (PAES).

Departmental assets

Adjustments to the capital program budget were reflected in PAES, with reduced additions to non-financial assets and correcting the balance of tangible and intangible assets.

Departmental liabilities

Employee leave entitlements increased during the year due to increases in the enterprise agreement, movements in the bond rate and revised estimates in the actuarial assessment of oncosts (superannuation paid on leave taken in service).

Departmental primary statements

Statement of changes in equity

for the year ended 30 June 2025

	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance ² \$'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July	1,966,905	1,806,727	1,954,645	12,260
Transactions with owners				
<i>Contributions by owners</i>				
Equity injection - appropriations	37,071	76,454	44,550	(7,479)
Departmental Capital Budget	82,374	83,724	108,239	(25,865)
Total transactions with owners	119,445	160,178	152,789	(33,344)
Closing balance as at 30 June	2,086,350	1,966,905	2,107,434	(21,084)
RETAINED EARNINGS				
Opening balance				
Opening balance carried forward from previous period	(1,685,132)	(1,606,587)	(1,648,517)	(36,615)
Adjustment for errors	(3)	-	-	(3)
Adjusted opening balance	(1,685,135)	(1,606,587)	(1,648,517)	(36,618)
Comprehensive income				
(Deficit) for the period	(166,133)	(78,545)	(127,053)	(39,080)
Total comprehensive loss	(166,133)	(78,545)	(127,053)	(39,080)
Closing balance as at 30 June	(1,851,268)	(1,685,132)	(1,775,570)	(75,698)
ASSET REVALUATION RESERVE				
Opening balance carried forward from previous period	205,737	205,737	205,737	-
Comprehensive loss				
Other comprehensive loss	(359)	-	-	(359)
Total comprehensive loss	(359)	-	-	(359)
Closing balance as at 30 June	205,378	205,737	205,737	(359)
TOTAL EQUITY	440,460	487,510	537,601	(97,141)

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

¹ The original budget is from the PBS 2024-25 (unaudited).

² The variance between the actual and original budgeted amount for 2024–25. 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 2025

	Notes	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance ² \$'000
Operating activities					
<i>Cash received</i>					
Appropriations		2,042,692	1,865,873	1,888,473	154,219
Sales of goods and rendering of services		433,821	428,117	389,675	44,146
GST received		62,650	61,989	29,900	32,750
Other		16,969	20,505	555	16,414
Total cash received		2,556,132	2,376,484	2,308,603	247,529
<i>Cash used</i>					
Employees		1,236,763	1,172,123	1,129,948	106,815
Suppliers		633,479	594,088	650,036	(16,557)
Section 74 receipts transferred to the Official Public Account (OPA)		511,982	433,563	397,357	114,625
Interest payments on lease liabilities		34,170	31,380	23,174	10,996
Grant payments		7,030	6,538	-	7,030
Total cash used		2,423,424	2,237,692	2,200,515	222,909
Net cash received from operating activities		132,708	138,792	108,088	24,620
Investing activities					
<i>Cash received</i>					
Proceeds from sale of property, plant and equipment		461	418	-	461
Total cash received		461	418	-	461
<i>Cash used</i>					
Purchase of property, plant and equipment		37,317	53,319	156,333	(119,016)
Purchase of land and buildings		37,856	50,313	-	37,856
Purchase of intangibles		56,218	61,893	-	56,218
Total cash used		131,391	165,525	156,333	(24,942)
Net cash used by investing activities		(130,930)	(165,107)	(156,333)	25,403
Financing activities					
<i>Cash received</i>					
Contributed equity		33,579	63,680	152,789	(119,210)
Departmental capital budget funding		70,747	84,377	-	70,747
Total cash received		104,326	148,057	152,789	(48,463)
<i>Cash used</i>					
Principal payments of lease liabilities		113,582	111,265	104,544	9,038
Total cash used		113,582	111,265	104,544	9,038
Net cash received from financing activities		(9,256)	36,792	48,245	(57,501)
Net increase in cash held		(7,478)	10,477	-	(7,478)
Cash and cash equivalents at the beginning of the period		34,823	24,346	84,670	(49,847)
Cash and cash equivalents at the end of the period	2.1A	27,345	34,823	84,670	(57,325)

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

¹ The original budget is from the PBS 2024-25 (unaudited).

Administered primary schedules

Administered schedule of comprehensive income

for the year ended 30 June 2025

	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance \$'000
NET COST OF SERVICES				
Expenses				
Consultants and contractors	150	178	-	-
General and office	2,997	1,913	-	-
Grants	1,000	1,135	-	-
Operational expenses	449	1,011	-	-
Police equipment for other jurisdictions ²	32,037	18,428	-	-
Training	668	416	-	-
Travel	3,746	2,433	-	-
Total expenses	41,047	25,514	30,199	10,848
Income				
Non-taxation revenue				
Court fees, fines and penalties	2,176	185	-	-
Exhibits and seizures	259	231	-	-
Other income	10	-	-	-
Total non-taxation revenue	2,445	416	-	2,445
Net cost of services	38,602	25,098	30,199	8,403
Total comprehensive surplus/(deficit)	(38,602)	(25,098)	(30,199)	(8,403)

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

¹ The original budget is from the PBS 2024-25 (unaudited).

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

Administered primary schedules

Administered schedule of assets and liabilities

as at 30 June 2025

	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance \$'000
Assets				
Financial assets				
Cash and cash equivalents	-	-	-	-
Receivable - GST from Australian Taxation Office	125	104	-	125
Receivable - Other	-	-	9	(9)
Total financial assets	125	104	9	116
Non-financial assets				
Prepayments	4,100	-	-	4,100
Total non-financial assets	4,100	-	-	4,100
Total assets administered on behalf of government	4,225	104	9	4,216
Liabilities				
Payables				
Suppliers ²	4,042	225	294	3,748
Other payables	8,755	-	-	8,755
Total liabilities administered on behalf of government	12,797	225	294	12,503
Net liabilities	(8,572)	(121)	(285)	(8,287)

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 2024-25 (unaudited).

² Settlement is usually made within 7 days.

Administered reconciliation schedule

	Actual 2025 \$'000	Actual 2024 \$'000
for the year ended 30 June 2025		
Opening net liabilities as at 1 July	(121)	(285)
Net cost of services		
Income	2,445	416
Expenses	(41,047)	(25,514)
Total net cost of services	(38,602)	(25,098)
Transfers (to)/from Australian Government		
Appropriation transfers through the OPA		
Annual appropriations	32,606	25,595
Transfers to OPA	(2,455)	(333)
Total transfers from Australian Government	30,151	25,262
Closing net liabilities as at 30 June	(8,572)	(121)

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

Administered primary schedules

Administered cash flow statement

for the year ended 30 June 2025

	Actual 2025 \$'000	Actual 2024 \$'000	Original budget ¹ \$'000	Variance \$'000
Operating activities				
<i>Cash received</i>				
Court fees, fines and penalties	2,176	185	-	2,176
Exhibits and seizures	259	231	-	259
Other – income	10	-	-	10
Net GST received	263	244	-	263
Total cash received	2,708	660	7	2,701
<i>Cash used</i>				
Suppliers	32,606	25,583	60,162	(27,556)
GST paid	253	339	7	246
Total cash used	32,859	25,922	60,169	(27,310)
Net cash used by operating activities	(30,151)	(25,262)	(60,162)	30,011
Net (decrease) in cash held by the Commonwealth	(30,151)	(25,262)	(60,162)	30,011
Cash at the beginning of the reporting period	-	-	-	-
<i>Cash from the OPA</i>				
Appropriations	32,606	25,595	60,162	(27,556)
<i>Cash to the OPA</i>				
Appropriations	(2,445)	(428)	-	(2,445)
GST	(10)	95	-	(10)
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 2024-25 (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.

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**

	2025 \$'000	2024 \$'000
Wages and salaries	858,405	806,686
Superannuation		
Defined contribution plans	109,395	98,650
Defined benefit plans	55,081	56,205
Leave and other entitlements	222,906	169,831
Separation and redundancies	604	567
Other employee expenses	14,091	15,020
Total employee benefits expense	1,260,482	1,146,959

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

	2025 \$'000	2024 ³ \$'000
Supplier expenses – goods and services		
Operational ¹	75,067	75,789
Consultant and contractor services	35,671	44,580
Staff and recruitment ³	40,301	41,742
Communications and IT	126,521	110,049
Building and accommodation ²	87,525	62,704
Travel	58,744	51,964
General and office	43,031	43,526
Training	16,636	14,187
Vehicle expenses	10,647	9,972
Postage and freight	3,231	2,841
Total supplier expenses – goods and services	497,374	464,973
Supplier expenses – other		
Short-term and low-value leases ³	14,755	16,089
Workers compensation expenses	79,067	58,717
Other supplier expenses	60	15
Total supplier expenses - other	93,882	67,202
Total supplier expenses	591,256	532,175

¹ The value of audit services for the audit of the AFP financial statements amounted to \$0.265m (2024: \$0.265m). Other audit service fees, for the review of special purpose financial statements, amounted to \$0.096m (2024: \$0.096m).

² AFP recognised \$22.775m resources received free of charge in 2024-25 for use of the Pinkenba Training facility (2024: Nil).

³ The comparatives have been updated to correctly reflect \$7.619m PNG staff housing as a short term lease (previously reported in staff and recruitment)

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

	2025	2024
	\$'000	\$'000
Interest on lease liabilities	34,170	31,379
Unwinding of discount	1,398	1,337
Total finance costs	35,568	32,716

Finance costs are recognised as incurred.

Note 1.1D: Write-down and impairment of assets

	2025	2024
	\$'000	\$'000
Impairment on trade and other receivables	304	249
Impairment of buildings	2,614	-
Impairment of property, plant and equipment	175	322
Impairment of intangibles	1,275	-
Total write-down and impairment of assets	4,368	571

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

	2025 \$'000	2024 \$'000
Revenue from contracts with customers		
Sale of goods	149	72
Rendering of services:		
Police services	332,446	315,745
Criminal record checks	56,681	42,133
Other services	48,246	47,303
Total revenue from contracts with customers	437,522	405,253
Other revenue	4,354	3,675
Total revenue	441,876	408,928

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 (2024: \$0.265m) for AFP's financial statements and \$7.560m (2024: \$7.426m) for ACT Policing's facilities and legal services received free of charge from the ACT Government. 2025 also includes \$22.775m for use of the Pinkenba Training facility.

Sale of Assets

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

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

Notes to and forming part of the financial statements

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

	2025 \$'000	2024 \$'000
Cash in special accounts	9,776	10,703
Cash on hand	47	47
Cash at bank	8,872	15,423
Cash - held by the OPA	8,650	8,650
Total cash and cash equivalents	27,345	34,823

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: \$56.266m in 2025 and \$59.179m in 2024. See Note 4.3 Special accounts for more information.

Note 2.1B: Trade and other receivables

	2025 \$'000	2024 \$'000
Goods and services receivable	16,763	5,449
Accrued revenue	10,586	9,913
Total goods and services receivables	27,349	15,362
Appropriation receivable		
- for ordinary services	99,584	79,838
- for equity projects	63,092	57,838
Total appropriations receivables	162,676	137,676
Other receivables		
GST receivable from the Australian Taxation Office	6,292	6,558
Comcare	2,814	1,605
Other	8,497	406
Total other receivables	17,603	8,569
Total trade and other receivables (gross)	207,628	161,607
Less: expected credit loss allowance	(1,205)	(1,022)
Total trade and other receivables (net)	206,423	160,585

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 (2024: 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 2024							
Gross book value	4,250	1,804,561	363,891	2,172,702	363,421	373,809	2,909,932
Accumulated depreciation and amortisation	-	(453,816)	(51,369)	(505,185)	(117,301)	(207,490)	(829,976)
Total as at 1 July 2024	4,250	1,350,745	312,522	1,667,517	246,120	166,319	2,079,956
Additions							
Purchased or internally developed	-	4,042	27,618	31,660	46,353	54,548	132,561
Right-of-use assets	-	63,415	-	63,415	11,876	-	75,291
Assets not previously recognised	-	-	-	-	-	-	-
Revaluations recognised in other comprehensive income	-	-	-	-	-	-	-
Impairment recognised in net cost of services	-	(22)	(2,592)	(2,614)	(175)	(1,275)	(4,064)
Depreciation/amortisation	-	(7,786)	(46,793)	(54,579)	(57,507)	(46,500)	(158,586)
Depreciation on right-of-use assets	-	(117,683)	-	(117,683)	(13,999)	-	(131,682)
Other movements of right-of-use assets ¹	-	18,533	-	18,533	-	-	18,533
Reclassifications	-	(2,104)	7,097	4,993	(11,050)	6,057	-
Disposals:							
Other	-	-	-	-	-	-	-
Total as at 30 June 2025	4,250	1,309,140	297,852	1,611,242	221,618	179,149	2,012,009
Total as at 30 June 2025 represented by							
Gross book value	4,250	1,874,607	396,063	2,274,920	394,507	397,213	3,066,640
Accumulated depreciation and amortisation	-	(565,467)	(98,211)	(663,678)	(172,889)	(218,064)	(1,054,631)
Total as at 30 June 2025	4,250	1,309,140	297,852	1,611,242	221,618	179,149	2,012,009
Carrying amount of right-of-use assets	-	1,164,688	-	1,164,688	26,137	-	1,190,825

¹ Other movements of right-of-use assets arise from lease modifications entered into during the financial year.

Capital commitments

As at 30 June 2025, the future minimum payments under non-cancellable contracts for the acquisition of property, plant and equipment and intangible assets amounted to \$47.60m (2024: \$61.041m).

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 prior to rollout into service, the accumulated AUC balance is reviewed to ensure accurate capitalisation of built and purchased assets.

Leased right-of-use (ROU) assets

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

Note 2.2: Non-financial assets (cont.)**Note 2.2B: Accounting policy (cont.)****Key judgement***Reasonable certainty of option exercise in relation to ROU assets*

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

Revaluations

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

A full valuation was conducted by registered and independent valuers at 30 June 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 2.2: Non-financial assets (cont.)

Note 2.2B: Accounting policy (cont.)

Impairment and derecognition

All assets were assessed for impairment at 31st March 2025. 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 2025, \$4.964m of inventory was recognised as an expense (2024: \$6.583m).

During 2025, no write off and impairment losses of inventories were recognised in profit or loss (2024: 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: Other payables

	2025	2024
	\$'000	\$'000
Wages and salaries	36,347	32,193
Superannuation	5,028	4,211
Unearned income	18,911	19,098
Other payables	1,772	6,257
Total other payables	62,058	61,759

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 (2024: 7 days).

Note 2.4: Interest bearing liabilities

	2025	2024
	\$'000	\$'000
Leases		
Lease liabilities: buildings	1,288,802	1,306,551
Lease liabilities: property, plant and equipment	26,446	28,488
Total interest bearing liabilities	1,315,248	1,335,039

Total cash outflow for leases at 30 June 2025 was \$147.752m, comprising \$113.582m in principal repayments and \$34.170m in interest payments (2024: \$142.645m, comprising \$111.265m in principal repayments and \$31.380m 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	147,674	141,594
Between 1 to 5 years	487,468	433,002
More than 5 years	1,280,578	1,214,636
Total leases	1,915,720	1,789,232

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.

Notes to and forming part of the financial statements

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	Other provisions \$'000	Total other provisions \$'000
As at 1 July 2024	34,817	1,700	36,517
Additional provisions made	417	3,400	3,817
Amounts used	-	-	-
Provisions not realised	-	-	-
Unwinding of discount or change in discount rate	1,398	-	1,398
Total as at 30 June 2025	36,632	5,100	41,732

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 47 (2024: 47) 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

	2025 \$'000	2024 \$'000
Leave	369,736	322,836
Underpayment of superannuation	7,078	12,404
Other	46	46
Total employee provisions	376,860	335,286

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 finalised in May 2025.

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 2025, 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.

	2025 \$'000	2024 ² \$'000
Short-term employee benefits	2,747	2,471
Post-employment benefits	457	411
Other long-term employee benefits	66	52
Total key management personnel remuneration expenses¹	3,270	2,934

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

² Comparison has been updated to correct an error overstating the impact of Fringe Benefits.

The total number of key management personnel included in the above table is 8 with 2 acting in management positions included in 2025 (2024: 9 with 3 acting in management positions). The number of key management personnel roles at 30 June 2025 was 6 (2024: 6 roles).

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**

	2025 \$'000	2024 \$'000
Departmental appropriations	1,551,158	1,501,665
Total revenue from government	1,551,158	1,501,665

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

	2025 \$'000	2024 \$'000
Annual Appropriations		
Opening unspent appropriation balance	149,419	62,614
Annual appropriation - operating ¹	1,556,230	1,501,976
Annual appropriation - capital budget ²	108,239	75,400
Annual appropriation - equity injection	47,990	84,717
PGPA Act section 74 receipts	511,982	433,563
Total appropriation available	2,373,860	2,158,270
Appropriation applied (current and prior years)	2,164,138	2,007,136
Appropriation lapsed	-	1,715
Closing unspent appropriation balance	209,722	149,419
Balance comprises appropriations as follows:		
Supply Act (No. 4) Equity Injection 2022-23	-	6,140
Appropriation Act (No. 1) - Capital Budget (DCB) – Non Operating – 2023-24	-	5,522
Appropriation Act (No. 2) - Equity Injection 2023-24	9,865	29,285
Appropriation Act (No. 3) - 2023-24	4,124	64,966
Appropriation Act (No. 4) - Equity Injection 2023-24	-	15,838
Appropriation Act (No. 5) - 2023-24	-	12,200
Appropriation Act (No. 1) - Operating 2024-25	26,000	-
Appropriation Act (No. 1) - Capital Budget (DCB) – Non Operating – 2024-25	43,014	-
Appropriation Act (No. 3) - Operating 2024-25	71,859	-
Appropriation Act (No. 2) - Equity Injections 2024-25	42,503	-
Appropriation Act (No. 4) - Equity Injections 2024-25	3,440	-
Appropriation – Cash on hand/at bank	8,917	15,468
Total unspent appropriation	209,722	149,419

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:

- \$4.124m – Appropriation Act (No. 3) 2023–24 (lapsing 1 July 2027)
- \$9.865m – Appropriation Act (No. 2) 2023–24 (lapsing 1 July 2027)
- \$25.865m – Appropriation Act (No. 1) - Departmental Capital Budget (DCB) (lapsing 1 July 2028)

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.

Note 4.1: Appropriations (cont.)

As at 30 June 2025, the AFP recognised a receivable at Note 2.1B of \$1.725m to be received in 2025-26 for no-win no-loss supplementation for additional FBT expense related to living away from home allowance. This is offset by 2023–24 receivables recognised of \$2.062m for FBT and \$4.735m for ASEAN (plus \$1.054m for Departmental Capital Budget) and received in 2024–25 appropriations. The net impact of these movements is a decrease in revenue from government of \$5.072m and a decrease in contributed equity of \$1.054m recognised as compared to Appropriation Acts.

Note 4.1C: Annual and unspent administered appropriations

	2025 \$'000	2024 \$'000
Opening unspent appropriation balance	4,791	1,325
Annual appropriation - operating ¹	58,568	30,149
Total available appropriation	63,359	31,474
Appropriation applied (current and prior years)	32,616	25,582
Appropriation lapsed	-	1,101
Closing unspent appropriation balance	30,743	4,791
Balance comprises appropriations as follows:		
Appropriation Act (No. 1) - 2023-24	-	4,791
Appropriation Act (No. 1) - 2024-25	22,374	-
Appropriation Act (No. 3) - 2024-25	8,369	-
Total unspent appropriation - ordinary annual services	30,743	4,791

All amounts are GST exclusive.

¹ No amounts are included in unspent annual appropriations as amounts formally reduced by permanent quarantine under section 51 of the PGPA Act which constitutes a permanent loss of control.

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.

	2025 \$'000	2024 \$'000
Total comprehensive income/(loss) - as per the statement of comprehensive income	(166,492)	(78,545)
Plus: Depreciation/amortisation expenses not funded through appropriation (DCB or equity injection) ¹	154,334	145,257
Plus: Depreciation of right-of-use assets	131,681	127,589
Less: Principal repayments - leased assets	(113,592)	(111,265)
Movement in revaluation reserve	359	-
Net cash operating surplus/(deficit)	6,290	83,036

¹ The depreciation/amortisation expense per the statement of comprehensive income is \$290.268m including depreciation on right-of-use assets (2024: \$277.274m). The amount presented above for this item has been reduced by \$4.253m (2024: \$4.428m), representing the depreciation/amortisation expense funded by the ACT Government for Outcome 2.

Notes to and forming part of the financial statements

Note 4.3: Special accounts

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

Services for other entities and trust moneys account¹	2025	2024
	\$'000	\$'000
Balance brought forward from previous year	78,534	75,454
Increases		
Appropriation credited to special account	4,826	5,003
Departmental receipts (AIPM ² and APG ³)	12,034	12,763
Other receipts	41,417	44,556
Total increases	58,276	62,322
Available for payments	136,810	137,776
Decreases		
Departmental payments (AIPM and APG)	(17,787)	(14,082)
Other payments	(44,330)	(45,160)
Total decreases	(62,116)	(59,242)
Balance carried to next year and represented by:	74,694	78,534
Cash – held by the agency	9,778	10,705
Cash – held by the agency on trust	56,266	59,179
Cash held in the OPA	8,650	8,650
Total balance carried to the next year	74,694	78,534

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 Australian and Pacific 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.

Special Appropriations

There were no transactions under Australian Federal Police Act 1979, s.54 (2024: nil) and Public Governance, Performance and Accountability Act 2013, s.77 (2024: \$0.012m)

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 departmental contingent liabilities or contingent assets at 30 June 2025 (2024: nil).

The AFP had no administered contingent liabilities or contingent assets at 30 June 2025 (2024: 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.

Notes to and forming part of the financial statements

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

Departmental current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
Asset expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	27,345	34,823
Trade and other receivables	206,423	160,585
Inventories	12,568	13,491
Prepayments	45,406	38,342
Total no more than 12 months	291,742	247,241
More than 12 months		
Land and buildings	1,611,242	1,667,517
Property, plant and equipment	221,618	246,120
Intangibles	179,149	166,319
Prepayments	8,209	3,438
Total more than 12 months	2,020,218	2,083,394
Total assets	2,311,960	2,330,635
Liabilities expected to be settled in:		
No more than 12 months:		
Suppliers	75,602	74,524
Other payables	62,058	61,759
Leases	111,825	110,541
Employee provisions	120,737	110,063
Other provisions	6,559	3,080
Total no more than 12 months	376,781	359,967
More than 12 months		
Leases	1,203,423	1,224,498
Employee provisions	256,123	225,223
Other provisions	35,173	33,437
Total more than 12 months	1,494,719	1,483,158
Total liabilities	1,871,500	1,843,125

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



Appendices

AFP PSO with detection dog
at Melbourne Airport 2024

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

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.

All complaints are triaged by the Workplace Issues and Complaints Resolution team (Resolution Team), which also manages Category 1 and 2 complaints. The Resolution Team refers more serious matters, such as Category 3 and/or corruption allegations, to AFP Professional Standards for investigation.

All Category 3 matters are reported to the Commonwealth Ombudsman.

The AFP is required to refer Category 4 corruption matters that are categorised serious and systemic to the National Anti-Corruption Commission (NACC).

The NACC has oversight over these matters and can choose to have them investigated by the:

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

All other corruption matters will be investigated by AFP Professional Standards.

This report reflects Category 1 to Category 4 complaints that relate to appointees. The data for this report was extracted and accurate as at 3 July 2025. 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 the alleged breaches are no longer categorised. In 2024–25, zero complaints consisting of zero allegations were withdrawn by complainants. Withdrawn allegations within finalised non-withdrawn complaints are still categorised.

In 2024–25, 362 alleged complaints, consisting of 763 allegations, were submitted. Compared to 2023–24 this is a 10% increase in alleged complaints (previously there were 328 complaints) and a 30% increase in alleged allegations (previously there were 588 allegations).

In 2024–25, 298 complaints, consisting of 639 allegations, were finalised. Of the 639 allegations, 124 were established (19%). Compared to 2023–24 this is a 2% increase in total reported allegations found to be 'established' (previously there were 99 established allegations out of 572 finalised allegations: 17%).

Table A1 Categories of AFP conduct issues and case examples

Category 1 – Inappropriate workplace conduct (established)	
	A complaint was received alleging an AFP appointee was discourteous when speaking about their colleague in a disrespectful manner. The conduct was established as a Category 1 conduct issue, as the comments were found to be unreasonable and showed a lack of respect. The appointee separated from the AFP prior to any sanction.
Category 2 – Breach of National Guideline on Debt Management (established)	
	A complaint was received alleging an AFP appointee failed to advise an AFP member of a tax debt prior to the outstanding money being recovered from their pay. The investigation established that the conduct constituted a breach of the National Guideline on Debt Management. The appointee was required to have a recorded management discussion with their supervisor.
Category 3 – Serious breach of the AFP Code of Conduct – endanger health and welfare (established)	
	A complaint was lodged by the AFP after an AFP appointee was arrested following an incident in which they seriously endangered the health and welfare of their partner. The investigation established the appointee's conduct constituted a serious breach of section 11 of the AFP Code of Conduct, which provides that an AFP appointee must behave in a way that upholds the AFP core values and the integrity and good reputation of the AFP. The AFP appointee's employment was terminated, and they were issued with a Declaration of Serious Misconduct under section 40K of the AFP Act.
Category 4 – Corruption (established)	
	A complaint was received alleging an AFP appointee had utilised their position to obtain free travel on public transport when they were not entitled to do so. The investigation established the appointee's conduct constituted corrupt conduct as defined in section 8(1)(c) of the <i>National Anti-Corruption Commission Act 2022</i> (Cth): 'Any conduct of a public official that constitutes, involves or is engaged in for the purpose of abuse of the person's office as a public official'. The appointee was counselled by an Assistant Commissioner, received a reduction in pay and received a formal warning.

Table A2 Allegations of conduct issues* recorded by category, 2021–22 to 2024–25

	2021–22	2022–23	2023–24	2024–25
Category 1	50	74	127	100
Category 2	100	156	128	136
Category 3	93	136	291	473
Category 4 (corruption)	36	45	42	54
Total	279	411	588	763

* Conduct allegations are individual issues identified within a complaint. Multiple allegations 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, 2024–25

Source	Number of alleged complaints	Percentage
Member of the public	127	35.1%
Another AFP member	230	63.5%
Self-reported	5	1.4%
Total	362	

Table A4¹ Finalised conduct breaches by category and finding, 2024–25²

	Established	Not established	Conciliated informally ³	Discretion not to proceed ⁴	Total finalised
Category 1	6	4	8	106	124
Category 2	50	37	0	72	159
Category 3	65	83	0	159	307
Category 4 (corruption)	3	32	0	14	49
Total AFP	124	156	8	351	639
Percentage	19%	25%	1%	55%	

1 Includes finalised matters that were submitted prior to 2024–25.

2 Does not include complaints where all breaches were withdrawn.

3 Category 1 allegations may be finalised through informal resolution, pursuant to section 40SC of the AFP Act. Five formal complaints involving 8 Category 1 allegations were resolved informally.

4 Section 40TF of the AFP Act sets out the circumstances under which the AFP Commissioner or delegate 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, further investigation is determined to be not warranted or the alleged issue took place more than 12 months before reporting.

Table A5 Prohibited drug tests conducted, 2024–25

Category	Number
AFP drug testing program	2,942
Mandatory certain incident* testing	10
Total	2,952

* 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.

Table A6 Serious misconduct (Category 3/4) complaint outcomes, 2024–25

Sanction	Total applied
Formal warning	28
Formal counselling	27
Pay point reduction	6
Remedial action (includes training, lessons learnt, mentoring, not to undertake higher duties etc)	45
Termination of employment	15

Note: In accordance with the AFP Act, more than one sanction can be applied to a subject appointee.

Table A7 Minor misconduct (Category 1/2) complaint outcomes, 2024–25

Sanction	Total applied
Formal warning	2
Counselling	30
Remedial action (includes training, lessons learnt, mentoring, not to undertake higher duties etc)	25

Note: In accordance with the AFP Act, more than one sanction can be applied to a subject appointee.

Appendix B: Staffing statistics and executive remuneration

Table B1 Employment arrangements for SES and non-SES employees, 2024–25

	SES	Non-SES	Total
Enterprise agreement	0	8,233	8,233
Individual SES contracts	94	0	94
Commonwealth Remuneration Tribunal	1	0	1

Note: The Executive Level enterprise agreement ceased operation from 8 December 2024, and the Australian Federal Police Enterprise Agreement 2024–2025 commenced on 9 December 2024.

Table B2 Salary ranges by employment classification,* 2024–25

Classification	Minimum (\$)	Maximum (\$)
SES	230,308	460,616
Executive Level	168,355	222,149
Technical specialist level 4	196,298	214,356
Technical specialist level 3	172,999	191,044
Technical specialist level 2	147,369	164,728
Technical specialist level 1	127,565	145,389
Band 8	127,101	138,349
Band 7	118,673	127,101
Band 6	107,559	118,673
Band 5	99,285	107,559
Band 4	84,458	99,285
Band 3	72,339	84,458
Band 2	62,263	72,339
Band 1	56,057	62,263

* 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 2025

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	136	224	131	237	48	103	32	0	26	21	2	960
Male	3	0	265	360	431	862	105	366	105	0	82	34	3	2,616
Non-binary	0	0	1	0	0	1	0	0	0	0	0	0	0	2
Subtotal	3	0	402	584	562	1,100	153	469	137	0	108	55	5	3,578
Protective service officer														
Female	0	0	47	41	15	2	6	1	1	0	1	0	0	114
Male	0	0	283	292	56	14	52	4	16	0	5	0	0	722
Non-binary	0	0	1	1	0	0	0	0	0	0	0	0	0	2
Subtotal	0	0	331	334	71	16	58	5	17	0	6	0	0	838
Unsworn staff														
Female	99	0	37	264	496	398	411	415	156	10	86	18	0	2,390
Male	164	0	23	134	256	179	281	233	115	58	55	17	0	1,515
Non-binary	1	0	0	2	3	1	0	0	0	0	0	0	0	7
Subtotal	264	0	60	400	755	578	692	648	271	68	141	35	0	3,912
Total	267	0	793	1,318	1,388	1,694	903	1,122	425	68	255	90	5	8,328

Table B4 Ongoing employees by band level, 2024–25

	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	140	1	141	104	7	111	0	0	0	252
Technical specialist	54	1	55	8	2	10	0	0	0	65
Band 8	229	2	231	162	23	185	0	0	0	416
Band 7	590	9	599	429	86	515	0	0	0	1,114
Band 6	430	6	436	393	68	461	0	0	0	897
Band 5	1,036	13	1,049	535	94	629	2	0	2	1,680
Band 4	727	11	738	532	101	633	3	0	3	1,374
Band 3	777	9	786	493	33	526	3	0	3	1,315
Band 2	569	0	569	215	3	218	2	0	2	789
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0
Total	4,552	52	4,604	2,871	417	3,288	10	0	10	7,902

Table B5 Non-ongoing employees by band level, 2024–25

	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	2	0	2	0	0	0	5
SES	51	0	51	36	3	39	0	0	0	90
Executive Level	1	0	1	2	0	2	0	0	0	3
Technical specialist	3	0	3	0	0	0	0	0	0	3
Band 8	5	0	5	4	0	4	0	0	0	9
Band 7	3	1	4	3	1	4	0	0	0	8
Band 6	2	0	2	3	1	4	0	0	0	6
Band 5	3	3	6	8	0	8	0	0	0	14
Band 4	4	1	5	9	0	9	0	0	0	14
Band 3	0	0	0	3	0	3	0	0	0	3
Band 2	2	0	2	2	0	2	0	0	0	4
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	167	167	0	99	99	0	1	1	267
Total	77	172	249	72	104	176	0	1	1	426

Table B6 Ongoing employees by band level, 2023–24

	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	148	1	149	100	4	104	0	0	0	253
Technical specialist	45	1	46	5	2	7	1	0	1	54
Band 8	222	3	225	142	25	167	3	0	3	395
Band 7	554	9	563	389	78	467	1	0	1	1,031
Band 6	392	5	397	350	79	429	0	0	0	826
Band 5	1,020	16	1,036	505	90	595	0	0	0	1,631
Band 4	792	11	803	537	89	626	3	1	4	1,433
Band 3	700	8	708	511	31	542	6	1	7	1,257
Band 2	567	1	568	225	4	229	7	0	7	804
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	0	0	0	0	0	0	0
Total	4,440	55	4,495	2,764	402	3,166	21	2	23	7,684

Table B7 Non-ongoing employees by band level, 2023–24

	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	4	0	4	2	0	2	0	0	0	6
SES	51	0	51	33	4	37	1	0	1	89
Executive Level	1	0	1	1	0	1	0	0	0	2
Technical specialist	4	0	4	0	0	0	0	0	0	4
Band 8	7	0	7	6	0	6	0	0	0	13
Band 7	2	1	3	3	0	3	0	0	0	6
Band 6	2	1	3	4	1	5	0	0	0	8
Band 5	5	1	6	1	1	2	0	0	0	8
Band 4	9	0	9	13	4	17	0	0	0	26
Band 3	1	0	1	2	3	5	0	0	0	6
Band 2	3	0	3	8	1	9	0	0	1	13
Band 1	0	0	0	0	0	0	0	0	0	0
Casual	0	137	137	0	79	79	0	1	1	217
Total	89	140	229	73	93	166	1	2	3	398

Table B8 Ongoing employees by location, 2024–25

	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	736	11	747	327	32	359	3	0	3	1,109
Qld	409	2	411	227	34	261	0	0	0	672
SA	125	1	126	57	11	68	0	0	0	194
Tas	10	0	10	4	1	5	0	0	0	15
Vic	528	3	531	233	50	283	1	0	1	815
WA	278	0	278	92	8	100	0	0	0	378
ACT	2,254	35	2,289	1,840	279	2,119	6	0	6	4,414
NT	67	0	67	20	1	21	0	0	0	88
Commonwealth territories	20	0	20	9	1	10	0	0	0	30
Overseas	125	0	125	62	0	62	0	0	0	187
Total	4,552	52	4,604	2,871	417	3,288	10	0	10	7,902

Table B9 Non-ongoing employees by location, 2024–25

	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	17	14	31	17	14	31	0	1	1	63
Qld	4	22	26	5	11	16	0	0	0	42
SA	1	3	4	2	4	6	0	0	0	10
Tas	0	1	1	0	0	0	0	0	0	1
Vic	5	9	14	6	7	13	0	0	0	27
WA	6	5	11	4	5	9	0	0	0	20
ACT	39	117	156	37	63	100	0	0	0	256
NT	0	0	0	0	0	0	0	0	0	0
Commonwealth territories	0	1	1	0	0	0	0	0	0	1
Overseas	5	0	5	1	0	1	0	0	0	6
Total	77	172	249	71	104	175	0	1	1	426

* Casual employees are included in these figures.

Table B10 Ongoing employees by location, 2023–24

	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	306	31	337	4	0	4	1,071
Qld	394	3	397	220	23	243	1	0	1	641
SA	120	2	122	58	11	69	0	0	0	191
Tas	9	0	9	3	1	4	0	0	0	13
Vic	521	5	526	216	49	265	4	0	4	795
WA	247	1	248	95	6	101	0	0	0	349
ACT	2,197	34	2,231	1,778	280	2,058	12	2	14	4,303
NT	67	0	67	16	1	17	0	0	0	84
Commonwealth territories	11	0	11	5	0	5	0	0	0	16
Overseas	154	0	154	67	0	67	0	0	0	221
Total	4,440	55	4,495	2,764	402	3,166	21	2	23	7,684

Table B11 Non-ongoing employees by location, 2023–24

	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	20	12	32	18	15	33	1	0	1	66
Qld	5	8	13	5	11	16	0	0	0	29
SA	1	2	3	0	5	5	0	0	0	8
Tas	0	0	0	0	1	1	0	0	0	1
Vic	4	3	7	9	5	14	0	0	0	21
WA	5	5	10	4	2	6	0	0	0	16
ACT	44	109	153	36	53	89	1	1	2	244
NT	0	0	0	0	0	0	0	0	0	0
Commonwealth territories	5	1	6	0	1	1	0	0	0	7
Overseas	5	0	5	1	0	1	0	0	0	6
Total	89	140	229	73	93	166	2	1	3	398

* Casual employees are included in these figures.

Table B12 First Nations employees, as at 30 June 2024 and 30 June 2025

	2023–24	2024–25
Ongoing	192	206
Non-ongoing ¹	2	3
Total²	194	209

1 Non-ongoing includes casuals.

2 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 2024 and 30 June 2025

	2023–24	2024–25
Ongoing	132	150
Non-ongoing ¹	6	5
Total²	138	155

1 Non-ongoing includes casuals.

2 The 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, 2024–25

Name	Position title ¹	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration ⁶
		Base salary ²	Bonuses	Other benefits and allowances ³		Long service leave ⁵	Other long-term benefits		
		\$	\$	\$		\$	\$	\$	\$
Reece P Kershaw	Commissioner	706,033	–	190	102,367	17,098	–	–	825,688
Ian McCartney	Deputy Commissioner Crime	415,360	–	3,299	71,129	9,550	–	–	499,338
Scott Lee	Chief Police Officer for the ACT	387,018	–	26,214	68,913	9,205	–	–	491,350
Lesa Gale	Deputy Commissioner International & Specialist Capabilities	398,040	–	1,942	68,412	9,550	–	–	477,944
Katherine Van Gorp	Chief Operating Officer	392,571	–	2,442	67,397	9,550	–	–	471,960
Krissy Barrett	Deputy Commissioner National Security	341,849	–	2,463	67,614	9,132	–	–	421,058
Hilda Sirec ⁷	Deputy Commissioner National Security	37,312	–	3,617	6,172	864	–	–	47,965
Kirsty Schofield ⁸	Deputy Commissioner National Security	28,687	–	330	5,379	730	–	–	35,126

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. Two individuals acted in a KMP role for a period of 30 consecutive days or more.

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 2025, 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 SuperChoice), 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 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.

⁷ Includes remuneration while acting in KMP role (11 Dec 2024 to 22 Jan 2025).

⁸ Includes remuneration while acting in KMP role (12 May 2025 to 15 Jun 2025).

Table B15 Remuneration for senior executives, 2024–25

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 long service leave ⁵	Average other long-term benefits	Average termination benefits			
\$0–\$220,000	51	58,976	–	310	10,797	1,114	–	–	–	–	71,196
\$220,001–\$245,000	5	195,245	–	1,834	35,702	3,993	–	–	–	–	236,774
\$245,001–\$270,000	6	218,487	–	657	36,586	5,351	–	–	–	–	261,081
\$270,001–\$295,000	33	235,060	–	1,763	41,719	5,572	–	–	–	–	284,114
\$295,001–\$320,000	15	251,679	–	2,839	44,313	5,820	–	–	–	–	304,652
\$320,001–\$345,000	13	274,645	–	1,700	47,451	6,235	–	–	–	–	330,032
\$345,001–\$370,000	15	298,703	–	2,038	51,766	7,032	–	–	–	–	359,539
\$370,001–\$395,000	4	318,687	–	1,693	53,378	7,225	–	–	–	–	380,983
\$395,001–\$420,000	–	–	–	–	–	–	–	–	–	–	–
\$420,001–\$445,000	1	361,004	–	2,885	63,133	8,052	–	–	–	–	435,075

¹ Senior executives comprise AFP employees declared Band 1, 2 or 3 senior executive in accordance with section 25 of the *Australian Federal Police Act 1979* (Cth) (AFP Act) 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 3.

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

³ Other benefits and allowances includes overseas living allowances, non-monetary benefits included in the FBT Return for the year ended 31 March 2025 such as the provision of motor vehicle benefits, accommodation and utilities whilst posted overseas, and associated FBT. Employees posted overseas reside in Commonwealth leased or owned residences at the expense of the AFP and the benefit value is not received by the individual as direct remuneration.

⁴ For individuals in a defined contribution scheme (for example, PSSap and SuperChoice), 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.

⁵ Long service leave comprises the amount of leave accrued.

⁶ 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, 2024–25

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 allowance ³		Average superannuation contribution ⁴	Average long service leave ⁵	Average other long-term benefits		
\$260,001–\$270,000	27	226,139	–	878	–	33,826	4,139	–	–	264,983
\$270,001–\$295,000	39	237,350	–	354	–	36,107	3,812	–	–	277,624
\$295,001–\$320,000	18	230,251	–	108	–	69,069	2,964	–	–	302,392
\$320,001–\$345,000	4	260,356	–	–	–	69,550	3,308	–	–	333,214
\$345,001–\$370,000	2	251,769	–	1,330	–	95,050	3,763	–	–	351,912
\$370,001–\$395,000	–	–	–	–	–	–	–	–	–	–
\$395,001–\$420,000	–	–	–	–	–	–	–	–	–	–
\$420,001–\$445,000	1	212,625	–	–	–	224,381	2,589	–	–	439,596
\$445,001–\$470,000	–	–	–	–	–	–	–	–	–	–
\$470,001–\$495,000	–	–	–	–	–	–	–	–	–	–
\$495,001–\$520,000	–	–	–	–	–	–	–	–	–	–

¹ Other highly paid staff include staff who are neither KMP nor substantive senior executives and whose total remuneration for the reporting period exceeds \$260,000. Details of SES employment arrangements can be found in Chapter 3.

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

³ Other benefits and allowances includes overseas living allowances, non-monetary benefits included in the FBT Return for the year ended 31 March 2025, such as the provision of motor vehicle benefits, accommodation and utilities whilst posted overseas. It also includes associated FBT. Employees posted overseas reside in Commonwealth leased or owned residences at the expense of the AFP and the benefit value is not received by the individual as direct remuneration.

⁴ For individuals in a defined contribution scheme (for example, PSSap and SuperChoice), 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.

⁵ Long service leave comprises the amount of leave accrued.

⁶ Total remuneration is calculated on an accrual basis in accordance with AASB 119 *Employee Benefits*, with the exception of superannuation and non-monetary benefits.

Appendix C: Agency resource statement and resources for outcomes

Table C1 Agency resource statement, 2024–25

	Available appropriation ¹ \$'000 (a)	Payments made ² \$'000 (b)	Balance remaining \$'000 (a)–(b)
Departmental			
Annual appropriations – ordinary annual services ³	2,240,820	(2,115,170)	125,650
Annual appropriations – other services – non-operating	94,909	(48,966)	45,943
Total departmental annual appropriations (c)	2,335,729	(2,164,136)	171,593
Total departmental special appropriations (d)	–	–	–
Opening balance – special accounts	19,355		
Special account receipts	16,860		
Payments made		(17,787)	
Total special accounts (e)	36,215	(17,787)	18,428
Less departmental appropriations drawn from annual/ special appropriations and credited to special accounts (f)	(16,860)	16,860	–
Total departmental resourcing (c+d+e-f)	2,355,084	(2,165,063)	190,021
Administered			
Annual appropriations – ordinary annual services	63,359	(37,880)	25,479
Total administered annual appropriations (g)	63,359	(37,880)	25,479
Total administered special appropriations (h)	–	–	–
Total administered resourcing (g+h)	63,359	(37,880)	25,479
Total resourcing and payments for AFP	2,418,443	(2,202,943)	215,500

1 Available appropriation includes section 74 relevant agency receipts and amounts accrued under funding arrangements and excludes amounts permanently quarantined under section 51 of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

2 Payments made includes lapsed appropriations.

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

Table C2 Expenses for Outcome 1, 2024–25

Outcome 1: Reduce criminal and national security threats to Australia's collective economic and societal interests through cooperative policing services, primarily focused on the prevention, detection, disruption, investigation and prosecution of criminal activity	Budget ¹	Actual expenses	Variation
	2024–25	2024–25	2024–25
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
Program 1.1: Federal Policing			
Administered expenses			
Ordinary annual services (Appropriation Bill No.1)	3,357	821	2,536
Special appropriations			
PGPA Act (section 77)			
Departmental expenses			
Departmental appropriation ²	963,474	979,062	(15,588)
Special accounts	16,567	16,860	(293)
Expenses not requiring appropriation in the budget year ³	124,367	146,181	(21,814)
Total expenses for Outcome 1	1,107,765	1,142,924	(35,159)

1 Full-year budget, including any subsequent adjustment made to the 2024–25 Budget.

2 Departmental appropriation combines 'Ordinary annual services' 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, 2024–25

Outcome 2: A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government	Budget ¹	Actual expenses	Variation
	2024–25	2024–25	2024–25
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
Program 2.1 ACT Community Policing			
Departmental expenses			
Departmental appropriation ²	220,550	233,305	(12,755)
Expenses not requiring appropriation in the budget year ³	12,348	7,560	4,788
Total expenses for Outcome 2	232,898	240,865	(7,967)

1 Full-year budget, including any subsequent adjustment made to the 2024–25 Budget.

2 Departmental appropriation combines 'Ordinary annual services' and 'Revenue from independent sources (section 74)'.

3 Expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, excluding right-of-use assets, and resources received free of charge.

Table C4 Expenses for Outcome 3, 2024–25

Outcome 3 Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international police partnerships	Budget ¹	Actual expenses	Variation
	2024–25	2024–25	2024–25
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
Program 3.1: Specialist Protective Services			
Departmental expenses			
Departmental appropriation ²	542,388	540,916	1,472
Expenses not requiring appropriation in the budget year ³	3,317	3,807	(490)
Total for Program 3.1	545,705	544,723	982
Program 3.2: International Police Assistance and External Territories			
Administered expenses			
Ordinary annual services (Appropriation Bill No.1)	60,282	40,226	20,056
Departmental expenses			
Departmental appropriation ²	251,999	236,024	15,975
Expenses not requiring appropriation in the budget year ³	4,376	27,135	(22,759)
Total for Program 3.2	316,657	303,385	13,272
Outcome 3 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Bill No.1)	60,282	40,226	20,056
Departmental expenses			
Departmental appropriation ²	794,387	776,940	17,447
Expenses not requiring appropriation in the budget year ³	7,693	30,942	(23,249)
Total expenses for Outcome 3	862,362	848,108	14,254

1 Full-year budget, including any subsequent adjustment made to the 2024–25 Budget.

2 Departmental appropriation combines 'Ordinary annual services' and 'Revenue from independent sources (section 74)'.

3 Expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, excluding right-of-use assets, and resources received free of charge.

Appendix D: Corrections to previous annual reports

Chapter 2: Annual Performance Statement Annual Report 2023–24

Page 29: Reference to AFP's Community Confidence Survey should state 77% of Australians were confident in the AFP regarding our contribution to combating human exploitation.

Annex D: Account Takeover Warrants Annual Report 2023–24

Page 151: Reference to section 3ZZVM(1)(p) Number or arrests made on the basis (wholly or partly) of information obtained under ATW issued or emergency authorisations given should be 'Nil' as opposed to '1'.

Appendix E: Climate statement

Commonwealth Climate Disclosure

Commonwealth Climate Disclosure (CCD) is the Government's policy for Commonwealth entities to publicly disclose their exposure to climate risks and opportunities, as well as their action to manage them, delivering transparent and consistent climate disclosures to the Australian public.

Under the policy, non-corporate Commonwealth entities are required to complete climate disclosures. As the AFP meets the thresholds of tranche one in the CCD policy architecture, we are required to include climate-related disclosures in the *AFP Annual Report 2024–25*. The climate statement has been prepared in accordance with the year one reporting provisions for tranche one entities.

The AFP has voluntarily participated in climate-related reporting in 2022–23 and 2023–24. The AFP was recognised in 2022–23 as being one of 2 agencies with an 'established' rating for emissions reporting.

Governance

Effective and robust governance processes allow the AFP's Strategic Boards to oversee the management of climate-related risk in conjunction with the 8 AFP enterprise risks consistently reported upon. Climate risk is an emerging risk for the AFP.

The AFP's climate governance is managed using the AFP Governance Framework; and has set achievable targets related to climate-related risks and opportunities. The AFP's Emissions Reduction Plan highlights the targets the agency is monitoring to meet Net Zero 2030 requirements. The Chief Financial Officer (CFO) endorsed the AFP Emissions Reduction Plan in July 2024, as the accountable authority. Measurements against the plan are both formally and informally reported to the boards, through both project updates on sustainable initiatives, as well as overall metrics reporting.

Ensuring the AFP has the appropriate skillsets to report on, manage and implement climate-related risks and opportunities, responsibilities are distributed and deputised through a number of business areas, including the Strategy and Performance Office, the CFO, Property Command, Logistics Command, and the Central Procurement Services Team. For teams that do have a proportionately higher focus on climate compliance and opportunities, the teams are advised to familiarise themselves with the prevailing Australian Government regulations, highlight opportunities as they arise, aligning with current governance, and to communicate any skills gaps identified as projects are evaluated or progressed.

The CFO is a member of most AFP strategic boards, and regularly receives updates on projects, resourcing, and future funding. The CFO also provides recommendations to the strategic boards on any capability gaps that are highlighted from commands, contextualising it within the broader operating capacity of the AFP. Practical examples include gap analysis when budget setting.

Climate-related opportunities and risks are regularly presented through project and risk updates at Strategic Boards, in accordance with the AFP's Governance Framework and the boards' Terms of Reference. The frequency of these meetings is at least quarterly, with some forums meeting monthly. The CFO's attendance in these meetings is clearly identified in the Terms of Reference, and is in alignment with the intention and expectation of the PGPA Act. This allows information to accessibly flow from the deputised subject-matter experts up to enterprise-level decision-making forums. Using the skillsets of subject-matter experts means climate-related risks can be managed from both a policy level and as far down as individual procurement and project levels.

The responsibilities of reporting are covered through strategic board updates on sustainability projects, suitability reports when assessing new leasing transactions, reporting through existing program and project management systems, as well as assessing leasing compliance to Net Zero 2030 targets. The roles with these responsibilities are aligned to existing business expectations and practices.

For example, when Property Command enters into leasing transactions agreeing to green lease schedules, they will monitor these targets and report through the chain of command to the CFO, as the accountable authority. For project managers who report via existing program and project management systems; summarised risk, delivery, scope and financial reporting is presented to the CFO and the AFP Strategic Boards in accessible and adaptable formats for decision-making.

Evaluation of climate-related risks early in a project life cycle also takes place under this arrangement. It also ensures compliance with the Environmentally Sustainable Procurement (ESP), integrating with existing procurement practices, and creates a baseline of environmentally sustainable procurement.

Regular reporting also satisfies the Climate Risk and Opportunity Management Plan (CROMP) requirements of informing risk management, helping decision-making processes, and is included in key corporate documentation.

The AFP's current and future climate-related reporting will align to the Net Zero in Government Operations Strategy, as a matter of good practice. The AFP's Risk Management Framework already complies with the Commonwealth Risk Management Policy, as noted in the risk statement.

Strategy

As stated in the AFP's *Corporate Plan 2024–25*, the AFP continuously monitors and assesses our operating environment to ensure we can deliver on our purpose. The various geopolitical, social, economic and technological changes in our environment can affect the AFP directly; and indirectly and shape the criminal environment. The AFP is cognisant that climate change has the potential to compound various safety and security risks, through heightened resource scarcity, organised crime, infrastructure challenges, migration and displacement. Increased awareness and preparedness efforts will be needed to ensure policing, and all critical services, can manage any potential long-term effects of climate change.

The AFP's operating environment is monitored for current and future effects of climate-related risk and opportunities, both domestically and internationally. These can be current effects like social changes, and people's willingness to participate in environmentally sustainable practices. In the future, it can also include understanding the economic effects and impact government policies have upon different communities, staying ahead of technological change, and maintaining a suite of organisational capabilities that leverages opportunities presented by the AFP's operating environment.

Practically, this could be ensuring the AFP, as a national response agency, is able to respond to increasingly declared emergency events from natural disasters, both domestically and internationally. Recent events like the AFP's Pacific Policing Support Group (PPSG) deployment to Vanuatu following the December 2024 earthquake, and the surge support to ACT Policing and Fire and Rescue NSW during the January 2020 ACT bushfires, highlight the depth and breadth of AFP's response in times of environmental crisis.

Climate time horizons are set as 2030, 2050 and 2090 for the respective short, medium and long term, as noted in the published Climate Risk Management Organisation Application Guide. The AFP is choosing to adopt these time horizons. The AFP has also adhered to the CROMP methodology in 2024–25, provided disclosures and transparency do not pose a meaningful risk to AFP operations or AFP members or impede legislative or secrecy provisions.

Should climate-related investigations arise in the future, disclosure under the CCD may be considered a risk, and inclusion would be evaluated on a case-by-case basis.

Through considering our climate risk, we have identified and categorised our climate-related risks and opportunities. The scope of the climate risks and opportunities in Table E1 relate to our operational model and will expand in future years in line with the progressive implementation schedule in the **Commonwealth Climate Disclosure Requirements**.

Table E1 Climate-related risk and opportunities, 2024–25

Risks		Opportunities
Physical	• AFP members have safe and reliable access to infrastructure and assets to enable business continuity • Health and safety of staff in extreme weather, mandated protection of life, or declared emergency situations.	• Ensuring infrastructure assets, where possible, can adhere to sustainable initiatives • Building upon the existing robust business continuity practices to further embed opportunities that mitigate climate-related disruptions • Maximising on previous investment in sustainable initiatives, like rooftop solar and electrification of mechanical plants.
Transition	• Ensuring the AFP has technological and investigative capabilities that stay ahead of the criminal element seeking to exploit climate-related opportunities.	• Switch to renewable energy sources • Educate AFP members on sustainable practices and climate-related opportunities in the workplace • Position the AFP as a sustainable mindset organisation, adopting practices where it is operationally and reputationally advantageous • Site selection, design and construction, partnering with industry to align sustainable practices.

The AFP's operating environment is complex and is constantly changing. The AFP strives to evolve with our operating environment to ensure we continue to keep Australians and Australia safe, inclusive of climate-related risks and opportunities.

Risk

The Risk Management section (page 58) outlines the AFP's risk management process. The AFP's risk profile is continuously reviewed and updated to ensure the ongoing effectiveness of its risk management. Climate-related risks are assessed and prioritised using the AFP Risk Management Framework. The framework was reviewed and updated in February 2025.

As noted in the AFP's *Corporate Plan 2024–25*, the framework enables the agency to manage risks for operational and project outcomes at the enterprise level. Building on the practical understanding of risk in the framework, the AFP Risk Management Maturity and Culture Sustainment Plan enhances understanding and normalises

risk management practices. All members are responsible for identifying and managing risks and may have responsibilities to ensure the implementation of risk management processes in line with the framework.

Climate-related risks and opportunities are managed and monitored using the AFP's existing governance structure, risk reporting system, risk policies and risk tools. As AFP's climate-related reporting matures, the reporting will be reviewed in line with the framework, to ensure accurate representation of the AFP's position, and continued adherence to the CROMP methodology.

The AFP has been reporting on sustainable initiatives and emissions data since 2021–22 and, since this is the first year for CCD, the processes for reporting has not changed from previous years. The AFP uses a multitude of data points to inform climate-related risks and opportunities, including emissions data, incident registers, staff feedback, future insights into policing trends, socioeconomic studies, public surveys, intelligence reports, agency partnerships and publicly reported climate studies. This information helps inform the sentiment, operating environment and likely trajectory for current and emerging climate risks that the AFP may face, and feeds into the enterprise-level risk reporting. Practically, this could be as simple as desktop analysis with publicly available information. It can also be as specific as engaging subject-matter experts to review key relationships and leasing outcomes for the financial and environmental alignment of agencies and landlords.

Metrics and targets

The AFP is committed to contributing to the Australian Government Australian Public Service Net Zero 2030 target. As per the AFP's Emission Reductions Strategy, the overall objectives align with the Net Zero in Government Operations Strategy to reduce operational emissions. The AFP is continuing to document its vision in a roadmap to minimise greenhouse gas emissions through emissions reduction activities.

The AFP operates across all Australian states and territories. The AFP operates out of office spaces, police stations, specialist warehousing facilities, training facilities, specialist operational facilities (for example, canine), maritime facilities and protection locations. A number of these locations experience extreme weather conditions, and are intentionally occupied, leased and managed to meet operational requirements.

The APS Net Zero 2030 target applies to the AFP in its entirety, as a non-corporate entity, noting the following exemptions:

- AFP international locations are exempt from disclosure, in line with the CCD requirements
- Under the Commonwealth Fleet Vehicle Selection Policy, vehicles used for operational law enforcement, covert, defence or national security functions are exempt from the Low Emissions Vehicles criteria
- The AFP is committed to reporting on metrics and emissions, provided it does not pose a meaningful risk to the Australian national interest, the AFP as an agency, AFP members and law enforcement partners; impede legislative or secrecy provisions, resulting in an impact that is prejudicial to the effective working of government; or significantly impede AFP's operational policing functions and investigations, or the existing oversight of the courts and the Commonwealth Ombudsman.

The AFP's climate-related target is consistent with the APS Net Zero 2030 target within the Net Zero in Government Operations Strategy. The metrics used to set the target, the objective of the target, the period over which the target applies, and the base period from which progress is measured is consistent with the **APS Net Zero 2023 target Factsheet**. The APS Net Zero 2030 target is an absolute target, and alignment to international agreement on climate change is also consistent with Australia's international climate commitments under the Paris Agreement.

The AFP has adopted the following carbon reduction targets by 1 July 2026:

- 75% reduction for location-based carbon emissions (from 30,038 to 7,440 t CO₂e)
- 48% for market-based carbon emissions (from 19,038 to 9,919 t CO₂e).

Examples of current and future initiatives where the AFP is prioritising works to support sustainability targets include:

- Property Command undertaking lease negotiations with the landlord at Adelaide Airport. The AFP is seeking installation of solar panels by the landlord. Alternatives to this would be the AFP negotiating other sustainability measures that the landlord can implement
- Property Command seeking a replacement property for the AFP's Queensland Headquarters. The replacement scope includes a mandate for the facility to comply with the Net Zero target in Government Operations Strategy and must meet or exceed Australian environmental and efficiency standards
- Property Command negotiated an extension of the AFP Headquarters lease (Edmund Barton Building). These negotiations include an emphasis on sustainability incentives and a Net zero aspiration commitment by the landlord
- Property Command adjusting individual governance pieces to further reduce our environmental impact. For example:
 - Property Command changing the way it assess new AFP leased locations, including a location's Net Zero 2030 compliance, NABERS rating, HVAC design, HVAC performance, lighting systems and renewable energy integration. Assessing these items individually enables the AFP to come closer to meeting the set emissions targets
 - Future property enquiries will consider sustainable building options, or sustainability aligned solutions
 - All future AFP enterprise investment plans will include dedicated funding for sustainability works, enabling the AFP to action sustainability works unactionable by landlords.

Table E2 Greenhouse gas emissions inventory – location-based method, 2024–25

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	NA	17,395.05	1,443.25	18,838.31
Natural gas	943.93	NA	231.55	1,175.48
Solid waste	–	NA	712.58	712.58
Refrigerants	–	NA	NA	–
Fleet and other vehicles	4,650.31	NA	1,159.18	5,809.48
Domestic commercial flights	NA	NA	4,584.12	4,584.12
Domestic hire car	NA	NA	249.32	249.32
Domestic travel accommodation	NA	NA	2,254.47	2,254.47
Other energy	2,024.46	NA	674.82	2,699.28
Total t CO₂-e	7,618.69	17,395.05	11,309.29	36,323.04

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent.

Table E3 Electricity greenhouse gas emissions, 2024–25

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	17,395.05	1,443.25	18,838.31	26,698,630.98
Market-based electricity emissions	7,552.15	1,025.60	8,577.75	9,323,642.32
Total renewable electricity consumed	NA	NA	NA	17,374,988.66
Renewable power percentage ¹	NA	NA	NA	4,857,815.91
Jurisdictional renewable power percentage ^{2,3}	NA	NA	NA	12,517,172.75
Green power ²	NA	NA	NA	–
Large-scale generation certificates ²	NA	NA	NA	–
Behind the meter solar ⁴	NA	NA	NA	–
Total renewable electricity produced	NA	NA	NA	–
Large-scale generation certificates ²	NA	NA	NA	–
Behind the meter solar ⁴	NA	NA	NA	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

1 Listed as mandatory renewables in the 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2 Listed as voluntary renewables in 2023–24 Annual Reports.

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Climate disclosure index

Commonwealth Climate Disclosure reference for core requirements	Description	Page
G1(a)	Accountable authority	Details of accountable authority during the reporting period. The accountable authority is the Chief Financial Officer Corporate governance (Strategic Board Framework)
G1(a)(i)	Responsibilities of accountable authority	Climate statement – Governance
G1(a)(ii)	Skills and competencies	Climate statement – Governance
G1(a)(iii)	Informing accountable authority	Climate statement – Governance
G1(a)(iv)	Strategy and risk management	Climate statement – Governance
G1(a)(v)	Setting targets	Climate statement – Governance
G1(a)(vi)	Risk oversight	Climate statement – Governance
G1(b)	Controls and procedures	Climate statement – Governance
G1(b)(i)	Controls and procedures	Climate statement – Governance
G2(a)	Regard to CROMP approach	Climate statement – Governance
G2(b)	Alignment with other policies	Climate statement – Governance
Commonwealth Climate Disclosure reference for core requirements	Description	Page
S1(a)	Material information on climate risks and opportunities	Climate statement – Strategy
S1(b)	Operational model effects	Climate statement – Strategy, AFP <i>Corporate Plan 2024–25</i> (Our Operating Environment)
S2(a)	Material climate-related risks and opportunities	Climate statement – Strategy
S2(b)	Physical and transition risks	Climate statement – Strategy
S2(c)	Time horizon specification	Climate statement – Strategy
S2(d)	Time horizon definition	Climate Risk Management Organisation Application Guide

Commonwealth Climate Disclosure reference for core requirements	Description	Page
S3(a)(i)	CROMP adherence	Climate statement – Strategy
S3(a)(ii)	CROMP deviation	Climate statement – Strategy
S4	Operational model effects	Climate statement – Strategy
S4(a)	Current and anticipated effects on operational model	Climate statement – Strategy
S4(b)	Concentration of effects	Climate statement – Strategy

Commonwealth Climate Disclosure reference for core requirements	Description	Page
R1(a)	Processes and related policies	Climate statement – Risk <i>Annual Report 2024–25, Corporate Governance (Risk Management)</i>
R1(a)(i)	Inputs and parameters used	Climate statement – Risk <i>Annual Report 2024–25, Corporate Governance (Risk Management)</i>
R1(a)(ii)	How climate risks are assessed	Climate statement – Risk
R1(a)(iii)	How climate risks are prioritised	Climate statement – Risk
R1(a)(iv)	How climate risks are managed	Climate statement – Risk
R1(a)(v)	How climate risks are monitored	Climate statement – Risk
R1(a)(vi)	Any changes to the processes used	Climate statement – Risk
R1(b)	The processes used	Climate statement – Risk <i>Annual Report 2024–25, Corporate Governance (Risk Management)</i> <i>AFP Corporate Plan 2024–25, Our Risk Management and Oversight</i>
R1(c)	How the processes are integrated	Climate statement – Risk
R2(a)	Alignment with CROMP	Climate statement – Risk

Commonwealth Climate Disclosure reference for core requirements	Description	Page
M1(c)(i)	Information on targets and progress towards targets in accordance with M5-9	Climate statement – Metrics and targets
M3	Climate-related metrics	Climate statement – Metrics and targets
M5(a–h)	Climate-related targets	Climate statement – Risk APS Net Zero Factsheet
M6(a–d)	Approach to reviewing and monitoring targets	Climate statement – Risk APS Net Zero Factsheet
M8(a–d)	Target scope	Climate statement – Risk APS Net Zero Factsheet
M9(a)	Voluntary and obligatory targets	Climate statement – Risk APS Net Zero Factsheet



Annexes

AFP operations from HMAS
Stirling, Western Australia
joint exercise 2025

Annex A: National Witness Protection Program Annual Report 2024–25

Minister's introduction

I am pleased to submit the 2024–25 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 Tony Burke MP
Minister for Home Affairs

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 2025, the NWPP managed 23 witness protection operations, providing protection and assistance to 33 people.

One new assessment continued from the previous year. One witness protection operation concluded, and one person voluntarily withdrew from the NWPP, resulting in the departure of 4 participants from the NWPP.

The Commissioner made no disclosures under section 27 of the Act during the reporting period.

Integrity and accountability of the NWPP

Safeguards in the Act help to ensure that the integrity and accountability of the NWPP are maintained. Australian Federal Police (AFP) employees deployed to witness protection either hold or occupy designated positions that have national security clearance of Negative Vetting level 2.

NWPP employees are subject to AFP anti-corruption strategies, which include drug testing in accordance with section 40M of the *Australian Federal Police Act 1979* (Cth) (AFP Act).

The NWPP is subject to the AFP governance instrument framework, which includes auditing of financial and performance management processes and compliance with the Act.

Complaints and reviews of decisions

The protection of information relating to participants in the NWPP is of paramount concern. Therefore, decisions made under the Act are not subject to the *Administrative Decisions (Judicial Review) Act 1977* (Cth).

AFP employees who administer the NWPP are subject to the same obligations as other members of the AFP. If a complaint is received, it will be dealt with in accordance with the AFP Act. Complaints against officers may also be the subject of investigation by the Commonwealth Ombudsman under the *Ombudsman Act 1976* (Cth).

In 2024–25, there were no Commonwealth Ombudsman investigations relating to the NWPP.

In 2024–25, 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. No suppression order was required during the reporting period. The Commissioner was not required to enact further protections under section 27 or 27A of the Act.

Amendment to the Act and related matters

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

Complementary witness protection legislation

The purpose of section 24 of the Act is to protect the integrity of key Commonwealth documents that are needed in order for witnesses to establish new identities. All jurisdictions have enacted complementary legislation,⁷ 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 2025.

⁷ 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, 2024–25

AFP expenditure on NWPP	\$804,408.16
Less amounts recovered	\$500,000.00
Total AFP expenditure on NWPP	\$304,408.16

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

1 July 2023 – 30 June 2024	\$1,095,370.94
1 July 2022 – 30 June 2023	\$1,387,904.12
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

Annex B: Unexplained Wealth Investigations and Proceedings Annual Report 2024–25

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 2025:

- a. The AFP is currently investigating one matter 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.

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: Delayed Notification Search Warrants Annual Report 2024–25

Section 3ZZFB 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 2025:

- a. Nil applications for delayed notification search warrants were 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. Nil delayed notification search warrants were 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
 - ii. one or more things were placed in substitution at the warrant premises for a seized thing
 - 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 of the *Crimes Act 1914* (Cth).

Annex D: Account Takeover Warrants Annual Report 2024–25

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 2025.

Subsection	Required details	Response
3ZZVM(1)(a)	Number of Account Takeover Warrants (ATW) applications made by AFP law enforcement officers	3
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

Subsection	Required details	Response
3ZZVM(1)(o)	Types of relevant offences in respect of which ATW or emergency authorisations were sought by law enforcement officers of the AFP	s 80.2A; s 80.2C; s 474.45C; ss 202.3(1), 390.4(1), 400.4(2B), 302.4(1), 307.11(1)) by virtue of 11.1, 307.1(1), 400.4(1) 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	Nil
As above	Number of those prosecutions in which a person was found guilty	Nil

Annex E: Assumed Identities Annual Report 2024–25

Section 15LD(1) 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 2025:

- a. Authorising persons from the AFP issued 142 authorities for the acquisition and use of assumed identities. In addition, there were 42 variations and 124 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: Witness Identity Protection Certificates Annual Report 2024–25

Section 15MU(2) 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 2025:

- a. The delegates of the chief officer of the AFP issued 232 witness identity protection certificates (WIPC).
- b. The basis for each certificate issuance was:
 - i. 24 were issued to protect the safety of an operative or other person
 - ii. 208 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 WIPCs 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.



Reference material

Detective Sergeant Vic Phun and
Acting Sergeant Kim Mitchell,
evidence collection, Sydney 2024

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	Mandatory	vii
17AJ(b)	Alphabetical index	Mandatory	170
17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	167
17AJ(d)	List of requirements	Mandatory	160
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
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	9
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	63
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity	Mandatory	10
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	9
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	8
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

PGPA Rule reference	Description	Requirement	Page
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 statements		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory	8
17AD(c)(ii)	Report on financial performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	54
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	136
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
17AD(d)	Management and accountability		
	Corporate governance		
17AG(2)(a)	Information on compliance with section 10 (fraud and corruption systems)	Mandatory	v
17AG(2)(b)(i)	A certification by accountable authority that fraud and corruption risk assessments have been conducted and fraud and corruption 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	56

PGPA Rule reference	Description	Requirement	Page
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	57
17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	58
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	58
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	58
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	58
External scrutiny			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	73
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	73
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	NA
Management of human resources			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	64
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:	Mandatory	125
	a. statistics on full time employees		
	b. statistics on part time employees		
	c. statistics on gender		
	d. statistics on staff location		

PGPA Rule reference	Description	Requirement	Page
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: • 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	126
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i>	Mandatory	124
17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c)	Mandatory	124
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	124
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	66
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	NA
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory	NA
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	NA
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	NA
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	NA
Purchasing			
17AG(6)	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i>	Mandatory	78

PGPA Rule reference	Description	Requirement	Page
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	79
17AG(7)(b)	A statement that <i>“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].”</i>	Mandatory	79
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	80
17AG(7)(d)	A statement that <i>“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.”</i>	Mandatory	80
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	81
17AG(7A)(b)	A statement that <i>“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.”</i>	Mandatory	81
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	80

PGPA Rule reference	Description	Requirement	Page
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	79
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	79
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	81
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	81
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	81
Financial statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory	84
Executive remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule	Mandatory	133

PGPA Rule reference	Description	Requirement	Page
17AD(f)	Other mandatory information		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that <i>“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.”</i>	If applicable, mandatory	NA
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	82
17AH(1)(b)	A statement that <i>“Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	If applicable, mandatory	81
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	70
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	61
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	139
17AH(2)	Information required by other legislation	Mandatory	120, 150

Abbreviations and acronyms

ABF	Australian Border Force
ACC	AFP Consultative Committee
ACCCE	Australian Centre to Counter Child Exploitation
ACIC	Australian Criminal Intelligence Commission
ACT	Australian Capital Territory
AFP	Australian Federal Police
AFP Act	<i>Australian Federal Police Act 1979 (Cth)</i>
AFSA	Australian Financial Security Authority
AHRC	Australian Human Rights Commission
AIPM	Australian Institute of Police Management
ANAO	Australian National Audit Office
APM	Australian Police Medal
ARC	Audit and Risk Committee
ASD	Australian Signals Directorate
ASEAN	Association of Southeast Asian Nations
ASIO	Australian Security Intelligence Organisation
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
CAA	Confiscated Assets Account
CACT	Criminal Assets Confiscation Taskforce
CCD	Commonwealth Climate Disclosure
CDPP	Commonwealth Director of Public Prosecutions
CFI	Commissioner's Financial Instructions
CFIT	Counter Foreign Interference Taskforce
CFO	Chief Financial Officer
CHOGM	Commonwealth Heads of Government Meeting
CLC	Core Leadership Continuum
CPRs	Commonwealth Procurement Rules
CROMP	Climate Risk and Opportunity Management Plan
CSS	Commonwealth Superannuation Scheme
Cth	Commonwealth
DECD	Dedicated encrypted communication device

DHI	Drug Harm Index
DNSW	Delayed notification search warrant
EA	Enterprise Agreement 2024–2027
EFR	Estimated Financial Return
ESP	Environmentally Sustainable Procurement
FBT	Fringe Benefits Tax
FFOV	Families Free of Violence
FOI Act	<i>Freedom of Information Act 1982 (Cth)</i>
FPF	Fiji Police Force
GST	Goods and services tax
HSI	United States Homeland Security Investigations
HVAC	Heating, Ventilation and Air Conditioning
IMS	Investigations Management Solution
Inc.	Inclusive
IPS	Information Publication Scheme
JPC3	Joint Policing Cybercrime Coordination Centre
KMP	Key Management Personnel
MP	Member of Parliament
NA	Not applicable
NABERS	National Australian Built Environment Rating System
NACC	National Anti-Corruption Commission
NAPP	Nauru–Australia Policing Partnership
NASC	National Anti-Scam Centre
NBI	Philippines National Bureau of Investigations
NMPCC	National Missing Persons Coordination Centre
NSW	New South Wales
NT	Northern Territory
NWPP	National Witness Protection Program
OMCG	Outlaw motorcycle gang
PBS	Portfolio Budget Statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PICP	Pacific Islands Chiefs of Police

PIDT	Proactive Intervention and Diversion Teams
PNTL	Polícia Nacional de Timor-Leste
POCA	<i>Proceeds of Crime Act 2002 (Cth)</i>
PPSG	Pacific Police Support Group
PROMIS	Police Real-time Online Management Information System
PSM	Public Service Medal
PSS	Public Sector Superannuation
PSSap	Public Sector Superannuation Accumulation Plan
PTCN	Pacific Transnational Crime Network
Qld	Queensland
QPS	Queensland Police Service
RAPPP	Royal Solomon Islands Police Force and AFP Policing Partnership Program
RET	Renewable Energy Target
ROI	Return on investment
RPNGC	Royal Papua New Guinea Constabulary
RPP	Renewable power percentage
RSIPF	Royal Solomon Islands Police Force
SA	South Australia
SAPP	Samoa–Australia Police Partnership
SES	Senior Executive Service
SIAF	Solomon Islands Assistance Force
SPPCS	Samoa Police, Prisons and Corrections Services
TAPP	Tonga–Australia Policing Partnership
Tas	Tasmania
TSOC	Transnational serious and organised crime
US	United States
VAPJP	Vanuatu Australia Police and Justice Program
Vic	Victoria
VPF	Vanuatu Police Force
WA	Western Australia
WAPF	Western Australia Police Force
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>
WIPC	Witness identity protection certificate

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