



AFP

AUSTRALIAN FEDERAL POLICE



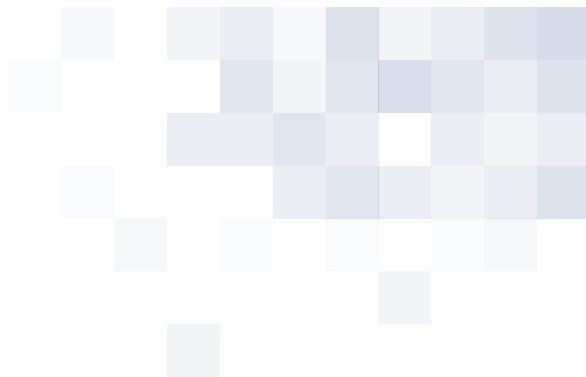
Australian Federal Police

Annual Report 2007–08





AFP
AUSTRALIAN FEDERAL POLICE



Australian Federal Police

Annual Report 2007–08



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Letter of Transmittal

15 September 2008

The Hon. Bob Debus MP
Minister for Home Affairs
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to submit the *Australian Federal Police Annual Report* for the year 1 July 2007 to 30 June 2008. The report has been prepared in accordance with the *Australian Federal Police Act 1979* and the *Financial Management and Accountability Act 1997*.

This report summarises the performance of the Australian Federal Police for 2007–08 and includes the audited financial statements.

A copy of this report is to be laid before each House of Parliament on or before 31 October 2008.

In accordance with Guideline 1.9 and 2.8 of the *Commonwealth Fraud Control Guidelines*, I hereby certify that I am satisfied that the Australian Federal Police has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes to meet the specific needs of the Australian Federal Police and complies with the *Commonwealth Fraud Control Guidelines*.

A handwritten signature in black ink, appearing to read 'Jen.' with a large loop at the end.

M J Keelty APM



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Australian Federal Police
Darwin Office
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About this Report

The Australian Federal Police Annual Report is the organisation's primary accountability document to the Australian Parliament and to the Australian people. The document contains information about the responsibilities of the AFP as a federal agency and reports on the performance of those responsibilities. This report also includes information on the AFP's corporate governance and management accountability framework and includes an assessment of the AFP's performance against the outcomes and outputs framework set out in the 2007–08 Portfolio Budget Statements.

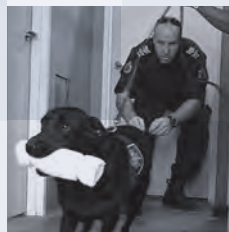
The report contains information prescribed by the *Requirements for Annual Reports for Departments, Executive Agencies and Financial Management and Accountability Act 1997* (FMA Act) Bodies, which was issued on 18 June 2008. This information is contained within a narrative of the AFP's activities for 2007–08, and is summarised in the following chapter-by-chapter guide.

- Chapter 1 contains the AFP Commissioner's review of the year's activities, an overview of the AFP and organisation charts.
- Chapter 2 provides a summary of the AFP's performance outcomes.
- Chapter 3 provides details of the AFP's operational performance as well as a selection of significant operational events for 2007–08.
- Chapter 4 reports on the services that closely support operational activity.
- Chapter 5 reports on the AFP's corporate support performance.
- Chapter 6 reports on the AFP's governance and accountability processes.
- Chapter 7 reports in general terms on the activities of the AFP's policing activities in the Australian Capital Territory (ACT Policing).
- The Appendixes provide ready reference to a wide range of AFP statistical information.
- The audited Financial Statements show the AFP's financial performance.
- The Glossary and Indexes support the reader's ability to understand acronyms and terminology used in this report and to locate specific information by key words.



AFP
AUSTRALIAN FEDERAL POLICE

1 Executive Review



Executive Review



M J Keelty, APM
Commissioner
Australian Federal Police

The 2007–08 financial year was one of significant challenges and achievements for the AFP.

This year has been a particularly busy one for the organisation with new additions to our responsibilities, strong operational performances, a reinvigorated focus on strategic partnerships, and a commitment to law enforcement innovation.

It was a year in which our people found themselves working on the front line of policing at a time when transnational crime is increasing in complexity and impact.

After five years of substantial growth, 2007–08 was also a year of consolidation for our business. We reviewed our strategic plan for tackling 21st-century crime and instituted structural change to better position the organisation for dealing with the array of current and new challenges forming on the law enforcement horizon.

Details of the range of AFP operations during 2007–08 are found in the body of this report, but I want to take this opportunity to mention some of the highlights.

Operational Outlook

In 2007–08, the AFP demonstrated a comprehensive and multifaceted approach to tackling transnational crime on many fronts.

While we performed strongly in combating core crime-types such as illicit drug trafficking and fraud against the Commonwealth, our significant efforts in countering terrorism threats, strengthening rule-of-law in regional trouble spots, and building capacity within the regional law enforcement community, show that our focus was as much about preventing crime, as it was investigating it.

During the year in review, the AFP recorded an exceptional performance in curbing the importation of illicit drugs into Australia. Our year started with the largest ever drug investigation undertaken by the AFP after a world record seizure of 4.4t of MDMA (ecstasy) on 30 June 2007. This investigation, known as Operation Inca, spanned the entire period in review. It required substantial resource investment to see it through to a successful conclusion. The syndicate alleged to be responsible for this importation, was also alleged to have been responsible for the importation of 150kg of cocaine. It is further alleged that they were involved in a conspiracy to import 6t of precursor chemicals used in the manufacture of amphetamines.

Our partnerships with domestic and international agencies, particularly the Australian Customs Service, produced a number of large-volume drug seizures and the successful dismantling of a number of international drug syndicates.

These also included: Operation Girra, which involved the seizure of 250kg of cocaine from South-East Asia; Operation Camino, which involved the seizure of 124kg of cocaine, 66kg of methamphetamines, and 121kg of MDMA from Canada; and Operation Octans where, in collaboration with authorities from the Netherlands, Thailand, Pakistan, Portugal and the United Kingdom, 15 arrests were made internationally for serious drug offences, which included the arrest of a senior investigator from the NSW Crime Commission.

These results contribute to the success of our proactive strategy in taking the fight against transnational crime off-shore by disrupting it before it impacts on Australia. We are proud of our efforts in reducing the supply of drugs to the community, with Australia leading the world in seizures of MDMA, and in the five years to June 2008, the AFP and its partners saved the Australian community approximately \$4.5b in drug related harm, as measured by the Drug Harm Index, through disruption of illicit drug importations into our country.

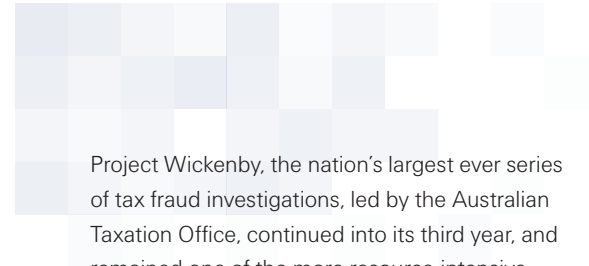
But clearly the successes in supply interdictions raise serious questions about the demand market in Australia, which is part of our future focus.

Unfortunately the drug-use market in Australia is increasing its consumption of synthetic Amphetamine Type Stimulants (ATS) and, to combat this, additional funding has been provided under the Australian Government's ATS package, which has also allowed us to dedicate resources specifically targeting ATS investigations, and to increase capacity for pursuing this drug-type domestically and offshore, particularly in Asia.

As part of this program, the AFP opened a second liaison office in China, in Guangdong province, which has been identified as a geo-strategic location from which to combat the trade in precursor chemicals used to produce ATS. We have been moving to establish an AFP office in Laos, a major transshipment point for ATS in Asia. These new offices will enable the AFP to continue to take the fight against illicit drug-trafficking off-shore.

The period in review also saw a continued focus for the AFP in tackling serious and complex fraud cases.

Fraud offences continue to be increasingly organised, sophisticated, and transnational in nature, particularly when enabled by borderless technology, as is now often the case. New methodologies to commit fraud in the Australian context are being detected with an increasing use of electronic and internet media to facilitate these crimes.



Project Wickenby, the nation's largest ever series of tax fraud investigations, led by the Australian Taxation Office, continued into its third year, and remained one of the more resource-intensive operations undertaken by the AFP's Economic and Special Operations (ESO) function.

Critical to the success of Project Wickenby is the partnerships with the Australian Taxation Office, the Australian Crime Commission, the Australian Securities and Investments Commission, and the Commonwealth Director of Public Prosecutions. Without these partnerships and support from the Australian Transaction Reports and Analysis Centre, the Attorney-General's Department and the Australian Government Solicitor, the AFP would not be able to contribute as effectively to making the Australian taxation system more resilient to fraud.

AFP action in relation to Project Wickenby over this financial year resulted in a number of prosecution actions and \$54.6m in alleged proceeds of crime being restrained. Nine AFP investigations are still underway as part of Project Wickenby and are expected to result in more prosecutions and increased proceeds of crime restraints.

In 2007–08, the AFP also continued to assist other Australian Government agencies in their fraud control efforts with both support to investigations and the secondment of AFP members. AFP secondments in the past year include postings to Centrelink, the Australian Taxation Office, the Department of the Environment, Water, Heritage and the Arts, the Department of Foreign Affairs and Trade, Australian Transaction Reports and Analysis Centre, and the Department of Immigration and Citizenship.

National Security

The AFP's efforts to counter and prevent terrorism threats to Australia and its interests was a focal point during 2007–08. In addition to disrupting threats of this nature, the AFP made significant progress in enhancing the capability of regional counterparts to combat terrorism.

One of the highlights of our regional counter-terrorism efforts is the Jakarta Centre for Law Enforcement Cooperation (JCLEC) in Indonesia, a joint education and training venture between Australia and Indonesia. JCLEC provides learning and development opportunities in areas such as post-bomb blast analysis, financial investigations and criminal intelligence, as well as courses in Islamic law and politics, security risk management, and disaster victim identification.

Since its inception in 2004, more than 3000 students have been trained at the facility in counter-terrorism related capacities, building up a substantial knowledge base among policing agencies in the region. The AFP invested further in this regional capability in the past year, providing funding for an expanded curriculum and greater student capacity.

On the domestic front, community engagement remained a key part of the AFP's counter-terrorism strategy during the reporting year. Building on the success of the Islamic Liaison team in Melbourne, a National Community Engagement Strategy was devised, with liaison teams established in Sydney, Brisbane and Perth. These teams work to improve understanding about the role of the AFP in the community, identify community needs and vulnerabilities, and engage actively with those people at risk of radicalisation.

The AFP holds a great deal of optimism for the continuing success of this strategy, and the turnout of more than 3000 members of Victoria's multicultural community for the memorable Unity Cup football match between police and Muslim youth in Essendon gives justification for that optimism.

Operationally, the AFP continued to treat terrorism as a criminal offence and undertook a number of investigations into this crime-type. Domestic operations which were notable included Operation Ridgecrop/Norway, which investigated the theft and sale of military weapons, Operation Skipsea, which investigated terrorism offences in suburban Brisbane, and Operation Rain, which investigated Australian links to the attempted terrorist attacks in London and the attack on Glasgow airport in June 2007. Significant resources were also dedicated to Operations Pendennis and Pendennis-Eden, with the criminal trials commencing in Sydney and Melbourne in February 2008.

The AFP adopts a continuous learning approach to all of its activities and our counter-terrorism efforts are no exception. As a result of an unsuccessful prosecution of a terrorism related case in the reporting period, I commissioned a high-level review which examined the interoperability between the AFP and its national security partner agencies, primarily the Australian Security Intelligence Organisation (ASIO) and the Commonwealth Director of Public Prosecutions (CDPP).

Headed by the former Chief Justice of NSW, the Honourable Sir Laurence Street, the Review reported in February 2008 and delivered 10 recommendations to improve operational decision-making processes, information sharing, joint taskforce arrangements, and training and education in terrorism investigations. The AFP accepted these recommendations and is in the process of implementing them in conjunction with ASIO and CDPP.

During the reporting year, the Government moved to establish an inquiry into the conduct of Operation Rain. That inquiry has commenced under the direction of the Honourable John Clarke, and the AFP has publicly committed its full co-operation to that inquiry.

International Focus


2007–08 was another busy year for the AFP internationally. The AFP International Network's 87 liaison officers continued working closely with law enforcement partner agencies in 33 cities across 27 countries, on a range of operational and investigative fronts, such as drug trafficking, money laundering, identity fraud, terrorism and illegal immigration.

The network also assisted in a number of high-profile joint policing operations targeting child abuse syndicates, resulting in hundreds of arrests worldwide and the seizure of hundreds of thousands of child abuse images.

Importantly, the AFP's International Network was also instrumental in negotiating a number of key new partnership arrangements during the reporting year, elevating AFP relationships with international partner agencies to new levels. These included an agreement between Australia and Europol ratified in September 2007, which enhances the exchange of information to assist in the fight against transnational crime.

The AFP was also honoured to be elevated to the status of a dialogue partner in the Association of South-East Asian Nations Chiefs of Police (ASEANAPOL) forum, a high-level forum promoting close cooperation among policing agencies in the region. Our first dialogue partner representation occurred at the 28th ASEANAPOL conference in Brunei in May 2008.

A number of strategic placements were also accomplished in the year, with an AFP officer seconded to the Federal Bureau of Investigations (FBI) for 12 months to improve information exchange with respect to terrorist threats and criminal flows in the Pacific Rim, and an AFP officer seconded to the Hong Kong Police Force as part of an exchange program. Also in March 2008, the Dutch National Police Service deployed a liaison officer to Canberra to work closely with the AFP Border function, focusing on the linkages between the Netherlands and Australia in the fields of ecstasy and precursor importations.



On the operational front, the AFP's International Deployment Group (IDG) continued its work to strengthen regional and international stability, providing intervention and capacity-building programs to countries such as Timor-Leste and the Solomon Islands. In addition to contributing to the maintenance and development of law and order, specialist tactical staff were deployed to Timor-Leste following assassination attempts on President Ramos-Horta and Prime Minister Gusmao in February 2008.

Further abroad, our commitment to promoting international policing saw four senior AFP officers deployed to Afghanistan in support of rule-of-law efforts. Two of those members were posted to Kabul, working under the auspices of the United States-led Combined Security Transition Authority. The other two members were posted to Jalalabad, working under the auspices of the British Embassy Drug Team (BEDT) in cooperation with the Counter Narcotics Police of Afghanistan. As the 2007–08 year drew to a close, we were preparing to deploy an additional four members to Afghanistan in 2008–09 and a further four members in 2009–10. In the past year, the AFP also maintained its commitment to the United Nations Mission in Sudan with officers deployed to the capital, Khartoum, and to the southern area of the troubled African nation.

Domestically, the IDG provided personnel to Operation Themis, the Northern Territory Police-led response to assist remote indigenous communities in the territory with law and order issues. We expect to fill our entire commitment of staff to this initiative in 2008–09.

The AFP's reputation as a lead international law enforcement agency was underscored during the year with the appointment of the AFP's contingent commander in Sudan to the position of Chief of Operations; the appointment of an AFP Assistant Commissioner as Police Adviser in the United Nations Department of Peacekeeping Operations; an AFP Commander commencing a two-year deployment as the advisor to the Secretary of State (Security) for Timor-Leste; and the AFP being the world's first law enforcement agency to have its international pre-deployment training accredited by the United Nations.

Our Aviation and Protection functions had an extraordinarily busy time in the review period adding the provision of support to the Asia-Pacific Economic Cooperation (APEC) taskforce and NSW Police for the APEC Leaders Meeting in Sydney to their core duties. Close Personal Protection and facilitation through airports was provided to 20 visiting leaders.

In another major security operation, the AFP's ACT Policing arm also led the national security response for the highly successful Australian leg of the Olympic Torch Relay in Canberra in April 2008.

Innovation and Renewal

In addition to effectively meeting the operational challenges of 2007–08, it has also been an important year for innovation at the AFP. It is important for us to remain adaptable and responsive to the changing sphere of law enforcement. The past year has seen the commissioning of a number of key projects and the realignment of organisational structures, ensuring we have a modern organisation, able to keep pace with the changing demands of the business environment.

In November 2007, the AFP hosted the inaugural *International Policing Toward 2020* conference in Canberra. Senior law enforcement officials, academics and government delegates from 31 countries attended, representing 70 agencies. The conference explored the influences that will shape crime and law enforcement through to the year 2020, such as ‘weak states’, climate change, mass migration, and the growth of science and technology. This conference was an outstanding success and a summary of the work has been published and is available online at conference.afp.gov.au.

In July 2007, the AFP opened the Australian Chemical Biological Radiological Nuclear Data Centre at our Weston complex in Canberra. This centre has already achieved a number of key milestones in its short existence, such as providing valuable technical intelligence on the illegal use of chemical, biological, radiological, nuclear materials, and developing an evidence-recovery and triage laboratory facility to analyse biological and chemical substances.

In February 2008, the Aviation function opened a purpose-built National Canine Training Facility in Majura, ACT, to support bomb appraisal and aviation security teams located at airports around Australia.

Fundamental and important changes to our management structure were implemented over the reporting year.

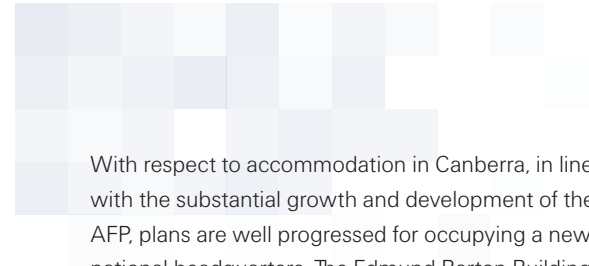
A second Deputy Commissioner position was created to help lead the AFP in meeting its expanding roles and responsibilities as the nation’s primary law enforcement agency. Assistant Commissioner Tony Negus was appointed Deputy Commissioner Operations, assuming responsibility for the Border and International, Economic and Special Operations, International Deployment Group, and Forensic and Data Centres functions.

Deputy Commissioner John Lawler assumed the newly formed Deputy Commissioner National Security role, with responsibility for Intelligence, Counter Terrorism, Protection, and Aviation.

In the reporting period, Assistant Commissioner Michael Phelan was appointed as the new Chief Police Officer for the ACT. Mr Andrew Wood was appointed Chief Operating Officer of the AFP in November 2007.

During the reporting period, Ms Elizabeth Montano finished her role as a non-executive member with the AFP Strategic Leaders Group (SLG). Ms Montano will be replaced by Mr Ric Smith. Mr Smith has recently completed a review of homeland and border security for the Australian Government and has had an extensive career in the public service.

A new functional area, High Tech Crime Operations (HTCO), was established to enable the AFP to leverage its organisation-wide capabilities in the fight against technology-enabled crime, and to support the broader AFP in investigating those crimes facilitated by technology. This new function absorbed a number of existing AFP functions including the former Australian High Tech Crime Centre, the Online Child Sex Exploitation teams, the Cyber Safety teams and Child Sex Tourism teams. While HTCO has only been in existence for a short time, the function has forged strong relationships with the private sector particularly in the realm of online protection and policing including Google, MySpace and the secondment of an AFP member to Microsoft in Seattle.



With respect to accommodation in Canberra, in line with the substantial growth and development of the AFP, plans are well progressed for occupying a new national headquarters. The Edmund Barton Building (EBB) in the Parliamentary precinct of Canberra has been identified as the preferred option, providing capacity for more than 2000 staff and consolidating the six accommodation sites currently occupied across Canberra. Lease negotiations are well advanced by 30 June 2008.

The consolidation of the sites will improve efficiency by centralising staff, and provide a building that meets the needs of a modern law enforcement organisation. This option supersedes our previous plans to relocate to Anzac Park West (APW) where our accommodation needs have outgrown that site.

Meanwhile, the organisation has also progressed with plans to develop the Majura complex for specialist functions and training on the outskirts of Canberra. A scoping study was undertaken for redevelopment of the site to include the construction of special purpose, training and educational facilities and to further streamline operations through co-location of business areas.

On the budgetary front, in line with expectations outlined in my Executive Review in last year's Annual Report, the AFP budget situation levelled off during 2007–08 following six years of significant growth over which time revenue more than doubled to over \$1.2b for the 2007–08 year.

The Minister for Finance and Deregulation approved a \$43m operating deficit for the 2007-08 financial year and the AFP finished the year with a reported deficit of \$43.5m. I expect the challenges faced by the AFP in a budgetary context in the latter half of this financial year will continue to be faced in 2008–09, and will require us to exercise fiscal rigour and discipline. In anticipation of a tighter economic climate, the AFP embarked on a number of initiatives during the year to identify new efficiencies in service delivery, and that process will continue in the coming year.

Levels of client satisfaction however remained high throughout the year and our workforce was strong with the overall attrition rate down to a low of 6.7 per cent, with an even lower benchmark for sworn police officers at 3.7 per cent.

Overall, it was a particularly challenging and sometimes difficult year for the AFP, both operationally and professionally. But through the determination, skill, and ongoing commitment of our people, it was a productive year in which we achieved some world-class results for the Australian community.

The year ahead is sure to present its own unique set of challenges, however I am very confident that the people, structures, and capabilities are in place to enable the AFP to continue delivering effective and dynamic law enforcement to the people of Australia to the highest possible standards.



M J Keelty

Overview of the AFP

The AFP's strategic priorities (available for viewing on the AFP's website at www.afp.gov.au) are determined in accordance with section 8 of the *Australian Federal Police Act 1979* ('the Act'), and Ministerial Direction issued under section 37(2) of the Act. Strategic priorities are also guided by government policies such as the *Commonwealth Fraud Control Guidelines*, which assigns specific responsibilities to the AFP for investigating serious or complex fraud. These strategic priorities and government directions are reflected in the AFP outcomes and outputs framework.

Section 8 of the Act outlines the functions of the AFP, which are:

- provision of police services in relation to the laws of the Commonwealth, the property of the Commonwealth (including Commonwealth places) and property of authorities of the Commonwealth
- safeguarding of Commonwealth interests, and anything else that is incidental or conducive to the provision of these services
- provision of police services in relation to the Australian Capital Territory (ACT) and Australia's external territories
- protective and custodial functions as directed by the Minister
- provision of police services and police support services for the purposes of assisting, or cooperating with, an Australian or foreign law enforcement agency, intelligence or security agency, or government regulatory agency
- provision of police services and police support services in relation to establishing, developing and monitoring peace, stability and security in foreign countries.

The AFP's mission is to provide dynamic and effective law enforcement to the people of Australia. As the operational outcomes outlined in this report illustrate, the demands on AFP resources and the complexity of these demands mean the AFP can only achieve its outcomes by working cooperatively with agencies in Australia and overseas, especially in the heightened counter-terrorism and security environment that has been prevalent since 2001.

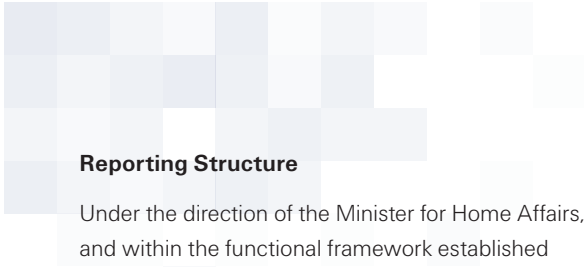
Internationally, the AFP's partnerships with agencies and its international liaison network remain integral to investigating transnational crime, intelligence gathering and information sharing. As part of its international focus, the AFP operates the National Central Bureau (NCB) for Interpol. The NCB represents all Australian police services and provides a direct link with the 181 member countries of Interpol.

Current Role

The AFP's primary role is to enforce Commonwealth criminal law and protect Commonwealth and national interests from crime in Australia and overseas. The AFP provides a range of investigative and other services supporting the Commonwealth's law enforcement objectives, directing a large proportion of its efforts toward preventing and responding to high-impact, high-level crime that threatens Australia's national interests.

The AFP provides protective security services through AFP Protective Services, close personal protection services to high office holders and visiting dignitaries, as well as uniform policing at the major airports.

The AFP also provides community policing services in the ACT and Australia's external territories. It uses skills from both these areas to support the significant offshore commitments to law and order and peace operations delivered by the International Deployment Group.



Reporting Structure

Under the direction of the Minister for Home Affairs, and within the functional framework established in section 8 of the Act, the AFP pursues clearly defined outcomes agreed with the Government. For the 2007–08 financial year, the AFP established the following outcomes:

Outcome 1

Outcome 1 focuses on national and international prevention of crime against the Commonwealth and the protection of Commonwealth interests in Australia and overseas.

- Output 1.1: Criminal Investigations – Border and International Network
- Output 1.2: Criminal Investigations – Economic and Special Operations
- Output 1.3: Criminal Investigations – Terrorism
- Output 1.4: International Deployment Services
- Output 1.5: Protection Services
- Output 1.6: Aviation Services
- Output 1.7: High Tech Crime Operations (created as output in 2007–08)

Outcome 2

Outcome 2 focuses on a safe and secure environment in the ACT through the provision of community policing services. The objectives of this outcome are defined in annually negotiated purchase agreements for the provision of police services established under a five-year agreement between the AFP and the ACT Government.

Ministerial Direction

As set out in the Ministerial Direction to the Commissioner issued in October 2007, the AFP focuses on:

- countering the threat of terrorism to the safety and security of Australians and Australian interests within and outside Australia
- preventing, deterring, disrupting and investigating criminal activities impacting on the interests of the Australian community
- safeguarding the economic interests of the nation from criminal activities, such as serious fraud, money laundering, corruption, intellectual property crime and technology enabled crime
- ensuring that specific individuals, establishments and events, identified by the Australian Government as being at risk, are protected
- contributing effectively to the Government's international law enforcement interests including matters involving cooperation to combat transnational organised crime, responses to emergencies, law and order capacity building missions, and participation in United Nations or other internationally mandated peace operations
- achieving and maintaining a technological edge over criminals, including sharing knowledge and capacities with strategic partners
- identifying emerging criminal threats to the national interest and advising on appropriate policy approaches, strategies and treatments to counter such threats
- contributing actively to broader government programs or initiatives where their successful implementation requires the engagement of law enforcement capabilities.

Strategic Leaders Group

The Strategic Leaders Group (SLG) was established during 2007–08, replacing the former Executive Management Board and National Managers' Group. The SLG is the AFP's peak advisory committee and assists the AFP Commissioner in making decisions and exercising his statutory responsibilities.

The SLG membership comprises the Commissioner (the Chair), Deputy Commissioners, Chief Operating Officer, Chief Police Officer ACT Policing, Chief of Staff (the Secretary), Assistant Commissioners and other National Managers and two non-executive members. During 2007–08, the two non-executive members were Mr Will Laurie and Ms Elizabeth Montano.

The role of the SLG includes reviewing and guiding the AFP's strategic direction and determining the objectives and priorities for the organisation. During its meetings throughout the reporting period, in addition to standing items such as finance, human resource and workforce planning, a range of strategic issues were considered. These included:

- organisational culture and its impact on the AFP
- business model restructuring including the establishment of a new function, High Tech Crime Operations, to address emerging technologies
- climate change impacts on law enforcement
- a preliminary report of a review on the AFP Functional Model
- the new iteration of the AFP's Strategic Plan.

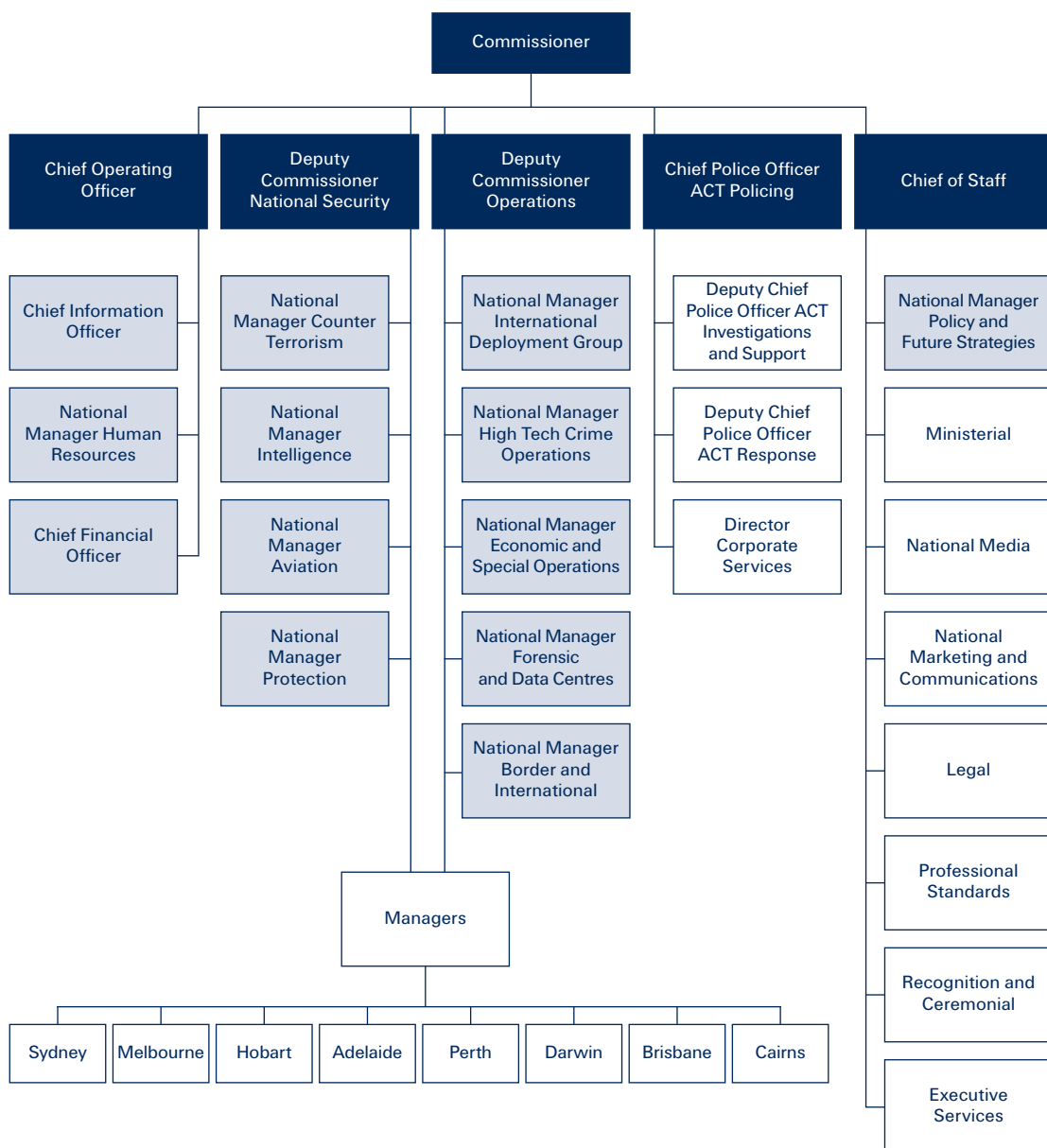
Executive Team

Chart 1: The AFP's Executive Structure at 30 June 2008



Organisation Chart

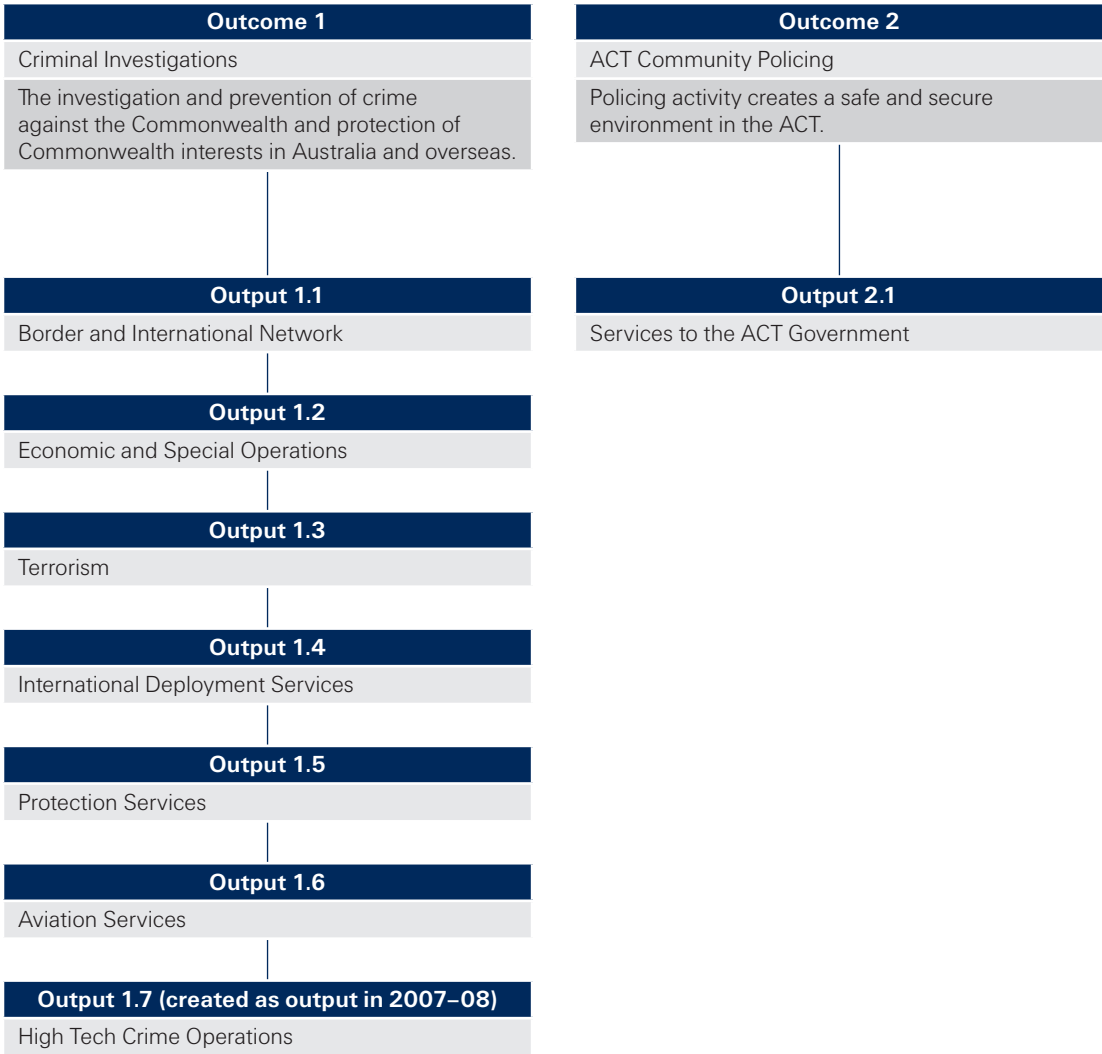
Chart 2: The AFP's Organisational Structure at 30 June 2008



Outcome Structure

Outcomes and Outputs

Chart 3: The AFP’s Outcomes and Outputs Structure for 2007–08





AFP
AUSTRALIAN FEDERAL POLICE

2

Outputs Summary





The AFP at a Glance

The Cost of the AFP

Actual Revenue	\$1,209m
Actual Expense	\$1,253m

Who we employ

At 30 June 2008, the total number of AFP staff was 6598 (excluding seconded state police), comprising:

Sworn Police Officers	2855
Protective Service Officers	1341
Unsworn Staff (administration, technical, forensic etc)	2402
Total Employment	6598

Business Satisfaction

Overall satisfaction with the AFP with its clients has increased from 80 per cent in 2006–07 to 81 per cent this financial year.

Summary of Outputs

Table A: Performance Outcome

The investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

Output 1.1: Criminal Investigations – Border and International Network	Performance Indicator	Results
Quality	Disruptive effects of AFP operations on the criminal environment nationally and internationally	Drug Harm Index – Domestic: \$777.5m International: \$27.4m Cases resulting in a legal process – 138
	Client satisfaction with AFP investigations	Client satisfaction – 75%
Quantity	Number of cases	New cases – 2227 Finalised cases – 2642
Target	80% of resources employed in high/very high impact cases	Target achieved – 87%

Output 1.2: Criminal Investigations – Economic and Special Operations	Performance Indicator	Results
Quality	Disruptive effects of AFP operations on the criminal environment	Estimated financial return – \$236.7m Cases resulting in a legal process – 122
	Client satisfaction with AFP investigations	Client satisfaction rating – 77%
Quantity	Number of cases	New cases – 1977 Finalised cases – 2178
Target	65% of resources employed in high/very high impact cases	Target achieved – 74%

Output 1.3: Criminal Investigations – Terrorism	Performance Indicator	Results
Quality	Disruptive effects of AFP operations on the criminal environment	% case hours by purpose – Domestic: 76% International: 23% Terrorist financing: 1%
	Client satisfaction with AFP investigations	Client satisfaction rating – 79%
Quantity	Number of cases	New cases – 40 Finalised cases – 35
Target	100% of resources employed in high/very high impact cases	Target not achieved – 97%

Output 1.4: International Deployment Services	Performance Indicator	Results
Quality	Extent to which Commonwealth obligations are met	% case hours by purpose – Missions: 81% Support: 19%
	Satisfaction of clients and stakeholders with AFP international deployment services	Client satisfaction rating – 85%
Quantity	Number of resource hours delivered	Resource hours – 1,365,661
Target	90% of resources employed in high/very high impact cases	Target achieved – 95%

Output 1.5: Protection Services	Performance Indicator	Results
Quality	Prevention of avoidable incidents	Avoidable incidents – 0.1 per 1000 movements
	Satisfaction of clients and stakeholders with AFP service provision	Client satisfaction rating – 92%
Quantity	Number of protection movements	Protection movements – 18,207
Target	85% of resources employed in high/very high impact cases	Target achieved – 99.5%

Output 1.6: Aviation Services	Performance Indicator	Results
Quality	Extent to which Commonwealth obligations are met	Resource hours by purpose – Airports: 75% Headquarters: 25%
	Prevention of attempts to disrupt the safety of Australia's aviation passenger industry	1 major disruption incident declared innocuous
	Satisfaction of clients and stakeholders with AFP service provision	Client satisfaction rating – 88%
Quantity	Number of resource hours delivered	Resource hours – 1,326,789
Target	65% of resources employed in high/very high impact cases	Target achieved – 68%

Output 1.7: High Tech Crime Operations	Performance measures for this output are under development	
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Table B: Price of Agency Outputs (Financial Performance)

	Budget 2007–08 ²	Actual 2007–08	Variation 2007–08	Budget 2008–09 ³
	\$'000	\$'000	\$'000	\$'000
OUTCOME 1				
1.1 Border and International Network	138,183	173,501	– 35,318	159,986
1.2 Economic and Special Operations	114,550	123,639	– 9,089	118,961
1.3 Terrorism	56,648	63,223	– 6,575	55,554
1.4 International Deployment Services	287,497	278,529	8,968	264,069
1.5 Protection Services	206,537	197,517	9,020	197,892
1.6 Aviation Services	241,340	238,199	3,141	244,046
1.7 High Tech Crime Operations ¹	53,831	55,889	– 2,058	58,158
Total Price of Outputs	1,098,586	1,130,497	– 31,911	1,098,666
Revenue from Government	992,919	983,028	9,891	1,009,351
Revenue from Other Sources	105,667	103,086	2,581	89,315
Total Departmental Revenue	1,098,586	1,086,114	12,472	1,098,666
Total Price of Outputs for Outcome 1	1,098,586	1,130,497	– 31,911	1,098,666
OUTCOME 2				
2.1 Services to ACT Government	123,746	122,197	1,549	129,826
Total Price of Outputs	123,746	122,197	1,549	129,826
Revenue from Government				
Revenue from Other Sources	123,746	123,109	637	129,826
Total Departmental Revenue	123,746	123,109	637	129,826
Total Price of Outputs for Outcome 2	123,746	122,197	1,549	129,826

Notes:

¹ Output 1.7 High Tech Crime Operations was created during 2007–08.

² 2007–08 Budget figures have been adjusted to reflect a budget against Output 1.7, which was not created at the time of the 2007–08 Portfolio Additional Estimates Statements.

³ Budget has been amended from that announced in the 2008–09 Portfolio Budget Statements, to better reflect the establishment of Output 1.7 High Tech Crime Operations.

Table C: Financial Results 2007–08

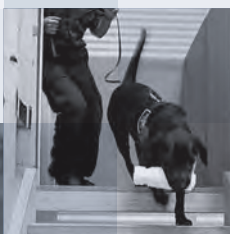
Budgeted Revenue (\$'000)	Actual Revenue (\$'000)	Actual Expenses (\$'000)	Variance (\$'000)
1,222,332	1,209,223	1,252,694	– 43,471

The AFP has recorded a net deficit from ordinary activities of \$43.471m for 2007–08 financial year. This loss includes a write-off of expenditure associated with Anzac Park West of \$10.3m and a provision for the anticipated costs of terminating the lease for Anzac Park West between the AFP and the Department of Finance and Deregulation.



AFP
AUSTRALIAN FEDERAL POLICE

3 Performance Details – Operational Outputs





Outcome 1

The investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas

Output 1.1: Border and International Network

Results for 2007–08

Workload:

- 465 new Border cases.
- 1762 new International cases.
- 522 finalised Border cases.
- 2120 finalised International cases.
- 391 Border cases on hand at the close of 2007–08.
- 715 International cases on hand at the close of 2007–08.

Performance Measures:

- 87 per cent of Border resources were directed to high/very high impact cases.
- Client satisfaction was 70 per cent for Border and 95 per cent for International (75 per cent overall).
- The Drug Harm Index was \$777.5m domestic and \$27.4m international.
- 121 Border cases and 17 International cases resulted in a legal process.
- 98 per cent of cases reaching court resulted in a conviction.

The Border function encompasses the three crime-types of illicit drugs, people smuggling, and transnational sexual exploitation and trafficking. The Border function re-merged with the International Network during 2007–08 and is overseen by the National Manager Border and International.

Border Operations

Illicit Drugs

The AFP collaborates with various national and international law enforcement partners to develop and implement strategies to dismantle syndicates involved in the trafficking of illicit drugs. Recent activity has resulted in significant seizures of heroin, methamphetamine, 3,4 methylenedioxymethamphetamine – ecstasy (MDMA) and cocaine.

The AFP remains committed to a comprehensive and multi-faceted approach to combat the importation of illicit drugs. The AFP aims to reduce the supply and the subsequent harm impact on the Australian community. This is achieved through effective collaboration with law enforcement partners both domestically and internationally.



Effective border control through collaboration with domestic partner agencies such as the Australian Customs Service (ACS) and the Australian Crime Commission (ACC) is the primary line of defence for combating drug importations into Australia. An example of this collaborative approach is the Joint Asian Crime Group (JACG), a multi-agency, multi-disciplinary unit comprising the following agencies: AFP, ACC, ACS, NSW Crime Commission and the NSW Police.

The JACG, based in Sydney, NSW, is staffed by investigators, analysts and interpreters and operates as a taskforce focusing on South-East Asian organised crime, in particular, investigating serious drug activities, including international, border, interstate and intrastate drug trafficking.

A significant achievement of the JACG was its involvement in a multi-agency international crime taskforce that arrested 40 people worldwide. This operation resulted in the global seizure of 600kg of cocaine, 111kg of methamphetamine, and 83kg of ecstasy. A further 1200kg of precursor materials, including ephedrine and MDP2P, which are used in the production of methamphetamine and ecstasy, were seized.

Complementing effective border control within Australia, the AFP works collaboratively with international jurisdictions to take the fight against drugs offshore and prevent drugs reaching Australia.

Through the operation of its International Liaison Officer Network, the AFP undertakes a wide range of operational and training activities with foreign law enforcement agencies. The AFP aims to disrupt transnational syndicates operating offshore to ensure that illicit drugs are seized at the earliest opportunity, thereby reducing the supply to Australian society.

The AFP actively engages with government and non-government agencies, and is represented on a range of drug-related committees and councils both internationally and domestically. The AFP actively provides input into the development of strategies, initiatives and legislation. Some of these include:


- Australian National Council on Drugs (ANCD)
- Inter-governmental Committee on Drugs (IGCD)
- Asian Collaborative Group on Local Precursor Control (ACoG), South Pacific Precursor Control Forum (SPPCF) and other regional precursor-control capability forums
- National Precursor Working Group.

Amphetamine Type Stimulants

Over the past decade, the drug-use market in Australia has shifted from wide-scale opiate use toward the use of synthetic Amphetamine Type Stimulants (ATS). The ATS market in Australia has historically been supplied primarily by domestic manufacture of ATS such as methamphetamine facilitated by domestic diversion of precursor chemicals.

Tightening of domestic controls has gradually reduced this activity and criminal syndicates are now attempting to source precursor chemicals offshore. This has been reflected in greater seizure rates of precursor chemicals at the Australian border.

The domestic manufacture of ATS in the Australian market has been partially supplemented through the importation of crystal methamphetamine (ice). These importation attempts are sourced from primary regional production areas such as Canada, Burma (Myanmar), Laos, Cambodia, Indonesia and southern China.



New Policy Initiative – Amphetamine Type Stimulants

In 2007–08, the AFP received additional funding of \$5.8m over four years, under the Australian Government's ATS package. The key elements of this initiative are:

- resources allocated exclusively to ATS investigations
- increased capacity to pursue ATS investigations domestically and off-shore, particularly in Asia
- development of a Specialist Response ATS team to combat ATS
- increased capacity to gather intelligence on ATS threats.

This ATS package also included an extra \$4.4m over four years. This funding provides for the establishment of a new AFP liaison officer in Laos, and a second liaison officer position at Guangzhou in China, as well as an additional support position attached to the Regional Desk in Canberra.

Laos and Guangzhou have been identified as geo-strategic locations to combat ATS precursor trafficking.

Specialist Response Amphetamine Type Stimulants Team

The AFP Specialist Response Amphetamine Type Stimulants (SRATS) team has the primary responsibility for the coordination and on-site management of all operations that have hazardous chemicals present at the scene.

SRATS provides specialist support to all phases of operations specifically targeting synthetic drugs and/or precursor chemicals.

SRATS can respond to significant ATS offences at short notice, including the detection of laboratories both in Australia and offshore.

The SRATS team maintains a broad range of expertise from various policing disciplines including investigators, forensic chemists and intelligence staff. SRATS has the capacity to deploy up to 31 fully accredited members to a single operation.

SRATS International Engagement

Recent international projects include:

- delivery of a Hazardous Chemical Investigations training program to the Chinese National Narcotics Control Commission in Changsha in China during March 2008
- development and delivery of national clandestine laboratory standard operating procedures in conjunction with the United Nations Office of Drugs and Crime (UNODC) for the Cambodian National Police (CNP)
- review of Project Synergy, which is a database program that incorporates the Europol Illicit Laboratory Comparison System and the Europol Ecstasy Logo System
- SRATS personnel deployed to Malaysia in March 2008 to assist in dismantling a clandestine lab that was found to contain 200kg of ice and 60kg of ketamine (veterinary anesthetic often abused throughout the region).

Heroin

Historically, most heroin imported into Australia has been sourced from the Golden Triangle, particularly Burma (Myanmar) in South-East Asia, although in recent years there is some evidence that greater quantities of South-West Asian sourced heroin are being seized at the border.

Afghanistan is the world's primary opium-producing region, accounting for more than 92 per cent of global production. Even though the Australian drug market has shifted to ATS, heroin will remain a danger to the Australian community as long as large-scale global cultivation of opium poppies continues.

The AFP leads the Australian Illicit Drug Intelligence Program (AIDIP), which is an extension of the National Heroin Signature Program (NHSP). The program, conducted in conjunction with AFP Forensic Drug Support and the National Measurements Institute, is designed to support drug-related operations through intelligence acquired by physical and chemical analyses of heroin, ATS and cocaine. These analyses are vital in identifying and linking the vast number of small-scale importations attempts, such as use of parcel-post items and internal concealments.

The aim of the program is to use unique chemical signatures of seizures to identify regions of origin, manufacturing trends or distribution patterns within a drug market. For specific investigations, comparisons can be made within and between seizures to identify different batches in a single shipment, or to demonstrate links between individuals and/or networks that trade in illicit drugs. This information can assist in directing law enforcement resources, as well as further developing the understanding of the illicit drug trade.

3.4 methylenedioxymethamphetamine (ecstasy)



The global MDMA market continues to evolve, with factors such as supply and demand, precursor availability, and law enforcement operations, affecting market dynamics.

According to the UNODC, sophisticated syndicates in the Netherlands and Belgium – supplied by precursors primarily from Asia – continue to produce

the bulk of MDMA tablets and powder for the global market, including Australia.

The UNODC World Drug report identifies Australia as presently leading the world in seizures of MDMA, accounting for approximately 27 per cent of all global seizures.

The National Drug and Alcohol Research Centre (NDARC) reports that MDMA is the second-most used drug in Australia after cannabis. Twenty-two per cent of Australians aged between 20 and 29 have used MDMA at some point in their lives. Acceptability of use, stable prices and availability underpin the demand for MDMA in Australia.

Low prices for MDMA in the United Kingdom and the United States compared with the high Australian retail price ensure that Australia will remain a target for MDMA importations. The AFP works closely with Dutch authorities to help combat the drug trade and disrupt attempted importations into Australia.

In 2007, the AFP, in partnership with domestic and international agencies, recorded the world's largest single seizure of 4.4t of MDMA, resulting in a lengthy and complex investigation spanning the entire reporting period. The drugs seized saved the Australian community approximately \$1.3b in associated health and social costs.

Drug Harm Index

The AFP Drug Harm Index was developed to provide a single measure that encapsulates the potential value to the Australian community of AFP drug seizures. The index represents the dollar value of harm that would have ensued had the seized drugs reached the community.

In the five years to June 2008, the AFP and its partners saved the Australian community approximately \$4.5b in drug-related harm through its disruption of illicit drug importations. Previous research has shown that the AFP's Drug Harm Index shows a return of approximately \$6 to the Australian community for every \$1 invested in federal drug investigations.

Table D: Drug Seizures Federal Agencies

Type of Drug	2007–08		2006–07	
	Reported weight (kg)	Seizure count	Reported weight (kg)	Seizure count
Amphetamine – Excluding MDMA	319.9	334	77.9	263
Cannabis (including Resin)	19.7	734	44.9	641
Cocaine	721.5	733	616.9	340
Heroin	110.4	372	77.6	438
MDMA	351.8	128	5025.4	116
Precursor	1077.4	50	541.8	39
Other	184.0	852	167.2	657

Note: Figures for 2007–08 are correct at time of publication. Recorded weights and drug types may vary from those previously reported. Seizures by ‘federal agencies’ include those made by the AFP, the ACS and the Joint Asian Crime Group where the drugs have been held in AFP custody. International seizures are excluded.

People Smuggling

The joint AFP and Department of Immigration and Citizenship (DIAC) People Smuggling Strike Team (PSST) was established in May 2000. PSST funding of \$4.3m per year (\$17.4m in total from 2004) lapsed at the conclusion of the 2007–08 financial year. Funding of \$4.7m per annum will continue as AFP base funding from 2008–09 onwards. As part of the DIAC-led Border Security Strategy in July 2007, the AFP also received an additional \$4.7m to increase its human source capacity in support of anti-people smuggling. This New Policy Initiative (NPI) is funded until 2011–12.

The PSST provides a centrally directed, highly mobile investigative capability against organised people-smuggling syndicates operating in Australia and overseas. The AFP is committed to a multi-agency approach to combat people smuggling and acknowledges the effectiveness of this model.

The offshore disruption of people smuggling has benefited substantially from the AFP International Network, which works closely with police agencies in a number of countries to facilitate the liaison and coordination required to disrupt maritime people-smuggling ventures.

During 2007–08, the AFP Jakarta Office, in conjunction with other Australian Government agencies, cooperated with Indonesian authorities to prevent a number of people-smuggling ventures based in Indonesia. These efforts resulted in the disruption of several people-smuggling ventures and reduced the number of potential illegal immigrants (PIIs) arriving in Australia.

Historically, Indonesia has been the primary gateway to Australia for people smuggling. Police-to-police assistance, provided by Indonesian authorities in response to Australian requests to disrupt people-smuggling ventures has continued to be effective.

During 2007, organised people smuggling (air and maritime) to Australia by Sri Lankan nationals increased significantly. Accordingly, the PSST, AFP Jakarta and other Australian Government agency partners directed significant efforts to disrupt this activity. This disruption activity has been the major focus of PSST resources during 2007 and early 2008.

PSST investigations and intelligence exchanges also saw the apprehension of a high-profile people smuggler in Thailand. The man arrested in Thailand was detained by the Royal Thai Police in response to an Interpol Red Notice initiated by the AFP. He was extradited to Australia by PSST in January 2008. He has since appeared before the Darwin Magistrates' Court in respect of three organised people-smuggling charges. By the end of the reporting year, the matter was continuing before the Darwin courts.

Since its inception, the PSST has completed six prosecutions of people smuggling principals in Australia for organised people smuggling offences contrary to the *Migration Act 1958*. All six prosecutions were successful, resulting in key offenders being convicted and sentenced to lengthy terms of imprisonment.

The AFP maintains a pivotal place in the People Smuggling Task Force (PSTF), of which the Department of the Prime Minister and Cabinet (PM&C) is the chair. The PSTF is a high-level, whole-of-government committee that guides operations and policy responses to unauthorised arrivals by boat to Australia. Additional agencies having membership of the PSTF include:

- DIAC
- ACS, including the Border Protection Command
- Department of Foreign Affairs and Trade, including the Ambassador for People Smuggling
- Australian Intelligence Community.

In August 2007, the AFP and Indonesia National Police (INP) coordinated the 'Round Table Meeting on Transnational Crime Cooperation' in Kupang. This was attended by government partners from Indonesia and Australia and was successful in brokering relationships and networks for future cooperation against people smuggling.

During December 2007, the AFP hosted a multi-jurisdictional people smuggling targeting workshop in Dhaka, Bangladesh, with participants from 11 countries. The workshop, undertaken under the Bali Process, sought to ensure ongoing success in the disruption of people smuggling ventures from source countries such as Bangladesh, Sri Lanka, and Pakistan, and transit countries such as Thailand, Malaysia and Indonesia. The workshop participants discussed methodologies and impediments to successful multi-jurisdictional people-smuggling investigations.

During February 2008, the PSST hosted an INP delegation. During this visit the PSST provided operational information regarding persons of interest and emerging issues.

During March 2008, the PSST delivered a five-day people-smuggling training course to the Cambodian National Police (CNP). Cambodia is historically a source and transit country for people-smuggling activity.

During 2008, the AFP attended whole-of-government discussions on people smuggling (hosted by DIAC) with visiting delegations of immigration officials from Indonesia, Thailand and Vietnam.

Transnational Sexual Exploitation and Trafficking Team

The Transnational Sexual Exploitation and Trafficking Team (TSETT) investigates trafficking in persons for the purpose of transnational sexual and labour exploitation. The Commonwealth *Criminal Code ACT 1995* ('the Code') criminalises all forms of trafficking. This includes slavery, sexual servitude and deceptive recruiting.

From March 2008, the responsibility for the investigation of Child Sex Tourism through the *Crimes (Child Sex) Tourism Amendment Act 1994, Part IIIA* was transferred from TSETT to Child Protection Operations in the High Tech Crime Operations function of the AFP.

As part of the Australian whole-of-government strategy in combating trafficking in persons, the AFP established TSETT in support of the requirements of the United Nations' *Protocol to Prevent, Suppress and Punish Trafficking in Persons*, ratified by Australia in September 2005.

In the 2007–08 Budget, the AFP received, in addition to ongoing funding, a further \$9.1m in funding for People Trafficking investigations. Total NPP funding for TSETT stands at \$16.3m over four years, for the expansion of TSETT and to continue pro-actively investigating allegations of trafficking and sexual exploitation offences, primarily in Sydney and Melbourne.

Since 1 January 2004, TSETT has undertaken more than 150 assessments and investigations of allegations of trafficking-related offences including slavery, deceptive recruiting and/or sexual servitude. There were also two investigations where labour exploitation was the primary criminal conduct.

These investigations have led to 34 people being charged with trafficking-related offences. To date, seven convictions have been recorded, with a significant number still facing court processes.



Suspected victims of trafficking who agree to remain in Australia to assist trafficking investigations or prosecutions have access to a comprehensive range of support services. As at May 2008, 101 people have been sponsored by AFP into the Australian Victim of Trafficking Care and Support program.

The AFP also carries out substantial offshore preventative work in the Asia-Pacific region to combat people trafficking. It is involved in numerous cooperative activities with overseas jurisdictions that aim to reduce opportunities for people traffickers to operate in the region.

Working with partners, the AFP has conducted regional training courses in the investigation of sexual offences for law enforcement bodies, delivered gender-awareness training and conducted training in the Code of Conduct for law enforcement officials.

In September 2007, the AFP conducted a three-week International Management of Serious Crime course (IMOSC) in Indonesia with a theme of Human Trafficking. Participants from 13 Asia-Pacific countries attended the course. IMOSC provides a unique opportunity for participants from diverse backgrounds and cultures to share information. The course enhances skills to more effectively lead and manage serious crime investigations. IMOSC promotes practical working relationships between participants from international police services and law enforcement organisations.

International

International Network

The AFP's International Network forms an important component of the AFP's activities in combating transnational crime. The International Network works closely with international law enforcement agencies to promote information and intelligence exchange to combat transnational crime at its source. The AFP has 87 employees located in 33 cities in 27 countries throughout the world.

The AFP continues to develop its relationships with international partner agencies. Following the signing of the Agreement on Operational and Strategic Cooperation between Australia and the European Police Office (Europol) in The Hague in February 2007, the Agreement was officially ratified by the Australian Parliament on 27 September 2007. The Agreement allows for the exchange of strategic and operational information and aims to enhance cooperation in the fight against international crime in areas such as drug trafficking, money laundering, terrorism and illegal immigration.

In October 2007, the AFP hosted a workshop for representatives from Competent Authorities under the Europol Agreement and, in January 2008, the first intelligence exchanges commenced between Australia and Europol.

ASEANAPOL is the Association of South East Asian Nations (ASEAN) Chiefs of Police which meets annually and form an important platform to promote regional cooperation and collaboration and provide a focus on priority crime types in the region. In 2007, Australia was elevated to Dialogue Partner in ASEANAPOL. In May 2008, the AFP attended the 28th ASEANAPOL conference in Brunei.

The AFP continues to host the Interpol National Central Bureau (NCB) for Australia and provides a liaison officer to the Interpol General Secretariat in Lyon, France. This year Australia hosted the 26th meeting of Interpol Specialist Group on Crimes Against Children which brought together more than 250 delegates from 47 countries and focused on the sharing of information between Interpol member countries, particularly relating to new trends and developments in the field of child protection. AFP representatives attended the 76th Interpol General Assembly in Marrakech, Morocco, in November 2007, the 20th Interpol Asian Regional Conference in Hong Kong in March 2008 and the 4th Heads of NCB Conference in Lyon in April 2008.

In March 2008, an AFP officer commenced a six-month attachment to the Hong Kong Police Force (HKPF). This followed the signing of an arrangement between the AFP and the HKPF in November 2007 allowing for the exchange of officers. The arrangement aims to develop cooperation and understanding between the two agencies. In April 2008, an officer from the HKPF commenced a reciprocal attachment with the AFP, working in a number of different areas of the AFP.

In January 2008, an AFP officer was seconded to the Federal Bureau of Investigation (FBI) for 12 months. This secondment will include placements with the FBI Cyber Division in Washington DC from January 2008 to the end of June 2008, and the Counter Terrorism Task Force in Los Angeles from July 2008 to January 2009. This initiative is designed to enhance information exchange and cooperation between both organisations with respect to terrorist threats and criminal activity in the Pacific Rim region.



In March 2008, the Dutch National Police Service (KLPD) deployed a Dutch Liaison Officer (LO) to Canberra under tied Dutch Government funding for countering ATS. The Dutch LO works closely with the AFP Border function with particular focus on the linkages between the Netherlands and Australia in the fields of ecstasy and precursor importations. This placement complements the high-level support and cooperation experienced between the AFP and the KLPD.

Collaboration with AFP international partner agencies in 2007–08 has resulted in many operational successes including:

- arresting 15 people and the dismantling of a criminal syndicate involved in the global production and distribution of narcotics
- securing the release in August 2007 of an Australian national kidnapped for 12 days in Mali Africa as a result of an internet scam
- assisting Brazilian authorities, in cooperation with United Kingdom authorities, to tackle ethnic organised crime and achieve 19 arrests and the seizure of 112.8kg of cocaine in Brazil

- working with Greek and United States authorities to investigate those responsible for an importation of 100,000 MDMA tablets into Greece in May 2006, resulting in three people receiving 20-year sentences in Greece for drug importation and money laundering
- assisting the Royal Thai Police and the Royal Malaysia Police to develop an interdiction strategy after receiving information that a syndicate based in Kuala Lumpur was planning to import a quantity of cocaine from South America via Malaysia to Australia. This resulted in the arrest of five people in Malaysia and the seizure of a quantity of cocaine.
- assisting Victoria (VIC) Police with enquiries in the Philippines regarding the murder of a Filipino woman in Melbourne. The suspect was later charged with murder.
- providing assistance to the Philippines National Police in the investigation of an explosion at a major shopping complex in which 11 people were killed and more than 100 injured
- supporting Hong Kong Police Force in a significant investigation concerning a Hong Kong national responsible for supplying large quantities of liquid crystal methamphetamine to Australia and other countries. This resulted in the arrest of the international syndicate including the principal target and the seizure of a quantity of crystal methamphetamine.
- working closely with Greek authorities and VIC Police to secure the return from Greece of an Australian citizen wanted on drug trafficking and murder charges in Australia
- providing continued assistance to the Indonesian National Police with investigations into the Garuda Airline crash of March 2007 in which 21 passengers were killed
- working with Lebanese authorities to secure the release in April 2008 of an Australian resident kidnapped with three other persons in Lebanon

- providing high-level computer forensic support to Interpol and Colombian Police in the analysis of seized computer files.

In September 2007, the Royal Thai Police (RTP) Transnational Crime Centre (TNCC) was opened in Bangkok along with a network of Transnational Crime Units (TCUs) throughout Thailand. This is part of the RTP Transnational Crime Network Project, which is an AFP initiative designed to assist the RTP in the development and implementation of a transnational crime coordination capability. The AFP also supports this project through a range of training initiatives. The project is funded to a total of \$A1.6m and will conclude in June 2009.

In April 2008, the Micronesia Regional Transnational Crime Unit (TCU) was officially opened in Pohnpei in the Federated States of Micronesia. The Micronesia Regional TCU is a partnership arrangement between the AFP and the United States Joint Interagency Task Force West and Micronesia law enforcement agencies. The establishment of the Micronesia TCU is an important addition to the Pacific Transnational Crime Network (PTCN). The PTCN is an Australian Government initiative that continues to provide a proactive, transnational criminal intelligence and investigative capability to Pacific region law enforcement agencies. It is a law enforcement network that includes police, customs and immigration officers and comprises TCUs in Fiji, Samoa, Tonga, Papua New Guinea and Vanuatu.

In November 2007, the Pacific Transnational Crime Coordination Centre (PTCCC) was relocated from Suva to Apia, Samoa. The PTCCC is responsible for the coordination, exploitation and dissemination of regional law enforcement intelligence produced by the TCUs. On 9 June 2008, the Minister for Home Affairs officially re-opened the PTCCC in Apia.

In the past year, the PTCN has achieved a number of high-impact outcomes in the Pacific including:

- the arrest of an Australian national and a Norwegian national in Vanuatu for attempting to export liquid cocaine into Australia
- the seizure of 178,000 pseudoephedrine tablets in Tonga destined for New Zealand
- the removal of alleged paedophiles from a Pacific cruise ship in New Caledonia
- the joint money-laundering targeting activity between the AFP and PNG TCU in relation to expatriates engaging in suspicious financial transactions estimated at \$18m.

The AFP continues to support the Pacific Islands Chiefs of Police (PICP) organisation by funding a full-time project officer from a Pacific police service to the Secretariat based in Wellington in New Zealand. The project officer is selected from the country that provides the annual chairmanship of the PICP. In early 2008, a project officer from Niue was appointed. Working with the AFP member posted to Wellington, the project officer supervises the project arm of the Secretariat on behalf of the 21 Chiefs of Pacific Police in the region.

Significant Events

Amphetamine

Significant Investigations

- In December 2007, ACS officers detected 105kg of ephedrine concealed within packages of coffee arriving in Sydney from Cambodia via air freight shipment. AFP officers executed a number of search warrants resulting in the arrest of one man.
- In January 2008, ACS officers detected a multi-drug shipment that had been sent from China. This shipment contained 559kg of ephedrine, 49kg of methamphetamine and 35kg of cocaine. To date no persons have been arrested in connection with this seizure.
- In January 2008, ACS officers detected 339kg of pseudoephedrine concealed within packages marked 'table salt'. The consignment had arrived in Sydney via sea freight from Korea. The AFP, the ACS, and the ACC continue their enquiries in relation to this seizure.

Significant Sentencing Decisions

- In July 2007, a man was re-sentenced by the NSW Court of Criminal Appeal to 25 years imprisonment for his role in the importation of 45.83kg of methamphetamine concealed in the hull of a speedboat. The consignment had originated from Canada in 2005. In February 2008, another man was sentenced to 17 years imprisonment for his role in the same importation.
- In February 2008, a man was sentenced to 16 years imprisonment in relation to a charge of conspiracy to manufacture a commercial quantity of a controlled drug, namely amphetamine. The charge relates to the discovery of a clandestine laboratory in northern NSW during 2006. This operation was conducted in conjunction with the NSW Police.

- In July 2007, a man was sentenced to 12 years imprisonment for importing two bottles of 'Remy Martin' alcohol which were found to contain 839.2g of pure methamphetamine.

Heroin

Significant Investigations

- In February 2008, a joint operation with the NSW Police, the ACS and the NSWCC resulted in the seizure of 28kg of heroin from Indonesia. The heroin was concealed within a shipment of wooden furniture.

Significant Sentencing Decisions

- In April 2008, a Malaysian man was sentenced to 15 years imprisonment in Perth for importing 3.4kg of heroin. The heroin was concealed in the bases of two suitcases.
- In October 2007, a man was sentenced to 10 years imprisonment for the importation of 2.4kg of heroin. The heroin was concealed in tea satchels within his luggage and imported from Vietnam during November 2006.
- In August 2007, a man was sentenced in Sydney to nine years imprisonment for the importation of 635.7g of heroin which was internally concealed. The internal concealment had caused the man to become unconscious during his flight from Vietnam, prompting concerns of possible bird flu infection.
- In August 2007, a man was sentenced in Perth to eight years imprisonment for the importation of 421.9g of heroin which had been internally concealed. The man had flown to Perth from Dubai.

Cocaine

Significant Investigations

- In March 2008, 250kg of cocaine was detected by ACS as part of a JACG investigation. Two women and one man from Sydney were arrested. The cocaine had arrived in a container from China and was concealed in plastic bags marked 'Chinese tea leaves'.
- In August 2007, 89kg of cocaine was discovered in soft-sided sports bags concealed inside a container of timber from Chile. To date, no arrests have been made in relation to this seizure.

Significant Sentencing Decisions

- A Sydney man was sentenced to 36 years imprisonment for his role in the importation, trafficking, and manufacture of cocaine.
- Two Sydney men were sentenced to 20 years and 15 years imprisonment respectively for their role in a conspiracy to import cocaine into Australia utilising a baggage handler.
- In July 2007, a Colombian man was sentenced in Sydney to 14 years imprisonment for importing 2.369kg of cocaine concealed inside the lining of his suitcases.

MDMA

Significant Investigations

- In August 2007, three men were arrested and 40kg of MDMA was seized following a joint operation with the ACS. One of the men arrested was a crew member of the vessel in which the MDMA had been transported.
- In October 2007, a shipment of 25kg of MDMA was detected after being shipped from Canada. In May 2008, three men involved were arrested following the seizure of a further 60kg of MDMA.

- In May and June 2008, the AFP was involved in a series of separate but linked investigations following drug shipments emanating from Canada. These investigations involved a significant amount of international cooperation and resulted in the collective seizure of approximately 550kg of cocaine, MDMA and methamphetamine.

Significant Sentencing Decisions

- In August 2007, a man was sentenced to life imprisonment for his role in the importation of 170kg of MDMA concealed in freezers.
- In December 2007, a Belgian was sentenced to 24 years imprisonment for his role in the importation of 195.5kg of MDMA inside agricultural equipment.
- In March 2008, a man was sentenced to 21 years imprisonment for his role in the importation of 113kg of MDMA from Israel during early 2007.
- In December 2007, four men were sentenced in the Supreme Court of Queensland to periods ranging from six years to 17 years imprisonment for their role in the importation of 460.57kg of MDMA tablets.
- In March 2008, two men were sentenced to 17 years and 14 years imprisonment respectively for their role in the importation of 371kg of MDMA imported and hidden within printer ink from Canada.

People Smuggling

Significant Sentencing Decisions

- On 4 September 2007, two Indonesian crew members involved with the SIEV 20 venture involving 83 Sri Lankan PIs just outside the Australian Contiguous Zone, were sentenced in the Perth District Court, to eight and five years of imprisonment respectively. On 10 December 2007, an Indonesian man and a Sri Lankan man were convicted of offences against Indonesian immigration laws. They were sentenced to two years imprisonment related to events leading up to the illegal arrival of the 83 Sri Lankan nationals to Australia in February 2007. The AFP provided the Indonesian National Police with relevant information and logistical support during this investigation
- During April 2008, a Lebanese national was convicted in the Parramatta District Court of five counts of assisting a non-citizen to enter Australia in breach of the *Migration Act 1958*, in addition to two counts of possessing falsified foreign passports. The charges related to the smuggling of five Iraqis into Australia between January and July 2006. As a result, the man was sentenced to a term of imprisonment of four and half years, with a non-parole period of two years and nine months.

Transnational Sexual Exploitation and Trafficking Team

Significant Investigations

- In March 2008, five persons were taken into custody and charged with offences relating to operating a business involving sexual servitude, trafficking offences and offences relating to the laundering of the proceeds of this illegal activity. To date, \$A3.5m in assets have been restrained.
- In November 2007, an AFP investigation into allegations of sexual servitude resulted in the conviction of two men in NSW of 10 counts of people trafficking offences. These men are awaiting sentencing.

Significant Sentencing Decisions

- In December 2007, a man was sentenced to eight years imprisonment for slavery offences and 12 months for arranging a contrived marriage. A woman was sentenced to four years imprisonment for slavery offences and 12 months for arranging a contrived marriage. They were both sentenced in the Townsville District Court. The matter is currently under appeal.
- On 9 June 2006, a woman was sentenced to 10 years imprisonment for slavery offences under Section 270.3(1)(a) of the *Code*. The conviction has been appealed.

Output 1.2: Economic and Special Operations

Results for 2007–08

Workload

- 1977 new cases.
- 2178 finalised cases.
- 1467 cases on hand at the close of the financial year.

Performance Measures

- 74 per cent of resources were directed to high/very high impact cases.
- Client satisfaction was 77 per cent.
- Estimated financial return was \$236.7m.
- 122 cases resulted in a legal process.
- 85 per cent of cases reaching court resulted in a conviction.

The Economic and Special Operations (ESO) function carries responsibility for managing a wide range of crime-types contained within the spectrum of Commonwealth statutes. The function is divided into two major streams: Economic Operations and Special Operations.

The Economic Operations stream delivers a Commonwealth law enforcement response to the incidence of serious and complex financial criminality, money laundering and identity crime, as well as investigative support for Commonwealth agencies involved in fraud prevention.

The Special Operations stream delivers a law enforcement response to the incidence of a range of Commonwealth offences, including war crime, currency crime, corruption and bribery of foreign officials, intellectual property, environmental crime, family law and emerging crime. The Special Operations stream further provides a National Missing Persons Coordination Centre and a national surveillance capability.

Strategies include:

- focusing on the financial basis of crime by pursuing the proceeds of crime and money laundering
- attacking identity crime as the key facilitator to a broad range of crime types
- engaging in national and international law enforcement partnerships to combat transnational and organised economic criminal activity
- contributing to the AFP's Legislation Program where it requires updating
- developing partnerships, gathering intelligence and undertaking investigations into the organisers, wholesalers and importers of intellectual property infringed products
- responding to sensitive matters and special references from the Australian Government and other agencies.

While the AFP will continue to contribute to fraud prevention initiatives, it will also continue to focus on identifying, targeting, disrupting and dismantling criminals and criminal groups which derive profit from crimes involving fraud which target Australian citizens, businesses and the country's financial institutions.



Serious and Complex Fraud

The AFP continues to be the lead Australian law enforcement agency involved in the investigation of serious and complex fraud committed against the Commonwealth.

AFP resources are directed to fraud matters that have a high or very high impact on the Australian Government and community. Fraud investigations continue to be complex, organised and transnational in nature. New methodologies to commit fraud in the Australian context are being detected with an increase in the use of electronic and internet-related fraud.

A key AFP strategy in the fight against serious and complex fraud involves multi-level engagement with national and international law enforcement agencies and the continuous development of partnerships with the private sector in Australia and overseas.

The AFP chairs the Steering Committee for the Australian Government Fraud Liaison Forum (FLF). The steering committee comprises the AFP, Centrelink, the Attorney-General's Department (AGD), the Department of Defence, the Australian Taxation Office (ATO), the Department of Foreign Affairs and Trade (DFAT), the Department of Education, Employment and Workplace Relations (DEEWR), the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian War Memorial. The FLF is held twice a year and provides an invaluable opportunity for fraud-control professionals to network, allowing for the provision of contemporary information relevant to the prevention, detection, investigation and prosecution of fraud. The FLF forum held in December 2007 was attended by approximately 100 representatives of 28 government agencies.

In 2007–08, the AFP continued to assist other Australian Government agencies in their fraud control efforts with the secondment of AFP members to various Australian Government agencies including:

- Centrelink
- ATO
- Department of Environment, Water, Heritage and the Arts (DEWHA)
- DFAT
- Australian Transaction Report and Analysis Centre (AUSTRAC)
- DIAC.

These out-posted officers assist agencies to improve performance in identifying, detecting and investigating offences and managing investigations. The AFP members provide advice on agency investigations and contribute to enhancing agency capabilities to conduct investigations into fraud against the Commonwealth.

The AFP has further assisted these, and other government agencies, in the investigation of less complex fraud matters in line with its responsibilities under the Commonwealth Fraud Control Guidelines 2002. Tables E and F provide an overview of some of the major forms of assistance provided in 2007–08, and the agencies to which they were provided.

Australian Defence Force Assistance

The Australian Defence Force (ADF) Investigations Capability Audit was completed in 2006 and a total of 99 recommendations were accepted for implementation. A key recommendation was the establishment of an ADF Investigative Service (ADFIS) and alignment of ADFIS practice with those of the AFP. Following the audit, the AFP has provided extensive assistance to the ADF in the implementation of the majority of the recommendations. From July to December 2007, the AFP provided a dedicated project manager/technical advisor to the ADF capability project.

On 7 August 2007, the AFP and ADF signed a Memorandum of Understanding on Enhanced Cooperation and Policing Matters.

Table E: Search Warrant Assistance

Agency	Search Warrant Assistance
Centrelink	94
Australian Taxation Office	25
Australian Securities and Investment Commission	9
Department of Immigration And Citizenship	8
Department of Defence	7
Other	35
Total	178

Table F: Operational Assistance

Agency	Operational Assistance
State/Territory Police	36
Centrelink	17
Australian Customs Service	8
Australian Taxation Office	8
Attorney-Generals Department	7
Other	50
Total	126

Project Wickenby

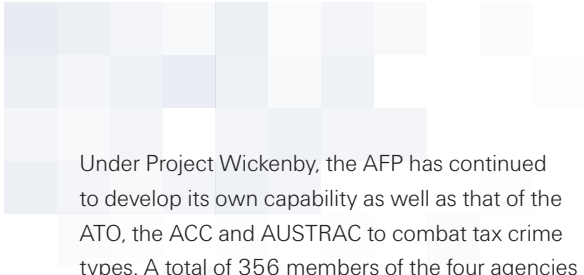
Project Wickenby is an ongoing joint project involving the AFP, the ATO, the ACC, the Australian Securities and Investments Commission (ASIC) and the Commonwealth Director of Public Prosecutions (CDPP), with the support of AUSTRAC, the AGD and the Australian Government Solicitor (AGS). The ATO is the lead agency for the overall project.

The AFP is currently conducting nine operations investigating the criminal conduct of a large number of individuals. The AFP focus is on those who have been identified as alleged key organisers and facilitators of tax fraud and money laundering based in known tax havens. This includes high-risk taxpayers and accountancy firms involved in schemes that utilise offshore structures and financial transactions to facilitate tax avoidance.

During 2007-08, the AFP made three arrests, instigated court proceedings against 16 other persons, executed 111 search warrants and issued 41 notices under proceeds of crime legislation across the nine operations. Significant operational activity is continuing and further prosecutions, and proceeds of crime action will occur over the next two years.

AFP action under Project Wickenby in 2007-08 resulted in the forfeiture of in excess of \$1.855m in proceeds of crime and contribution to almost \$2m in taxation assessments and penalties being raised. Another \$54.6m is subject to restraint action.

Offshore activity has also taken place with 17 search warrants executed by the Vanuatu Police Force and six search warrants executed in New Zealand as part of joint investigation activity. This operation was led by the Vanuatu Police Force and coordinated with simultaneous action undertaken by the AFP in several locations in Australia and New Zealand.



Under Project Wickenby, the AFP has continued to develop its own capability as well as that of the ATO, the ACC and AUSTRAC to combat tax crime types. A total of 356 members of the four agencies have participated in training in money laundering investigation, proceeds of crime recovery, and financial-based programs, specifically designed under the Project Wickenby banner.

Money Laundering and Terrorism Financing

Money Laundering

In 2007–08, money laundering and terrorist financing investigations continued to be a key focus for the Economic and Special Operations function. These investigations are centred on attacking the financial base of transnational criminal syndicates. It is anticipated there will be a continued increase in the number and nature of referrals, and investigations internally generated, relating to money laundering and like offences.

During 2007–08, the AFP continued to commit resources to its Financial Investigations Teams (FIT) to maximise opportunities created by the strengthened *Anti-Money Laundering and Counter Terrorist Financing Act 2006* and *Proceeds of Crime Act 2002* respectively. The teams, located in Sydney, Melbourne, Brisbane, Adelaide and Perth, expanded from 67 AFP members in 2006–07 to 98 members in this financial year. The teams include officers seconded from partner agencies, such as the ATO and AUSTRAC.

The AFP shares financial information with its international partners as part of Australia's commitment to combating money laundering globally. The AFP has initiated formal arrangements with a range of countries to share financial intelligence under the provisions of the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006*.

The AFP Commissioner co-chairs the Asia-Pacific Group (APG) on Money Laundering. The APG has a significant role in representing the interests of the Asia-Pacific region at international anti-money laundering forums, such as the global Financial Action Task Force (FATF) under which the APG sits. The APG assists its members to implement recommendations made by the FATF in relation to money laundering and terrorist financing, and is particularly focused on money laundering and terrorist financing identification in the Asia-Pacific region.

Proceeds of Crime

One of the most effective methods in the disruption and dismantling of organised criminal syndicates is to eradicate their financial base. The *Proceeds of Crime Act 2002* (POCA) enables the restraint and forfeiture of monies and assets derived as a result of criminal activity committed against laws of the Commonwealth.

The AFP, in partnership with the Commonwealth Director of Public Prosecutions (CDPP) and the Insolvency Trustee Service Australia (ITSA), is responsible for the identification, restraint and forfeiture of proceeds of crime. Each referral accepted by the AFP for investigation is scrutinised to determine if there is proceeds of crime action applicable.

In 2007–08, the AFP restrained \$41.6m in assets, while \$0.3m in assets were forfeited, and \$27.5m recouped. Pecuniary penalty orders to the value of \$2.9m were made. The AFP has dedicated proceeds of crime teams, known as Asset Forfeiture teams in Perth, Melbourne, Adelaide, Sydney and Brisbane. The composition of these teams includes experienced investigators, financial analysts and financial investigators. Some teams also include officers from other agencies, such as the ACS and the ATO.

Table G provides a summary of the restraint, forfeiture and recouping of assets over the previous four financial years.

Table G: Assets Restrained in the Past Four Years (values in \$million)

Year	2004–05	2005–06	2006–07	2007–08
Assets Restrained	157.7	40.5	30.1	41.6
Assets Forfeited from Restrained Status	4.8	7.1	5.0	0.2
Assets Forfeited – not Restrained	24.3	9.0	0.3	0.1
Assets Recouped*	36.7	35.3	14.9	27.5
Pecuniary Penalty Orders	3.9	28.0	3.9	2.9

* Recouped refers to the value of the assets when seized, rather than when forfeited.

The AFP is at the forefront of utilising new proceeds of crime strategies aimed at ensuring that Australia is resistant to organised criminal syndicates. The AFP has developed new training programs and aims to have all AFP investigators undertake advanced proceeds of crime and money laundering training by the end of 2010.

Additionally, the AFP has developed a comprehensive *Financial Investigation Awareness* campaign designed to raise awareness among all AFP and embedded external agency members of the strategy to increase the focus on money as being one of the key drivers to criminal activity, and preventing organised criminals from having access to the proceeds of crime.

In line with recommendations contained within recent FATF evaluations, the campaign aims to increase awareness of the use of financial investigations as a tool to identify and restrain assets, target criminal profits, identify money laundering, and terrorist financing activity.

Coercive Powers Team

To further enhance the collaborative efforts of the AFP and the ACC in tackling organised crime, the AFP has created an examination team in Sydney. This team provides the direct conduit between AFP operational activity and ACC examinations to develop criminal intelligence to assist current and future operations. This strategy recognises the value of the coercive powers of the ACC in addressing serious criminal threats. The ACC has powers that can be used where ordinary law enforcement methodologies are ineffective, including the ability to summons a person to an examination to give evidence under oath or affirmation, and the power to obtain documents. Penalties for failing to comply with these powers include fines and imprisonment.

To complement this team, the AFP has appointed a National Coordinator Coercive Powers who will assist in coordinating AFP access to ACC examinations. The role will be pivotal in enhancing the relationship with the ACC and ensuring that AFP members are aware of relevant legislative issues.

Identity Crime



Identity crime affects all jurisdictions and facilitates a broad range of transnational crime, including the importation of narcotics, migration offences, money laundering and terrorism.

As part of a four-year NPI, the AFP has established Identity Security Strike Teams (ISSTs) in Melbourne, Brisbane and Perth, which include representatives from the ACC, Customs, DIAC and relevant state law enforcement agencies. The existing Identity Crime Task Force (ICTF) in Sydney has converted to an ISST to complement the national strategy. The ISST network contributes to the Commonwealth Reference Group on Identity Security by providing advice on operational issues and current trends in identity security to guide government initiatives.

To expand upon the ISST strategy, the AFP is implementing an online identity crime investigations capacity. In conjunction with the AFP's High Tech Crime Operations function, a joint ISST team has recently been created in Melbourne to focus on investigating serious and organised online identity crime activity. The team will complement the work already being undertaken by the ISST network around Australia.

The AFP participates in the National Identity Security Strategy through engagement with stakeholders in the development of compatible biometric systems to combat identity crime.

The AFP participates in national policing efforts against identity crime through the Police Commissioners' Australasian Identity Crime working

party and chairs the OPAL group, which comprises a range of Commonwealth agencies with responsibility for identity crime enforcement issues.

Oil-for-Food Taskforce

In December 2006, the Attorney-General announced the creation of an investigative taskforce to examine the findings of the (Commissioner Terrence) Cole Inquiry into Certain Australian Companies in relation to the United Nations Oil-for-Food Program to the Australian Government. The AFP-led taskforce includes members from the AFP, ASIC and the VIC Police tasked to investigate possible breaches of Australian law with a view to prosecution in consultation with the Commonwealth and Victorian Directors of Public Prosecutions. The taskforce uses the resources, skills and investigative powers of all the participating agencies.

On 19 December 2007, ASIC announced it had commenced civil penalty proceedings in the Supreme Court of Victoria against six former directors and officers of AWB Limited. In those proceedings, ASIC is alleging that the defendants contravened section 180 of the *Corporations Act 2001* which requires company officers to act with care and diligence, and section 181, which requires company officers to discharge their duties in good faith and for a proper purpose.

The taskforce continues, including the examination of potential breaches of criminal legislation and the preparation, or referral where appropriate, of briefs of evidence and other relevant material to prosecutorial, or other, authorities. The terms of reference for the taskforce is available on the AGD website at www.ag.gov.au.

Special Operations

Corruption and Bribery

The AFP is responsible for the investigation of sensitive matters and special references from the Australian Government and other agencies. Investigations are undertaken into a diverse range of offences, including corruption of public officers,

unauthorised disclosure of Commonwealth information, bribery of foreign public officials and other matters that may affect proper governance within the Commonwealth. The AFP has had a particular focus on these types of matters in 2007–08, and has initiated a number of associated investigations.

Environmental Crime

Crimes against the environment can cause serious harm to ecosystems, the community and the economy. The wide-ranging nature of potentially harmful activities requires strong partnerships between government agencies, police and the community. In 2007–08, the AFP worked in close cooperation with DEWHA in combating varying environmental crimes.

The AFP has contributed to a number of forums in relation to climate change and the impacts from a law enforcement context. These issues have been discussed at length at forums, such as the Commonwealth Scientific and Industrial Research Organisation (CSIRO) Forum, and the Australian Strategic Policy Institute (ASPI) Domestic Security Forum on Climate Change.

War Crimes

The AFP has continued to provide assistance to international law enforcement agencies in relation to persons located in Australia who are believed to have committed war crimes overseas. In some of these cases, the alleged offender has come to notice through Interpol. The AFP is also undertaking a number of war crime investigations under Australian law.

Commonwealth Territories Policing

The AFP provides police services to the Commonwealth territories of Christmas Island, Cocos (Keeling) Islands, Norfolk Island and Jervis Bay across a full range of community policing. The AFP also provided the communities of Christmas Island, Cocos (Keeling) Islands and Norfolk Island with additional services, including immigration, motor

registry, marine functions, prisoner remand, court representation and liaison with local communities and external stakeholders.

Other official services provided by the AFP on Cocos (Keeling) Island include customs services under arrangements with the ACS.

Policing services provided by the AFP to the Norfolk Island Government are pursuant to the *Norfolk Island Policing Agreement 1993*. The AFP members are supported in their duties by local community members sworn in as Special Constables.

Illegal Foreign Fishing

The AFP works in partnership with a number of agencies when unauthorised foreign vessels are detected in Australian territorial waters. These agencies include the Australian Fisheries Management Authority (AFMA), the Great Barrier Reef Marine Park Authority (GBRMPA), the Department of Agriculture, Fisheries and Forestry (DAFF), ACS, Coastwatch, the Department of Defence and state and territory authorities. In early 2006, the Australian Government announced significant measures to combat illegal foreign fishing and improve maritime security in Australia. The proposals provided for better integration and coordination of the Government's handling of maritime threats and strategic response around preventive action. Under a subsequent NPI, the AFP has a liaison officer located in Indonesia to work with Australia's regional partners to prevent illegal fishing activity at its source.

Family Law

The AFP has a long-standing relationship with the Family Law Court of Australia (FLC) and, in 2007–08, continued to provide policing and security advice to the Marshal of the FLC. The AFP continues to assist the FLC to execute a range of legal processes, including recovery orders and, where appropriate, liaison with state and territory police on behalf of the FLC. The AFP also maintained a coordination role regarding orders preventing children from departing Australia.



Intellectual Property

On 1 July 2007, the Australian Government provided the AFP with NPI funding of \$7.8m over two years to provide an enhanced capability to undertake national and international responses to Intellectual Property (IP) crime.

Statistics from the Organisation for Economic Co-Operation and Development (OECD) on customs seizures indicate that IP infringing goods seizures are now in excess of \$US200b annually.

Intelligence indicates that criminals exploit and follow economic crime trends. IP crime has become attractive to organised crime as it offers a high financial return from a low investment base with a perceived low risk of law enforcement attention or detection.

The potential threat to the Australian economy continues to grow and, as consumers become more exposed to IP infringed products, the threat to public safety also increases.

The AFP places significant emphasis on investigating IP crime and has developed an IP Crime Strategy to be fully implemented in 2008–09. The strategy is based around close cooperation between industry representatives, companies and state and territory police and the community. The seven principles of the strategy are:

- working together by establishing and continuously improving relationships and partnerships with key industry stakeholders, law enforcement agencies and other government agencies, both Commonwealth and state
- enhancing enforcement capacity
- raising public awareness through campaigns that target both the private and public sectors (both consumers and offenders)
- capacity building in Asia-Pacific as part of fighting IP crime at its source

- education and training
- building intelligence
- improving international law enforcement cooperation.

In Australia, the AFP undertook 38 investigations in the first year of the new funding and has 22 active investigations at 30 June 2008. Staff assigned to IP crime investigations will also increase in the 2008–09 financial year.

The AFP is the chair of the IP Enforcement Consultative Group (IPECG) that facilitates cooperation between Commonwealth agencies, law enforcement, and industry representatives of IP rights holders. A primary focus of the group is to exchange intelligence and other information about IP crime, particularly that relating to copyright and trade mark offences. The group meets quarterly with representatives from Commonwealth law enforcement agencies and industry groups, such as Music Industry Piracy Investigations (MIPI), Microsoft and the Australian Subscription Television and Radio Association (ASTRA).

The AFP also established, and chairs, the IP Law Enforcement Working Group (IPLEWG) which meets annually as a forum for law enforcement agencies specifically. The IPLEWG is open to all law enforcement agencies with an active or potential interest in IP-related criminal activity, including the AFP, the ACS, the ACC, the AGD, and all state and territory police forces. The strategic aim of the group is to facilitate the exchange of intelligence and statistics on IP related crimes and contribute to IP enforcement by improving co-ordination between federal and state law enforcement bodies.

National Missing Persons Coordination Centre

Missing persons is a significant issue for the Australian community. Approximately 35,000 people are reported missing each year to police and non-police agencies and research indicates that for every person reported missing, the impact is felt by 12 others.

The National Missing Persons Policy was endorsed by the then Australasian Police Ministers' Council in 2006. The Australian Government continues its commitment to missing persons and their families through funding of the National Missing Persons Coordination Centre (NMPCC) within the AFP.

The NMPCC works closely with state and territory police services and community-based organisations to ensure there is a national coordinated approach to the location of missing persons, reducing the incidence and impact of missing persons, and educating the broader community to the significance of the missing-persons phenomenon.

The PLEASe policy principles provide a framework for the future direction and implementation of initiatives being driven by the NMPCC, which enhance the national law enforcement and community response to the missing persons phenomenon:

Prevention

The NMPCC, in partnership with the Attorney-General's Department of NSW, commissioned the Australian Institute of Criminology to conduct national research. The focus of this research was on the identification of those groups most at risk of becoming a missing person and associated preventative strategies. The research was launched in March 2008 by the Honourable Bob Debus MP, Minister for Home Affairs, and provides guidance on preventative measures which, when implemented, will strengthen agency and community responsiveness to at-risk groups thus reducing the number of people who go missing.

Location

NMPCC each year distributes two national missing persons posters featuring missing persons nominated by state and territory police Missing Persons Units. In 2007–08, NMPCC's 1800 phone number received, on average, approximately 220 calls per month, with the NMPCC website home page receiving approximately 10,250 visits per month. This represented a significant increase on the number of calls and more than double the amount of home page visits from the previous financial year. The NMPCC website has the capability for members of the community to provide electronic sightings reports.

For the first time, the NMPCC delivered a Christmas media advertising campaign focusing on a strong preventative message. The campaign was extremely successful, with a 15 per cent national average increase in the location rate of missing persons during the life of the campaign.

Education

A research forum was convened in March 2008 with participants drawn from major tertiary and research institutions across Australia. The forum successfully established a national research agenda on missing persons in line with its objectives. The NMPCC will maintain this network of researchers interested in value-adding to literature addressing the missing persons phenomena.

The NMPCC coordinates, writes and distributes *Missing*, a quarterly e-bulletin that is now distributed both nationally and globally to stakeholders in the missing persons sector.



Awareness

NMPCC has adopted a strong awareness-raising focus through the promotion of National Missing Persons Week (NMPW), held in the first week of August each year.

The NMPCC has developed a three-year strategy for NMPW focusing on those key groups most at risk of going missing. These are people with a mental illness (NMPW 2007), youth (NMPW 2008) and the aged (NMPW 2009).

In developing the focus and theme for NMPW 2007, the NMPCC developed partnerships with mental health agencies, in particular the national peak body, the Mental Health Council of Australia. This partnership continued outside NMPW 2007 with AFP involvement in World Mental Health Day.

Partnerships were also harnessed to deliver a 'talk b4u walk' campaign during National Youth Week 2008 and included support from media outlets such as Channel 9 and Foxtel.

Support

A national framework to provide support to families was developed and launched in October 2007 in conjunction with *Day for Daniel*, which commemorates the disappearance of Daniel Morecombe in Queensland (QLD), and raises awareness regarding the issues of missing persons.

The framework, and associated training package, provides guidance to professional counsellors and therapists on how to more effectively deliver services to families of missing persons. The framework and package have been distributed nationally and globally and have received positive feedback from practitioners.

Partnership Initiatives

The NMPCC has frequent engagement with both the government and non-government sector in advancing its numerous successful strategies and initiatives. In providing a national, coordinated approach to missing person's initiatives, the centre has significant engagement with state and territory police services and community-based organisations.

In 2007–08, the NMPCC convened two meetings of the Police Consultative Group on Missing Persons (PCGMP). The PCGMP meets to identify and resolve issues that hamper a consistent and effective law enforcement response to missing persons.

Significant Events

Repatriation of Funds

- Stolen funds totalling \$3.86m were returned to Singapore Police Commissioner Khoo and the Singapore Government by AFP Commissioner Keelty on 16 May 2008, under the *Proceeds of Crime Act 2002*. The forfeiture was the result of investigations by the AFP in cooperation with Singapore Police into criminal activity by a Singapore national who defrauded a number of foreign banks using documents purported to be from his employer.



Serious and Complex Fraud

- Operation Dressage was a successful AFP investigation following referrals from ASIC and the ATO, into a managed investment scheme that sourced investment funds to produce and market music-related products in late 1990. It was alleged the funds were not actually raised and/or expended on business activities and were therefore not able to be claimed as legitimate taxation deductions as purported by the manager of the project. Over the period of the investigation, a total of \$185m was claimed by investors as loss deductions. The offender pleaded guilty and on 22 February 2008 and was sentenced to seven years imprisonment, with a non-parole period of five years. The severity of the sentence is under appeal.
- The AFP conducted an extensive investigation into a major fraud committed against the Commonwealth Superannuation Scheme (CSS) in Australia involving the fraudulent transfer of approximately \$150m on 24 December 2003. The investigation identified a number of suspects for fraud and money laundering offences and twelve persons were charged. Amongst those charged was a well-known crime figure in Sydney. In March 2008, he pleaded guilty to a substantive offence of causing a loss to a Commonwealth entity pursuant to section 135.1(3) of the Code and was sentenced to three years imprisonment with a non-parole period of two years.
- The AFP conducted a successful investigation into allegations of dealing with proceeds of crime including remittance of \$US164,000 to Australia belonging to the Bank of the Federated States of Micronesia. A man entered a guilty plea to the offence of dealing with proceeds of crime greater than \$A100,000 contrary to the *Commonwealth Criminal Code*. On 7 December 2007, he was sentenced to four-and-a-half years imprisonment with a non-parole period of two years and three months. A reparation order was also made for \$A214,000.
- Following a referral from ITSA in 2004, the AFP commenced an investigation relating to a deliberate attempt to exploit insolvency processes to avoid paying debts owed to financial institutions, local businesses, customers and employees. The offender plead guilty to a charge of obtaining money from a person without disclosing his status as an undischarged bankrupt contrary to the *Bankruptcy Act 1996*. On 20 June 2008, he was sentenced to two years and nine months imprisonment. The severity of the sentence is under appeal.
- The AFP and DIAC conducted a successful joint investigation into the improper granting of 148 primary applications for Australian Citizenship to Peoples Republic of China and Hong Kong Special Administrative Nationals respectively, by a DIAC client services manager. The defendant entered a guilty plea to a charge of Conspiracy to defraud the Commonwealth contrary to the *Crimes Act 1914*. On 4 June 2008, he was sentenced to 18 months imprisonment. Prosecutorial action is ongoing relating to other persons.

Money Laundering

- Operation Lento was an AFP money laundering investigation into the purchase of international bank drafts in Australia, which were deposited in Greece. More than \$3m in cash was exchanged between 2004 and 2006. The AFP cooperated with the United States Drug Enforcement Administration and Greek Narcotics Police which resulted in the seizure (in Greece) of 30kg of ecstasy, firearms, cash, and luxury vehicles. In addition to drug conviction sentences, one of the defendants was also convicted on 2 November 2007 of money laundering charges and sentenced to a further seven years imprisonment.

Identity Crime

- Throughout the financial year, significant resources have been deployed to an investigation into an identity crime syndicate of Australian, Pakistani and Indian citizens. It is alleged the syndicate was involved in falsifying Australian and foreign passports, NSW and foreign driver licences, Medicare cards, credit cards, bank statements and other supporting secondary ID. A high volume of identity documents was seized, including \$126,000 suspected of being the proceeds of crime. During March and April 2008, three people were arrested and charged with the creation and use of false documents.
- Operation Gulflander was an investigation and prosecution of a recidivist offender who, since mid 2005, was engaged in identity crime and Medicare fraud across five states and territories. The offender exploited vulnerabilities in various state and Commonwealth agencies and the financial sector generally and created in excess of 400 identity documents to build 66 identity kits. On 11 February 2008, the offender entered a guilty plea in relation to five counts of making false documents contrary to the *Health Insurance Act 1973* and four counts of opening/operating false bank accounts contrary to the *Financial Transaction Reports Act 1988*. A reparation order for in excess of \$58,000 was also made.

Environmental Crime

- A number of fossils were seized between 2004 and 2007, pursuant to the *Protection of Movable Cultural Heritage Act 1986*, in joint operations conducted by the AFP and DEWHA. The successful operations led to the repatriation of 130kg of dinosaur and plant fossils, including a large spherical *Titanosaurus* egg from Patagonia, egg pieces and fragments returned to the Argentine Republic in August 2007. As well 750kg of illegally imported dinosaur, mammal and reptile fossils were returned to the People's Republic of China in December 2007.
- In October 2007, the AFP assisted DEWHA in the recovery of a culturally significant map that had been recently stolen from the National Library of Spain in Madrid. The map was part of the 1482 incunabular edition of *Ptolemy's Cosmographia*, and was of significant monetary and historical value. The map was recovered in Australia and seized by the AFP as a protected foreign object under the *Protection of Movable Cultural Heritage Act 1986*. Australia returned the map to the Spanish government on 4 February 2008, at the National Library in Canberra.



External Territories

- On 12 March 2008, a 62-year-old man was found guilty in the Norfolk Island Supreme Court of sexual intercourse without consent. This is the first successful conviction of this nature on Norfolk Island.
- On 12 February 2008, the *M.T.Breakthrough*, a coastal fuel tanker carrying crude oil ran aground on Direction Island and the stern of this vessel was caught on a coral reef. As the crew was in danger from severe sea conditions, the AFP and rescue services jointly removed 14 crewmen from the stricken vessel.
- In December 2007, a man appealed against his conviction for the murder of Ms Janelle Patton on Norfolk Island before the full bench of the Federal Court. On 23 May, the appeal was overturned.

Riot at the Baxter Detention Centre

On 12 November 2005, detainees at the Baxter Immigration Detention Centre (BIDF) created a disturbance that resulted in significant damage to the centre, predominantly by fire. DIAC referred the matter to the AFP for investigation. The investigation resulted in charges against three persons for Damage to Commonwealth Property under Section 29 of the *Commonwealth Crimes Act 1914*. The value of the damage caused by the offenders was approximately \$252,000. On 7 September 2007, all three offenders were sentenced to four years imprisonment with a non-parole period of three years and ordered to pay reparation of \$80,000 each to cover the cost of damage to the BIDF.

Intellectual Property

On the 26 July 2007, *The Simpson's Movie* was released in cinemas throughout Australia. On 27 July 2007, an unauthorised copy of the movie was uploaded onto the internet from Australia and distributed worldwide. In excess of 70,000 downloads were recorded over the following days. On 16 August 2007, the AFP executed a warrant on the home of the person alleged to have uploaded the movie onto the internet. He was subsequently charged under the *Copyright Act 1968*. The accused pleaded guilty and received a \$1000 fine.

Output 1.3: Terrorism

Results for 2007–08

Workload

- 40 new cases.
- 35 finalised cases.
- 76 cases on hand at the close of 2007–08.

Performance Measures

- 97 per cent of resources were directed to high/very high impact cases.
- 76 per cent of resources were devoted to domestic counter-terrorism cases, 23 per cent were devoted to international counter-terrorism cases and 1 per cent to terrorism financing.
- Client satisfaction was 79 per cent.

The Counter Terrorism (CT) function has primary responsibility for managing AFP activity relating to countering terrorist threats to, and preventing terrorist incidents against, Australia and Australian interests domestically and internationally. Its objectives are to:

- prevent, disrupt and investigate terrorist activities in Australia and overseas, in collaboration with international law enforcement agencies
- extend and enhance AFP capability and capacity to prevent, disrupt and investigate terrorist activities, both domestically and abroad.

The AFP has made significant progress in enhancing the domestic and regional capability to combat the threat of terrorism.

Strategies implemented include:

- inter-jurisdictional Joint Counter Terrorism Teams (JCTT) in Sydney, Canberra, Melbourne, Hobart, Adelaide, Perth, Darwin and Brisbane to coordinate investigations across states and territories that impact on national security
- testing and validating of Australia's domestic and international counter-terrorism capacity and capabilities through national and offshore exercises
- international CT liaison officers placed in Washington DC, London and Bangkok and CT Advisors in Phnom Penh and Manila who undertake operational and capacity building activities
- rapid response capability to manage terrorist crises impacting on the economic, social and political stability of Australia's local and global interests
- Regional CT Cooperation and Operations Support teams in Manila and Jakarta that promote the transfer of skills and knowledge
- enhancement of the Jakarta Centre for Law Enforcement Cooperation (JCLEC) through the delivery of technical, specialist and leadership programs that encourage transformational change within the region
- engagement with the Australian Community.

The AFP has established and continues to support regional capabilities that include the:

- Multi-National Operations Support Team (MNST)
- Regional Bomb Data Centres in Indonesia, the Philippines and Thailand
- purpose-built Forensic Explosives Laboratory in the Philippines to provide forensic capabilities to support bomb blast investigations
- DNA Laboratory in Indonesia in 2007 to provide a capability to facilitate large-scale Disaster Victim Identification (DVI) activities, along with crime scene and post-blast investigations.

Domestic Counter-Terrorism Measures

Joint Counter Terrorism Teams

The AFP, with state and territory police, maintains Joint Counter Terrorism Teams (JCTTs) in each jurisdiction, comprising AFP, state and territory police, Australian Security Intelligence Officers and members from other relevant agencies. The teams conduct investigations to prevent, respond to, and investigate terrorist threats and attacks in Australia.

The relationship between the AFP and NSW Police was further strengthened with an agreement to co-locate the JCTT Sydney at the AFP Sydney Office. The co-located JCTT commenced operations in December 2007 and is overseen by a Joint Management Committee comprising representatives from all participating agencies. This coordinated arrangement enables a collaborative approach utilising each agency's resources, capabilities, and technical knowledge, to respond to terrorism threats or prevent terrorist acts from occurring.

Operational Activity

In conjunction with its state and territory counterparts, the CT function continues to devote significant resources to the investigation of persons and groups across Australia with a focus on allegations of terrorist activity and terrorist financing. The function has also continued to provide support to the prosecution of suspects currently before the courts in Australia.

Street Review

As a result of an unsuccessful terrorism prosecution, the AFP commissioned the Street Review in November 2007. The Street Review, a high-level review of interoperability between the AFP and its national security partners, was headed by the Honourable Sir Laurence Street AC KCMG QC. The Street Review focused on the adequacy of existing practices, policies and inter-agency governance frameworks. The review was completed on 29 February 2008 and contained 10 recommendations that covered four broad areas:

- operational decision-making processes
- joint taskforce arrangements
- information sharing
- training and education.

The recommendations seek to formalise, document and enhance existing arrangements and practices with increased interoperability between the AFP, ASIO and the CDPP. Implementation of the recommendations is progressing.

The report is accessible on the AFP website at www.afp.gov.au.

The Family Investigative Liaison Officer Program

In 2007–08, the AFP continued to commit resources to the Family Investigative Liaison Officer (FILO) Program, an important resource to support Australian victims and their families in the event of major incidents or disasters, including terrorism-related events.

FILOs facilitate interaction between surviving victims and families, and provide information and advice on the progress of investigations that are undertaken in foreign law enforcement jurisdictions. Functions of FILOs include obtaining information and evidence from the victims and victims' families, and facilitating their enquiries.

During 2007–08, FILOs were used in the following incidents:

- a continued contact point for the victims and families of the 2002 and 2005 Bali Bombings
- an aviation accident in August 2007 in French Polynesia that resulted in two Australian fatalities
- continued support to persons affected by the aviation accident in March 2007 in Yogyakarta in Indonesia.

Preventative Measures

Control Orders

Control orders are an important risk management tool within the suite of counter-terrorism powers. An application for a control order is made when the AFP has reasonable grounds to consider that such an order would substantially assist in preventing an act of terrorism, or has reasonable suspicion that a person has provided or received training to or from a terrorist organisation.

There is currently one control order in existence, which is the first confirmed control order in Australia.

Community Engagement

Community engagement is an expanding component of AFP efforts to counter-terrorism. The AFP engages strongly with Australian Islamic communities, in particular through a diverse range of programs and relationship-building activities.



The AFP has developed a National Community Engagement Strategy that operates within the National Action Plan to Build on Social Cohesion, Harmony and Security. One component of the strategy is to implement community engagement teams in Sydney, Brisbane and Perth to complement the existing Islamic Engagement Team (ILT) in Melbourne, which was established in April 2007 as a pilot program. The ILT has established strong working relationships between the AFP and Melbourne's diverse Islamic communities, focusing on the relationship with Muslim youth.

Key planks of the strategy are:

- engaging community leaders and explaining the role of the AFP
- identifying needs and vulnerabilities, de-conflicting misconceptions and engaging individuals and community groups at risk of radicalisation
- developing a relationship of trust between the AFP and Islamic communities.

The Community Engagement teams will expand engagement activities to include other parts of the Australian community. The teams, in conjunction with relevant partner agencies, will also support the development and implementation of programs aimed at countering the possible impact of extremism influence to vulnerable parts of the community.

During 2007–08, the AFP Commissioner and members of the AFP Executive undertook a program of meeting with community leaders throughout the country. These meetings enabled community leaders to raise concerns with the police and enable further dialogue. The AFP intends to undertake a similar program during 2008–09.

Counter Radicalisation

The AFP is working collaboratively with other agencies to develop early intervention and prevention strategies for persons at risk of moving along the path of radicalisation to violent extremism. De-radicalisation and re-engagement strategies for radicalised persons and marginalised groups within the community and the prison systems are also being developed. In developing these strategies, the AFP is consulting extensively with overseas partners, drawing on a broad range of experiences and lessons.

The AFP held a Radicalisation in Prisons seminar in January 2008 with representatives from all state and territory police and corrective services agencies, and other relevant government agencies. Work regarding de-radicalisation in prisons continues into 2008–09.

Investigations Support Capability Coordination Sub-Committee

During 2007–08, the National Counter Terrorism Committee (NCTC) endorsed the creation of a new sub-committee, the Investigations Support Capability Coordination Sub-Committee (ISCCSC). The NCTC recognises that both domestic and overseas experience has demonstrated that investigations perform a key role in the prevention of terrorist incidents. The sub-committee will report to the NCTC and Australian police commissioners. The main task of the sub-committee is to identify investigative deficiencies, treatments and training needs within terrorist investigations.

Counter-Terrorism Multi-jurisdictional Exercises

The AFP continued to support multi-jurisdictional counter-terrorism exercises both domestically and internationally. Such exercises contribute to Australia's ability to prepare for and prevent acts of terrorism, and test its capacity to respond in the event of an incident that involves Australians or Australian interests.

During 2007–08, the AFP committed resources to the following domestic counter-terrorism exercises:

- tactical exercise (TACREX) 'Southern Contact' – Tasmania (TAS),
29 October 2007–02 November 2007
- investigative Consequence Management Exercise (ICMEX) 'Capital Impact' – Canberra,
07–08 November 2007
- ICMEX 'Nexus' – Melbourne,
27–29 February 2008
- ICMEX 'Southern Rebound' – Adelaide,
07–09 April 2008
- TACREX Ochre Baru – Darwin,
19–23 May 2008.

The AFP also successfully delivered an international terrorism-themed training exercise to the Philippines National Police in March 2008.

International Counter-Terrorism Measures

Counter-Terrorism Offshore Rapid Response

This initiative continues to provide the AFP with an enhanced capacity to respond to and provide forensic, technical and investigative support to major incidents affecting Australians and Australian interests offshore. For example, in October 2007, the AFP provided forensic and other technical assistance to the Philippines National Police in its investigation of an explosion at the Glorietta Shopping Mall in Manila.

Under this initiative, the AFP also provides support and liaison in a preventative capacity during major international events where the potential for terrorist attacks exists. During 2007–08, the AFP deployed to various locations including the 2008 Anzac Day memorial at Gallipoli. The AFP has also been actively engaging with Chinese officials in preparation for the Beijing Olympics, which included the advance deployment of AFP members.

Fighting Terrorism at its Source

This highly successful initiative funds the AFP to deploy members to work alongside counterparts in countering terrorism in the region. During 2007–08, the AFP continued to closely engage and develop capacity within its regional counterparts through the following initiatives:

- continued support to the Jakarta Regional Cooperation Team (JRCT) and the Manila Regional Cooperation Team (MRCT)
- the ongoing establishment of the Bangkok Regional Cooperation Team (BRCT) in conjunction with the Royal Thai Police
- development of enhanced surveillance and intelligence capabilities within the region to support investigations

- continued support to the Multi-National Operations Support Centre (MNST) comprising of AFP and regional representatives
- provision of language and cultural awareness training for AFP members and state and territory police to more effectively enable them to work with offshore partners.

This initiative has allowed the AFP to consolidate in the region and take a leadership role in multilateral information exchange, particularly in relation to counter-terrorism efforts. One measure of success in working collaboratively with regional police has been the transference of skills to international agencies and reducing their reliance on AFP capacity and capabilities.

Jakarta Centre for Law Enforcement Cooperation

The Jakarta Centre for Law Enforcement Cooperation (JCLEC) is a training facility located in Semarang Indonesia. A joint initiative of the Indonesia and Australian governments, JCLEC is recognised as an institute of excellence in developing the operational expertise of regional law enforcement personnel in dealing with transnational crime, terrorism in particular. JCLEC also enables the exchange of information and expertise with international law enforcement agencies that have exposure to the institution.



During 2007–08, JCLEC continued to strengthen counter-terrorism capabilities within Indonesia and across the region through education and training of police. Since its inception in 2004, JCLEC has trained more than 3000 participants in counter-terrorism-related police capacities including:

- investigations
- post-bomb blast analysis
- financial investigations
- criminal intelligence training
- communications
- general forensics
- leadership.

The centre has also provided courses in subjects as diverse as Islamic Law and Politics, Security Risk Management and DVI to a range of participants, including law enforcement, security and anti-corruption agencies.

JCLEC works closely with law enforcement agencies in the Asia-Pacific region, linking with centres in Malaysia and Thailand.

Regional Law Enforcement Counter Terrorism Liaison and Capacity Building

This initiative expands on AFP efforts to enhance the capacity and skills of regional law enforcement officers to counter and investigate terrorism.

Key activities include:

- continued expansion of offshore CT Liaison Officers as part of the AFP International Network to improve counter-terrorism liaison with priority countries
- provision of offshore counter-terrorism exercises to test and validate regional capabilities, identify development opportunities, and enhance the inter-agency relationships throughout the region

- maintenance, enhancement and continued expansion of the AFP-developed Case Management and Information System (CMIS) for use in Thailand and Cambodia. This software system has improved the ability of law enforcement agencies to effectively manage information in counter-terrorism operations and, more broadly, to combat the growing threat of transnational crime
- establishment of a Bomb Data Centre in Thailand and provision of bomb blast investigation to the RTP
- scoping of a chemical, biological, radiological and nuclear assessment capacity within the region
- delivery of an International Cooperation in Counter Terrorism workshop at JCLEC by the AFP and AGD in November 2007. Delegates included representatives from Cambodia, Timor-Leste, Indonesia, Laos, Burma (Myanmar), the Philippines, Thailand, Papua New Guinea, Vanuatu, Pakistan and Vietnam
- in March 2008, the AFP delivered a workshop titled International Cooperation in Counter Terrorism involving high ranking Philippines National Police (PNP) at the JCLEC facility, Semarang, Indonesia
- establishment in 2007 of a purpose-built forensic explosives laboratory in the Philippines to provide forensic capabilities to support bomb blast investigations
- opening a DNA Laboratory in Indonesia in 2007 to provide a capability to facilitate large-scale DVI activities along with crime scene and post-blast investigations. The facility has the capacity to process biological samples, such as human tissue and bodily fluids.

Significant Events

Domestic Counter Terrorism

Operation Pendennis Trial

- Operation Pendennis resulted in the arrest and charging of 13 persons for a range of offences contrary to the Code including being a member of a terrorist organisation, conspiring to carry out acts in preparation for, or planning of, terrorist acts and directing a terrorist organisation. The trial commenced in Melbourne in February 2008.

Operation Pendennis-Eden Trial

- Operation Pendennis-Eden resulted in the arrest and charging of nine persons for a range of offences contrary to the Code including being a member of a terrorist organisation, conspiring to carry out acts in preparation for, or planning of, terrorist acts and directing a terrorist organisation. Pre-trial proceedings commenced in Sydney in February 2008.

Operation Ridgecrop/Norway

- Operation Ridgecrop/Norway led to the arrest and prosecution of three men for charges relating to the theft and disposal of Light Anti-Armour Weapons (LAWs), stolen from the Australian Defence Force. One of the men, a serving Australian Army Captain, has since been convicted of charges of theft of Commonwealth property contrary to section 131.1 of the Code and to charges of unauthorised possession of a prohibited weapon contrary to section 10 of the *Weapons Prohibition Act 1998*. On 15 May 2008, he was sentenced to 10 years imprisonment with seven years non-parole.

Operation Skipsea

- In May 2006, a man was arrested and charged with a series of Commonwealth and state offences in relation to obtaining explosives by deception, assembling an Improved Explosive

Device (IED) and sending QLD Police an e-mail representing Queensland Jihad and threatening to explode the IED in suburban areas in Brisbane. During a Supreme Court bail application, the man falsified documents and presented them to the court. This action resulted in him being charged with additional QLD state offences. The man pleaded guilty and was convicted on all charges.

Operation Rain

Operation Rain commenced as a result of information provided to the AFP on 2 July 2007 by the Metropolitan Police Service Counter Terrorism Command, which was conducting an investigation into alleged terrorist incidents, involving vehicle-borne improvised explosive devices, committed in London and Glasgow on 29 and 30 June 2007. Operation Rain was a joint AFP and QLD Police investigation. The focus of the investigation was to:

- determine the alleged involvement of persons in the terrorist incidents in London and Glasgow on 29 and 30 June 2007
- identify any persons involved in criminal activity which may pose a threat to Australia's national security.

On 13 March 2008, the Government established an inquiry conducted by the Honourable John Clarke into Operation Rain which was due to report on 30 September 2008. The AFP cooperated fully with the inquiry.

International Counter Terrorism

- The AFP continues to provide investigative, forensic and intelligence support to the INP. On 9 June 2007, the INP arrested a man believed to be a senior operational member of Jemaah Islamiyah in Indonesia. On 21 April 2008, he was convicted of offences including possessing weapons and supporting Jemaah Islamiyah, and sentenced to 15 years imprisonment.

Output 1.4: International Deployment Services

Results for 2007–08

Workload:

- 1,365,661 resource hours were delivered in 2007–08.
- Resource distribution was ‘missions’ 81 per cent and ‘support’ 19 per cent for 2007–08.

Performance Measures:

- 95 per cent of resources were directed to high/very high impact cases.
- Client satisfaction was 85 per cent.

The International Deployment Group (IDG), formally established in February 2004, provides the Australian Government with a standing capacity to deploy Australian civilian police, domestically and internationally, to contribute to stability and security operations.

Following the August 2006 announcement by the Government to fund a program of expansion for the IDG, 2007–08 has seen it grow to 884 staff, approaching its approved strength of 1200 personnel. The IDG has been significantly restructured under this program with business delivered through three core components:

- *Australian Based* – executive, administrative, training and technical support for deployed personnel as well as forecasting and analysing the geopolitical environment for IDG engagement and deployment.
- *Operations Response Group* – ready response, highly-skilled tactical policing capability for rapid deployment to unstable domestic and international operational situations.

- *Mission Component* – blend of sworn and unsworn personnel deployed to, or ready to deploy to IDG missions, and other operations as required.

The IDG is able to contribute to the development, maintenance or restoration of the rule of law in countries that seek Australia’s support, as well as domestic initiatives within Australia such as the Northern Territory Emergency Response (NTER) intervention.

Strong partnerships with other key Commonwealth agencies, state and territory police services, international organisations and the private sector remain critical to the effective delivery of IDG business. The AFP maintains, and continues to enhance its strategic partnerships with DFAT, AusAID, the ADF, and PM&C.

The development of a strong partnership with the ADF has been a key focus for the IDG in 2007–08. The Government direction to the AFP and the ADF to comprehensively examine interoperability saw eight working groups established in 2006 collectively developing a total of 120 tasks for further action. The progress of AFP/ADF interoperability was reported to the Prime Minister and the implementation of a joint steering committee to oversee the progress of these tasks has been recommended.

In addition to contributing a total of 75 officers to three United Nations Peacekeeping Missions in Timor-Leste, Cyprus and Sudan, the AFP has continued to enhance its strategic engagement with the United Nations Department of Peacekeeping Operations.

Engagement with academic partners is also a key platform of the IDG approach to enable increased understanding of contemporary and future international policing environments. Collaborative projects with the Australian National

University, Flinders University, University of Melbourne, Macquarie University and University of Queensland all contribute to a better understanding of the impact of modern policing practices in an international context, the way in which our international policing operations could be enhanced and how they are perceived by international partners.

The IDG work program will expand further in 2008–09 with the Government announcing new funding for the AFP of \$195m to deliver programs in Timor-Leste, Afghanistan, and the Pacific Region, as well as programs to train the Iraqi Police Service.

Australia's immediate region remained a key focus for the IDG in 2007–08 however, the deployment of IDG personnel to Afghanistan and to the Northern Territory (NT), under the auspices of the NTER, highlight the flexibility of the IDG and the diverse nature of its operations.



Major Challenges and Achievements

Regional Challenges

Timor-Leste held successful and peaceful presidential and parliamentary elections in 2007, with the support of the United Nations Integrated Mission in Timor (UNMIT) and other bi-lateral support from international donors. The attempted assassination of President Dr Jose Ramos-Horta and Prime Minister Xanana Gusmao is an example however of the fragile stability of this area of operation for the AFP.

The Australian Government approved the deployment of additional AFP and ADF personnel following the attacks on President Ramos-Horta and Prime Minister Gusmao. A total of 70 AFP personnel were deployed to support the International Stabilisation Force and UNMIT civilian police immediately following the attacks.

In addition to the deployment of additional personnel, the AFP remains a key contributor to the maintenance of law and order and the development of the Polícia Nacional de Timor-Leste (PNTL) through the continued contribution of personnel to the civilian policing component of UNMIT and the delivery of the bi-lateral Timor-Leste Police Development Program (TLPDP).

There were also several key developments in the Solomon Islands during 2007–08 impacting on the Regional Assistance Mission Solomon Islands (RAMSI) and the Participating Police Force (PPF) led by the AFP. The change of government through a democratic parliamentary process in December 2007, and key Solomon Islands Police Force (SIPF) executive changes provided an opportunity for enhanced partnership arrangements between RAMSI, the Solomon Islands government and the SIPF.

Engendering the rule of law and the independence of police in the Solomon Islands still remains the most significant strategic challenge in reforming and developing restorative justice. Incidents that tested this in 2007–08 were the prosecution of several members of parliament and government.

The AFP's recent support to the Tonga Police Force was emphasised with the establishment of the Tonga Police Development Program and the deployment of two IDG officers to Tonga in May 2008.

Global and Domestic Challenges

The Australian Government has supported international efforts in Afghanistan since 2001 and, in October 2007, the AFP deployed four senior officers to Afghanistan.

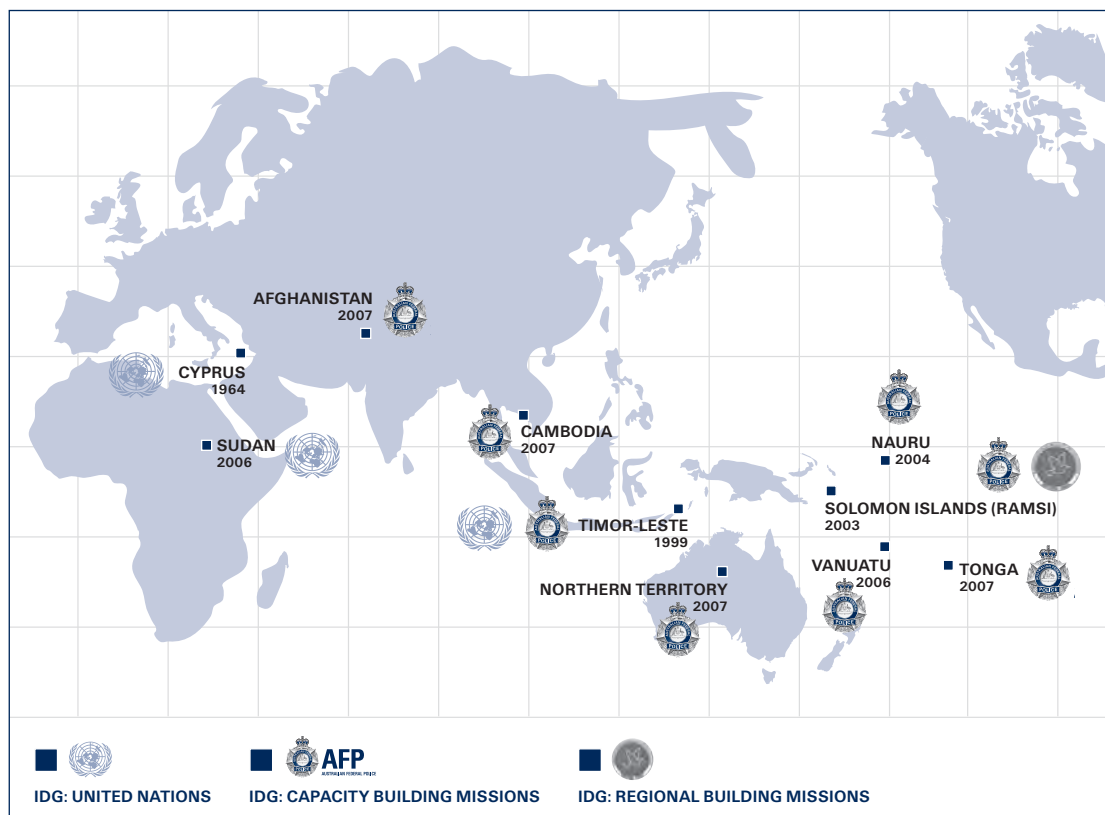
The role of the IDG was extended in 2007 to include domestic operations with the deployment of AFP personnel to the NT in July 2007 as part of the Australian Government's NTER intervention. AFP personnel are working, in partnership with the NT Police and officers from other state jurisdictions, in remote indigenous communities, as well as within the Child Abuse Taskforce in Darwin.

Missions and Operations

The IDG continues to contribute Australian civilian policing personnel to a diverse range of United Nations, bi-lateral and multi-lateral peace and stability operations around the world. At the end of 2007–08, the IDG had 330 Australian policing personnel deployed to nine overseas missions and programs in Afghanistan, Cambodia, Cyprus, Nauru, Solomon Islands, Timor-Leste, Tonga, Sudan and Vanuatu. As well, 41 personnel were deployed to the NT.

Additionally, a Commander was attached to Australia's Permanent Mission in New York to represent the Australian Government's interests in the United Nations and international peacekeeping.

Chart 4: International Deployment Group Missions 2007–08



Note: The graphic shows the type of mission, location and year of initial mission at 30 June 2008.

Afghanistan

On 16 October 2007, four senior AFP officers were deployed to Afghanistan in support of international efforts in that country. Two members are located in Kabul working under the auspices of the United States-led Combined Security Transition Authority–Afghanistan (CSTC–A). Two members are located in Jalalabad working under the auspices of the British Embassy Drug Team (BEDT) with the Counter Narcotics Police of Afghanistan.

All four members have made significant contributions and are playing a leading role in the development of civilian policing initiatives within their areas of expertise.

The AFP mission to Afghanistan will be enhanced by the deployment of an additional four members in 2008–09 and a further four members in 2009–10. The enhanced mission will focus on counter narcotics initiatives as well as police reform and development.

Cambodia Criminal Justice Assistance Program (Phase III)

The third phase of the Cambodia Criminal Justice Assistance Program began in February 2007 with AusAID funding \$30m over five years to support a range of programs across the entire Cambodian criminal justice system. Component three of this program involves strengthening the strategic, executive and technical capacity of the Cambodia National Police. Under the Strategic Partnership Arrangement between AusAID and the AFP, a senior AFP Advisor was deployed to Phnom Penh to lead this component and work directly with a Deputy Commissioner of the Cambodia National Police.

Nauru

The Nauru Police Project was established in November 2004 under a Memorandum of Understanding between Australia and Nauru. The Project was designed to address a range of issues affecting the Nauru Police and the AFP provides

Nauru with a Police Commissioner and two advisors focusing on training and specialist activity.

During civil unrest in Nauru on 7 March 2008, the police station and prison were destroyed by fire. Notwithstanding the loss of the police station and prison, project members provided valuable assistance to the Nauru Police Force to ensure the destruction of government and non-government infrastructure was not more widespread. The program also incorporates the construction of a new police station and it is anticipated that this will commence in the second half of 2008.

Solomon Islands

The Regional Assistance Mission to the Solomon Islands (RAMSI) entered its fifth year during 2007–08 and the AFP-led Participating Police Force (PPF) continued to play an integral part in the success of the mission. The PPF comprises 308 personnel from 15 Pacific Island Forum nations. Australia provides the largest number of personnel to the PPF and coordinates all contributing contingents which includes training, logistical support and financial assistance in the form of mission-related allowances. The multi-national character of the mission has been a significant factor in its success and widespread acceptance in the Solomon Islands.



While the PPF maintains a capability to support the Solomon Island Police Force (SIPF) in relation to operational activities when required, the primary focus is a program of capacity development for the SIPF including linkages with other development programs in the law and justice sector. The PPF is undertaking a process of knowledge and skills gap identification that will inform future SIPF development.

The PPF has been instrumental in the ongoing nurturing of a professional police leadership environment where SIPF personnel (60 officers) have been exposed to innovative leadership and management opportunities specifically designed for Pacific policing. Leadership development programs have included senior SIPF members (including six women) undertaking a number of programs designed and delivered by the Australian Institute of Police Management.

The year 2007–08 saw PPF support the establishment of the SIPF National Response Unit and the Police Response Team. The SIPF Academy provided *use of non-lethal force* training to 806 officers who were issued with handcuffs and batons. The PPF has also provided public order management equipment for 200 SIPF officers. This allowed the SIPF to develop a greater capability in relation to public order management requirements and responses.

The PPF and the SIPF assisted an awareness campaign in the community through personal and professional interaction, outreach programs and use of community survey data from the 2007 Peoples Survey. This was to ensure that both community and police in the Solomon Islands understand that police serve the community and are accountable to it as a fundamental basis for future development.

In addition, the PPF has continued to support the SIPF by contributing to the infrastructure refurbishment of the SIPF academy at a cost of approximately \$A430,000.

The PPF recognises that the SIPF of today is characterised by a desire to be responsible for its own destiny. The PPF will continue to direct its activity toward assisting the SIPF realisation of strategic goals, independence and self-sustainability.



Tonga

Following the AFP response to the riots in Nuku'alofa on 16 November 2006, the AFP retained three members in Tonga in an advisory capacity to provide assistance to investigations and the preparation of briefs for court cases associated with the unrest. These advisors completed their duties in December 2007.

Resulting from a joint Australia and New Zealand scoping mission in 2007, the Tonga Police Development Program was established to facilitate the development of the Tonga Police Force. Australia's initial contribution to this joint initiative involves the deployment of two AFP members in advisory roles. These members were deployed to Tonga on 22 May 2008. Funding of \$1.6m for this initiative was approved by the Government for 2008–09.

Timor-Leste

During 2007–08, the AFP continued to support Australia's strong bi-lateral commitment to Timor-Leste. The AFP's support is multi-dimensional with significant contributions to both United Nations activities in-country and bi-lateral programs.

United Nations Integrated Mission in Timor-Leste

The AFP maintained a contingent of 50 civilian police within the United Nations Police (UNPOL) component of the United Nations Integrated Mission in Timor-Leste (UNMIT). This mission is mandated to support stability and democratic governance, and national reconciliation within Timor-Leste.

UNPOL performs executive policing functions as well as supporting the reformation, restructure and rebuilding of the PNTL. AFP members are engaged in key roles within UNPOL and are deployed to UNPOL operations within the capital Dili as well as a number of district commands.

Timor-Leste Police Development Program

The Timor-Leste Police Development Program (TLPDP) is a bi-lateral program that commenced in July 2004 to contribute to stability and develop the capacity of the PNTL. As at 30 June 2008, 13 advisors, one program support officer and eight locally engaged staff provide strategic guidance and technical advice to support the law enforcement capability of PNTL, the Office of the Secretary of State for Security, the Office of the Prosecutor General, the Office of the Commandant-General of the PNTL and the corporate, criminal investigation and training functions of the PNTL.

In January 2008, the AFP deployed a Commander as an advisor to the Secretary of State for Security (Ministry of Defence and Security) on security sector reform.

Negotiations have been completed with the Timor-Leste Government and United Nations to deliver an enhanced program of assistance over the next two

years that will include the phased deployment of up to 80 Advisors to the TLPDP.

Rapid Response Deployment – Operation Comity

In response to a request from the Government of Timor-Leste, the AFP deployed a total of 70 personnel in February 2008 to support the International Stabilisation Force and the civilian police component of UNMIT following the attacks on the President Ramos-Horta and Prime Minister Gusmao. The deployment comprised 65 members of the IDG Operations Response Group to assist in the maintenance of law and order, and five forensic specialists to support the investigation into the attacks.

Three criminal intelligence analysts also deployed in March 2008 to provide technical support to the criminal investigation under the lead of the Prosecutor-General for Timor-Leste. As of 30 June 2008, two criminal intelligence analysts remain, with existing TLPDP Investigations Advisors working with the Prosecutor-General to support the conduct of this investigation.



United Nations Mission in Cyprus

First formed in 1964, the United Nations Peacekeeping Force in Cyprus (UNFICYP) today consists of personnel from 14 nations, with Australia being one of the few nations originally involved since the inception of the mission.

The AFP provides 15 Australian civilian police officers to the mission. Australian police with UNFICYP are responsible for law enforcement within the buffer zone between Greek and Turkish Cypriot communities, supporting the Civil Affairs Branch of the mission to deliver humanitarian services, and assisting the military element of the mission in maintaining the integrity of the buffer zone.

The role of Deputy Senior Police Advisor was held by an AFP officer from September 2005 until January 2008.

United Nations Mission in Sudan

The United Nations Mission in Sudan (UNMIS) was established on 24 March 2005 with 68 member states currently contributing to this mission. The first AFP contingent of 10 officers arrived in Sudan in March 2006, and Australia maintained that number in 2007–08.



The principal roles of civilian police in UNMIS are to develop the Sudanese Police Service, and to monitor and evaluate adherence to the Comprehensive Peace Agreement. Australian police officers perform roles such as police mentors, specialist advisors, planners and trainers. AFP officers are deployed to United Nations operations in both the capital Khartoum and the southern area of Sudan.

The AFP's contribution to UNMIS was enhanced with the appointment of the AFP Contingent Commander as UNMIS CivPol Chief of Operations.

Northern Territory Emergency Intervention

On 30 April 2007, the Wild/Anderson report titled *Little Children are Sacred* was submitted to the NT Government. As a result of the report, the Australian Government established the NTER taskforce. The taskforce was established to address issues surrounding the abuse of Aboriginal children in remote NT communities including law and order, health, education, housing, and employment opportunities.

The AFP, through the IDG, is contributing personnel to Operation Themis, which is the Northern Territory Police-led response to the intervention to provide enhanced policing services to remote indigenous communities. AFP personnel are sworn in as Special Members of the NT Police for the duration of their deployment to Operation Themis.

In addition to providing members to remote communities, the AFP also provides personnel to the Child Abuse Taskforce located in Darwin. This taskforce is responsible for investigating child sexual abuse and reports of sexualised behaviour by children in remote communities. There are also a small number of administration and support personnel located in Darwin to support the AFP contribution to this initiative. The AFP has funding to enable ongoing support to the NTER until the end of the 2009–10 financial year.





Vanuatu

The Vanuatu Police Force Capacity Building Project (VPFCBP) commenced in February 2006. The program is funded by AusAID and led by the AFP (\$28.5m over five years), with the aim of reforming and developing the Vanuatu Police Force. Eight long-term advisors were deployed to the program and a number of short-term advisors were engaged as required.

Major achievements during 2007–08 include:

- a range of capital works projects to construct and refurbish policing infrastructure including Port Vila Police Station, Santo Police Station, Northern Command Headquarters and Tiroas Barracks at Luganville and the Taura Barracks within the Military Force (MF) Barracks in Port Vila
- Recruit Course 2007/1 was successfully delivered in April 2008 with all 29 recruits completing the course
- a refresher training program was developed and a skills survey was completed to identify future individual training needs
- the Force Training Wing (FTW) assisted with the conduct of drug awareness, crime intelligence, DVI and forensics training courses and workshops during the year
- training material was reviewed and updated, in particular the development of new drug-awareness brochures, posters and book marks
- four Vanuatu Police Force senior officers undertook work experience with ACT Policing.

Operational Response Group

The ORG is a key component of the IDG. The role of the ORG is an immediate crisis response group capable of delivering high-risk policing services in unstable environments, to support AFP operations.

During 2007–08, the principal focus of the ORG was the recruitment of its specialist personnel. The ORG also completed the establishment of its operational bases at Fairbairn in Canberra and Brisbane Airport, as well as small support units located in Sydney and Melbourne.

The ORG deploys a permanent team of six personnel to RAMSI PPF in support of both SIPP operational activities and PPF support activities. The ORG presence in the PPF covers a capability gap created by the official removal of weapons from the SIPP, and the community more broadly. It is envisaged that in 2008–09, the ORG commitment to RAMSI will increase to 12 personnel.

In August 2007, the role of the ORG was extended from an exclusive off-shore one to include a domestic role. The AFP executive, recognising the capability of the ORG, assigned national tactical policing responsibility to the ORG to support national operational activities. During 2007–08, the ORG supported a range of domestic operations including the Olympic Torch Relay in Canberra, technical and tactical support to APEC, and several other operational activities.

The ORG has also actively engaged with partner state, territory and Australian government agencies and departments, with the objective of promoting interoperability and enhancing the national crisis response capacity.

The ORG has established partnerships with nations such as China and New Zealand which, like Australia, are contributors to the United Nations and other multilateral and bilateral peacekeeping operations.

Planning and Development

IDG maintains a planning and development unit to provide advice for operational deployments.

Planning and Development is heavily engaged with AusAID, a number of academic institutions, non-government organisations and the broader national and international law enforcement communities. It maintains liaison officers with AusAID and the ADF; sponsors four long term students currently undertaking Masters programs on related subjects; and is engaged with whole-of-government partners in the development of the Government's Asia-Pacific Centre for Civil Military Cooperation.

Program Analysis

Program Analysis is a multi-disciplinary team within IDG spanning operational policing, academia, and program design. The team is responsible for enhancing the quality and effectiveness of the IDG's future and existing international capacity development engagements. This is achieved through promoting the nexus between rule of law and development; influencing Australian Government policy formulation in respect of the role played by the AFP in development; and collating, disseminating and drawing upon Australian and international research and inculcating lessons learned about police capacity development. The team also plays an important role in analysing AFP capacity development initiatives.

Peace Operations and Doctrine Development

Peace Operations and Doctrine Development assist in the development of frameworks and guidelines aimed to support response mechanisms to peace and stability operations, rule-of-law initiatives of government, and capacity building in the Asia-Pacific region.

Several academic projects are also managed by this area and include:

- Policing the Neighbourhood
- Governance Strategies for Ethical Policing in the Pacific
- Developing a Legal Framework for Offshore Deployments.

Outcomes from these projects will assist in developing IDG approaches to regional engagements and operational deployments. The function also provides a link for out-posted IDG staff serving with the AusAID Office of Development Effectiveness (ODE) and the Fragile States and Peace-Building Unit (FSPU).

Australian Defence Force Liaison

Three Liaison Officers have been deployed within the ADF Joint Operation Command, Canberra and Sydney, as well as the ADP Warfare Centre at Williamstown, NSW. The purpose of AFP/Defence Liaison is to support interoperability.

International Deployment Group Training

IDG Learning and Development works to deliver IDG training needs. The training requirements of the IDG are continually evolving to ensure the AFP meets the changing demands of capacity-building interventions as well as optimising opportunities for delivery of new training courses.

Following initiation by the AFP and an independent evaluation by the United Nations Integrated Training Service, the IDG Pre-Deployment Training Program was recognised by the United Nations as meeting all the requirements for United Nations pre-deployment training. The AFP is the first police service to be recognised by the United Nations. This recognition places the AFP in a unique position to support United Nations pre-deployment training globally. A number of other police services, for example, Canada, China and Indonesia, have visited the IDG and are engaging IDG Training in an effort to improve their own internal training regimes.

During 2007–08, the IDG Pre-deployment Training team conducted 10 pre-deployment training courses of five weeks duration. A total of 372 participants completed the training requirements. Participants came from the policing, protective service and unsworn arms of the AFP, as well as 56 members from regional law enforcement services of Tonga, Fiji, Kiribati, Niue, Federated States of Micronesia, Nauru, Samoa, Vanuatu, Papua New Guinea, the Cook Islands, Tuvalu, Palau and the Marshall Islands.

In addition, nine members of the SIPF attended the IDG as guest instructors. The nine members presented on a range of subjects directly related to RAMSI as well as broader issues of culture and communication.

During 2007–08, 88 staff completed the AFP Induction Course while 227 staff completed the IDG induction course. Furthermore, 28 staff undertook a Ministerial Writing Course, 38 staff completed a Diplomacy Course run by the Australian National University and 44 staff completed communication training.

The team also conducted two Lateral Police Officer programs in conjunction with the AFP College. These programs are designed for members who have left other Australian police services to join the IDG. A total of 42 participants completed the course and were sworn into the AFP to be variously deployed.

The IDG ORG Training team delivers training for the ORG. During 2007–08, the team facilitated the accreditation of 28 tactical response members under the NCTC Basic Police Tactical Group Standards. The team also facilitated the design and accreditation of the newly formed ORG Stability Response Team (SRT) training program. The team conducted four selection programs comprised of internal and external police officers during the year and 28 members successfully completed an 11-week SRT training program.

The ORG Training team has accepted the responsibility of training and validating the AFP National Advance Warrant teams.



Law Enforcement Cooperation Program Funded Initiatives

During 2007–08, the IDG administered \$6.156m of funding provided under the Law Enforcement Cooperation Program (LECP) appropriation. This appropriation funded 13 new and 17 ongoing projects, designed to increase the capacity of international law enforcement agencies to combat transnational crime. Major LECP initiatives include:

- the Philippines CT Capacity Building project Phase Two with a \$2.1m budget to renovate buildings in Davao and Mindanao, deliver equipment to the National Bureau of Investigations, continue training support, and the provision of consumables and equipment for the upgrade of the Forensics Laboratory in Davao
- ongoing enhancement of the operational capability of the Transnational Crime Coordination Centre, assumed jointly between AFP International and the Indonesian National Police in July 2007
- AFP personnel continuing to work with the Royal Thai Police (RTP) to develop a Transnational Crime Network, similar to that being established in Indonesia

- the AFP delivering DVI training in Vanuatu, the Pacific Island nations of Tonga, Kiribati, Tuvalu and the Marshall Islands, Vietnam and Cambodia including DVI follow-up courses delivered to Indonesia (Bali and Jakarta), Malaysia, Singapore and Sri Lanka
- LECP providing funding for a total of 174 law enforcement officers from the Asia-Pacific region to attend the following training programs:
 - Australian Institute of Police Management Police Management Development Programs (PMDP), Executive Leadership Programs and Leadership in Criminal Intelligence Program (LCIP)
 - AFP Management of Serious Crime and International Management of Serious Crime programs (MOSC)
 - ACC/Charles Sturt University/AFP National Strategic Intelligence Courses (NSIC)
 - Asia Regional Law Enforcement Management Program (ARLEMP) at the Royal Melbourne Institute of Technology, Hanoi Campus
 - Masters Degree Transnational Crime Prevention courses at the University of Wollongong.
- AFP hosting the 26th Interpol Specialist Group *Crimes Against Children Workshop* in June 2008
- nine ATS Intelligence Training Programs being delivered – four in Thailand and one each in China, Laos, Cambodia, Malaysia and Burma (Myanmar) – out of ATS Intelligence Training Project funding
- a joint AFP/United Nations International Drug Control Program Project, focusing on the suppression of illicit manufacturing and trafficking of ATS, was delivered to the south eastern provinces of the People's Republic of China
- continued funding of a Pacific Islands police officer to the Pacific Islands Chiefs of Police (PICP) Secretariat as a project officer and providing \$20,000 funding assistance to the PICP Secretariat

- as part of the joint AFP/UNODC project, the Cook Islands computer-based training centre being officially opened in December 2007 and the Kiribati computer-based training centre was established in June 2008

Other IDG highlights during 2007–08 include:

- agreement with AusAID that the AFP will deliver Australian Government-funded policing development initiatives in the Pacific Region
- new approved funding for the AFP to deliver a range of new initiatives including:
 - an enhanced AFP/Afghanistan mission
 - forensic and police management and leadership training for the Iraqi Police Service
 - an expanded bi-lateral program for the development of the PNTL in Timor-Leste
 - a Pacific Police Development Program which will include a new partnership with the Royal Papua New Guinea Constabulary, a revamped Pacific Regional Policing Initiative, ongoing funding to the Nauru Police Project and a second phase of support to the Samoa Police Force.
- in August 2007, the AFP co-hosting the 3rd International Police Advisory Council Meeting which was held in Canberra
- in September 2007, AFP Assistant Commissioner Andrew Hughes commencing a two-year appointment to the United Nations as the Police Advisor, Director, Police Division in the Department of Peacekeeping Operations
- in December 2007, the graduation of the first IDG member to attend the Australian Defence College Centre for Defence and Strategic Studies (CDSS). A second IDG member is participating in the 2008 CDSS program.

Output 1.5: Protection Services

Results for 2007–08

Workload

- Protection Services was involved in 18,207 movements of Australian and non-Australian office holders.

Performance measures

- 99.5 per cent of CPP resources were directed to high/very high impact cases.
- There were two avoidable incidents during the financial year, representing a rate of 0.11 per 1000 movements. This result is considered within acceptable limits for operations of this type (that is, five avoidable incidents per 1000 movements).
- Client satisfaction was 92 per cent.

Protection Services contributed to Outcome 1 through the prevention of crime and protection of Commonwealth interests in Australia and overseas.

The Protection Services objective is to ensure that individuals and interests, identified by the Commonwealth to be at risk, are kept safe and that their dignity is preserved. This is achieved in cooperation with state, territory and Commonwealth agencies and departments.

Protection Services duties included the:

- provision of Close Personal Protection
- administration of the National Witness Protection Program, providing a safe and secure environment for participants of the program who may be involved in criminal trials relating to organised crime
- provision of Uniform Protection activities that provide a safe and secure environment for Australian High Office Holders, Internationally Protected Persons (IPPs), the diplomatic community, including visiting Diplomats, and those designated Commonwealth establishments in Australia and overseas, which are deemed to be at risk
- planning and coordination with strategic partners of special events that are of a national interest.

Performance for this output is measured by the prevention of avoidable incidents, the level of client satisfaction with Protection Services, and the cost-effectiveness of service delivery as defined above in Performance Measures.

Close Personal Protection

The AFP provides Close Personal Protection (CPP) for Australian high-office holders (AHOH), non-Australian office holders, Internationally Protected Persons (IPPs) and visiting dignitaries.

The delivery of CPP is informed by security threat assessments, Visit Assessment Group ratings, proactive protective security intelligence, and other sources.

In 2007–08, CCP provided the following services:

- close protection of 10 Australian and non-Australian high-office holders
- deployment of CPP personnel for Prime Minister, the Honourable Kevin Rudd during five overseas visits to a total of 14 countries since December 2007
- deployment of a team of CPP personnel to former Prime Minister, the Honourable John Howard

- the 2007 Federal Election required additional teams to be deployed to the (then) Deputy Prime Minister, Mr Mark Vaile and the (then) Opposition Leader, Mr Kevin Rudd
- Anzac Day ceremonies (Project Dawn) continued as part of a whole-of-government approach to ensuring the ceremony in Gallipoli was secure with the AFP working closely with agencies including the Protective Security Co-ordination Centre (PSCC), DFAT, Department of Veteran Affairs (DVA), PM&C and the New Zealand Police to deliver a CPP function to Australian high office holders who travelled to the ceremony
- continuation of a permanent CPP Security Liaison Officer (CPPSLO) to Indonesia to liaise with the Indonesian National Police and negotiate protective security arrangements in association with the Australian Ambassador's program and other visiting Australian High Office Holders
- CPP presence at the Australian and United States Ministers Conference (AUSMIN) 2007
- deployment of AFP CPP to assist with 61 domestic visits since 1 July 2007 which included guests of the Government, Defence, Intelligence and the AFP
- deployment of AFP CPPSLOs to assist and support foreign law enforcement authorities with the provision of security associated with 37 international visits by AHOH.

Witness Protection

The National Witness Protection Program provides protection of witnesses identified as being at risk as a result of assistance they have provided to police and other law enforcement agencies. Generally, witnesses are included in the National Witness Protection Program because they are giving evidence in significant criminal prosecutions at Commonwealth or state level, at the risk of their safety.

The *Witness Protection Act 1994* requires the Minister for Home Affairs to report to both houses of parliament on the operation of the National Witness Protection Program at the end of each financial year. The last published annual report on the operation of the National Witness Protection Program occurred in September 2007.

AFP Witness Protection has been identified as a major global contributor to the ongoing development of witness management through its participation in the UNODC Expert Group Meeting, Development of Model Witness Protection Legislation, and a Model Relocation Agreement, in Vienna in April 2008.

Uniform Protection

The AFP provides a range of Government-appropriated and 'user-pays' protective security services known as Uniform Protection (UP).

In 2007–08, Uniform Protection services were provided for the following:

- diplomatic and consular missions
- Commonwealth premises considered to be at risk, including Parliament House, The Lodge, Government House, Kirribilli House and Admiralty House

- nominated ADF infrastructure at Pine Gap, Exmouth, Geraldton, Woomera and Russell offices
- Australian Nuclear Science and Technology Organisation (ANSTO).

AFP Uniform Protection Parliament House Mobile Response Model

The new AFP UP model came into effect at Parliament House on 1 November 2007, introducing a Bomb Appraisal capability and changes to previous guarding and patrol procedures. A number of external static positions have been replaced with mobile patrols that provide a more cost-effective security service while maintaining an appropriate response capability.

The model has enabled the AFP to provide a more efficient protective security patrol and response service at Parliament House.

Operational Deployment Teams

Operational Deployment Teams (ODT) have rapidly responded to a range of volatile situations domestically and regionally including: Nauru, Solomon Islands, Pine Gap, Parliament House and the Villawood Detention Centre. Other ODT deployments included:

- UP for the Prime Minister and Opposition leader leading up to the November 2007 Federal election
- provision of security to seizure of drugs during evidence gathering, and destruction
- provision of security at the Hyatt Hotel for United States Defence personnel, Fairbairn RAAF base for United States Defence aircraft, and security of Parliament House
- AFP UP and ODT members involved in the planning and delivery of security to the Parliamentary precincts during the opening of the 42nd Parliament and the Sorry Day activities held at Parliament House on 13 February 2008.

Operations Support

Operations Support provides a liaison between Protection and clients.

During 2007–08, several Memorandums of Understandings were signed including:

- Department of Parliamentary Services
- ANSTO
- Department of Defence.

Operations Support also manages agreements with key stakeholders, conducts strategic workforce resourcing, manages internal transfer and placement of Uniform Protection Officers, and coordinates performance testing.

Corporate Governance and Executive Support

Corporate Governance and Executive Support (CGES) within Protection provides reporting and executive support on the following:

- Ministerial and high level forum support
- performance reporting and business planning
- business risk, governance and quality management
- protection operations monitoring coordination to the Protection function.

Significant Events

Asia-Pacific Economic Cooperation 2007

During 2007–08, the AFP provided a liaison officer to the APEC taskforce to plan and coordinate AFP assistance to state and territory police security measures. The AFP was a partner agency contributing to the whole-of-government security overlay for APEC events across Australia during 2007.



The APEC Economic Leader's Meeting was hosted in Sydney from 4 to 9 September, 2007. In addition to the Australian Prime Minister, this included the attendance of 20 visiting leaders and their respective foreign ministers, who are all deemed to be Internationally Protected Persons (IPPs). The AFP supported the NSW Police in providing CPP to every leader and foreign minister.

During APEC, 72 trained members of the ODT were deployed for the provision of security response at NSW Government House.

Beijing Olympic Torch Relay Canberra



Between 23 and 24 April 2008, the Olympic Torch Relay was conducted in Canberra. AFP support included motorcade formation and control and advance members for the torch relay. In cooperation with ACT Policing, Protective Security Coordination Centre, and various other Commonwealth and territory government departments, CPP was also provided to the Executive Vice President of the Beijing Organising Committee.

Beijing Olympics

The AFP will deploy a security response to the 2008 Beijing Olympics from 1–27 August 2008, undertaking intelligence and protection liaison roles leading up to and during the Games, as part of a whole of Australian Government response. To ensure the AFP can provide intelligence (specifically counter-terrorism related) and protection, AFP will deploy four members, one as the Forward Commander, and three from AFP Intelligence and CT.

World Youth Day

Planning continued for World Youth Day (WYD) 2008. Hosted by the Catholic Archdiocese of Sydney, WYD marked the first visit of His Holiness Pope Benedict XVI to Australia.

The NSW Police formally requested a number of services from the AFP including CPP, Firearm Explosive Detection Canines, and niche electronic security capabilities.

Output 1.6: Aviation Services

Results for 2007–08

Workload

- 91 new cases.
- 116 finalised cases.
- 54 cases on hand at the close of the financial year.
- Resource hours distribution was airports 75 per cent and headquarters 25 per cent.

Performance measures

- 68 per cent of resources were directed to high/very high impact cases.
- There was one major disruption to Australia's passenger aviation (at Perth Airport) which was caused by a false alarm.
- Client satisfaction was 88 per cent.

The Aviation function contributes to the maintenance of a safe and secure environment for Australian domestic and international aviation passenger transport. To this end, the AFP develops and fosters relationships with state and territory police services, Commonwealth agencies, airport operators and airlines to ensure that a robust and well-integrated capability is in place to protect the travelling public from terrorists and other criminal threats to aviation safety and security.

Strategies employed by the Aviation function in support of Outcome 1 include:

- implementing the Unified Policing Model (UPM) at Australia's 11 major airports to provide centralised command and control, liaison and intelligence capabilities, a counter-terrorism deterrence and

first response capability, community policing, and the ability to investigate serious and organised crime in the aviation sector

- a deterrence and response capability, known as the Regional Rapid Deployment teams, able to be quickly deployed to regional airports on a strategic or intelligence-driven basis
- prevention capability of in-flight attacks on Australian registered aircraft through deployment of Air Security Officers on domestic and international flights
- maintaining specialist Bomb Appraisal and Firearms and Explosives Detection Canine teams to enhance aviation security capabilities
- actively participating in inter-agency and aviation industry security forums.

Unified Policing Model

The Unified Policing Model (UPM) was developed by the AFP in response to key recommendations of the 2005 Wheeler Review. The Council of Australian Governments (COAG) endorsed the UPM in September 2005 and gave the NCTC primary responsibility for its implementation.

Responsible for the delivery of a sustainable, efficient and effective policing and national security presence in the aviation environment, the UPM relies on close cooperation between the AFP, state and territory police, the aviation industry and federal, state and territory government agencies to achieve this objective.

In 2007–08, the UPM provided teams for the delivery of services across six core functions:

- centralised command and control
- liaison
- intelligence

- prevention and response to terrorism
- prevention and response to general crime
- investigation of serious and organised crime in the aviation environment.

Implementation of the Unified Policing Model

The Unified Policing Model is delivered through a centrally coordinated command structure, using suitably trained personnel from the AFP and other agencies, within a proactive and intelligence-driven framework led by Airport Police Commanders.

The UPM comprises the following functions:

- Airport Police Commanders (APCs) operate at the 11 designated airports. They are responsible for the day-to-day delivery of policing and related aviation security outcomes within the context of the UPM.
- Airport Uniform Police (AUP)—the role of AUP members is to provide an immediate policing response to incidents at designated airports. AUP personnel are seconded from local jurisdictions and are engaged by the AFP to perform general policing roles at the major airports.



- Joint Airport Investigation Teams (JAITs) are established in Sydney, Melbourne, Brisbane, Adelaide and Perth with a charter to investigate serious and organised criminal activity in the aviation environment.
- Joint Airport Intelligence Group (JAIG) are intelligence teams established at the 11 major airports. They comprise AFP, local police and ACS officers enabling intelligence-led responses to security and criminal threats in the aviation sector.
- Counter Terrorist First Response (CTFR) function is performed by the AFP Protective Service Officers (PSOs) under the command of the APC. CTFR officers provide a flexible, proactive deterrent and first-response capability to potential terrorist acts at designated airports. The capability includes Firearms and Explosives Detection Canines and Bomb Appraisal Officers.
- Police Aviation Liaison Officers (PALOs) are the liaison point for aviation industry stakeholders in terms of operational law enforcement and security related issues. PALOs undertake liaison and coordinate aviation related operational planning on behalf of the APCs.
- Regional Rapid Deployment Teams (RRDT) are able to deploy to regional airports throughout Australia, providing active deterrence against terrorist threats and a counter-terrorism first-response capacity. Based at Brisbane, Melbourne, Perth and Sydney airports, each RRDT has eight PSOs, including a Firearms Explosive Detector Canine team and a Bomb Appraisal Officer.
- Aviation Security Officers (ASOs) provide an armed deterrence and response to potential acts of unlawful interference on board selected domestic and international Australian registered airline flights.

In 2007–08, RRDTs visited 80 regional airports for a total of 511 days deployed and participated in 15 joint agency training exercises ranging from discussion exercises through to field deployment. RRDTs were also deployed in support of security operations for APEC events including Leaders Week in Sydney.

Counter Terrorist First Response

The CTFR capability, which existed prior to the creation of the UPM, was integrated into the UPM command and operational structures to ensure complementary capabilities.

Regulation 3.28 of the *Aviation Transport Security Regulations* defines counter-terrorist first-response as ‘...deterrence measures designed to deny information to terrorists and deter acts of terrorism, and if an act is threatened or prospective, to deter or prevent it...’ The delivery of this capability varies according to the threat. The CTFR National Plan provides a framework for the delivery of this response at Australia’s major airports.

The resolution of terrorist incidents remains the responsibility of state and territory police in line with the National Counter Terrorism Plan (NCTP) protocols. However, the AFP CTFR teams play a vital role in deterring terrorism and, where necessary, providing the first response to contain any threat of attack.

The strategies used to bolster CTFR capability in 2007–08 included an expansion of the all-hazards response capability. Review of operational plans focused on deterrence measures is ongoing.

In 2007–08, CTFR responded to 15,963 incidents ranging from abandoned motor vehicles to weapons at airports, including 3069 incidents involving suspicious packages.

Bomb Appraisal Officer and Canine Teams

The AFP’s Aviation function is responsible for the development and maintenance of specialist capabilities including Firearms and Explosives Detection Canines and Bomb Appraisal Officers (BAOs) to support law enforcement in the aviation environment.

BAO teams are stationed throughout Australia, supporting the UPM at Australia’s 11 major airports and selected establishments of importance to the Australian Government.

The primary role of BAO teams is to search, locate, identify and confirm — by technical analysis — explosives, explosive material and/or improvised explosive devices. These teams comprise trained BAOs and dogs able to detect firearms and explosive substances. BAOs conduct searches of vulnerable areas within airport terminals prior to increased activity periods where large gatherings of people are likely to take place.



In addition to providing a first response to unattended or suspicious items and/or bomb threats, BAOs also contribute to CTFR deterrence strategies through targeted actions.

In 2007–08, BAOs inspected on average more than 56 unattended/suspicious items per month nationally. AFP members qualified as BAOs are part of the full time CTFR and RRDT contingents.

Increased Handler and Dog Numbers

In 2006–07, the Australian Government's commitment to APEC and aviation security resulted in \$10.2m being allocated to the development of additional dog training facilities enabling an increase in handler and dog numbers to 60 and 90 respectively.

The Aviation function opened the purpose-built National Canine Training Facility in Majura ACT in February 2008. The new facility houses state-of-the-art equipment aimed at enhancing canine detection capabilities using scientific principles. The facility also accommodates tactical canine training and has on-site quarantine facilities for canines returning from overseas deployment. All 42 Firearms and Explosives Detection Canines were validated in early 2008 and a national drug detection capability is being progressively rolled out to 23 police canine handlers.

The kennelling and training facility produces and maintains canine teams (a handler and dog) for the detection of firearms, explosives and drugs, attending major events and for aviation security and national operations.



The canine facility not only enhances and supports international law enforcement, but also provides services for ongoing annual re-certification of dogs and handlers from around Australia, including regular proficiency maintenance and specialist advanced training. In 2007–08, canine teams were established at 10 of Australia's major airports.

Airport Uniform Police

At the Council of Australian Governments (COAG) meeting in September 2005, all Australian state and territory governments agreed to provide police officers to perform an Airport Uniform Policing (AUP) role at designated airports.

The Airport Uniform Police (AUP) function comprises seconded state and territory police throughout Australia. AUP members retain their respective state and territory police powers and are designated as AFP Special Members enabling the investigation of Commonwealth offences.

The role of AUP teams is to provide an immediate response capacity to community policing matters within an airport domain including:

- responding to and resolution of simple offences
- proactively targeting general criminality as a result of intelligence-led strategies
- resolving public disorder incidents
- investigating theft and property damage offences
- responding to excess and counterfeit currency incidents
- providing an initial response to suspected illicit drug importations
- participating in joint targeting operations with Commonwealth, state and territory government agencies.

An important component of the AUP function is to develop and foster stronger working relationships with community stakeholders. Activities currently underway include an Aviation Communications Strategy and a Community Contacts Program. These initiatives will be extended in the next financial year to further enhance community interaction and police visibility at airports.

The implementation of AUP across designated airports continued throughout 2007–08. The following table illustrates the status of AUP deployed members as at 30 June 2008:

Table H: AUP Implementation at Airports as at 30 June 2008

Airport	COAG commitment	Reviewed Commitment*	Operationally deployed	In training	Expected commitment delivery date and required numbers
Adelaide	21	21	19		Commitment met [†] 2 vacancies
Canberra	14	14	13		Commitment met [†] 1 vacancy
Hobart	11	11	7	4	Commitment met [†]
Northern Territory (Alice Springs and Darwin)	37	37	Darwin (20) Alice Springs (4) Total = 25	1	Commitment met [†] 11 vacancies
Melbourne	55	50	35		Commitment met [†] 15 vacancies
Perth	36	36	24		Western Australia Police unable to produce final 12 due to current operational issues. To be reviewed in 2009
Queensland (including Brisbane, Cairns and Gold Coast)	113	99	Brisbane (32) Gold Coast (10) Cairns (10) Total = 52	10	Currently processes in place for recruitment of shortfall. Currently 37 vacancies.
Sydney	70	66	58		Currently 8 vacancies
Total	357	334	233	15	86 vacancies

* Internal Aviation commitment numbers

[†] Full complement of officers provided to the AFP but operationally deployed numbers may have decreased due to resignations, transfers or promotions.

Joint Airport Investigation Teams and Joint Aviation Intelligence Group

The establishment of the JAITs in November 2005 created a specific investigations capacity under the Unified Policing Model targeting serious and organised crime in the aviation sector. With teams located at five major airports (Sydney, Melbourne, Brisbane, Adelaide and Perth), JAITs undertake investigations at all major airports and across the broader aviation environment. Intelligence-led investigations rely on the close cooperation between JAITs and JAIGs.

JAITs also rely on close liaison and cooperation with state and territory law enforcement and government agencies and the aviation industry. The staffing model for JAITs embodies the collaborative nature of the UPM with JAITs of 50 personnel comprising 30 AFP sworn police officers, 10 ACS officers and 10 state police officers across Australia.

In 2007–08, the JAITs have been responsible for effecting 114 apprehensions resulting in 331 charges for a variety of offences including drug importations, threats to aviation security and offences committed by airline or airport employees. These include 31 cases involving cargo theft.

The AFP Aviation function is supported by Intelligence, which provides both strategic and operational intelligence through the JAIG located at designated airports.

Air Security Officer Program

The Air Security Officer (ASO) Program is part of Australia's national security regime. In existence since 2001, the ASO Program complements the UPM by providing an armed deterrence on domestic and international Australian-registered flights, strengthening the ability to prevent terrorist attacks on aircraft.

Whole-of-government and Industry Approach to Aviation Security

At a strategic level, the AFP participates in inter-departmental working groups and advisory bodies on transport security issues and high level national security forums that shape the Government's aviation and transport security. These include:

- the Australian Government Transport Security Policy Committee
- Aviation Security Advisory Forum
- National Counter-Terrorism Committee
- Secretaries' Transport Security Working Group.

Aviation Training

The Aviation Training team develops and delivers training programs to personnel operating under the UPM. Training teams are established in Brisbane, Canberra, Melbourne, Perth and Sydney.

In 2007–08, the AFP training program included:

- five Airport Uniformed Police programs in NSW, QLD and Western Australia (WA) with 100 police members completing the program
- BAOs program in Canberra with 13 members completing the program and 13 currently in training
- PSO development program with 1194 members completing one or more modules of the program

Significant Events

- The APEC year consisted of events around Australia, requiring an enhanced airport security presence. The APEC year culminated in Leaders Week in Sydney, which involved the transit of 21 world leaders through Sydney Airport in over 60 VIP aircraft movements as well as thousands of delegates. Operational Command and Support Centres were established at AFP premises to ensure that an integrated command structure existed between AFP, NSW Police, and APEC Task Force as well as the supporting agencies. AFP officers from all over Australia were utilised to assist with Leaders Week and guard dignitary aircraft, with more than 200 officers deployed daily at Sydney Airport throughout the course of the leaders' movements.
- The Reduce Air Freight Theft (RAFT) program was introduced in 2007 to combat the problem of under-reporting of air freight thefts by industry. It was created in response to the industry seeking both a central reporting regime and a coordinated law enforcement response to reports of theft across state and territory jurisdictions.

The program aims to reduce loss and theft of freight, enhance freight security and employee integrity, and to identify criminal activity, trends and methodology. It was launched in WA by Perth JAIT in July 2007 and it has since been progressively introduced nationally. The RAFT concept has received strong industry support.

Since inception, 467 RAFT reports have been received, over \$738,907 worth of goods have been reported stolen, 31 offenders have been charged, and over \$110,759 worth of stolen goods have been recovered.

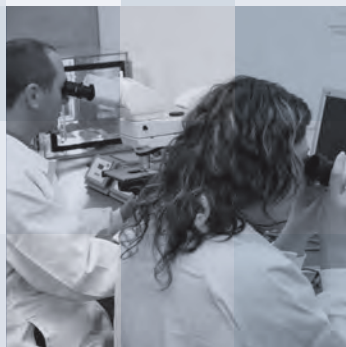
Significant Investigations and Arrests

- An investigation into the systemic theft of mobile telephones from an aviation freight company worth more than \$A70,000. An employee of the company was arrested and charged with several thefts, and investigations are continuing in relation to other employees and associates involved in organised distribution of stolen items. To date, more than 25 search warrants have been conducted with more than \$A35,000 worth of stolen goods being recovered.
- An operation investigating several aircrew involved in the evasion of duty by bulk purchase of duty-free cigarettes when entering Australia. The investigation identified these activities taking place in three cities. Joint AFP/ACS search warrants were executed resulting in the seizure of \$47,000 worth of tobacco.
- Operation Hopsack was an investigation into an employee within the aviation industry actively trafficking drugs at Sydney Airport. On 12 October 2007, JAIT arrested a man in possession of approximately 3kg of cannabis and a small quantity of ecstasy tablets. Further searches resulted in the seizure of more cannabis, ecstasy, two firearms and a quantity of ammunition. On 7 March 2008, the man pleaded guilty in the District Court of NSW, Sydney.
- Operation Galvano was an investigation into the use of expired Aviation Security Identification Cards (ASIC). As a result of the operation, 135 offences were identified and 209 expired ASIC cards were accounted for. A further 100 offences have been identified through similar investigative projects by JAITs.



AFP
AUSTRALIAN FEDERAL POLICE

4 Performance Details – Close Support



Intelligence

Results for 2007–08

Workload

- 579 new cases.
- 330 finalised cases.
- 708 cases active at 30 June 2008.

Performance measures

- Client satisfaction was 78 per cent.

The primary focus of Intelligence in 2007–08 was to continue to provide high-level intelligence support. In particular, Intelligence has continued to:

- provide current and predictive intelligence product to both internal and external clients and advice to AFP decision makers
- support AFP operational outcomes and work closely with domestic and international partner agencies
- ensure timely and secure collection, analysis and production of intelligence domestically and internationally
- provide covert policing services, including recruitment and management of human sources in support of investigations
- identify, develop and use key national and international partnerships and alliances through which intelligence capabilities are shared.

Key Initiatives

Intelligence provides varying levels of domestic and international intelligence support to aligned government initiatives. Key initiatives for Intelligence throughout 2007–08 included:

- implementation of the NPI on Collection, Assessment, and Storage of Sensitive Intelligence (CASSI)
- assisting regional partners to better disrupt terrorist organisations under the 'Fighting Terrorism at its Source' initiative
- assisting with the establishment of a policing and security capability in the aviation environment
- providing intelligence support to the National Indigenous Violence and Child Abuse Intelligence Task Force (NIITF)
- improving the targeted and effective use throughout the AFP of human source and covert policing capabilities
- taking a leadership role in the development of enhanced security governance in the AFP
- enhancing the monitoring, coordination and communications capability of the AFP through development of the AFP Operations Coordination Centre (AOCC)
- developing strategies to enhance relationships with partner agencies, both domestically and internationally.

Significant Outputs

There have been a number of significant Intelligence outputs throughout 2007–08 including:

- significant progression towards enhancing AFP human source management capabilities
- consolidation of the AOCC and associated new business processes and monitoring, support and coordination mechanisms
- introducing a strategic collection management plan that outlines and prioritises AFP intelligence requirements
- completing a review of the Intelligence Function structure and support to operations
- negotiating a number of significant Memorandums of Understanding and Exchanges of Letters with partner agencies.

Strategic Intelligence

Strategic intelligence informs and supports broader AFP decision-making and resource prioritisation through the annual Strategic Intelligence Forecast and other predictive strategic products. Intelligence staff synthesise material from across the AFP's functional streams and draw on reports from the international network and the regional offices. As well, information is received from partner agencies to assess the criminal environment and make predictions about future criminal trends.

During 2007–08, Intelligence began disseminating a new quarterly intelligence product to domestic and foreign partners. This new service has significantly increased these agencies' awareness of the AFP's strategic intelligence capability and facilitated closer and more productive working relationships.

Intelligence has also continued to work closely with the AFP's regional offices to produce strategic intelligence that has informed and influenced operational outcomes – in particular on money laundering and drug trafficking matters. Intelligence has also worked on joint strategic criminal assessments with domestic and international partner agencies.

Operational Outputs

Intelligence teams provide support to investigations and operational activities in Australia and offshore. Intelligence outputs have included:

- identification of a number of convergences relating to Australian-based persons involved in international cybercrime
- significant contribution to investigations across multiple crime types
- identification and referral of a number of criminal targets to operational teams
- protection intelligence support to major events such as APEC, Beijing Olympic Torch Relay, the Australian Federal Election, and visiting international delegates
- support to domestic and international criminal and counter-terrorism investigations
- support to IDG missions and threat assessments for AFP offshore deployments
- scanning of the criminal environment to identify relevant trends and the emergence of new threats and opportunities for the AFP
- working closely with partner agencies and the private sector to identify potential collaborative opportunities.



Capacity Development Initiatives

Intelligence is involved in various activities aimed at developing capabilities in criminal intelligence and off-shore law enforcement and strengthening partner relations. This includes the provision of training and assistance programs in Australia and internationally.

Intelligence Capability Building Project in the Pacific

In December 2006, an 18-month Capacity Building Project was endorsed by the AFP Executive. The project aims to improve intelligence capabilities in the Pacific region through developing new workplace policy and procedures, building criminal intelligence collection and reporting systems as well as designing and implementing a self-sustainable intelligence training package. To date, the project has been delivered in Vanuatu and Samoa.

Asia Region Heads of Criminal Intelligence Working Group

The Asia Region Heads of Criminal Intelligence Working Group (ARHCIWG) is an AFP Intelligence initiative aimed at increasing regional intelligence capabilities and developing mechanisms to enhance intelligence sharing throughout Asia. Held in Hanoi in 2007, ARHCIWG was attended by approximately 40 delegates from 26 agencies in 20 countries within the Asia region.

Leadership in Criminal Intelligence Program

The Leadership in Criminal Intelligence Program (LCIP) continues to provide national and international leadership in the development of best practice criminal intelligence doctrine and process. The mission of LCIP is to create an international centre of excellence in criminal intelligence.

Throughout 2007–08 the program:

- facilitated two Intelligence Management Development Programs (IMDPs) with participants from the AFP, Commonwealth and state law enforcement agencies and international partner agencies
- conducted two international colloquia titled the *Application of Intelligence to Technology Enabled Crime: Protecting our Critical National Infrastructure* and *Ethical Dilemmas: Protecting our Community through the Ethical Application of Intelligence*. Key outcomes included the development of an ethical decision making framework to be integrated into future training.

AFP Operations Coordination Centre

The AFP Operations Coordination Centre (AOCC) provides a 24 hours a day, seven days a week command, control and coordination support role to all AFP functions within Outcome 1. The Centre acts as a 'front door' for the AFP in relation to incoming business referrals and it also provides critical support services across a wide variety of areas. The AOCC was established in March 2007 and spent a substantial part of the reporting period consolidating business and cementing structures and processes. However, AOCC also deliberately expanded the scope of service delivery across Outcome 1, in order to streamline agency-wide practices and procedures. AOCC business is managed through five lines being:

- Communications and Central Monitoring Support Services
- Intelligence and Operations Support Services
- Investigations Support Services
- Business Systems Support and Reporting
- Capability Development.

Communications and Central Monitoring Support Services

The Communications and Central Monitoring Support Services (CCMSS) provides 24-hour/seven-day radio communications, call centre and alarm monitoring support to AFP members, working at Australia's 11 major airports and to various protection teams undertaking close personnel protection duties, and protection of designated diplomatic locations.

Intelligence and Operations Support Services

The Intelligence and Operations Support Services (IOSS) supports both Operational and Intelligence streams through the initial receipt and evaluation of information from a variety of sources, and then the forwarding of that information to the most appropriate areas both within and outside of the AFP. IOSS operations are divided among the Operations Support, Information Processing, and Passenger Analysis and Clearance and Evaluation (PACE) teams.

During the reporting period, IOSS took on a number of new roles and functions. For example, in July 2007 the Information Processing teams assumed responsibility for the receipt of National Security Hotline reports. For this reporting period, 8565 reports were received, of which 3728 were referred within the AFP for further examination and enquiry.

The PACE team plays a crucial role in the management of police responses to various types of alerts which are kept in Custom's PACE system. The details of all people leaving and entering an Australian port are entered into the PACE system to determine whether an alert exists. Police and law enforcement agencies can place an alert on the PACE system highlighting either the need to detain or arrest a wanted person, or to pass on intelligence of that person's travel overseas.

In 2007–08, the AOCC (PACE team) also assumed the management of all Family Law alerts and all bankruptcy alerts. It also has responsibility for managing AFP responses to activations of alerts relating to the Australian National Child Offender Register (ANCOR). In ANCOR activation situations, the AOCC Duty Officer will assess all available information and intelligence to determine whether law enforcement agencies in the destination country should be notified of the ANCOR-registered person's travel. The facilitation of all alerts by AOCC has enabled the implementation of consistent management practices and is a single point of contact for the public and client agencies.

Table I: Key CCMSS Performance Achievements During 2007–08

Service delivery	Total for 2007–08
Incident dispatches to AFP UP and CTFR at the 11 major airports	24,517
Total calls received at the Call Centre on dedicated lines including: <ul style="list-style-type: none"> • 131AFP (131 237) • 1300 AFPOPS (1300 237 677) • Interpol and the National Security Hotlines. 	22,213
Total alarms activated and responses managed by CMS personnel	240,788
Alarms activated of significance to the Commonwealth	86,538
Commercial alarm activations	154,250

Table J: Pace Team Alerts During 2007–08

ANCOR alerts	2443
Family Law alerts	2335
Other alerts	5345
PACE alerts total	10,123

The reporting period also saw the IOSS Operations Support team assume responsibility for coordinating the AFP response to the receipt of Family Law Recovery Orders and Arrest Warrants issued under the *Family Law Act 1975*. This role requires close liaison with the courts and with state/territory police agencies, which are taking an increasing role in the execution of these orders and warrants.

During the reporting period, the AOCC received 352 orders/warrants of this nature; 73 were referred to AFP offices for action, and the remaining 279 matters put into action by the AOCC in conjunction with state/territory police services.

The Australian National Central Bureau of Interpol (Interpol Canberra) operates from the AOCC on a 24 hours a day, seven days a week capability. The Operations Support teams manage operational requests to and from Interpol Canberra. Communications are facilitated between all Commonwealth and state law enforcement agencies to the 186 member countries of the Interpol network.

During the reporting period, 25,013 messages were sent and/or received, each requiring varying levels of actioning. Interpol matters required the creation of 1585 cases on the AFP Police Realtime Online Management Information System (PROMIS) computer system (approximately 23.5 per cent of all national cases during the period). Further, 10,139 Interpol Diffusion Messages on internationally wanted persons, were registered and disseminated to partner agencies. The AFP gave priority to matters relating to organised/transnational crime, on-line child protection operations, war crimes, human trafficking and border/drug operations.

Operations Support also processes AFP requests for telecommunications data for all life threatening matters that are not the responsibility of state/territory police services. Additionally, telecommunications data required to obtain interception warrants and urgent out-of-hours requests is also obtained by Operations Support.

Investigations Support Services

The Investigations Support Services (ISS) business line receives and evaluates investigation referrals to the AFP from client agencies, partners and the public.

Support is also provided through the facilitation of external enquiry requests for government and non-government organisations. During the reporting period, all AFP office External Enquiry teams were merged to form a 'virtual' External Enquiries team centrally administered by AOCC. This has resulted in the streamlining of external enquiry request practices across the AFP.

Specialised support is also provided in relation to quality assurance and legislative reporting requirements relating to controlled operations and applications to rescind passports where a law enforcement imperative exists.

The Operations Committee Secretariat connects AFP Operations Committees in each AFP Office with the National Operations Committee, the AFP's highest operational decision-making forum.

During the reporting period, ISS took on responsibility for the coordination of the Quality Assurance Review (QAR) program for external agency investigations. QARs establish whether the investigations conducted by these agencies are being undertaken in compliance with the requirements of the Australian Government Investigations Standards.

ISS also undertakes the administrative management of AFP investigators seconded to external agencies, which include the following:

- ACC
- ATO
- Centrelink
- CrimTrac
- National Threat Assessment Centre
- Crime and Corruption Commission of Western Australia
- DFAT
- Department of Environment and Water Resources.

Business Systems Support and Reporting

Business Systems Support and Reporting (BSSR) assists all operational and intelligence areas within Outcome 1 of the AFP, and external users, in accessing the various domains of the PROMIS computer system. Primary responsibilities include the administration of major information systems, data quality of information stored within those systems and the retrieval of information for reporting purposes.

During the reporting period, BSSR has focused on enhancing the administrative management of information system use as well as improving the functionality of existing systems in order to better meet operational needs.

Capability Support

The Capability Support (CS) business line was created during the reporting period and it performs a support and development function for the AOCC.

The Business Administration team supports all AOCC teams and facilitates essential corporate support services such as finance and human resources.

The Capability Development team enhances the AOCC's effectiveness through the research, development and implementation of new technologies and systems. During the reporting period critical projects undertaken have included implementing:

- a distress beacon register
- AFP-wide call-sign nomenclature
- a system to track the location of all commercial flights within Australian airspace.

The team also represents the AFP on the CrimTrac working group for the Automated Numberplate Recognition Scoping Project.

A project officer has also been dedicated to coordinating the development of a future purpose-built AOCC facility at Majura.

Property and Exhibit Management

The Manager AOCC is supported by the National Property and Exhibits Coordinator.

The National Coordinator Property and Exhibits plays a key role in the development, review, amendment and implementation of organisational policies, procedures and guidelines for the handling and management of property and exhibits. Highlights achieved during the reporting period include:

- conducting Drug and Property Registrar training and workshops
- implementing the recommendations of the AFP Security and Audit team's endorsed 'Property and Exhibit 100% Stocktake'
- chairing the Spectrum Program (Property and Exhibits) Reference and Evaluation Groups
- overseeing the roll-out of the new bar-coding equipment for seized and stored exhibits including the decommissioning of the manual exhibit registers.

Forensic and Data Centres

Results for 2007–08

Workload

- 105 new cases.
- 80 finalised cases.
- 72 cases on hand at the close of the financial year.

Performance measures

- Client satisfaction was 88 per cent.

The Forensic and Data Centres function comprises:

- Forensic Operations
- Data Centres – incorporating:
 - Australian Bomb Data Centre (ABDC)
 - Australian Chemical, Biological, Radiological, Nuclear Data Centre (CBRNDC)
 - Forensic Drug Support
- Forensic and Data Centres Business Support.

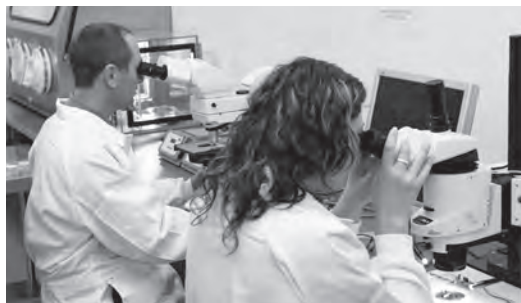
Technical Operations was previously a component of this function until February 2008 when it merged with the newly created High Tech Crime Operations function.

Over the reporting period the function has made significant contributions to AFP activities by providing specialist support to national operations, ACT Policing operations, regional deployment, training and capacity building projects with regional partners.

Significant Activities

The Australian Chemical Biological Radiological Nuclear Data Centre (CBRNDC) was officially opened by the Attorney-General and AFP Commissioner on 2 July 2007. The CBRNDC has achieved a number of key outcomes including:

- the provision of CBRN technical intelligence on the illegal use of CBRN materials
- attendance and representation at international and domestic scientific, technical, and intelligence conferences.



The Evidence Recovery and Triage Laboratory facility is a stand-alone laboratory designed to facilitate the initial analysis of unknown biological and chemical substances/materials, in particular those relating to CBRN and explosive incidents. The facility will also be used to accommodate the examination of evidence from major incidents.

During 2007–08, the chemical and physical profiling of AFP border illicit drug seizures as part of the Australian Illicit Drug Intelligence Program (AIDIP) has been monitoring the level of South West Asian ('Afghani') heroin in AFP border seizures and communicating its findings through to law enforcement, intelligence and policy sectors in Australia and overseas.

In August 2007, the National Centre of Forensic Studies was established and launched. The centre has three main partners: the AFP; the University of Canberra; and the Canberra Institute of Technology. The primary focus of the National Centre for Forensic Studies is to nurture and promote tertiary and practical education in forensic science fields.

In April 2008, the Integrated Ballistics Imaging System (IBIS) was launched. This system images, ranks and automatically matches fired cartridges and bullets, and can create a data base of unsolved firearms crime exhibits.

The AFP's forensic facilities underwent an external reaccreditation conducted by the National Association of Testing Authorities, Australia during 2007–08. The laboratory holds accreditation under *International Standard ISO/IEC 17025:2005* in the fields of Fingerprints, Document Examination, Chemical Criminalistics, Signal Processing, Biological Criminalistics, Firearms and Crime Scene Examination.

The *JusticeTrax LIMS-Plus*, to assist in laboratory workflow, case reporting, and electronic exhibit tracking was implemented in 2007–08.

The *PlassData* software solution for DVI was also implemented in February 2008. *PlassData* was used during the Thai Tsunami Victim Identification in 2005, and provides enhanced computerised matching of missing persons with unidentified human remains.

Forensic and Data Centres acquired the *ChemAlert* system to assist in maintaining Material Safety Data Sheet (MSDS) information for the more than 800 chemicals used in the laboratory and in the field for forensic analysis. The *ChemAlert* provides an electronic facility to store key information on more than 100,000 chemicals.

A robotic liquid handling platform was introduced into operational casework in March 2008 in the Biological Criminalistics team. This platform enhances the quality and efficiency of a critical step in the DNA analysis process and will support investigations from Outcomes 1 and 2 and assist the forensic capacity to respond to major incidents including DVI.

Twelve research students were engaged from the University of Technology, Sydney, Canberra Institute of Technology and the University of Canberra to conduct research relating to wildlife trafficking, dirty bombs, glass analysis, inks and printers, petrol analysis, recovery of post-blast evidence, human hair comparison, impacts of fingerprint recovery on DNA evidence, and several aspects of ballistics.

Research collaborations funded by external bodies were commenced with the University of South Australia, the Australian Defence Force Academy, the University of Adelaide, Queensland University of Technology and the United States Technical Support Working Group. Proposals for externally funded collaborative research were lodged with several funding bodies.

Forensic and Data Centres received a grant for research time on the Australian Synchrotron to examine trace evidence.

The function also contributed substantially to regional forensic and data centre capability in 2007–08 by:

- providing the Norfolk Island District Court with an electronic courtroom environment for the presentation of evidence
- funding consumable equipment and mentoring of scientists of the Indonesian National Police DNA (Jakarta) Laboratory established by Forensic and Data Centres in early 2007
- establishing the Indonesian Bomb Data Centre (Jakarta)

- establishing the Thai Bomb Data Centre (Bangkok) and a satellite Bomb Data Centre (Yala) in Thailand



- establishing a Computer Forensics Laboratory in Thailand (Bangkok)
- establishing a Fingerprint Enhancement Laboratory in Thailand (Bangkok)
- providing Facial Identification equipment and training to Royal Thai Police and the Central Institute of Forensic Science (Thailand) personnel
- establishing a Chemical Criminalistics Laboratory in the Philippines (Manila)
- providing DVI equipment and training to:
 - Indonesia, Thailand, Malaysia, Sri Lanka, Philippines, Viet Nam, Vanuatu, Tonga, Tuvalu, Kiribati and Marshall Islands.
- providing key reference materials to support the development of drug profiling in Vietnam and general information exchange with other jurisdictions through the AFP Overseas Liaison Network

- providing forensic and technical training to regional law enforcement agencies in:

- Post-Blast Investigation
- Post-Blast Incident Management
- Fingerprints
- Forensic Biology
- Data Centre Management
- Fire Scene Investigation
- CBRN Awareness
- Forensic Incident Management
- Electronic Evidence Investigation and Analysis
- Ballistics Identification and Analysis Training
- DVI Training
- Facial Identification.

Australian Bomb Data Centre

The 16th ABDC conference was held at the National Convention Centre, Canberra, in December 2008. More than 270 delegates and exhibitors attended with nine countries represented.

The ABDC hosted two Regional Bomb Data Centre Working Group meetings involving the six countries in which the AFP has established Bomb Data Centres. The ABDC has also facilitated the attendance of personnel from these Bomb Data Centres at the annual International Bomb Data Centre Working Group.

Scoping was commenced for the development of a CBRN Data Centre-like capacity with South East Asian partners.

Significant Domestic Operations

The following significant operations were carried out within Australia in 2007–08:

- Personnel were deployed to Sydney for the duration of APEC meetings. This included the transfer of the Forensic Mobilab (mobile laboratory). Comprehensive imagery of the leaders venue was undertaken and an interactive scene visualisation tool produced.
- Forensic personnel were posted to Brisbane to provide forensic input into the investigation of an alleged terrorist incident.
- Textile of an Australian Army colour patch from World War I was examined and compared with samples from the Australian War Memorial to assist in the identification process.
- Assistance with forensic investigation and victim identification arising from civil unrest in Timor-Leste.
- Assistance with forensic investigation into the assassination attempts on President Ramos-Horta and Prime Minister Gusmao.
- Assistance with forensic investigation into the shooting death of an ADF soldier.

Significant International Operations

The following significant operations were carried out in international regions in 2007–08:

- Deployment of Forensic and DVI personnel to Tonga to assist in the investigation and identification of five deceased persons in shoreline fires.
- Assistance to the Royal Malaysian Police and United States Drug Enforcement Agency officials to investigate a large methamphetamine clandestine laboratory.
- Assistance to the Nauru Police in relation to a murder.
- Assistance to the Philippines National Police with post-blast examination in relation to an explosion incident in a Makati City shopping mall where 11 people were killed and more than 100 people injured.

High Tech Crime Operations

Results for 2007–08

Workload

- 526 new cases.
- 98 finalised cases.

Performance measures

- Client satisfaction was 92 per cent.

Note: performance measures for HTCO are under development.

The purpose of High Tech Crime Operations (HTCO) is to provide the AFP with an enhanced capability to combat technology-enabled crime and to enable centrally coordinated high tech support.

HTCO prevents, disrupts and investigates technology-enabled crime across all areas of AFP responsibility. It also provides key support services in technological policy and strategic intelligence; crime prevention and education; and capability development.

A Booz Allen Hamilton-commissioned Technology Enabled Crime Capability Development Roadmap informed the creation of the HTCO function in March 2008. HTCO is an operating model that enables the AFP to best leverage its organisation-wide capabilities in the fight against technology-enabled crime. This approach has seen the recent integration of various AFP units, including: the Australian High Tech Crime Centre (AHTCC), the Online Child Sex Exploitation teams, the Child Sex Tourism teams, the Cyber-Safety teams (formerly Protecting Australian Families Online), Technology-Enabled Crime, and Technical Operations.

HTCO functions with three primary divisions:

- *Business and Technology Delivery*, comprising Business Delivery, Telecommunications Interception, Radio and Electronic Support and Technical Operations
- *Prevention and Innovation*, comprising Future Technologies, Technology Capability delivery, Emerging Technologies and Crime Prevention
- *High Tech and Child Protection*, comprising High Tech Crime Operations and Child Protection Operations.

Business and Technical Delivery

Telecommunications Interception Division

The Telecommunications Interception Division (TID) supports investigations by providing monitoring, record-keeping and report services, in accordance with the *Telecommunications (Interception and Access) Act 1979*, and a record-keeping and report service in accordance with the *Surveillance Devices Act 2004*. The TID facilitates inspections by the Commonwealth Ombudsman's Office to ensure legislative compliance.

The TID is responsible for the management of lawfully intercepted product and the provision of evidentiary packages in support of AFP prosecutions.

Radio and Electronic Support

Radio and Electronic Support (RES) manages the AFP's mobile radio communications systems, tracking systems and taped record of interview systems throughout Australia and overseas.

RES supports the whole of the AFP, but in particular, the AFP Operations Coordination Centre, the International Deployment Group and Physical

Surveillance teams by the provision of training and technical support.

The AFP is a full member of the Law Enforcement and Security Radio Spectrum Committee (LESRSC), and provides the technical adviser to the Australian Government on the National Coordination Committee for Government Radio.

Technical Operations Team

Technical Operations is 11 teams based in five locations around Australia, integrating the Police Technical Teams (PTT) and the Specialist Operations Support Teams (SOST). The teams are responsible for conducting overt and covert technical operations in support of AFP national and international investigations and ACT Policing. The functions of the teams include:

- technical surveillance through the provision of audio, imagery data, or tracking product on persons or places of interest
- equipment procurement
- training and policy development.

Technical Operations also provided advice, training, equipment and capability development to the AFP's law enforcement partners in the Asia-Pacific region.

Prevention and Innovation

Future Technologies

Future Technologies identifies and analyses the risks and opportunities presented by emerging technologies. The team also seeks to innovate and leverage technologies to serve the AFP.

Strategies include:

- participating in inter-agency and high-tech industry forums, conferences and working groups
- maintaining a team of highly skilled and technically proficient analysts and technologists to service AFP clients

- developing AFP capability to deal with significant emerging technology risks and issues
- providing AFP investigators with visualisation and analytical capability.

Technical Capability Delivery

Technical Capability Delivery commenced operations in September 2007 and consists of the:

- Systems team, responsible for the provision of all telephone and data interception warrants and being the initial contact for all telecommunication interception operations. This team also has primary responsibility for communications with the carriers and Internet Service Providers (ISPs).
- Development team, responsible for all short-to-medium term developments in telecommunications interception and computer exploitation. This team has developed several important innovations to meet immediate operational needs, particularly in internet interception.
- Field team, responsible for deploying technology to assist telecommunications interception, as well as performing computer exploitation operations. There have been new capabilities developed and deployed in this area using data surveillance powers from the *Surveillance Devices Act 2004* in support of major narcotics importation and counter-terrorism operations.

Emerging Technologies

Emerging Technologies provides advice on technologies and develops infrastructure systems, principally in support of Outcome 1.

New provisions in the *Surveillance Devices Act 2004* allowed Emerging Technologies to develop better network-based surveillance capabilities in support of a wide range of criminal investigations.

During the year, early planning and assessment work was undertaken for a major upgrade of the AFP's interception monitoring systems, and for a proposed new Enhanced Technical Surveillance

(ETS) system. ETS is a \$47m NPI, bringing together all Telecommunication Intercept (TI) product and CT Electronic Surveillance (ES) product into a centralised database, and applies advanced monitoring and data mining tools to support investigations.

Under the Memorandum of Understanding between the AFP and the Defence Science and Technology Organisation (DSTO), a project agreement has been established for DSTO to conduct a scoping study of the project.

Together with law enforcement and security agencies, Emerging Technologies assessed telecommunications carriers' Statements of Compliance relating to their interception obligations.

Crime Prevention

Crime Prevention focuses specifically on training, education and awareness-raising on cyber safety and security for the public. It provides training for AFP members in relation to the use of technology to facilitate investigations.

The following outcomes were achieved during the reporting period:

- employment of an Academic Outreach Coordinator and a Youth Advisor
- organisation of the Today's Youth Forum in April 2008. This involved bringing together 20 Canberra-based youth aged between 11 and 16 who were nominated by their schools as a result of their demonstrated interest and passion in cyber safety
- delivery of internet safety and security awareness-raising presentations to a number of schools empowering students, teachers and parents
- participation in National E-Security Awareness Week (NEAW) between 6 and 13 June 2008. Activities included presentations at schools in Adelaide, Perth and Canberra and presentations at seminars organised by the Australian Seniors Computer Clubs Association in Sydney and Cooranbong
- encouragement of a more tech-focused environment in the AFP through training programs developed in partnership with HTCO and AFP Learning and Development.



High Tech and Child Protection

High Tech Crime Operations

Australian High Tech Crime Centre

In November 2007, the Ministerial Council for Police and Emergency Management — Police (MCPEMP), after agreement by the Board of Management, resolved that the Australian High Tech Crime Centre (AHTCC) would become a business unit of the AFP. It was also resolved that the current Board of Management arrangements and the High Tech Crime Managers Group would cease. Instead, state and territory policing jurisdictions will have input to the AHTCC through a Strategic Advisory Group (SAG) the primary focus of which is to oversee four core functions:

- policy advocacy
- strategic intelligence support
- crime prevention and education
- capability development.

In March 2008, the AHTCC functional capabilities embedded within the new HTCO function.

Joint Banking and Financial Sector Investigation Team

The Joint Banking and Financial Sector Investigation Team (JBFSIT) is a collaborative team combining the resources of the Australian financial sector and the AFP. Through co-location, effective data sharing, and proactive intervention techniques, the JBFSIT mitigates the impact of online fraud on the Australian community.

In 2007–08, in conjunction with partner organisations, the JBFSIT mitigated the impact of more than 5000 phishing sites directly targeting online customers of Australian financial institutions. Collaboration with international law enforcement agencies was integral to mitigating online fraud offences.

Cyber Storm II

In March 2008, the *Cyber Storm II* exercise was conducted in Australia, the United States, New Zealand, Canada and the United Kingdom. Seven sectors were represented from Australia including government agencies, the banking and finance sector, telecommunications, water, energy and information technology. Across a range of scenarios the AFP and key government agencies and private-sector partners, were able to investigate and mitigate mock cyber attacks on Australia's National Information and Critical Infrastructure.

Child Protection Operations

The AFP combats online child sexual exploitation in partnership with state, territory and international law enforcement agencies, government organisations and industry. Child Protection Operations (CPO), formerly known as the Online Child Sex Exploitation team, was established in 2005. On 1 March 2008, CPO amalgamated with the Child Sex Tourism team and aligned with the HTCO function.

During the reporting period, a number of significant forums were facilitated or attended, including the:

- Virtual Global Taskforce (VGT)
- 26th Interpol Specialist Group on Crimes Against Children
- Australasian Police Child Protection Committee.

Other HTCO initiatives include the National Strategy to Counter Online Child Sex Abuse 2005–08 and the Australian National Victim Image Library (ANVIL).

On 7 March 2008, the AFP announced the implementation of new tool in the fight against child predators. Developed and donated by Microsoft, the technology, known as the Child Exploitation Tracking System (CETS), is a unique software tool that enables the AFP to work with law enforcement agencies throughout Australia and around the world, to share and track information relating to online child exploitation and abuse. CETS is being progressively implemented across Australia.

Significant Events

Successful operations include:

- *Operation Irenic* – a nationwide inter-jurisdictional operation, resulting in 24 persons being arrested with 500,000 images of child abuse material seized
- *Operation Thuja* – a nationwide inter-jurisdictional operation, resulting in 7 persons being arrested
- *Project Kickshaw* – an international operation, resulting in 29 persons being arrested
- *Operation Centurion* – an international operation, resulting in 100 persons being arrested.

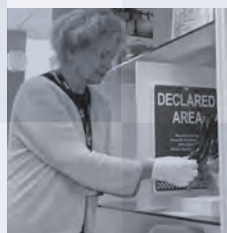
At the end of the reporting period, the AFP was conducting 28 investigations into extra-territorial child sex offences with four matters before the courts or briefs in preparation.

Given its emergence as a crime-type utilising advanced technologies, HTCO has placed particular emphasis on child protection operations, and it will continue to be a crucial component of the function's strategy in combating technology-enabled crime.



AFP
AUSTRALIAN FEDERAL POLICE

5 Corporate Services





Corporate Services

Corporate Services comprises areas administered by the Chief of Staff and the Chief Operating Officer.

These services provide the governance, administrative and technical support for operational and support areas.

Chief of Staff

The Chief of Staff function is directly responsible to the Commissioner. The function provides support to the AFP Commissioner and the two Deputy Commissioners, and manages a number of AFP governance and executive services.

The function comprises the following areas:

- Ministerial Liaison
- National Media
- National Marketing and Communications
- Recognition and Ceremonial
- Professional Standards
- Legal
- Spectrum Program
- Executive Services and Commissioner's office
- Policy and Future Strategies (line-reporting).

In 2007–08, the function also:

- managed the hosting arrangements for the Asia-Pacific Group on Money Laundering Secretariat
- was responsible for the delivery of the *International Policing Toward 2020* conference
- coordinated the conduct of a number of organisational reviews.

Ministerial Liaison

Ministerial is responsible for the coordination of all parliamentary documents, briefings to parliamentary committees, preparation for AFP Executive appearance before committees and hearings, responses to parliamentary questions on notice and parliamentary committee correspondence. Ministerial also has the Cabinet liaison function.

The AFP has a Law Enforcement Liaison Officer (LELO) posted in the office of the Minister for Home Affairs. The LELO provides a single point of contact for Ministerial staff from the offices of the Minister for Home Affairs and the Attorney-General. The LELO maintains a key operational relationship with the two Ministerial offices to provide timely advice on law enforcement matters. The LELO works closely with, and is supported by, the Ministerial team.

Following the 2007 Federal Election, the Honourable Bob Debus MP was appointed as the Minister for Home Affairs. As part of the Minister's induction to the function, the AFP prepared and delivered a comprehensive incoming Minister's brief.

The AFP also provided induction briefings to a range of government and opposition parliamentarians.

Table K illustrates the number of ministerial documents Ministerial progressed during the reporting period.

Table K: Ministerial Work Progressed

Category	2005–06	2006–07	2007–08
Ministerial Briefings Including PPQs	963	1061	805
Items of Ministerial Correspondence	543	558	520
Questions on Notice	32	33	9
Senate Estimates briefs including answers to Questions on notice	195	311	152*

* Supplementary Budget Estimates were not held due to the 2007 Election.

National Media

The AFP has a prominent media profile due to the organisation's domestic and international activities and its role in significant government programs. In partnership with National Marketing and Communications, the media unit is central to the AFP's public relations, public accountability and management of information. During 2007–08, National Media moved from a support operational profile to an operational working pattern, achieving cost savings and improving efficiency. Staff members were rostered seven-days-a-week and maintained 24-hour on-call arrangements to manage the large volume of media enquiries and transactions the AFP undertook on a daily basis.

National Media provides advice and training to AFP members and senior executive on media management matters. Lectures were conducted with various team members, team leaders and coordinator-level groups. Similar lectures were provided to groups at the AFP's state offices.

National Media generated media releases, managed media events and provided responses to journalists on the AFP's activities. In 2007–08, National Media prepared 549 sets of talking points and 210 media releases. The number of times the AFP was referenced in the media more than doubled from 13,124 mentions in 2006–07 to 28,088 mentions in 2007–08.

National Media had an extensive role with stakeholder management and coordination of the publicity aspects of many of the AFP's joint agency operations and media strategies. During the year, National Media worked with state police media teams, non-government agencies, such as Microsoft, and state and federal government agencies, including the DIAC, the ACS and Centrelink in developing media events.

Major media issues covered in 2007–08 by National Media included:

- Operation Rain, the investigation into Australian links to the 2007 London and Glasgow bombings. National Media provided support by arranging media conferences, talking points and media releases during the course of this investigation. The AFP continued to attract considerable media attention during the course of the year and following the announcement of the Clarke Inquiry in relation to this matter.
- Operation Pleach, the deployment of IDG personnel as part of the Australian Government's NTER intervention
- Operation Streambank, the rescue of an Australian man held for ransom in Mali after falling victim to an internet scam
- security for the APEC 2007 conference in Sydney

- investigations into online child sex exploitation in Australia and overseas, including Operations Irenic and Centurion
- the return of a man from Greece to Australia to face murder charges in VIC
- major drug seizures in Sydney, Melbourne and Perth
- deployment of the specialist staff to Timor-Leste after assassination attempts on President Ramos-Horta and Prime Minister Gusmao in February. The deployment of the ORG attracted considerable interest from the Australian and international media.
- operations targeting identity fraud, including an operation by the Brisbane and Sydney Identity Security Strike Teams (ISSTs) targeting transnational fraud worth more than \$5m. The Media team worked closely with the members of the ISSTs to promote their work and highlight the crime of identity fraud as a significant public issue.
- National Police Remembrance Day
- *International Policing Toward 2020* conference
- high profile arrests of Project Wickenby targets involving money laundering and tax evasion.

National Marketing and Communications

The National Marketing and Communications (NM&C) team works with internal and external stakeholders to maintain and enhance the AFP reputation and image through management of the AFP brand, provision of advice and assistance in managing strategic communications about the AFP and its functions and special event management. The team also manages the Australian Federal Police Museum.

During 2007–08, NM&C serviced a growing demand from within the AFP for the development and implementation of communications projects promoting its expanding role and various functions. These projects involved the creation and distribution of multimedia, online and printed materials and static displays.

In 2007–08, the team successfully planned and executed online campaigns for key AFP events, including the launch of the AFP Strategic Plan 2007–11 and the AFP Culture Survey. These campaigns featured the publication of news articles with photo galleries and video montages.

NM&C was also responsible for:

- publication of the *Platypus* magazine
- development and maintenance of the external AFP website
- AFP Commissioner's webpage
- Annual Report production.

Marketing highlights for 2007–08 included:

- APEC Leaders Week
- *International Policing Toward 2020* conference
- worked closely with the National Missing Persons Coordination Centre to deliver a suite of communications projects including National Missing Persons Week 2007, the 'Make Contact' campaign, the national counselling framework, and the National Youth Week campaign, as well as sponsorship of a Video Hits concert in support of missing persons
- supported the Australian launch of the Child Exploitation Tracking System through event management, on-site marketing support, audio-visual services and stakeholder liaison/relationship management

- worked closely with the Financial Investigations team to develop and implement a campaign to increase the awareness of financial investigations as a tool for tackling organised crime
- commenced partnering with Foxtel; information segments produced in respect of missing persons, online child sexual exploitation and intellectual property crime were aired on Foxtel's Crime and Investigation Network, extending the reach of AFP messages and initiatives.

The Australian Federal Police Museum

During 2007–08, the Australian Federal Police Museum continued to market the cultural significance of the AFP to a wide audience through the display of objects from the collection.



During the reporting period, the museum received 415 new objects for the collection, ranging from photographs and documents to items associated with significant AFP events, such as APEC. The museum processed 65 research inquiries, adding to the museum's research files and databases. New satellite displays included the changeover of museum showcases in the National Headquarters foyer, the AFP Commissioner's gifts showcase, and a display at the AFP College.

Recognition and Ceremonial

Recognition and Ceremonial (R&C) coordinates formal recognition processes for the AFP, including facilitating the AFP Internal Awards Framework, awards granted under the Australian Honours System, and awards conferred through other bodies. R&C is responsible for other recognition projects that highlight the achievements of the AFP to the general public and coordinates all AFP ceremonial events and other community events.

R&C provides secretariat functions for the following:

- National Awards and Recognition Committee
- National Police Memorial Coordination Committee
- National Uniform Committee
- Former Member's Network
- Australian Capital Territory Community Protection Medal.

Recognition

The Recognition team prepares nominations for the AFP Internal Awards Framework, for consideration by the National Awards and Recognition Committee (NARC). The NARC makes recommendations biannually to the AFP Commissioner. Awards are announced in the Foundation Day Honours List on 19 October and the Commissioner's Honours List on 2 April.

Awards

In 2007–08, the NARC considered 233 individual or group nominations. Of these nominations, 72 AFP employees and members of other organisations were recognised with awards.

The Recognition team identified and nominated AFP employees and others for their actions in connection with Operations Cawdor (December 2004 Tsunami in Thailand), Deva (illicit drug laboratory in Fiji, Malaysia, Philippines and Hong Kong) and Serene (Timor-Leste).

The team also facilitated the recommendation for 661 AFP employees to be considered for other forms of recognition under the Australian Honours System, ACT Government, and other external recognition providers.

Within the AFP Internal Awards Framework, Recognition and Ceremonial processed 1205 Service Medals for current and former employees.

Other Recognition Projects

The Recognition team conducted seven award investitures and 20 award presentations nationally and internationally to recognise AFP employees, state jurisdictional police and other government agencies.

During 2007–08, tenders were called for the manufacture of the AFP's internal awards. This process resulted in the establishment of a deed of standing offer with a new supplier.

The Recognition team originally coordinated the *In the Line of Duty* police history exhibition in 2006 at Canberra's Old Parliament House. The exhibition presents a timeline of important moments since 1788 in the history of all Australian police jurisdictions and is illustrated by images of documents, photographs and objects held in police archives and museums around the country. During 2008, the exhibition appeared at the South Australia Museum as the first stop of a 12-month tour to selected venues throughout Australia.

Ceremonial

Ceremonial coordinates all AFP ceremonial events, as well as providing advice on ceremonial and protocol governance.

In 2007–08, Ceremonial coordinated the following ceremonial events:

- ceremonial support and participation in the state funerals for Justice Terrence Connolly and Mr Trevor Kaine, former ACT Chief Minister
- ceremonial aspects of AFP investitures of awards under the AFP Internal Awards Framework across Australia and internationally
- three memorial services for deceased members
- four official visits to the National Police Memorial for international law enforcement agencies
- a number of public awareness activities such as school visits, police station open days and the Canberra Show.

To support these activities, the Ceremonial team engages the Ceremonial and Protocol Officer (CAPO) Network, the AFP Ceremonial Mounted Cadre and the AFP Pipes and Drums.

AFP Ceremonial Mounted Cadre

The AFP Ceremonial Mounted Cadre (CMC) consists of seven riders and seven troop horses with two riders working within the Ceremonial Support team. The AFP CMC is a valuable resource for ongoing ceremonial activities and public relations.



In 2007–08, three AFP horses were loaned to NSW Police in support of APEC and were subsequently quarantined in Sydney following the outbreak of equine influenza. All three horses were returned to Canberra with a clean bill of health in February 2008.

AFP Pipes and Drums (AFPPD)

The AFP Pipes and Drums (AFPPD) is a volunteer group of musicians drawn from the membership of the Canberra City Pipes and Drums. For more than a decade the AFPPD has performed at a wide range of public and ceremonial events in support of the AFP with the most recent being the 2008 Adelaide Police Tattoo. As a result of its appearance at the 2007 *Kremlin Zoria* military music festival in Moscow, the band has been invited to perform at the prestigious *Edinburgh Military Tattoo* in 2009.

Former Members' Network

The AFP Former Members' Network was established in January 2008 to enable regular communication between the AFP and former employees. The Network aims to provide ready contact with a pool of people who possess skills the AFP can call on and also aims to provide a range of social, professional and practical benefits to its members and to the AFP.

Professional Standards

The AFP is a values-driven organisation and its core values represent the organisation's principles and standards. These core values are:

- Integrity
- Commitment
- Excellence
- Accountability
- Fairness
- Trust

The AFP's integrity, and that of its appointees, is critical if the organisation is to continue to maintain the high level of confidence and trust it receives from the Australian Government and the community it serves. The Professional Standards function is the primary mechanism for maintaining the AFP's integrity and professional standards and plays a significant role in promoting, monitoring, and maintaining the AFP's ethical standards, values and security.

Professional Standards undertakes a number of key services for the AFP, including:

- the detection and investigation of inappropriate conduct
- an intelligence capability for early detection and prevention
- organisational and personnel security measures
- drug testing
- strategies to educate and promote best practice in professional standards.

Complaints Procedures

In 2007–08, Professional Standards, in partnership with the Commonwealth Ombudsman and Australian Commission for Law Enforcement Integrity (ACLEI), continued the implementation of Part V of the Act.

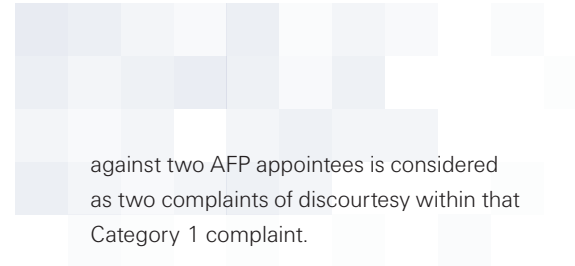
Complaints dealing with minor breaches of the AFP's professional standards are managed by line managers who are best placed to deal with underperformance and minor misconduct. This enables underperformance and behavioural issues to be resolved without undue delay or stress for appointees and complainants. Strategies to prevent recurrences are also developed and implemented at management level. The outcomes for these minor matters have placed greater emphasis on changing behaviour rather than imposing punitive measures.

More serious professional standards matters that may result in employment suitability consideration are investigated by Professional Standards with oversight from the Commonwealth Ombudsman.

All corruption matters are referred to the ACLEI.

Where several issues are identified within a complaint, each issue is allocated a separate coding to ensure each issue is addressed within the overall complaint.

Where a complaint involves two or more AFP appointees, a complaint is raised for each appointee. For example, a Category 1 complaint of discourtesy



against two AFP appointees is considered as two complaints of discourtesy within that Category 1 complaint.

During 2007–08, Professional Standards received 1016 complaints. The AFP exercised discretion, under section 40TF of the Act, not to investigate 183 of these matters. Of the remaining referrals, 598 were dealt with as minor management matters, 369 were referred for investigation by Professional Standards, and 19 were referred to the ACLEI.

When a complaint is received by the AFP it is categorised as a Category 1, 2, 3 or 4 conduct issue. The four categories range from Category 1, the lowest and least serious, through to Category 4, which are corruption issues.

Category 1 conduct issues relate to minor management matters, customer service matters and minor performance issues of an AFP appointee.

Category 2 conduct issues include minor misconduct and unsatisfactory performance. The focus for both Category 1 and 2 conduct issues is early intervention and early managerial resolution.

Category 3 conduct issues are limited to misconduct that does not raise a corruption issue however includes serious misconduct, conduct giving rise to consideration of employment termination, breaches of criminal law, and serious neglect of duty.

A Category 4 corruption issue is where a member of the AFP has, or is engaged, or may engage in, corrupt conduct. The AFP Commissioner is obligated to refer corruption matters as soon as practical to ACLEI.

Security

The Professional Standards Security team is responsible for implementing the Australian Government protective security policy within the AFP, including the development and implementation of policies, procedures and standards for the protection of personnel, information, assets and operations. The Commonwealth *Protective Security Manual* (PSM)

2007 provides the framework for the development and maintenance of the AFP Security Plan and is relied upon to set strategic direction in whole-of-organisation security. The PSM and supporting documentation, including the *Australian Government Information and Communications Technology Security Manual* (ACSI 33), set measurable criteria for the assessment process, reviews and appeals, and provides benchmark standards for all of the AFP's security needs.

Coordination and oversight of the overall performance of protective security functions in the AFP is undertaken by the Agency Security Adviser (ASA). This role is performed by the Coordinator Security, Professional Standards. Management and implementation of protective security measures is devolved to line managers, which allows security matters to be considered as an integral part of functional and office operations.

Drug Testing

The AFP's commitment to a drug-free workforce continued in 2007–08 with 7506 tests being conducted, which was an increase of 1585 drug tests from the previous year. The major component of the AFP's drug testing strategy is the random workforce testing regime, with other key components being:

- *Mandatory Applicant Testing*: Pre-employment testing of unsworn employees and contractors
- *Mandatory Recruit Testing*: New employment testing of sworn employees.
- *Mandatory Investigation Testing*: Testing as part of a Professional Standards Investigation
- *Mandatory Certain Incident Testing*: Testing of personnel that have been involved in critical incidents such as shootings or vehicle accidents.

Personnel Security Vetting

During 2007–08, the Personnel Security Vetting (PSV) team assessed 2866 security clearances, ranging from Site Access Only to Top Secret clearances.

All AFP appointees hold some form of security clearance. 64 per cent of AFP appointees currently hold a National Security Clearance at the level of Confidential or above. 36 per cent of AFP appointees hold a Position of Trust security clearance up to the level of Highly Protected

Legal

During 2007–08, Legal provided advice on approximately 2250 files and processed 279 FOI requests. This reflects an increase in both the number of requests for legal advice and the number of FOI requests processed in the previous financial year.

The strong demand within the AFP for commercial and governance-related legal services remained during 2007–08.

Requests for commercial legal assistance continue to be received from almost all functional streams within the AFP. Especially significant has been the assistance provided to the Information Services and Forensic and Technical functions, with the former seeking to establish new panels in relation to the provision of ICT services, desktops and notebooks, and applications development services in respect of the Spectrum Program. Other significant commercial assistance was provided in relation to a number of building and accommodation projects, most notably those relating to a new AFP headquarters, the establishment of new panels for project management and professional services and Project Jupiter (see *Building and Accommodation*).

Demand for governance-related legal assistance remained high with Legal actively involved in the development and implementation of a number of new or revised AFP and Commonwealth guidelines and policies, as well as provision of advice in relation to Commissioner's Orders and the Commonwealth's financial management framework.

Demand for advice on employment and industrial issues was high particularly in areas of international deployments and in anticipation of the amendments to Workchoices by the new government. Legal also advised on and managed a number of claims against the AFP and was involved in a number of significant litigation matters, including lengthy proceedings before an appeal to the Full Federal Court regarding the *Telecommunications Interception Act 1996* (Cth) and NSW Supreme Court surrounding police 'duty-of-care' issues. The number of information disclosure processes directed to the AFP, such as subpoenas, summons and Notices to Produce, increased from previous years.

Legal continues to provide dedicated support to the CT function, including providing legal assistance to investigations and criminal prosecutions. Significant assistance was provided to CT in relation to the prosecutions arising from Operations Pendennis and Pendennis-Eden and investigations relating to Operation Rain. Legal provided support to an application for a Control Order in the Federal Magistrates Court and continues to provide specialised training to CT investigators throughout Australia.

Legal advice to the International Deployment Group was also provided on a number of issues arising from deployment to the Solomon Islands, Timor-Leste, Vanuatu and Nauru. As in previous years, lawyers assisted with the broad range of legal issues that arose in relation to the Australian-led Regional Assistance Mission to the Solomon Islands (RAMSI). Legal continues to provide significant training on the protection of human rights to all AFP appointees deployed on missions.

International Policing Toward 2020 Conference

Between 19 and 21 November 2007 the AFP hosted the *International Policing Toward 2020* conference, at the Hyatt Hotel in Canberra. The conference, which was the first of its type, provided a forum for high-level law enforcement dialogue and explored the likely influences that will shape crime and law enforcement through to the year 2020, including issues associated with weak states, climate change, mass migration, and the growth in science and technology.



Approximately 274 delegates and speakers from 31 countries representing 70 international and domestic law enforcement and government agencies and departments including academics participated in the forum.

Spectrum Program

The AFP's unique and expanded role of law enforcement will be supported by the Spectrum Program — a five-year program of work designed to improve the AFP's core systems and processes.

Spectrum is an organisation-wide program, which will deliver the next generation of operational and intelligence systems to the AFP. It consists of many sub-projects that will provide an end-to-end solution across a range of systems.

Spectrum has undertaken preliminary scoping and defined high-level blueprint definition for the future. The program is currently working through a comprehensive and detailed definition phase. It is

anticipated that development of prioritised projects will start early in 2009.

The Spectrum Program follows a year-long evaluation of existing systems and identification of future AFP requirements.

Executive Services and Commissioner's Office

The Executive Services team undertakes the management of the terms and conditions for the AFP's Senior Executive Service, in addition to providing administrative support to the Chief of Staff in managing the Commissioner's office and sub-streams of the Chief of Staff function.

Policy and Future Strategies

Policy and Future Strategies (PFS) serves the law enforcement policy development and organisational planning needs of the AFP. The PFS was established in 2007 following a review of the AFP's policy capabilities.

PFS works closely with internal stakeholders and a wide range of external partners to ensure that the AFP's policy capability is responsive to the future needs of national and international law enforcement in a rapidly evolving security and crime environment.

PFS activities during 2007–08 were carried out under a team-based structure consisting of the following teams:

- National Security and International Law Enforcement
- National Policy and Briefings
- Drugs Policy
- Australian Crime Commission and Money Laundering
- Strategic Futures
- Legislation Program
- Planning and Governance.

National Security and International Law Enforcement

National Security and International Law Enforcement section provides policy advice and coordination in relation to the International Deployment Group, counter-terrorism, aviation and protection security, international law enforcement, high-tech crime and emerging crime issues. The section supports the AFP Commissioner and Senior Executive's commitments to the Secretaries Committee on National Security (SCNS) and the National Security Committee of Cabinet (NSC).

In 2007–08, it coordinated AFP contributions to new policy measures and security concepts as part of the new Government's implementation of its election commitments. The section assisted with the development of the AFP's contributions to cabinet submissions and budget proposals for a range of security issues and for approval of new international capacity-building programs. Policy support and guidance was also provided for the enhancement of existing programs in Timor-Leste and Afghanistan. The section also contributed to reviews of AFP programs in the areas of aviation security, international deployments and crisis management frameworks as well as advising on the implementation of the review of the AHTCC, particularly the integration of the AHTCC into the AFP.

National Policy and Briefings

The National Policy and Briefings section manages the AFP's involvement with peak national law enforcement policy bodies. Advice was provided to the Minister and senior AFP executive members on issues considered at a range of forums, including the Ministerial Council for Police and Emergency Management–Police and its Senior Officers' Group, the Police Commissioners' Conference and the Australia and New Zealand Policing Advisory Agency (ANZPAA).

During 2007–08, this section supported the AFP Commissioner in his roles as a Board member for a range of National Common Police Services. The section also represented the AFP on the multi-jurisdictional implementation team for the establishment of ANZPAA.

The National Policy and Briefings section also supports the peak internal advisory committees of the AFP: the Strategic Leaders Group and the Weekly Issues Meeting. It also coordinates the AFP's annual development of New Policy Proposals for consideration in the budget process.

Drugs Policy

The Drugs Policy section contributed to the ongoing delivery of Australia's National Drugs Strategy by:

- providing advice to high-level drug policy forums, such as the Ministerial Council on Drug Strategy, and the Australian National Council on Drugs (of which the AFP Commissioner is Deputy Chair)
- engaging with the AFP's law enforcement and health partners to ensure that strategies to reduce the supply of illicit drugs complement strategies to reduce health and social harms to the community.

During 2007–08, the Drugs Policy section:

- provided substantial advice to the Australian delegation at the 51st Session of the United Nations Commission on Narcotic Drugs in Vienna in March 2008
- represented the AFP on the Intergovernmental Committee on Drugs (IGCD), the Standing Interdepartmental Committee on International Narcotics Issues and the National Working Group on the Diversion of Precursor Chemicals, including supporting the development of the National Clandestine Laboratory Database

- participated on the Board of Management of, and provided support to projects conducted under, the National Drug Law Enforcement Research Fund (NDLERF)
- contributed to the finalisation of the National Strategy on ATS
- coordinated the AFP's role as co-host (with Queensland Police) of the 4th Australasian Drug Strategy Conference, held in October 2007 on the Gold Coast.

Australian Crime Commission and Money Laundering

The Australian Crime Commission and Money Laundering section supports the AFP Commissioner in his role as Chair of the ACC Board, and as permanent co-chair of the Asia-Pacific Group (APG) on Money Laundering.

Asia-Pacific Group Secretariat

The AFP continued its commitment to the APG on Money Laundering through the AFP Commissioner's permanent role as co-chair and by hosting the APG Secretariat within its Sydney office. The Commissioner chaired the 2007 Annual Meeting of the APG in Perth which involved more than 300 delegates from more than 30 countries. The AFP was instrumental in facilitating the Australian hosting of the forum. The meeting considered a record number of evaluations of the anti-money laundering systems of member countries and considered significant issues relating to non-compliant members.

Strategic Futures

Strategic Futures provides high-level advice to the AFP Executive on the development of policy and corporate strategies to meet the challenges posed by the rapidly changing operational environment.

In 2007–08, the section supported the AFP Executive's strategic considerations and actions by:

- developing the AFP's 2007–11 Strategic Plan (including its annual update)
- hosting, on behalf of the AFP, the first meeting of the International Pearl Fishers Action Learning Group (IALG) with the participation of 32 executive police leaders from 24 countries to discuss challenges facing global law enforcement agencies
- compiling the annual Environment Scan 2008–09 of the AFP's emerging operating environment
- developing themes and content for the *International Policing Toward 2020* conference hosted by the AFP in November 2007
- completing a scenario-analysis project, exploring factors shaping the AFP to 2011
- undertaking the development of a policy paper identifying the potential future implications for the AFP of global climate change and government responses designed to abate, and adapt to, the consequences of climate change.

Legislation Program

The Legislation Program coordinates AFP input to legislative review and reform processes. In particular, it gathers and consolidates information from within the organisation about issues arising in the operating environment that may warrant legislative treatment; coordinates AFP submissions to reviews of existing legislation; supports the AGD's management of specific legislative change processes relevant to the AFP; and scrutinises proposals for enforcement powers by other Commonwealth agencies.

During 2007–08, the Legislation Program coordinated the AFP's participation in the Australian Law Reform Commission's reviews of the *Privacy Act 1988* and legal professional privilege. The most significant legislative amendments progressed by the section in cooperation with the AGD were contained in the *Telecommunications (Interception and Access) Amendment Bill 2007* and the *Telecommunications (Interception and Access) Amendment Bill 2008*.

Planning and Governance

Planning and Governance contributes to the strategic goals of the AFP through developing and maintaining the frameworks for organisational planning, risk management and governance instruments.

Major activities during 2007–08 included:

- the development of a hierarchy of organisational plans with improved alignment between operational activity and the AFP's strategic direction, major initiatives, key capabilities and risk focus areas
- a major review of the AFP risk management framework, leading to the development and implementation of a high-level risk management tool, the establishment of a risk champion network, improved risk management training and the implementation of revised guidance
- the implementation of internal policy by managing and assuring the quality of the AFP Governance Instrument Framework.

Chief Operating Officer

The Chief Operating Officer oversees those AFP areas concerned with corporate governance and accountability.

The function includes:

- Internal Audit
- Business Analysis
- Chief Financial Officer
- Information Services
- Human Resources Management.

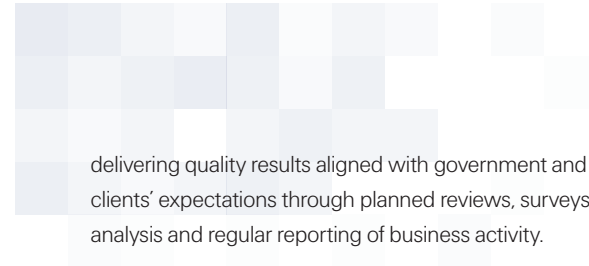
Internal Audit

Internal Audit maintained its role as an independent, assurance and consulting activity designed to improve the AFP's corporate governance. The functional reporting line was restructured during the reporting period, with the division of the functions of the Security and Audit Team (SAT) and the establishment of separate Audit and Security committees. SAT's security functions are assigned to the Security Committee.

Appendix 1 lists the 25 internal audit reports accepted by the Audit Committee in 2007–08. There were 30 internal audits in progress at the time of the last regular Audit Committee meeting in the period. Internal Audit is delivering the expanded program foreshadowed in 2006–07. The program is directed at all AFP functions and all identified risk elements.

Business Analysis

Business Analysis was developed out of the Performance and Planning business area following restructuring in October 2007. Business Analysis contributes to the strategic goals of the AFP through the development and continuous improvement of the performance framework and the delivery of services including monitoring, evaluating and reporting on performance. These responsibilities include the measurement of organisational performance in



delivering quality results aligned with government and clients' expectations through planned reviews, surveys, analysis and regular reporting of business activity.

Major activities during 2007–08 included:

- implementation of an enhanced AFP performance framework which includes integration of finance, HR and performance data
- partnerships with universities such as the University of Queensland to develop economic and other measures of performance for AFP activities. As a result of this work, control charts were incorporated into the regular performance reports. This allows monthly variation to be assessed based on an appropriate statistical model as well as evaluating long term trends
- the conduct of 25 Business Activity Analysis (BAA) reviews. The BAA review process is used as a tool to assist in continuous performance improvement. The process was revised in April 2008 and critically examines functions for:
 - the extent of capabilities in place
 - risks mitigated
 - performance objectives met
 - strategic initiatives pursued
 - compliance with governance requirements.

Chief Financial Officer

The function of the Chief Financial Officer (CFO) provides a range of corporate support services, including financial, building and accommodation and commercial revenue activities.

The function includes:

- Commercial Support
- Business Environments
- Building and Accommodation

- Procurement
- Financial Services
- Budgets and Reporting.

Commercial Support

Commercial Support oversees the professional services and commercial business functions for the AFP. This business area is made up of three streams:

- Business Environments
- Building and Accommodation
- National Procurement and Contracts.

Business Environments

Business Environments manages the AFP's major capital works projects.

National Headquarters Project

The Edmund Barton Building (EBB) in Barton, ACT has been identified as the preferred option for the new AFP national headquarters. The heritage-listed building will accommodate approximately 2200 staff, consolidating six sites across Canberra.

The AFP has entered into a 'Heads of Agreement' with the building owner for the leasing of the EBB. The AFP anticipates that the building will be ready to occupy by late 2009.

The consolidation of the headquarters functions will improve efficiency by centralising staff, and provide a building that meets the needs of a modern law enforcement agency. The EBB also has the advantage of being located within the parliamentary precinct, close to other key government agencies such as AGD and PM&C.

This new strategy supersedes previous plans to locate to Anzac Park West as the AFP's accommodation needs have outgrown Anzac Park West's facilities.

Majura Complex

The AFP received funding in the 2007–08 budget to undertake a scoping study for the Majura site development. A master plan and scoping study report for the development of facilities at Majura was completed in early 2008. This detailed examination of the site recommended the construction of special-purpose training and educational facilities as part of a two-phase construction program. The business case for further development at Majura will be subject to consideration by government.



The Canine Kennelling and Training Facility project at Majura was completed in December 2007 and provides training and kennelling facilities for up to 62 canines involved in drug, firearm and explosives detection and aviation security.

Australian Institute of Police Management

In the 2004–05 Budget, the Australian Government provided capital funding for the redevelopment of the Australian Institute of Police Management (AIPM) site at Manly in NSW.

The re-development project is currently subject to the planning and approval instruments under the *NSW Environmental Planning and Assessment Act 1979* and the *Commonwealth Environmental Protection and Biodiversity Conservation Act 1999*.

Building and Accommodation

Building and Accommodation (B&A) is responsible for the optimisation of the AFP's existing property function across more than 200 sites in Australia and internationally, including lease and facilities management (commercial and residential) and manages the major outsourced supplier relationship with Five D.

B&A administers the AFP's Domestic Property Operating Expense budget and carries out minor capital projects. It ensures that AFP properties are effectively maintained and day-to-day operating problems are dealt with in a professional and responsive manner.

The team also manages the tactical workspace issues resulting from moves and organisational growth, and also the longer-term transitional changes arising from site rationalisation while optimising the AFP's rental expenditure.

The Project Jupiter initiative is also being managed by B&A. The purpose of this project is to provide AFP accommodation for the provision of aviation security in airports around Australia. In addition, B&A has commenced a three-year program to upgrade physical and electronic security throughout AFP's office locations in its International Network. The program is due for completion in 2010–11.

Procurement

While procurement is generally devolved to a functional business area level, the AFP has a dedicated National Procurement and Contracting (NPC) team that provides a central point of contact for advice and assistance on tendering and contract management. NPC is also responsible for conducting and overseeing major procurements.

In 2007–08, NPC led the following major tender processes:

- mobile and satellite phone services

- corporate card services
- records management
- professional construction services
- security guarding services.

The AFP Commissioner's *Financial Instructions* are regularly reviewed by NPC and updated to ensure that the AFP's procurement framework is consistent with the Commonwealth Procurement Guidelines. In addition, the AFP has a National Guideline on Procurement and Contracting and standard tendering and contracting documentation that provides practical assistance to business areas undertaking procurement. During 2007–08, NPC conducted a number of presentations on procurement and reporting requirements to internal groups.

The AFP uses the AusTender system to publish its annual procurement plan, to advertise business opportunities and to report procurement contracts, including standing offer arrangements. The AFP also publishes the *Senate Order on Departmental and Agency Contracts* on its website.

Consultancies

During 2007–08, 66 new consultancy contracts were entered into (including seven contracts valued at under \$10,000 and eight contracts with an exemption from reporting under the *Freedom of Information Act 1982*). The total actual expenditure on new consultancy contracts in 2007–08 was \$2,478,204. In addition, 23 ongoing consultancy contracts were active in 2007–08, involving a total actual expenditure of \$562,368.

Exempt Contracts

During the reporting period the AFP did not publish the details of 54 contracts with a total value of \$26,529,751 on AusTender. These contracts were not published on the basis that their details would disclose exempt matters under the *Freedom of Information Act 1982*.

Financial Services

The Financial Services group provides a range of support activities including financial policy, financial governance, asset management, treasury, taxation compliance and external reporting.

Financial Performance

The AFP has undergone significant growth over the past six years with its revenue base having increased from \$509m in 2001–02 to just over \$1.2b for 2007–08. Most funding growth has occurred in the areas of National Security and the AFP's International Deployment Group. The \$1.209b operating revenue budget for 2007–08 comprised of \$983m in government appropriation, \$123m from the ACT Government for policing services, and \$103m in other externally generated revenue.

In the 2007–08 financial year, the AFP incurred an operating deficit of \$43.5m compared to a deficit of \$43m that had been approved by the Minister for Finance and Deregulation. This deficit includes a write off of expenditure associated with Anzac Park West of \$10.3m and a provision of \$11.4m for the anticipated costs of exiting the lease for Anzac Park West.

Table L: Expenditure on Consultants for the Three Most Recent Financial Years

	2005–06	2006–07	2007–08
New contracts let	42	60	66
Total Expenditure (new and ongoing contracts)	\$1,486,441	\$2,084,179	\$3,040,572

Information on expenditure on contracts and consultancies is also available on the AusTender website at www.tenders.gov.au.

Finance

Audited financial statements appear in the Financial Statements section later in this report and show the AFP's financial position.

Major achievements in 2007–08 include:

- continued enhancement of taxation management
- introduction of regular Goods and Services Tax (GST) quality assurance and compliance reviews
- ongoing support of AFP members deployed to missions internationally
- commencement of a significant review into the organisation's Pay-As-You-Go (PAYG) withholding tax obligations
- ongoing process improvements to the Fringe Benefits Tax (FBT) data capture and reporting
- significant improvements to the process for FMA Regulation 10 authorisations
- implementation of a one-card credit card solution across the AFP, delivery of treasury-specific training to staff and improvement in treasury processes and operations
- improvement in asset management.

Budgets and Reporting

Budgets and Reporting is building a contemporary budgets and reporting management system to improve budget development, financial management and forecasting capabilities. The new system has been partially implemented and is expected to be fully operational before the end of 2008.

Other major achievements in 2007–08 include:

- establishment of the Budgets and Monitoring Committee, which is actively engaged in the AFP's internal budget processes and monitors the agency's performance against budgets on an ongoing basis
- provision of costing support and advice in the development of a number of new policy proposals

- development of an internally-funded capital works business case for the National Headquarters project
- ongoing improvement in the external budget process, including the development of a strategic cash plan and a forward capital program
- ongoing development of the internal budget process, involving the development of the AFP's Four-Year Internal Budget.

Shared Services

The AFP utilises a Shared Service Centre to provide transactional support services to the AFP, including:

- delivery of payroll services
- human resource administration
- accounts processing
- simple procurement
- credit card management
- salary-packaging administration
- corporate-system support.

During the 2007–08, following the successful integration of two SAP systems in April 2007, the AFP has upgraded its integrated Human Resource and Financial management system to the latest SAP version.

The upgrade to SAP ECC 6.0 provides the platform upon which the AFP will re-engineer and automate many of its current manual business processes. The automation of these processes will also provide improved internal reporting and control frameworks.

Criminal Records, External Security Vetting and Security Risk Consultancy

The AFP provides access to Criminal Record information for Australian law enforcement agencies for authorised purposes. Subject to certain criteria, Criminal Records also makes this information available to non-law enforcement agencies, corporations and individuals for a variety of purposes, including security and employment vetting.

In 2007–08, 550,000 criminal history checks were undertaken.

During 2007–08, responsibility for Aviation Security Identification Cards (ASIC) and Maritime Security Identification Cards (MSIC) moved to AusCheck in the AGD, although the AFP retained responsibility for final vetting of records held across multiple jurisdictions. During 2007–08, 90,000 ASIC-related checks and 21,000 MSIC-related checks were processed by the AFP.

Over the past year, the AFP has been working with CrimTrac and the other state and territory police jurisdictions to improve criminal history background checking processes, with a view to moving to a centralised arrangement to cover all parts of Australia. In addition, the development of the National Police Reference System will facilitate improved access to law enforcement information held by all jurisdictions.

The branch has also been responsible for providing security vetting services in accordance with the Commonwealth Protective Security Manual (PSM) on a fee-for-service arrangement with a range of Commonwealth agencies. In February 2008, the AFP withdrew from delivering these services.

In 2007–08, the Security Risk Management consultancy provided advisory services to numerous government bodies including the AGD, Medicare, the Social Security Appeals Tribunal, Old Parliament House, the Australian War Memorial and the National Gallery of Australia. Under the Art Indemnity Australia scheme, it also undertook risk assessments for visiting art exhibits including *Turner to Monet: The Triumph of Landscape*, and *Picasso and his Collection*.



Information Services

Information Services (IS) delivers integrated and secure information and communication systems to the AFP.

IS comprises:

- Information Services Delivery
- Business Information Solutions
- Information Services Support.

During 2007–08, IS focused on consolidating a functional re-structure.

Information Services Activity

During 2007–08, IS activities included:

- embedding a consistent project management methodology and prioritisation of projects across IS
- provision, management and improvement of AFP infrastructure and applications
- establishing and managing a governance framework in line with ICT-industry best practice
- ‘refocussing’ the approach to IS resourcing, with contractor to permanent conversions and ongoing recruitment, building a core knowledge base of highly skilled permanent staff in preparation for development of our future operational systems (Spectrum) and other major programs of work
- ensuring that the function was focused on interaction with AFP clients and effective project delivery.

Project Management Across Information Services

In 2007–08, a strategic goal for IS was to consolidate the governance and support for project planning, management and delivery of IS products and services. The establishment of both the Solutions Centre and the Project Management Office has embedded a consistent project management methodology and prioritisation of projects, which has been essential during the growth in demand placed on IS through operational needs and Program Spectrum.

The Solutions Centre initiative has provided the AFP with:

- centralised processing of requests to IS
- greater transparency for business on the work IS undertakes on their behalf
- improved priority setting and evaluation of project requests holistically
- consistent advice on ICT project cost and resource estimates
- an assurance that critical projects undertaken provide value for money.

The Project Management office has provided the AFP with:

- sound governance consistent with best practice for IST projects
- traceability of projects through centralised coordination.

Governance

In line with increasing demands for accountability and transparency within government organisations an improved governance framework has been promoted within IS. Significant governance projects undertaken during this year include:

- development of an ICT governance brief for the SLG
- development of a contingency plan for the primary data processing centre and continuous IS operations
- establishment of an education program within IS for the risk identification and management and business continuity
- development of the National Guideline on Acceptable Use of Information and Communications Technology
- development of a testing framework that gives a consistent approach
- implementation of the Systems Delivery Toolkit defining an agreed applications development methodology

- establishment of the Outsourced Applications Panel of Providers.

Information Services Product and Enhancements

The provision, management and continuous improvement of AFP infrastructure and applications remained critical. Significant infrastructure projects undertaken during the year included:

- initial implementation of Wide Area Network accelerators to meet the forecast bandwidth demands of the organisation over the next five years
- implementation of eFax to high volume sites
- increased capacity and usage of the Emergency Alert System
- establishment of call centres for priority sites including AOCC, Criminal History and IDG
- providing increased bandwidth to airports to meet operational requirements
- implementation of Parliamentary TV streaming via AFPNet across the organisation
- significant progress with the new Data Centre building and fit out project.

IS continued to maintain and enhance PROMIS, the AFP's major operational application. IS also significantly contributed to the following operational projects:

- National Police Reference Systems – Persons Project – part of a broad initiative by Australian law enforcement agencies to share common data on persons of interest across all jurisdictions
- Laboratory Information Management System Project – enhancement of the COTS LIMS-Plus v3.6 and PROMIS applications to process forensic analysis results from LIMS to PROMIS and to CrimTrac's NAFIS and NCIDD applications
- DVI Project – implementation of a secure DVI system encompassing the COTS PlassData package, DFAT to PROMIS Interface, and DVI Reporting

- Entity Profile Reporting Project to deliver a flexible PROMIS Person entity report to users on request
- National Case Management enhancements to PROMIS
- upgrade of the operational corporate reporting system from Brio 6 to Hyperion System 9 and associated migration of 190 reports
- support for CASSI Program and THEMIS network
- established a User-Centred Design team.

Communication

Improved communication with internal and external clients has enabled IS to respond more effectively to new and emerging responsibilities placed on the function. A number of initiatives were implemented during 2007–08 including the SharePoint Online Knowledge Exchange System (SPOKES) and an Account Management pilot with ACT Community Policing. SPOKES was rolled out to operational areas, delivering improvements and efficiencies in teams.

Collaboration with External Agencies

IS continued to collaborate with external agencies in the integration of systems, sharing of data and participation in forums. These include:

- response to Operation Rain and other urgent operational requests
- delivery and support of the Case Management and Intelligence System application to law enforcement partners internationally
- establishment of the Geospatial Services team, with government spatial forum participation, basic data acquisition, online Geospatial Data Catalogue and Computer Aided Dispatch (CAD) support
- development of a National Classified system (THEMIS) capable of storage and transmission of SECRET level information between partner agencies. This initiative is scheduled for accreditation at the end of 2008.

Recognition of the Library

The AFP Library was presented with the Australasian Libraries in the Emergency Sector (ALIES) Outstanding Service Award for 2008. Through the ALIES Network the AFP Library has had an integral role in national emergency management information working groups such as the National Spatial and Information Management Working Group and the Australian Disaster Information Network.

Human Resources Management

Modern policing confronts an ever-expanding breadth of crime types necessitating a broad range of skills embodied in a diverse and effective workforce. The purpose of human resource management is to provide responsive and forward-looking human resource policies, strategies and systems in support of AFP business. This requires the recruitment and development of a healthy, skilled and diverse workforce through employee services and management and leadership initiatives.

Human Resources Management comprises:

- People Strategies
- Workforce Strategies
- Worklife Diversity
- Employee Relations
- Remuneration of Senior Executives
- Occupational Health and Safety
- Commonwealth Disability Strategy
- Learning and Development
- Medical Services
- AFP Wellbeing Services
- AFP Confidant Network.

People Strategies

Significant achievements/outcomes for People Strategies in 2007–08 include:

- development of a HR Managers Toolkit
- resolution of significant conflict and performance management matters
- Australia-wide performance management training for Protective Service Officers within Aviation and Protection functions
- reviews of two Commissioner's Orders, 12 National Guidelines, and six Practical Guides
- establishment of the Shared Services Centre to provide a range of transactional HR services to individual employees
- management by the recruitment team of more than 1069 engagements for sworn, PSO and unsworn roles
- development of the AFP Health and Safety Management Arrangement 2007–12
- the management of executive coaching service provision and facilitation of higher order development opportunities and placements to enhance the skills and performance of the AFP's senior managers.
- the Speakers Bureau was launched. This provides the AFP with the opportunity to provide careers support across the nation to all schools, educational organisations and community groups
- the Indigenous Employment Strategy was launched during NAIDOC Week in July 2007 to improve the recruitment and retention of Indigenous employees into both sworn and non-sworn positions
- the Reconciliation Action Plan was launched during NAIDOC Week in July 2007
- implementation of the Attraction and Retention Initiative (New Policy Initiative) was commenced with an audit of the AFP's workforce planning processes and systems
- a review of current recruitment practices has commenced.

During 2007–08, the AFP received an average 227 applications each month for base police recruit positions. The AFP also received large numbers of applications for advertised Protective Service Officer positions.

AFP recruitment is determined on the basis of affordable staffing levels, and the annual loss of staff through attrition. In 2007–08, the overall attrition rate for the AFP was 6.7 per cent, down from 8.3 per cent in 2006–07. Comparatively the attrition rate for sworn police officers is 3.7 per cent. There is a significant decrease predicted in the attrition rate for PSOs for this year (5.9 per cent) compared to the attrition rate for 2006–07 (13.2 per cent).

Due to the large recruitment activity over the past five years, more than 55 per cent of the workforce has five years of service or less, and 39 per cent are aged 35 and younger.

At 30 June 2008, the total number of AFP staff was 6598, comprising:

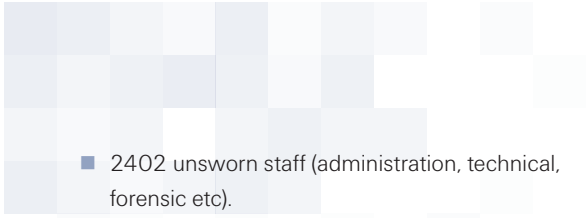
- 2855 sworn police officers
- 1341 PSOs

Workforce Strategies

Workforce Strategies provides information on the future workforce and implements recruitment strategies to meet staffing requirements.

The following significant activities were achieved during the 2007–08 financial year:

- the delivery of workforce planning information
- implementation of more rigorous exit surveys
- improvements to the e-recruitment strategy (NGA.Net)
- a pilot graduate program commenced in February 2008 with nine participants

- 
- 2402 unsworn staff (administration, technical, forensic etc).

A detailed breakdown of selected staff demographics can be found in Appendix 4.

Worklife Diversity

The Worklife Diversity team informs and promotes the AFP diversity program, which is designed to encourage a more diverse, harmonious and flexible workforce.

The AFP's Gay and Lesbian Liaison Officer (GLLO) Network continues to promote, educate and liaise with internal staff and external stakeholders about GLLO issues.

In 2008, sworn and unsworn members of the GLLO Network participated in both the Melbourne Pride March and the Sydney Gay and Lesbian Mardi Gras celebrations. There were record numbers of AFP staff marching in both parades and these initiatives highlight the AFP's commitment to gay, lesbian, bisexual, transgender and intersex (GLBTI) communities.

The AFP also became an ambassador for the Girlfest initiative in January 2008 to engage potential new employees, increase visibility and encourage diversity in the organisation's workforce. A key part of this support was an online advertising campaign, as well as attendance by AFP personnel at the annual Girlfest festival. At the festival, the AFP promoted a wide variety of career paths within the organisation, and the diversity of roles offered for women.

An AFP GLLO training program was held in Canberra in November 2007 bringing the number of AFP members trained in GLBTI issues in excess of 150.

The Mulunggang Indigenous Officer's Network (MION) continued its work during the year by supporting and mentoring each other, educating and consulting with all AFP staff and promoting indigenous issues.

The MION network has also provided support and assistance to the AFP regarding the development, launch and implementation of the Indigenous Employment Strategy and the AFP Reconciliation Action Plan.

The AFP has also made a commitment to Mawul Rom, the Contemporary and Traditional Aboriginal Leadership and Conflict Resolution training project in the NT. Six AFP participants were trained in the Galiwin'ku Aboriginal community on Elcho Island in July 2007. The AFP will continue to provide funding support and participants in 2008-09.

The Worklife Diversity team delivers presentations to all new AFP recruits and staff and various groups within the AFP as required. The presentations aim to increase awareness of cultural diversity and inclusiveness and include the diversity program, compliance with legislation, work-life balance, bullying and harassment and discrimination. The presentations include guest speakers from GLLO and MION members, highlighting the work of their respective networks.

The networks also assisted in advising strategies for recruitment, retention, mentoring and training of staff within the AFP.

Employee Relations

The 2007-08 financial year has been a period of implementation of the renewed employment framework. Full industrial integration of all functions of the AFP has occurred with the alignment of terms and conditions through a single Collective Agreement and associated human resource management practices and policies.

The AFP identified significant improvements in resource management practices and realised increased capacity in its operations as a result of the new Operations Working Pattern contained in the AFP Collective Agreement 2007-11.

Industrial dispute has been minimised through the effective use of improved consultative measures aimed at improving relationships at the team level and minimising senior management intervention. During the 2007–08 financial year, no disputes were escalated to an external third party.

Due to the change of government in November 2007 and subsequent changes to the legislative environment, the use of Individual Statutory Agreements has been removed from the AFP's employment framework. Further work and planning is underway to establish suitable strategies to enhance the collective bargaining opportunities for senior AFP employees. A renewed approach within the next round of collective bargaining is scheduled for 2010–2011. In the interim, supplementary arrangements are being used to recognise additional role requirements over and above that currently provided for in the AFP Collective Agreement 2007–11.

Remuneration of Senior Executives

The AFP Commissioner determines the remuneration and conditions of service for senior executives within the AFP, with each senior executive entering into an individual agreement at the commencement of their employment.

Where the Commissioner determines that a senior executive has produced outstanding results in achieving objectives or additional outcomes for the organisation, a bonus payment may be made. Performance bonuses paid to senior executives during the 2007–08 financial year are included in Table 12, Appendix 4.

Occupational Health and Safety

During 2007–08, AFP continued to comply with its legal obligations under the *Occupational Health and Safety Act 1991* (the OH&S Act) and the *Safety, Rehabilitation and Compensation Act 1988* (the SRC

Act). This is achieved in day-to-day business through organisational adherence to AFP policies, guidelines and standard operating procedures that are aligned to the requirements of the legislation.

During the reporting period, 755 Occupational Health and Safety (OH&S) training courses were facilitated across the whole of the AFP. These covered such topics as:

- OH&S induction training to recruits, lateral transfers, non-sworn members and Locally Engaged Overseas Staff
- training on roles and responsibilities for managers, supervisors and attendees on Leadership Development Programs, and team leader training
- local OH&S familiarisation
- mail security and hazards
- workplace ergonomics
- workplace incident investigation
- radiation safety training
- first aid (Remote and Senior)
- emergency management and control.

Throughout 2007–08, the AFP maintained OH&S structures and systems specified under legislation. These included:

- a structure of Designated Work Groups, Health and Safety Representatives, and active OH&S Committees as specified in the OH&S Act
- an internal hazard and incident reporting system, and external notification of more serious safety events to Comcare
- expert advice and assistance to facilitate OH&S risk management
- active support for employees with injuries, including access to workers' compensation entitlements and structured programs to achieve early and durable return to work under the SRC Act processes

- systems for fire safety, emergency evacuation and first aid services at all AFP locations.

Various health monitoring and prevention programs were delivered, including:

- medical services for recruits and members deployed to special operations and overseas missions
- medical services for employees exposed to particular hazards such as dangerous substances, bodily fluids and noise during the course of their duties
- a range of welfare, employee assistance, psychological counselling and chaplain support services for employees to minimise psychological impacts from work situations
- assistance with identifying optimal ergonomic setup of employee workstations
- eyesight testing for employees undertaking visually demanding tasks
- testing and tagging of electrical equipment
- flu vaccinations.

On 4 February 2008, the AFP adopted new *Health and Safety Management Arrangements* (HSMAs) for the period 2007–12. The HSMAs were developed and agreed between AFP management and employees. The HSMAs facilitate the continuous improvement of safety management systems to reduce the risk and incidence of workplace injury and disease.

A new chemical safety management system was implemented to provide all employees with ready access to information, including the ability to obtain Material Safety Data Sheets produced by the manufacturer.

In 2007–08, the AFP reviewed the *National Guideline on Risk Management* and is in the process of developing an additional guideline to address the management of OH&S risks in more detail. The guidelines identify standardised processes for risk-managing business and operational matters

in the AFP, and emphasise employee safety as a primary consideration.

Other initiatives undertaken during the reporting period include the:

- development and implementation of a National Guideline on Electrical Safety
- development and implementation of a Practical Guide on the Procedure for Utilisation of Storage Plug when Storing Firearms
- review of the National Guideline on Radiation Safety
- review of the Practical Guide on OH&S information
- conduct of nine fire safety audits within ACT
- conduct of injury management performance file audits in IDG, the Sydney Office and the Brisbane Office.

During the 2007–08 reporting period, 69 incidents were notified to Comcare under section 68 of the OH&S Act.

Comcare conducted investigations into:

- seven firearm related incidents involving unauthorised discharges, which resulted in Comcare issuing an Improvement Notice. Action was taken to ensure that the risk of an unauthorised discharge during the loading and unloading procedures of AFP issued Glock semi-automatic pistols is minimised.
- a dangerous occurrence involving the ricochet of a fragment from a bullet trap. Comcare issued a Prohibition Notice for the test firing of firearms into the trap. Use of the relevant equipment has ceased.
- a dangerous occurrence involving a discharge of a firearm. Comcare was satisfied with the action taken by the AFP in response to the incident.
- a serious personal injury sustained during conduct of random breath testing. Comcare was satisfied

with the action taken by the AFP in response to the incident.

- a serious personal injury sustained by a member of the AFP while participating in Public Order Management Training. Comcare was satisfied with the action taken by the AFP in response to this incident.
- a notifiable incapacity of a staff member who suffered stress and anxiety. Comcare was satisfied with the action taken by the AFP in response to this incident.

Comcare also conducted a targeted investigation to assess whether the AFP has appropriate systems in place to prevent and manage workplace bullying. The Investigation team concluded that the AFP has met its duties in accordance with the OH&S Act.

The AFP and Comcare signed a Partnership Agreement setting out agreed principles and commitments for the ongoing relationship between the two organisations to work together to improve health and safety of employees and reduce workers' compensation costs.

Commonwealth Disability Strategy

AFP has reviewed and refined policies and practices to ensure compliance with the *Disability Discrimination Act 1992*.

People Strategies continues to work with AFP business areas to encourage and provide support for interview panels to employ staff with disabilities. Due to operational responsibilities, positions accommodating disabled persons are limited to unsworn roles and support areas. People Strategies also facilitates a return-to-work program for any member injured at work or elsewhere.

The AFP's Worklife Diversity team continues to liaise with external organisations such as the Diversity Council of Australia and the Australian Employers' Network on Disability. This ensures that

the AFP understands contemporary diversity and disability issues.

The AFP encourages all staff to provide employment opportunities for people from diverse backgrounds including people with disabilities. The Worklife Diversity team regularly conducts presentations to staff and new recruits on issues relating to discrimination within the workforce, recruiting and working with employees with disabilities.


Learning and Development

Learning and Development (L&D) designs and delivers products and services to support the AFP and its law enforcement partners.

Partnerships are critical in ensuring high-quality training is delivered to both AFP and client agencies. Partners include:

- Centre of Excellence in Policing and Security
- ACLEI
- Commonwealth Ombudsman
- AGD
- ADF
- ACS
- Commonwealth departments
- international law enforcement agencies
- Australian state/territorial police services
- consultants
- partnerships with Higher Education institutions to progress participation of AFP programs to those provided by these institutions
- Charles Sturt University
- Centre for Transnational Crime Prevention (University of Wollongong).

The AFP College at Barton in the ACT is a Registered Training Organisation under the Australian Quality Training Framework (AQTF) which allows the College to award nationally recognised vocational



and educational qualifications on completion of the required training and competency assessment.

Considerable work has been undertaken in the development of a number of on-line programs including induction, recruit training and Operational Safety training, as well as finalisation and updating of other on-line programs.

In the 2007–08 financial year, 29 new internal programs have been developed, with a further 25 currently under development. The Advanced Diploma of Government Surveillance has also been added to the curricula of the AFP College.

A framework for Professional Development in L&D has been developed and endorsed by the L&D Management team. Two of the key initiatives of the framework, the introduction of mandatory professional development for staff and the development and facilitation of a trainers and assessors network, will be implemented in the near future. As part of the commitment to professional development, 57 staff have undertaken the Certificate IV (TAA), either in whole or part.

New initiatives by L&D in 2007–08 included:

- a *Qualifications Framework* developed through partnership arrangements with various national and international universities, allowing members to access learning opportunities
- collaboration with the *Centre of Excellence in Policing and Security (CePS)*. The Centre is focussed on a number of key strategic research topics of particular interest to the AFP, with the AFP Commissioner being a Board Member of the International Advisory Board
- review of learning priorities within L&D, focusing on Leadership and Management, MOSC, Investigations and New Employees
- in November 2007, the online Introduction to E-Crime course was launched and is available to all AFP members. The Level One E-Crime program has been provided to 11 ADF investigators.

- L&D also provided two Expert Evidence workshops to NT Police forensic personnel in support of Operation Pleach.

Investigations Training

The Investigations Training function services AFP personnel and Foreign Law Enforcement Agency partners, providing training delivery across a number of disciplines.

Programs currently offered by the function include:

- National Investigators Development Program
- Transnational Sexual Exploitation Investigations Program
- Money Laundering Investigations Program
- Proceeds of Crime Investigations Program
- Online Child Exploitation Workshop and Program
- Investigator Training Program
- Advanced Investigators Program
- New legislation workshops.

Through the Investigations Advisory Group (IAG), the function maintains responsibility for the review and development of investigation practices to assist in improving operational performance. The IAG has primary responsibility for the review and development of investigational practices to assist in improving operational effectiveness and performance.

The function incorporates the ACT School of Community Policing, Counter Terrorism Training and National Investigations Training (Management and Practice).

Leadership and Management Training

The AFP continues to invest in strategic capabilities, positioning itself to meet challenges and take opportunities that may arise. Leadership is a key driver in organisational performance, and is recognised as an organisational priority. Leadership and Management Training have played a significant role in the learning continuum at the College over the past year.

Training context has focused on developing capable, agile and adaptable leaders who are ethical and professional, can exercise situational leadership, drive and inspire innovation and adapt to uncertainty, ambiguity and volatility.

The suite of training options available through Leadership and Management has targeted all members, both sworn and unsworn, and is currently available for all non-SES staff, expanding to the SES in 2008–09. Programs for the 2007–08 year included:

- management modules for Coordinators and Team Leaders, with 25 Coordinators and 60 Team Leaders completing these new programs
- Command, Control and Coordination Workshop (C3), with 178 participants completing these programs, including AFP personnel and representatives of the ACT Fire Brigade and ACT Ambulance Service
- 19 participants completing Strategic Skills workshop
- 23 participants undertaking Leadership Skills workshops
- nine participants attending a Building High Performance Teams workshop
- 37 PSOs undertaking Certificate IV in Business (Frontline Management) programs as a consequence of the PSO Training Needs Analysis (TNA)
- 14 participants completed the Coordinator Development program.

Higher Education and Research

The Higher Education and Research team is responsible for coordinating relationships with Higher Education institutes, including research opportunities with academia. The achievements for 2007–08 include:

- development of a Qualifications Framework
- the facilitation of a research project between Economic and Special Operations and the University of Queensland on Organised Crime Legislation in the Asia-Pacific region

- 10 AFP members sponsored to undertake a Graduate Certificate in the Transnational Crime Prevention program at the University of Wollongong.

Specialist and International Training

Specialist and International training coordinates education and training services to the wider AFP, Australian Law Enforcement Agencies (LEA) and International Law Enforcement Agencies.

Specialist and International training is made up of the following seven teams.

Forensic Training including E-Crime Training

The Forensic Training including E-Crime Training team comprises L&D members supplemented by forensic discipline experts seconded to the team. The Online Introduction to E-Crime Tier 1 program was successfully launched in November 2007. To date 110 personnel have enrolled in the program with 11 participants completing ECrime courses.

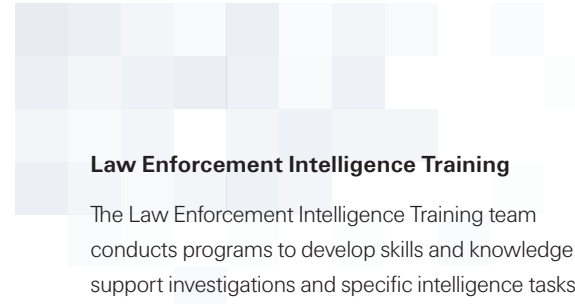
Surveillance Training

The Surveillance Training team is responsible for development, coordination, delivery, assessment and evaluation of physical surveillance training and provides training to the AFP and external agencies, including the ACC, ACS, ATO and other federal, state and overseas agencies.

In 2007–08, the Advanced Diploma of Government Surveillance submission was successful in becoming a national recognised qualification with the ACT Accreditation and Registration Council.

Covert Policing Training

The Covert Policing Training team was created in February 2008, with responsibility for the coordination and facilitation of Human Source and covert operations training.



Law Enforcement Intelligence Training

The Law Enforcement Intelligence Training team conducts programs to develop skills and knowledge to support investigations and specific intelligence tasks.

Law Enforcement Intelligence training delivered 26 programs to 520 participants in 2007–08.

External Agencies Training

External Agencies Training has delivered programs to 156 personnel comprising:

- four interagency intelligence programs to personnel from ACS, ATO, NT Police, WA Police, Western Australia Integrity Commission, DIAC and DFAT
- two investigations management programs to ATO
- two Customs Certificate IV in Government (Investigations Course) delivered to Customs
- five Search and Seizure and Evidence and Court Procedures Workshops to AGD.

External Agencies Training has also assisted International Training in the delivery of three offshore intelligence programs and one domestic intelligence program.

International Training

The International Training team provides a range of training programs to regional law enforcement partners under the auspices of the LECP, AusAID and the UNODC. The team commits a full time intelligence trainer to the JCLEC, delivering six Intelligence Officer Programs over the financial year. The team also facilitates the Pre-embarkation Program for the International Network and facilitates visits by international law enforcement delegations to the AFP College.

Culture and Language Centre

The Culture and Language Centre (CLC) was established in July 2006 to deliver cultural and language training programs to the AFP. In response

to the challenges of global policing, language skills are now a core capability within the AFP.

CLC facilitated Cultural Awareness Training to 851 personnel from the AFP and state jurisdictions.

In addition, 95 AFP personnel have taken part in language training in Arabic, Indonesian, Mandarin and Thai.

New Employee Program

The New Employee Program focuses on developing all new employees in the core requirements and expectations of the AFP.

New Employee Programs have managed the following results during 2007–08:

- 461 recruits (base and lateral) commencing a foundation training program
- development of a common entry pathway for police, protective service officers and employees
- implementation of a New Employees Orientation Program
- establishment of a Consultative Committee concept where program content is agreed to by principal stakeholders and ratified through the L&D approval process
- the continued support of all Probationary Constables through workbook evaluations and assessments done towards the completion of the Diploma of Public Safety (Policing).

Aviation and Protection Specialist Course

Aviation and Protection Training (A&PT) provides education and training services to airport uniform staff and uniform protection members within the Aviation and Protection functions.

During the reporting period, five regional training teams have delivered training to 1116 personnel.

Management of Serious Crime Course

The Management of Serious Crime (MOSC) course is the AFP's flagship criminal investigation course. MOSC conducted three, four-week, domestic training programs and three, three-week, international programs. International MOSC (ISMOSC) programs were also conducted in Singapore, Indonesia and China.

A total of 104 participants from Australia and overseas graduated from MOSC courses during the reporting period, bringing the total number of MOSC graduates to 992.

The MOSC program themes during the reporting period focused on Technology Enabled Crime, Managing Covert Investigations, Extortion/Kidnapping, Human Trafficking, Economic Crime and Money Laundering.

MOSC courses were delivered to other Australian Law Enforcement Agencies as well as AFP Personnel and Foreign Law Enforcement Agency partners.

Operational Safety and Protection Training

Operational Safety and Protection provides the organisation with the following:

- Operational safety and driver training to all members engaged in recruit training
- Operational safety training to lateral members in Aviation and IDG
- Operational safety training to RAMSI members (short term deployment)
- Management of the provision of in-service driver training
- Close Protection training.

During the reporting period, Operational Safety delivered training to 378 participants on recruit programs and provided 167 Operational Safety Assessments and facilitated specialist programs to improve operational effectiveness.

Close Protection and Driver Training

The Close Protection team develops, coordinates and implements training programs to assist personnel to acquire skills in support of AFP Protection business activities. During the reporting period, CPT managed and coordinated the delivery of 12 in-service driver training programs, two domestic CPP programs and supported the LECP in structuring programs for Pacific nations.

Business and Academic Management

Business and Academic Management (BAM) provides support services to Learning and Development in the areas of:

- college coordination
- resource management
- quality assurance
- program development
- technology-assisted learning
- professional development of L&D members.



Medical Services

Medical Services administers two major programs that contribute to the health, safety and wellbeing of AFP employees.

Medical Operational Readiness

The Medical Operational Readiness Program ensures that all police and protective service officer recruits, are comprehensively medically assessed and prepared for their activities. External health service providers are used for this purpose. An electronic medical records system has been developed to provide ready access to relevant health information.

Health and Fitness

The Health and Fitness team manages the development and implementation of the AFP's primary physical fitness policy and testing regimen for all employees, as well as undertaking health promotion and educational activities.

Health and fitness activities for 2007–08 included:

- a men's health promotion program raising awareness of prostate and bowel cancer
- 'quit smoking' seminars offered in partnership with the Cancer Council of Australia
- Organ Donor Awareness Week advertised AFP-wide
- a program for SES officer health and fitness
- an Influenza vaccination program offered to all employees
- *Boot Camp* training programs conducted for employees to encourage physical activity as a contributor to health and wellbeing
- an elite fitness gymnasium was established for the IDG's deployable ORG teams.

AFP Wellbeing Services

AFP Wellbeing Services (WS) provides a range of services in support of the AFP workforce and management. These services are organised into five areas:

- AFP Wellbeing Network
- Psychology services
- Chaplaincy services
- Family Liaison network
- Employee Assistance Program.

AFP Wellbeing Network

The Wellbeing Network is staffed with qualified counsellors and social workers and provides a range of individual counselling services to members and families as well as advice to management in each of the AFP's larger state offices. Wellbeing Officers provide support to members on day-to-day issues both at work and at home. The Wellbeing Network also provides support for a range of AFP training and education programs.

Psychology Services

The AFP provides a range of professional psychology services to AFP staff and management including:

- psychometric testing
- individual counselling
- specific workplace interventions
- post-deployment debriefs
- psychological assessment.

Psychologists are involved in research in support of Wellbeing Services and the AFP more broadly and contribute to a number of AFP training courses.

Chaplaincy Services

AFP Chaplains provide a range of pastoral and ecumenical support to the AFP within a non-denominational framework. AFP Chaplains provide a 'ministry of presence' to the AFP and are an important initial point of contact for many AFP staff irrespective of their religious beliefs. The AFP employs a number of Christian chaplains and a Muslim cleric.

AFP Family Liaison Network

AFP Family Liaison Officers provide support to family members of employees deployed overseas; FLO's support employees within the context of their family, rather than their employment with the AFP.

Employee Assistance Program

The AFP confidential Employee Assistance Program, provided by Davidson Trahaire Corpsych, provides support to members and family who do not wish to access other Wellbeing Services.

AFP Confidant Network

The purpose of the Confidant Network is to provide information, options and support to AFP appointees in the reporting and managing of behaviours that may be contrary to the professional standards of the AFP. This is achieved through the utilisation of trained Confidants in an unbiased, balanced and confidential environment. The Coordinator Confidant Network is directly accountable to the National Manager Human Resources.

The Coordinator Confidant Network oversees the Confidant Network Coordination team, which in turn supports 229 active Confidants throughout the AFP.

The activities of the Coordination team during the reporting period included:

- creation of the National Guideline on the Confidant Network
- promoting and marketing the Network
- enhancing the reporting and capability of the case management information system
- training of 39 new Confidants and development programs for ongoing
- instructing 912 participants in 45 information awareness sessions conducted in Canberra, Melbourne, Perth and Sydney.

Statistics

In 2007–08, the Confidant Network received 194 referrals recording 197 incident types as indicated by the following reporting categories:

■ Wellbeing	21
■ Governance	21
■ Integrity	25
■ Harassment	21
■ Security	3
■ Conflict	20
■ Management Action	29
■ Bullying	19
■ PDA	5
■ Discrimination	19
■ Sexual Harassment	1
■ Victimisation	2
■ Assistance locating a Confidant	10
■ Information	1

During the reporting period, 156 referrals were finalised, with 38 remaining active at 30 June 2008.

Of the total 194 referrals, 73 were referred to management, 45 to Professional Standards, 10 to the Wellbeing Network and 3 to other sources for assistance.

The remaining 63 referrals were successfully resolved independently without referral.



AFP
AUSTRALIAN FEDERAL POLICE

6 Governance and Accountability





Governance and Accountability

The AFP's corporate governance framework and processes were reviewed during 2007–08. In particular, the AFP reviewed its key committee structure with the following outcomes:

- the key committee structure was refocused to reflect the broad areas of strategic, governance and operational activities of the AFP
- strict criteria were approved by the Strategic Leaders Group for the creation of new key committees
- procedures were revised to ensure that strategic information is shared between key committees as effectively as possible.

The above measures resulted in a streamlining of the AFP's key committee structure. All 36 key committees were examined and the Strategic Leaders Group subsequently endorsed recommendations to:

- abolish six committees
- remove 16 committees from the key committee structure
- amalgamate two committees
- classify five committees as Strategic Committees in recognition of their role in providing high-level strategic advice
- classify two committees as Governance Committees and four committees as Operational Committees in recognition of their role as strategic vehicles to achieve important corporate objectives
- establish three new committees.

Auditor-General Reports

The ANAO audited the AFP's financial statements and performance measures relating to the AFP's community policing contract with the ACT Government in the reporting period.

The Audit Committee continued to assess Auditor-General reports for their relevance to the AFP and implement relevant measures. ANAO Report No 53 of 2006–07 titled *Australian Federal Police Overseas Operations* remains on the agenda of the AFP Audit Committee and the Security Committee for full implementation.

In 2007–08, the Auditor-General did not include the AFP as the primary subject of any report tabled in Parliament. However, the AFP was an active participant in cross-agency audit: No 18: *Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2007*.

The ANAO is currently undertaking a performance audit of the *Management of the Australian Government's Plan to Eradicate Trafficking in Persons* and the AFP is among those audited. The opening interview with the AFP was held on 19 February 2008 and reporting to Parliament is expected in December 2008.

Insurance and Risk Management

The AFP embraces risk management as an integral part of its business. The AFP's approach to risk management is based on the Australia/New Zealand Standard of Risk Management (AS/NZ 4360:2004), adapted to cater for specific needs of the AFP.

The AFP has policy and procedures for the management of insurance and risk.

Risk management is also embedded into all AFP business planning practices.

The AFP has a focus on specific areas of risk. For example, risks relating to OH&S, fraud control, and financial and commercial practices. It conducts risk assessments for all large procurement activities and assesses risk as part of the procurement and contract life-cycle.

During 2007, a new strategic risk management team was established to coordinate risk management and business continuity frameworks. 2007 saw a proactive approach to identifying and managing risk through an independent review resulting in an aggregated risk management process.

The AFP has business continuity plans in place for each of its key sites across Australia. Disaster recovery plans are also in place for critical information and communications technology services which support AFP operations. Planning for the management of business continuity in the event of a pandemic influenza contingency is undertaken in a whole-of-government context and in line with the requirements of PM&C.

The AFP plays a key role in Plan Mercator — a whole-of-government business continuity plan.

The AFP utilises Comcover insurance arrangements as a key part of its risk-mitigation strategies to manage financial risk. Comcover provides a range of insurance services for:

- public and professional indemnity liability
- property loss and business continuity
- AFP-owned motor vehicles (in Australia and overseas)
- short term overseas travel (medical emergencies and personal effects).

The AFP maintained above average performance in 2007–08 in regard to the Comcover Risk Management Benchmarking Survey, resulting in a 7.8 per cent discount to the AFP's Comcover insurance premium.

Fraud Control and Anti-Corruption Plan

During 2007–08, the AFP 2007–09 Fraud Control and Anti-Corruption Plan (FC&AC Plan) was developed and implemented in accordance with the requirements of the *Commonwealth Fraud Control Guidelines 2002*.

The FC&AC Plan addresses the fraud and corruption risks of the AFP and ensures that risk treatments are continually monitored and assessed for their effectiveness. New and emerging risks are also identified and treated. To manage fraud and corruption risk across the organisation, all national managers, managers and coordinators maintain controls and commit to implementing the actions contained in the FC&AC Plan. Progress against FC&AC Plan implementation is reported to the Security Committee and the AGD annually for the life cycle of the plan.



Commissioner's Declaration

In accordance with guidelines 1.9 and 2.8 of the *Commonwealth Fraud Control Guidelines 2002*, the AFP Commissioner certified that appropriate fraud prevention, detection, investigation, reporting and data-collection procedures and processes were in place complying with the *Commonwealth Fraud Control Guidelines 2002*.

External Scrutiny

Parliamentary Committees

The AFP appeared before the Senate Standing Committee on Legal and Constitutional Affairs:

- *18 February 2008*: Consideration of Additional Estimates.
- *26 May 2008*: Consideration of Budget Estimates.

The AFP appeared before other Parliamentary Committees on the following dates:

- *16 July 2007*: Senate Standing Committee on Legal and Constitutional Affairs – *Telecommunications (Interception and Access) Bill 2007*.
- *25 July 2007*: Senate Standing Committee on Foreign Affairs, Defence and Trade – Inquiry into Peacekeeping Operations.
- *10 April 2008*: Parliamentary Joint Committee on Australian Commission for Law Enforcement Integrity – Australian Commission for Law Enforcement Integrity Annual Report.
- *17 April 2008*: Senate Standing Committee on Legal and Constitutional Affairs – Inquiry into the *Telecommunications (Interception and Access) Amendment Bill 2008*.

The AFP made submissions to Parliamentary Committees on the following dates:

- *17 August 2007*: Senate Standing Committee on Foreign Affairs, Defence and Trade – Inquiry into Peacekeeping Operations.
- *5 October 2007*: Senate Standing Committee on Legal and Constitutional Affairs – Inquiry into the Crimes Amendment (*Child Sex Tourism and Related Measures*) Bill 2007.
- *9 April 2008*: Senate Standing Committee on Legal and Constitutional Affairs – Inquiry into the *Telecommunications (Interception and Access) Amendment Bill 2008*.
- *2 May 2008*: Parliamentary Joint Committee on Australian Commission for Law Enforcement Integrity – Australian Commission for Law Enforcement Integrity Annual Report.

Commonwealth Ombudsman Reports

During 2007–08, the Commonwealth Ombudsman continued to perform an external scrutiny function in relation to the following matters:

Review of Complaint Handling

The Ombudsman reviewed the administration of the AFP's handling of Complaints under Part V of the Act. An inspection of finalised complaints was conducted during April and May 2008. The final report on the adequacy and comprehensiveness of the AFP's handling of complaints has been received and is under assessment.

Own Motion Investigations

ACT Policing Watchhouse Operations

During 2007–08, implementation of the recommendations arising from the joint (Ombudsman office and AFP) review of City Watchhouse operations in the ACT commenced.

Special Investigations

An investigation was conducted by the Ombudsman office relating to alleged bias in a Professional Standards interview due to ‘perceived or actual conflict of interest’ by one of the AFP Professional Standards officers involved in conducting the interview. A report has been provided to the AFP for comment and is under assessment.

Freedom of Information

The Freedom of Information (FOI) team facilitates public access to AFP documents, consistent with the provisions of the *Freedom of Information Act 1982* (the FOI Act). Under section 23 of the FOI Act, the FOI Team Leader and Senior Team Member are authorised to make initial decisions under the Act.

In 2007–08, there were 279 requests compared with 201 in 2006–07. The number of requests over the past three financial years continued to be significantly higher than for previous years.

FOI applicants generally seek access to information concerning past or present AFP investigations and its predecessor organisations. These requests often require extensive searches of AFP information holdings and can involve the examination of many hundreds of pages of documents. These documents invariably require the careful and resource-intensive examination of all of the contents, in order to respect the right of access by the applicants without unduly prejudicing personal privacy considerations and AFP law enforcement activities.

In particular, the FOI team has received a number of requests resulting from Operation Rain. These requests are complex and aspects of the requests are further complicated by the shared information that the AFP holds from other agencies, some of which are exempt agencies under the FOI Act or international agencies.

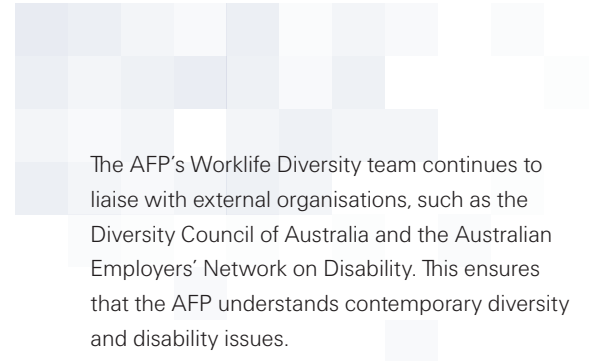
In 2007–08, the AFP submitted quarterly and annual returns under the FOI Act for the Attorney-General’s report to Parliament under section 93 of the FOI Act. Detailed information about the AFP’s FOI Procedures appears in Appendix 5, Table 16. Information on making FOI requests to the AFP can be found on the AFP’s website at www.afp.gov.au.

Commonwealth Disability Program

The AFP has reviewed and refined its policies, protocols, guidelines and practices to ensure the compliance requirements of the *Disability Discrimination Act 1992* are met. The Act and the Commonwealth Disability Strategy is also taken into consideration when new policies are formulated.

Through the implementation of these strategies, People Strategies continues to work with business areas to encourage and provide support for interview panels to employ staff with disabilities by explaining the benefits of employing people with disabilities. People Strategies also facilitates a return to work program for any member injured at work or elsewhere.

People identifying themselves as having a disability were employed by the AFP during the reporting period. Applications for positions from people with a disability are received and considered on their individual merits. Consideration is given to applicants with disabilities, such as affording them a deaf interpreter, wheelchair access etc to enable the interview to be as equitable as possible. This is a demonstrated outcome of aims 2 and 3 of the AFP’s Disability Program.



The AFP's Worklife Diversity team continues to liaise with external organisations, such as the Diversity Council of Australia and the Australian Employers' Network on Disability. This ensures that the AFP understands contemporary diversity and disability issues.

The AFP encourages all staff to provide employment opportunities for people from diverse backgrounds including people with disabilities. The Worklife Diversity team regularly conducts presentations to staff and new recruits on issues relating to discrimination within the workforce and recruiting and working with employees with disabilities.

Ecologically Sustainable Development and Environmental Performance

Fleet

The AFP continues to introduce measures to improve the environmental performance of its fleet and increase the proportion of vehicles with a Green Vehicle Guide (GVG) rating exceeding 10, as evidenced by the following outcomes achieved over the past 12-month period:

- the AFP has 139 four cylinder vehicles (11.5 per cent of the fleet), an increase of 21 cars
- the AFP has 69 dedicated LPG vehicles (5.7 per cent of the fleet), an increase of 21 cars
- ACT Policing has recently introduced 11 LPG vehicles into its fleet and is in the process of procuring six Toyota Prius (hybrid vehicles)

- the revised National Guideline on the Use of Motor Vehicles includes a new section encouraging the selection of four-cylinder vehicles and the use of ethanol blended (E10) fuels
- the National Fleet team in Commercial Support has developed a vehicle replacement ordering form that supports the selection of four-cylinder vehicles for administrative duties.

Major Capital Works

The Ecologically Sustainable Development (ESD) targets that are being proposed and/or implemented for the AFP's infrastructure projects are outlined below:

- implementation of the Australian Building Greenhouse Rating (ABGR) Scheme of 4.5 stars or more
- implementation of the 'Greenstar' rating scheme to promote the use of environmentally efficient design, use of sustainable materials and recyclable products
- adoption of waste management systems to include segregation of waste into recyclable, organic and waste to landfill
- use of energy-efficient lighting and lighting control systems
- adoption of water conservation initiatives such as dual flush cisterns, water efficient fittings, flow restriction devices to all fixtures, and the inclusion of rainwater harvesting for use in landscape watering and toilet flushing.



AFP
AUSTRALIAN FEDERAL POLICE

7 ACT Policing





ACT Policing is a business unit of the AFP and is responsible for the delivery of community policing services to the ACT. These services are provided in accordance with the Policing Arrangement approved in June 2006 between the (then) Minister for Justice and Customs of the Commonwealth and the ACT for the Provision of Police Services to the ACT. This arrangement is valid for five years.

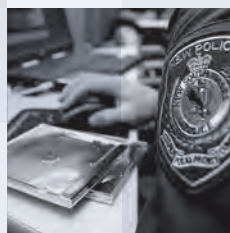
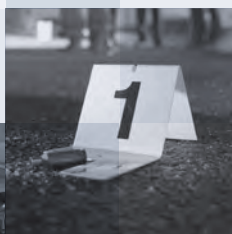
The Policing Arrangement provides for the establishment of a Purchase Agreement between the ACT Minister for Justice Police and Emergency Services, the Chief Police Officer for the ACT and the Commissioner of the AFP for the provision of those policing services. The Purchase Agreement specifies the type and level of services required by the ACT Government on an annual basis, as well as the agreed price of those services.

ACT Policing is directly accountable to the ACT Minister for Police and Emergency Services for achievement of the policing outcomes and the delivery of outputs as defined in the annual Purchase Agreement and the Ministerial Direction. The Chief Police Officer for the ACT is Assistant Commissioner Michael Phelan APM. Assistant Commissioner Phelan was appointed to the role of Chief Police Officer of the ACT in September 2007.

Copies of ACT Policing annual reports are available from the ACT Policing Media and Marketing team by telephoning (02) 6256 7640 or by visiting the AFP website www.afp.gov.au.

Details of the financial performance of ACT Policing can be found in Table B (page 20, Outputs Summary).

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Appendix 1: Internal Audit Activity

Table 1: Internal Audit Activity 2007–08

AC Meeting	Performance Audits	Regularity Audits	Other Significant Completed Projects
3 Aug 2007			Special Annual Financial Statements Meeting of Audit Committee (AC) Annual Reporting of Internal Audit's Key Performance Indicators
19 Sep 2007	Systems Under Development – AFP Protective Service Leave Shared Services Control Framework Workforce Planning Applicability of Commissioner's Order 3 to Offshore Activities Facial Recognition Project	International Financial Control and Compliance Petty Cash Review International Travel	AFP Legislative Compliance Matrix – Phase 2
5 Dec 2007	SAP Integration Post Implementation Review National Security Hotline	2006–07 Advance Account Financial Statements (x4)	Contribution to Management Review of Learning and Development Follow up of TNCC Risk Management Follow up of JCLEC
17 and 19 Mar 2008	Delivery of Forensics to ACT Policing ACT Policing Training Identity Crime Post Implementation Review of CRAMS Emergency Management in Protection function		Unit pricing of Uniform Protection Services In Car Computing Financial Certificates Assistance to Melbourne Office Islamic Liaison Initiative Completion of Principal Auditor Recruitment Round Contribution to Internal Committees Paper for the Strategic Leaders Group Presentation on AFP internal audit and governance practices to members of the Department of Audit in the Ministry of Public Security of the Peoples Republic of China

AC Meeting	Performance Audits	Regularity Audits	Other Significant Completed Projects
14 May 2008	IDG Growth, Recruitment and Induction IDG Governance China Engagement Forensic and Technical Disaster Response	Certificate of Financial Compliance – Aviation and Protection functions Aviation Governance Framework Stage 1	Legislative Compliance Phase 3 Initiate Strategic Planning Cycle for 2008-11 Coordination of AFP comments on ANAO Performance Audit Program 2008-09
25 Jun 2008			Special Planning and Self Assessment Meeting of Audit Committee Ongoing contribution to Standards Australia Business Governance Committee Ongoing contract management of Audit Panel Assist other areas regarding usage of Audit Panel Ongoing Provision of Secretariat Services to Audit Committee Participation in Graduate Program Pilot
Count	16	9	21

Appendix 2: Corporate Integrity

Table 2: Complaints by Category During 2007–08

	Total Complaints	Codings within complaints
Category 0	25	37
Category 1	211	393
Category 2	387	665
Category 3	369	691
Category 4	24	30
Total	1016	1816

Notes:

Codings are individual issues identified within a complaint.

Multiple codings may be applied where two or more complaint issues are identified from information supplied from complainant or where two or more members are subject to the complaint.

The category 4 total figure includes five matters that are in the process of being referred to ACLEI.

Category 0 refers to complaints either withdrawn by the complainant or deemed by AFP as not falling within the complaints guidelines.

Table 3: Complaints by Source During 2007–08

Complaint by Source		Percentage
AFP Appointee	420	41.34
Member of Public	540	53.15
Anonymous	14	1.38
Self Reporting	42	4.13
Total	1016	

Table 4: Complaints by Status During 2007–08

	Finalised	Outstanding	Totals
Category 0	25	0	25
Category 1	174	37	211
Category 2	286	101	387
Category 3	73	296	369
Category 4	2	22	24
Total	560	456	1016

Table 5: Complaints by Category and Outcome During 2007–08

Coding	Established	Not Established	Discretion not to proceed	Withdrawn
Category 1				
Minor Breach of the AFP Code of Conduct	4	9	1	2
Discourtesy	18	92	7	8
Inadequate Service	11	78	3	4
Advice Failure	7	23	2	0
Unreasonable Delay	4	15	1	1
Failure to Act	3	41	13	3
Category 2				
Breach of the Code of Conduct	49	37	11	3
Excessive Force (on Property)	0	0	0	0
Threat of Force (Person)	0	3	0	0
Fail to Comply with Direction or Procedure	54	40	17	
Unwarranted Attention	1	70	2	8
Inappropriate Behaviour	31	33	14	4
Driving Misconduct	5	23	1	0
Traffic Enforcement Matters	1	8	0	1
Property Holding Failure	1	3	1	0
Property Accounting Failure	10	28	3	1
Property Unauthorised Use/Removal of	1	10	0	0
Failure to Record or Report	7	13	3	1
Information Misuse (Access or Inadvertent Disclosure)	12	11	2	0
Inadequate Investigation	2	33	1	0
Warrant Administration	1	2	2	0
Poor Performance	1	1	1	0
Supervision Failure	5	1	0	0
Diligence Failure	6	1	3	1

Coding	Established	Not Established	Discretion not to proceed	Withdrawn
Category 3				
Serious Breach of the Code of Conduct	13	14	4	0
Serious Breach of Directions or Procedures	8	19	8	1
Property Misconduct	1	9	0	0
Excessive Force (on Person)	1	49	45	3
Threat of Force (Involving Weapon)	0	2	0	0
Discharge Firearm	7	2	0	0
Forgery	0	0	0	0
Fraud – Commonwealth	0	0	0	0
Criminal Conduct	4	17	19	10
Unlawful Discrimination	0	0	0	0
Sexual Harassment	0	1	0	0
False Information – Statement	5	2	3	0
Information Misuse	6	5	3	0
Information Access	5	4	2	0
Death in Custody	0	0	0	0
Misuse of Authority	0	12	5	0
Neglect of Duty	0	1	1	0
Intimidation	4	5	4	3
Drug Misconduct	2	4	0	1
Driving Misconduct	5	23	1	0
Category 4				
Breach of the AFP Code of Conduct	0	0	0	0
Bribery, Corruption, Blackmail, Extortion	0	1	0	0
Criminal Conduct	0	1	0	0
Drug Misconduct	0	0	0	0
False Information / Statement	0	0	0	0
Information Misuse	0	0	0	0
Intimidation	0	0	0	0
Perjury, Pervert the Course of Justice	0	3	0	0
Totals	295	749	183	55

Note: This table includes matters where a finding has been reached and where the case is yet to be closed/finalised. This table does not include matters where a finding is yet to be reached.

Table 6: Prohibited Drug Tests Conducted During 2007–08

Category	2006–07	2007–08
Mandatory Applicant Testing	1462	1373
Mandatory Targeted Testing	4232	6009
Mandatory Investigation and Certain Incident Testing	115	24
Mandatory Contractor Testing	112	100
Totals	5921	7506

Table 7: Security Clearances Granted During 2007–08

Category	
Restricted	0
Position of Trust/Site Access Only (New Name)	596
Protected	42
Highly Protected/Confidential	177
Highly Protected/Secret	0
Highly Protected	1169
Confidential	0
Secret	134
Top Secret	748
Total	2866

Appendix 3: Advertising and Market Research

Table 8: Advertising and Market Research in Excess of \$10,500

Recruitment Costs – Advertising	
Adcorp Australia Ltd	10,675
Canberra FM Radio Pty Ltd	12,485
Graduate Careers Australia Ltd	11,875
HMA Blaze Pty Ltd	348,728
Hudson Global Resources(Aust) P/L	11,288
Total	395,052

Advertising, Marketing and Promotion	
Canberra FM Radio Pty Ltd	11,254
CRE8IVE Australasia Pty Ltd	27,960
HMA Blaze Pty Ltd	32,741
PRIME Television (Southern) Pty Ltd	176,765
Screencraft Productions	14,688
Southern Cross Broadcasting	28,658
Visual Jazz	16,895
WIN Television NSW Pty Ltd	133,476
WIN Television QLD Pty Ltd	15,000
WIN Television VIC Pty Ltd	20,000
Total	477,437

Appendix 4: People Strategies

Table 9: Ongoing, Non-ongoing and Casual Staff at 30 June 2008

Employee Group	2007–08	2006–07	Difference	Change
AFP Permanent Full-time	4848	4275	573	13.40%
AFP Permanent Part-time	203	186	17	9.14%
AFP Temporary Full-time	171	187	-16	-8.56%
AFP Temporary Part-time	16	23	-7	-30.43%
AFP Casual	10	16	-6	-37.50%
AFP Seconded Paid	9	8	1	12.50%
AFP Total	5257	4695	562	11.97%
PS Permanent Full-time	1337	1335	2	0.15%
PS Permanent Part-time	4	6	-2	-33.33%
PS Temporary Full-time	0	0	0	–
PS Temporary Part-time	0	0	0	–
PS Casual	0	0	0	–
PS Seconded Paid	0	0	0	–
PS Total	1341	1341	0	0.00%
Grand Total	6598	6036	562	9.31%

Source : SAS9 30/06/2008

Table 10: AFP Senior Executive 2007–08

Executive	Management	AFP Sworn	AFP Unsworn	Total
Deputy Commissioner Operations	Output 1.2 (ESO)	4	0	4
	Output 1.6 (IDG)	9	2	11
	National Manager Forensic and Data Centres	0	3	3
	High-Tech Crime Centre move to Deputy Commissioner Operations	2	1	3
	Office of Deputy Commissioners	1	0	1
Operational Offices	Sydney	1	0	1
	Melbourne	1	0	1
	Perth	1	0	1
	Brisbane	1	0	1
Deputy Commissioner Operations Total		20	6	26

Executive	Management	AFP Sworn	AFP Unsworn	Total
Deputy Commissioner National Security Total	Output 1.1 (Border and International)	5	0	5
	Output 1.3 (CT)	3	0	3
	Output 1.4 (Prot)	3	0	3
	Output 1.5 (Aviation)	6	1	7
	Intelligence	1	2	3
	Office of Deputy Commissioners	1	0	1
Deputy Commissioner National Security Total		19	3	22

Chief of Staff	Commissioners Office	2	0	2
	Marketing and Communication	0	0	0
	Policy and Future Strategies	0	2	2
	Performance and Planning	1	0	1
	Legal	0	1	1
	Professional Standards	1	0	1
Chief of Staff Total		4	3	7

Asia-Pacific Group (APG)		0	1	1
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Chief Operating Officer	Chief Operating Officer – COO	0	1	1
	National Manager Human Resources	2	3	5
	Finance and Commercial	0	4	4
	Information Services	1	3	4
Chief Operating Officer Total		3	11	14
Chief Police Officer – ACT	ACT Policing	3	1	4
Chief Police Officer – ACT Total		3	1	4
Grand Total		49	25	74

Note: One SES employed by the AFP is engaged and paid by the United Nations.

Table 11: AFP Geographical Distribution 2007–08

Location	AFP Sworn			AFP Unsworn			AFP PSO			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Australian Capital Territory	1081	309	1390	799	1063	1862	384	35	419	2264	1407	3671
Commonwealth Territories	11	2	13	3	3	6	0	0	0	14	5	19
New South Wales	352	104	456	70	106	176	264	19	283	686	229	915
Northern Territory	37	16	53	9	10	19	88	6	94	134	32	166
Overseas Posts	214	41	255	38	32	70	52	3	55	304	76	380
Queensland	165	43	208	41	54	95	134	12	146	340	109	449
South Australia	44	13	57	9	14	23	35	9	44	88	36	124
Tasmania	7	3	10	2	1	3	14	1	15	23	5	28
Victoria	230	81	311	33	68	101	139	13	152	402	162	564
Western Australia	86	16	102	20	27	47	123	10	133	229	53	282
Grand Total	2227	628	2855	1024	1378	2402	1233	108	1341	4484	2114	6598

Source : SAS9 30/06/2008

Table 12: AFP Senior Executive Performance Bonus Payments

	Amount	Number
SES Level 3	\$43,435	3
SES Level 2	\$123,762	20
SES Level 1	\$301,975	50
Total	\$469,172	73

Note: These performance bonuses were paid during the 2007–08 financial year, relating to performance during the 2007–2008 financial year.

Table 13: Years of Service 2007–08

Personnel Area	Executive	Service Group						Total
		0 yrs	01–05 yrs	06–10 yrs	11–15 yrs	16–20 yrs	21–25 yrs	26+ yrs
AFP Sworn	Deputy Commissioner Operations	181	444	272	47	158	138	122
	Deputy Commissioner National Security	4	119	132	35	96	99	71
	Chief of Staff	0	5	25	5	9	14	8
	Chief Operating Officer	0	13	28	9	14	27	21
	Chief Police Officer – ACT	97	315	189	13	38	54	48
	Policy and Strategic Planning	0	0	3	1	0	1	0
AFP Sworn Total		282	896	649	110	315	333	270
AFP Unsworn	Deputy Commissioner Operations	193	437	163	38	41	11	9
	Deputy Commissioner National Security	77	254	69	11	25	5	1
	Chief of Staff	36	71	14	5	4	1	3
	Chief Operating Officer	237	315	86	26	32	25	8
	Chief Police Officer – ACT	53	86	25	2	9	3	1
	Policy and Strategic Planning	8	8	7	1	1	1	0
AFP Unsworn Total		604	1171	364	83	112	46	22
AFP PSO	Deputy Commissioner Operations	1	45	10	1	7	3	0
	Deputy Commissioner National Security	49	674	304	64	107	37	5
	Chief of Staff	0	2	0	0	1	0	0
	Chief Operating Officer	0	17	7	1	2	1	3
AFP PSO Total		50	738	321	66	117	41	8
Grand Total		936	2805	1334	259	544	420	300
								6598

Source : SAS9 30/06/2008

Table 14: AFP Workforce Composition 2007–08

Band	AFP Sworn			AFP Unsworn			AFP PSO			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Band 1	0	0	0	0	0	0	0	0	0	0	0	0
Band 2	269	76	345	98	103	201	501	50	551	868	229	1097
Band 3	364	113	477	171	377	548	397	33	430	932	523	1455
Band 4	484	157	641	179	352	531	159	13	172	822	522	1344
Band 5	391	106	497	78	119	197	134	7	141	603	232	835
Band 6	168	54	222	151	184	335	4	2	6	323	240	563
Band 7	312	80	392	111	121	232	16	3	19	439	204	643
Band 8	43	8	51	102	73	175	18	0	18	163	81	244
Band 9	153	28	181	106	42	148	4	0	4	263	70	333
SES	43	6	49	21	4	25	0	0	0	64	10	74
Statutory Office Holders	0	0	0	0	0	0	0	0	0	0	0	0
Casual	0	0	0	7	3	10	0	0	0	7	3	10
Total	2227	628	2855	1024	1378	2402	1233	108	1341	4484	2114	6598

Source : SAS9 30/06/2008

Table 15: Outposting to Other Agencies/Police Services, Secondments, Territories Policing and Peacekeeping

Base Salary Group	0	1	2	3	4	5	6	7	8	9	SES	Total
External Territories												
Jervis Bay	0	0	0	1	1	1	0	1	0	0	0	4
Christmas Island	3	0	1	0	0	3	0	1	0	0	0	8
Cocos Island	2	0	0	0	1	0	0	1	0	0	0	4
Norfolk Island	0	0	0	0	0	2	0	1	0	0	0	3
Stability/Capacity Building												
Cyprus	0	0	0	0	5	5	3	2	0	0	0	15
Nauru	0	0	0	0	0	0	0	0	1	2	0	3
Timor-Leste – United Nations	3	0	0	2	26	12	5	2	0	0	0	50
Timor-Leste – TLPDP	1	0	0	1	0	2	0	2	1	4	1	12
Timor-Leste – Operation Comity	0	0	0	0	3	0	0	0	0	0	0	3
Papua New Guinea	0	0	0	0	0	0	0	1	0	0	0	1
RAMSI (Solomon Islands)	47	0	29	25	56	26	6	13	3	14	1	220
Vanuatu	0	0	0	0	0	1	1	4	1	1	0	8
LECP	0	0	0	0	1	0	0	0	0	0	0	1
Tonga	0	0	0	0	0	0	0	1	0	1	0	2
Cambodia	0	0	0	0	0	0	0	0	0	1	0	1
Afghanistan	0	0	0	0	0	1	0	0	0	3	0	4
Sudan	0	0	0	0	1	5	2	1	0	1	0	10
Australian Crime Commission												
Sydney	0	0	0	0	1	0	0	0	0	0	0	1
Brisbane	0	0	0	0	0	1	0	0	0	0	0	1
Adelaide	0	0	0	0	1	1	0	0	0	0	0	2
Melbourne	0	0	0	1	2	0	0	0	0	0	0	3
Perth	0	0	0	0	0	1	0	0	0	0	0	1
Australian Crime Commission Total	0	0	0	1	4	3	0	0	0	0	0	8

Base Salary Group	0	1	2	3	4	5	6	7	8	9	SES	Total
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External Territories

Jervis Bay	0	0	0	1	1	1	0	1	0	0	0	4
Christmas Island	3	0	1	0	0	3	0	1	0	0	0	8
Cocos Island	2	0	0	0	1	0	0	1	0	0	0	4
Norfolk Island	0	0	0	0	0	2	0	1	0	0	0	3

Stability/Capacity Building

Cyprus	0	0	0	0	5	5	3	2	0	0	0	15
Nauru	0	0	0	0	0	0	0	0	1	2	0	3
Timor-Leste – United Nations	3	0	0	2	26	12	5	2	0	0	0	50
Timor-Leste – TLPDP	1	0	0	1	0	2	0	2	1	4	1	12
Timor-Leste – Operation Comity	0	0	0	0	3	0	0	0	0	0	0	3
Papua New Guinea	0	0	0	0	0	0	0	1	0	0	0	1
RAMSI (Solomon Islands)	47	0	29	25	56	26	6	13	3	14	1	220
Vanuatu	0	0	0	0	0	1	1	4	1	1	0	8
LECP	0	0	0	0	1	0	0	0	0	0	0	1
Tonga	0	0	0	0	0	0	0	1	0	1	0	2
Cambodia	0	0	0	0	0	0	0	0	0	1	0	1
Afghanistan	0	0	0	0	0	1	0	0	0	3	0	4
Sudan	0	0	0	0	1	5	2	1	0	1	0	10

Australian Crime Commission

Sydney	0	0	0	0	1	0	0	0	0	0	0	1
Brisbane	0	0	0	0	0	1	0	0	0	0	0	1
Adelaide	0	0	0	0	1	1	0	0	0	0	0	2
Melbourne	0	0	0	1	2	0	0	0	0	0	0	3
Perth	0	0	0	0	0	1	0	0	0	0	0	1
Australian Crime Commission Total	0	0	0	1	4	3	0	0	0	0	0	8

Base Salary Group	0	1	2	3	4	5	6	7	8	9	SES	Total
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Centrelink												
Adelaide	0	0	0	0	0	0	1	0	0	0	0	1
Brisbane	0	0	0	0	0	0	1	0	0	0	0	1
Canberra (Queanbeyan)	0	0	0	0	0	0	1	0	0	0	0	1
Darwin	0	0	0	0	0	0	1	0	0	0	0	1
Hobart	0	0	0	0	0	0	1	0	0	0	0	1
Hunter Region (NSW)	0	0	0	0	0	0	1	0	0	0	0	1
Melbourne	0	0	0	0	0	0	1	0	0	0	0	1
Perth	0	0	0	0	0	0	1	0	0	0	0	1
Sydney	0	0	0	0	0	0	1	0	0	0	0	1
Townsville	0	0	0	0	0	0	1	0	0	0	0	1
Centrelink Total	0	0	0	0	0	0	10	0	0	0	0	10

Department of Environment and Water Resources												
Canberra	0	0	0	0	0	0	1	0	0	0	0	1
Department of Environment and Water Resources Total	0	0	0	0	0	0	1	0	0	0	0	1

Department of Foreign Affairs and Trade												
Sydney	0	0	0	0	0	0	1	0	0	0	0	1
Department of Foreign Affairs and Trade Total	0	0	0	0	0	0	1	0	0	0	0	1

Australian Federal Police Association												
Canberra	0	0	0	0	0	0	0	1	1	0	0	2
Australian Federal Police Association Total	0	0	0	0	0	0	0	1	1	0	0	2

Northern Territory Police												
Operation THEMIS	0	0	4	4	14	7	1	9	0	1	1	41
Northern Territory Police Total	0	0	4	4	14	7	1	9	0	1	1	41

National Threat Assessment Centre												
Canberra	0	0	0	0	0	0	1	0	0	0	0	1
National Threat Assessment Centre Total	0	0	0	0	0	0	1	0	0	0	0	1

Source : SAS9 30/06/2008

Appendix 5: Freedom of Information

Freedom of Information

This appendix provides information required under section 8 of the *Freedom of Information Act 1982* (the FOI Act).

The AFP releases documents pursuant to the FOI Act, the *Privacy Act 1988* and the AFP Regulations, while many documents are made available to the public via the AFP's Internet website. Details of the requests for information received by the AFP during the financial year are as shown in Table 16.

FOI Procedures and Contact Points

Requests for access to documents under the FOI Act, and requests for internal reviews of decisions made under the FOI Act, should be addressed to:

Freedom of Information Team
Australian Federal Police
GPO Box 401
Canberra ACT 2601

Requests for access to documents held by the AFP should include the following details:

- applicant's full name
- date of birth
- postal address in Australia
- detailed description of the documents requested.

Requests can be delivered to any AFP office or forwarded directly to the FOI team.

An application fee of \$30.00 applies to all requests made under the FOI Act. Further charges apply to the processing of applications. An application fee of \$40.00 applies to all applications for internal review of decisions made under the Act. Fees and charges may be reduced or remitted for any reason including that payment would result in financial hardship to the applicant, or that the provision of access to the documents is in the public interest. The team leader and senior team member of the FOI team is authorised pursuant to section 23 of the FOI Act to make decisions concerning fees and charges, as well as the release or exemption of documents under the FOI Act.

Should an applicant apply to view original documents held by the AFP, facilities will be made available, where possible, at the closest regional AFP office to the applicant's residential address.

Further information regarding any FOI matter can be obtained by contacting the FOI team by mail, email via freedomofinformation@afp.gov.au or by phone on (02) 6246 2112.

Table 16: AFP Information Requests 2007–08

Category	2007–08	2006–07
Freedom of Information	279	198
Requests for documents – offences against the person	396	591
Requests for documents – accidents	2666	2396
Requests for documents – offences against property	445	369
Totals	3786	3554

There are also different fees payable to access documents not covered by the FOI Act.

For information about obtaining a copy of a motor vehicle accident or an incident report relating to a property offence in the Australian Capital Territory (ACT), telephone (02) 6202 3243. For information about obtaining an incident report relating to an offence against the person in the ACT, telephone (02) 6245 7432.

For information about obtaining a character check or criminal and traffic conviction report, telephone (02) 6202 3333. Payment should be made payable to the Receiver of Public Monies.

Types of documents

The AFP holds documents on a wide range of topics which are broadly categorised as:

- agenda, minutes and decisions, including internal and external meetings and ministerial, interdepartmental and general correspondence and papers
- internal administration papers (including accounting and financial records, legal records, and staff and staffing records)
- guidelines and training materials (including Commissioner's orders, national guidelines and practical guides relating to AFP operations and legislative procedures)
- briefing papers (including briefs, submissions and reports to the AFP Executive and the Minister for Home Affairs. These generally relate to the development of AFP policy or are provided as background to particular administrative decisions) in Database records (including computer files, printouts and statistical data).

Documents Available Free of Charge Upon Request

A range of publications are available to members of the public free of charge. A range of publications are available through the Media Centre link at the AFP website at www.afp.gov.au.

Services and Documents Available for a Fee

A list of services and documents available for a fee is available through the Services for Government link at the AFP website at www.afp.gov.au.





AFP
AUSTRALIAN FEDERAL POLICE

Financial Statements





INDEPENDENT AUDITOR'S REPORT

To the Minister for Home Affairs

Scope

I have audited the accompanying financial statements of the Australian Federal Police for the year ended 30 June 2008, which comprise: a statement by the Commissioner of Police and Chief Finance Officer; income statement; balance sheet; statement of changes in equity; cash flow statement; schedules of commitments and contingencies; a summary of significant accounting policies; and other explanatory notes.

The Responsibility of the Commissioner of Police for the Financial Statements

The Commissioner of Police is responsible for the preparation and fair presentation of the financial statements in accordance with the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997* and the Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. My audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial

GPO Box 707 CANBERRA ACT 2601
19 National Circuit BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian Federal Police's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner of Police, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

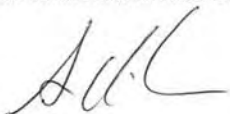
In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the financial statements of the Australian Federal Police:

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*, and the Australian Accounting Standards (including the Australian Accounting Interpretations); and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian Federal Police's financial position as at 30 June 2008 and its financial performance and its cash flows for the year then ended.

Australian National Audit Office



Simon Kidman

Executive Director

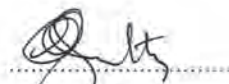
Delegate of the Auditor-General

Canberra

28 August 2008

Statement by the Commissioner of Police and Chief Finance Officer

In our opinion, the attached Financial Statements for the year ended 30 June 2008 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*, as amended.



M J Keelty

Commissioner

28 August 2008



J Brocklehurst

Chief Finance Officer

28 August 2008

AUSTRALIAN FEDERAL POLICE INCOME STATEMENT

for the period ended 30 June 2008

	Notes	2008 \$'000	2007 \$'000
INCOME			
Revenue			
Revenue from Government	3A	983,028	873,580
Sale of goods and rendering of services	3B	217,108	199,711
Rental income	3C	1,618	2,698
Other revenue	3D	1,277	6,361
Total revenue		1,203,031	1,082,350
Gains			
Sale of assets	3E	207	(95)
Other gains	3F	5,985	6,921
Total gains		6,192	6,826
Total Income		1,209,223	1,089,176
EXPENSES			
Employee benefits	4A	671,698	553,520
Suppliers	4B	509,267	483,982
Depreciation and amortisation	4C	60,016	51,483
Finance costs	4D	578	647
Write-down and impairment of assets	4E	11,135	4,666
Total Expenses		1,252,694	1,094,298
Deficit before income tax		(43,471)	(5,122)
Income tax expense	5	-	929
Deficit		(43,471)	(6,051)
Deficit attributable to the Australian Government		(43,471)	(6,051)

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

AUSTRALIAN FEDERAL POLICE BALANCE SHEET

as at 30 June 2008

	Notes	2008 \$'000	2007 \$'000
ASSETS			
Financial Assets			
Cash and cash equivalents	6A	4,349	13,702
Trade and other receivables	6B	422,140	346,791
Other financial assets	6C	4,885	9,466
Total financial assets		431,374	369,959
Non-Financial Assets			
Land and buildings	7A, C	76,698	69,880
Infrastructure, plant and equipment	7B, C	120,590	92,097
Intangibles	7D	24,418	21,025
Inventories	7E	3,166	3,839
Other non-financial assets	7F	11,151	8,916
Total non-financial assets		236,023	195,757
Total Assets		667,397	565,716
LIABILITIES			
Payables			
Suppliers	8A	61,147	56,397
Dividends	8B	-	1,084
Other payables	8C	7,877	4,536
Tax liabilities equivalents	8D	2,100	2,798
Total payables		71,124	64,815
Provisions			
Employee provisions	9A	172,031	142,421
Other provisions	9B	21,323	8,433
Total provisions		193,354	150,854
Total Liabilities		264,478	215,669
Net Assets		402,919	350,047
EQUITY			
Contributed equity		403,743	313,123
Reserves		17,894	12,208
Retained surplus (accumulated deficit)		(18,718)	24,716
Total Equity		402,919	350,047
Current Assets			
		444,321	381,373
Non-Current Assets			
		223,076	184,343
Current Liabilities			
		237,449	191,229
Non-Current Liabilities			
		27,029	24,440

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

**AUSTRALIAN FEDERAL POLICE
STATEMENT OF CHANGES IN EQUITY**

as at 30 June 2008

	Retained Earnings		Asset Revaluation Reserves		Contributed Equity/ Capital		Total Equity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Opening Balance								
Balance carried forward from previous period	24,716	31,851	12,208	12,407	313,123	264,793	350,047	309,051
Adjustment for errors	37	-	-	-	-	-	37	-
Adjusted opening balance	24,753	31,851	12,208	12,407	313,123	264,793	350,084	309,051
Income and expense								
Revaluation adjustment	-	-	5,686	(199)	-	-	5,686	(199)
Subtotal income and expenses recognised directly in equity	-	-	5,686	(199)	-	-	5,686	(199)
Deficit for the period	(43,471)	(6,051)	-	-	-	-	(43,471)	(6,051)
Total income and expenses attributable to the Australian Government	(43,471)	(6,051)	5,686	(199)	-	-	(37,785)	(6,250)
Transactions with owners								
<i>Distributions to owners</i>								
Returns on capital:								
Dividends	-	(1,084)	-	-	-	-	-	(1,084)
Contributions by owners								
Appropriation (equity injection)	-	-	-	-	90,620	48,330	90,620	48,330
Subtotal transactions with owners	-	(1,084)	-	-	90,620	48,330	90,620	47,246
Closing balance as at 30 June	(18,718)	24,716	17,894	12,208	403,743	313,123	402,919	350,047
Closing balance attributable to the Australian Government	(18,718)	24,716	17,894	12,208	403,743	313,123	402,919	350,047

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

AUSTRALIAN FEDERAL POLICE CASH FLOW STATEMENT

for the period ended 30 June 2008

	Notes	2008 \$'000	2007 \$'000
OPERATING ACTIVITIES			
Cash received			
Goods and services		227,490	206,548
Appropriations		1,003,589	887,558
Net GST received		37,138	31,845
Total cash received		1,268,217	1,125,951
Cash used			
Employees		639,988	533,132
Suppliers		525,551	513,699
Competitive neutrality payments		2,798	3,579
Cash transferred to OPA		44,000	5,000
Total cash used		1,212,337	1,055,410
Net cash from / (used by) operating activities	10	55,880	70,541
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		1,077	17
Total cash received		1,077	17
Cash used			
Purchase of property, plant and equipment		91,220	96,670
Purchase of intangibles		13,478	11,829
Purchase of inventory		6,839	7,528
Total cash used		111,537	116,027
Net cash from / (used by) investing activities		(110,460)	(116,010)
FINANCING ACTIVITIES			
Cash received			
Appropriations - contributed equity		46,311	44,081
Total cash received		46,311	44,081
Cash used			
Dividends paid		1,084	1,214
Total cash used		1,084	1,214
Net cash from / (used by) financing activities		45,227	42,867
Net increase or (decrease) in cash held		(9,353)	(2,602)
Cash and cash equivalents at the beginning of the reporting period		13,702	16,304
Cash and cash equivalents at the end of the reporting period	6A	4,349	13,702

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

AUSTRALIAN FEDERAL POLICE SCHEDULE OF COMMITMENTS

as at 30 June 2008

	2008 \$'000	2007 \$'000
BY TYPE		
Commitments receivable		
Sublease rental income	-	(515)
GST recoverable on commitments	(38,496)	(37,556)
Total commitments receivable	(38,496)	(38,071)
Capital commitments		
Land and buildings ¹	12,788	16,118
Infrastructure, plant and equipment ²	10,142	185
Total capital commitments	22,930	16,303
Other commitments		
Operating leases ⁴	267,614	318,435
Other commitments	149,367	146,526
Total other commitments	416,981	464,961
Net commitments by type	401,415	443,193
BY MATURITY		
Commitments receivable		
Operating lease income		
One year or less	-	(109)
From one to five years	-	(406)
Total operating lease income	-	(515)
Other commitments receivable		
One year or less	(20,090)	(11,118)
From one to five years	(15,764)	(16,381)
Over five years	(2,642)	(10,057)
Total other commitments receivable	(38,496)	(37,556)
Commitments payable		
Capital commitments		
One year or less	15,742	16,280
From one to five years	7,188	23
Over five years	-	-
Total capital commitments	22,930	16,303

AUSTRALIAN FEDERAL POLICE SCHEDULE OF COMMITMENTS (continued)

as at 30 June 2008

Operating lease commitments

One year or less	131,344	66,564
From one to five years	105,028	141,777
Over five years	31,242	110,094
Total operating lease commitments	267,614	318,435

Other commitments

One year or less	74,989	104,611
From one to five years	74,378	40,902
Over five years	-	1,013
Total other commitments	149,367	146,526
Net Commitments by Maturity	401,415	443,193

NB: Commitments are GST inclusive where relevant.

- ¹ Outstanding contractual payments for buildings under construction (including leasehold improvements).
² Contracts for the purchase of equipment for overseas deployment and other operational activities.
³ Contracts for the purchase of a variety of goods and services including logistics support for overseas deployments.
⁴ Operating leases included are effectively non-cancellable and comprise:

Nature of lease	General description of leasing arrangement
Leases for office accommodation	Lease payments are subject to terms as detailed in the lease agreement; and The initial periods of office accommodation are still current and may be renewed at the AFP's option.
Agreements for the provision of motor vehicles to executive officers	No contingent rentals exist; and There are no renewal or purchase options available to the AFP.
Leases in relation to computer and other equipment	The lessor provides computer and other equipment to the AFP; No contingent rentals exist; and There are no renewal or purchase options available to the AFP.

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

**AUSTRALIAN FEDERAL POLICE
SCHEDULE OF CONTINGENCIES**
as at 30 June 2008

Contingent Assets	Guarantees		Indemnities		Claims for damages or costs		TOTAL	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Balance from previous period	-	-	-	-	86	-	86	-
New	-	-	-	-	80	86	80	86
Re-measurement	-	-	-	-	9	-	9	-
Assets crystallised	-	-	-	-	-	-	-	-
Expired	-	-	-	-	-	-	-	-
Total Contingent Assets	-	-	-	-	175	86	175	86
Contingent Liabilities	Guarantees		Indemnities		Claims for damages or costs		TOTAL	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Balance from previous period	-	-	-	-	5,200	15,649	5,200	15,649
New	-	-	-	-	198	3,200	198	3,200
Re-measurement	-	-	-	-	150	-	150	-
Liabilities crystallised	-	-	-	-	-	-	-	-
Less: Obligations expired	-	-	-	-	100	13,649	100	13,649
Total Contingent Liabilities	-	-	-	-	5,448	5,200	5,448	5,200
Net Contingent Assets (Liabilities)	-	-	-	-	(5,273)	(5,114)	(5,273)	(5,114)

Details of each class of contingent liabilities and assets, including those not included above because they cannot be quantified or are considered remote, are disclosed in **Note 11: Contingent liabilities and assets**.

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



AUSTRALIAN FEDERAL POLICE INDEX TO THE NOTES OF THE FINANCIAL STATEMENTS

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Note 1: Summary of Significant Accounting Policies

1.1 Objectives of Australian Federal Police

The objectives of the Australian Federal Police (AFP) are to enforce Commonwealth criminal law and protect Commonwealth and national interests from crime in Australia and overseas. In order to achieve these objectives, the AFP is structured to meet two outcomes:

Outcome 1: National International Focus

The investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

Outcome 2: ACT Community Policing Focus

Policing activity creates a safe and secure environment in the ACT.

AFP activities contributing toward these outcomes are classified as departmental. Departmental activities involve the use of assets, liabilities, revenues and expenses controlled or incurred by the AFP in its own right. Administered activities involve the management or oversight by the AFP, on behalf of the Government, of items controlled or incurred by the Government.

Departmental activities are identified under seven Outputs.

The following six outputs relate to Outcome 1:

- Output 1.1 Criminal Investigations - Border and International Network
- Output 1.2 Criminal Investigations - Economic and Special Operations
- Output 1.3 Criminal Investigations - Terrorism
- Output 1.4 International Deployment Services
- Output 1.5 Protection Services
- Output 1.6 Aviation Services
- Output 1.7 Criminal Investigations - High Technology Crime.

The following output relates to Outcome 2:

- Output 2.1 Services to the ACT Government.

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

1.2 Basis of Preparation of the Financial Report

The Financial Statements and notes are required by section 49 of the *Financial Management and Accountability Act 1997* and are a General Purpose Financial Report.

The former Minister for Finance and Administration and the former Minister for Justice and Customs entered into an agreement that applies under regulation 28(3) of the FMA Regulations. The Agreement concerns the provision of annual financial statements by the AFP and states that the AFP will prepare its financial statements in accordance with the relevant Orders, except in relation to AFP covert activities.

Except for the modified disclosure of covert activities agreed to between the Minister for Finance and Administration and the Minister for Justice and Customs, the financial statements have been prepared in accordance with:

- Finance Minister's Orders (or FMOs) for reporting periods ending on or after 1 July 2007
- Australian Accounting Standards and Interpretation issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial report has been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets 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 report is presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless alternative treatment is specifically required by an Accounting Standard or the FMOs, assets and liabilities are recognised in the Balance Sheet when and only when it is probable that future economic benefits will flow to the Entity or a future sacrifice of economic benefit will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under agreements equally proportionately unperformed are not recognised unless required by an Accounting Standard. Liabilities and assets that are unrealised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Unless alternative treatment is specifically required by an accounting standard, revenues and expenses are recognised in the Income Statement when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgement and Estimates

In the process of applying the accounting policies listed in this note, the AFP has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of land and buildings has been taken to be the market value of similar properties as determined by an independent valuer. In some instances, the AFP buildings are purpose built and may in fact realise more or less in the market.

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

1.4 Statement of Compliance

Adoption of new Australian Accounting Standard requirements

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

The following new standards are applicable to the current reporting period:

Financial instrument disclosure

AASB 7 *Financial Instruments: Disclosures* is effective for reporting periods beginning on or after 1 January 2007 (the 2007 08 financial year) and amends the disclosure requirements for financial instruments. In general AASB 7 requires greater disclosure than that previously required. Associated with the introduction of AASB 7 a number of accounting standards were amended to reference the new standard or remove the present disclosure requirements through 2005 10 Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]. These changes have no financial impact but will affect the disclosure presented in future financial reports.

The following new standards, amendments to standards or interpretations for the current financial year have no material impact on the AFP:

AASB 7 *Financial Instruments: Disclosures*

AASB 101 *Presentation of Financial Statements* (Issued October 2006)

AASB 1048 *Interpretation and Application of Standards* (Reissued September 2007)

AASB 2005 - 10 *Amendments to Australian Accounting Standards* [AASB 1, 4, 101, 114, 117, 132, 133, 139, 1023, 1038]

AASB 2007 - 1 *Amendments to Australian Accounting Standards arising from AASB interpretation 11* [AASB 2]

AASB 2007 - 4 *Amendments to Australian Accounting Standards arising from ED 151 and other amendments*

AASB 2007 - 5 *Amendments to Australian Accounting Standard Inventories Held for Distribution by Not for Profit Entities* [AASB 102]

AASB 2007 - 7 *Amendments to Australian Accounting Standards* [AASB 1, 2, 4, 5, 107, 128]

AASB 2008 - 4 *Amendments to Australian Accounting Standard Key Management Personnel Disclosures by Disclosing Entities* [AASB124]

ERR Erratum *Proportionate Consolidation* [AASB 101, AASB 107, AASB 121, AASB 127, Interpretation 113]

Interpretation 10 *Interim Financial Reporting and Impairment*

Interpretation 11 *AASB 2 Group and Treasury Share Transactions*

Interpretation 1003 *Australian Petroleum Resource Rent Tax*

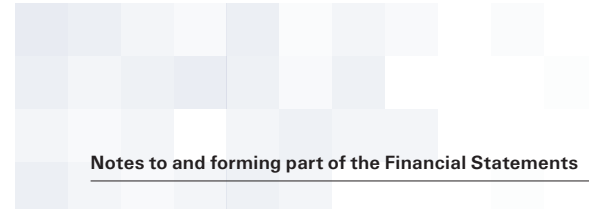
Future Australian Accounting Standard requirements

The following new standards, amendments to standards or interpretations have been issued by the Australian Accounting Standards Board but are effective for future reporting periods. It is estimated that the impact of adopting these pronouncements when effective will have no material financial impact on future reporting periods:

AASB 3 *Business Combinations*

AASB 8 *Operating Segments*

AASB 101 *Presentation of Financial Statements* (issued September 2007)



Notes to and forming part of the Financial Statements

AASB 123 *Borrowing Costs*

AASB 127 *Consolidated and Separate Financial Statements*

AASB 1004 *Contributions*

AASB 1049 *Whole of Government and General Government Sector Financial Reporting*

AASB 1050 *Administered Items*

AASB 1051 *Land Under Roads*

AASB 1052 *Disaggregated Disclosures*

AASB 2007 - 2 *Amendments to Australian Accounting Standards arising from AASB Interpretation 12* [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]

AASB 2007 - 3 *Amendments to Australian Accounting Standards arising from AASB 8*

AASB 2007 - 6 *Amendments to Australian Accounting Standards arising from AASB 123*

AASB 2007 - 8 *Amendments to Australian Accounting Standards arising from AASB 101*

AASB 2007 - 9 *Amendments to Australian Accounting Standards arising from the Review of AASs 27, 29 and 31* [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137]

AASB 2008 - 1 *Amendments to Australian Accounting Standards Share based Payments: Vesting Conditions and Cancellations* [AASB 2]

AASB 2008 - 2 *Amendments to Australian Accounting Standards Puttable Financial Instruments and Obligations arising on Liquidation* [AASB 7, AASB 101, AASB 132, AASB 139 & Interpretation 2]

AASB 2008 - 3 *Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127* [AASBs 1,2,4,5,7,101,107, 112,114, 116, 121,128,131,132,133,134,136,137,138 & 139 and Interpretation 9 & 107]

Interpretation 1 *Changes in Existing Decommissioning, Restoration and Similar Liabilities*

Interpretation 4 *Determining Whether an Arrangement Contains a Lease*

Interpretation 12 *Service Concession Arrangements*

Interpretation 13 *Customer Loyalty Programmes*

Interpretation 14 AASB 119 *The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction*

Interpretation 129 *Service Concession Arrangements Disclosures*

Interpretation 1038 *Contributions by Owners Made To Wholly Owned Public Sector Entities*

Other

The following standards and interpretations have been issued but are not applicable to the operations of Australian Federal Police.

AASB 1049 Whole of Government and General Government Sector Financial Reporting

AASB 1049 specifies the reporting requirements for the General Government Sector. The FMOs does not apply to this reporting or the consolidated financial statements of the Australian Government.

1.5 Revenue

Revenues from Government

Amounts appropriated for departmental outputs appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue when the agency 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.

Other Types of Revenue

Revenue from the sale of goods is recognised when:

- The risks and rewards of ownership have been transferred to the buyer
- The seller retains no managerial involvement nor effective control over the goods
- The revenue and transaction costs incurred can be reliably measured
- It is probable that the economic benefits associated with the transaction will flow to the Entity.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- The amount of revenue, stage of completion and transaction costs incurred can be reliably measured
- The probable economic benefits with the transaction will flow to the Entity.

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.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance. Collectability of debts is reviewed at balance date. Impairment allowances are made when collectability of the debt is no longer probable.

1.6 Gains

Other 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.

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 Agency or Authority as a consequence of a restructuring of administrative arrangements (Refer to Note 1.7)

Resources received free of charge are recorded as either revenue or gains depending on their nature.

Sale of Assets

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

1.7 Transactions with the Government as Owner

Equity injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in Contributed Equity in that year.

Dividends

The 1995 Memorandum of Understanding between the then Department of Finance and Administration and the then Australian Protective Service (APS), now Australian Federal Police – Protective Service – (AFPPS) was revoked. However the Government's position on seeking profit share via dividend arrangements has not been altered. AFPPS will be able to earn nominal interest to offset against competitive neutrality and dividend payments.

1.8 Employee Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent they have not been settled.

Liabilities for 'short term employee benefits' (as defined in AASB 119) and termination benefits due within twelve months of balance date 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.

All other employee benefit liabilities are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non vesting and the average sick leave taken in future years by employees of the AFP is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration, 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.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2007. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The AFP recognises a provision for termination when it has developed a detailed formal plan for the termination and has informed those employees affected that it will carry out the terminations.

Superannuation

Staff of AFP are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulated plan (PSSap).

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

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 by the Department of Finance and Deregulation as an administered item.

The AFP makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of the AFP's employees. The AFP accounts for the contributions as if they were contributions to defined contribution plans.

From 1 July 2005, new employees are eligible to join the PSSap scheme.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

The AFP Adjustment Scheme (AFPAS) is a payment scheme which was established under the AFP Act 1990 to compensate AFP employees for loss of tenure. Following the introduction of a new certified agreement for AFP employees and changes to the AFP Act during the 2000–01 financial year, the AFPAS scheme ceased accruing on 5 January 2000 and is being progressively paid out to AFP employees. As the liability is in the process of being paid out it is shown at its current value rather than its discounted value as shown in the years prior to the scheme ceasing.

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased non-current assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is capitalised at either fair value of the lease property or, if lower, the present value of minimum lease payments at the inception of the contract and a liability recognised at the same time and for the same amount.

The discount rate used is the interest rate implicit in the lease. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a straight line basis which is representative of the pattern of benefits derived from the leased assets.

1.10 Borrowing Costs

All borrowing costs are expensed as incurred.

1.11 Cash

Cash and cash equivalents means notes and coins held and any deposits 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. Cash is recognised at its nominal amount.

1.12 Financial assets

The AFP classifies its financial assets as 'loans and receivables'.

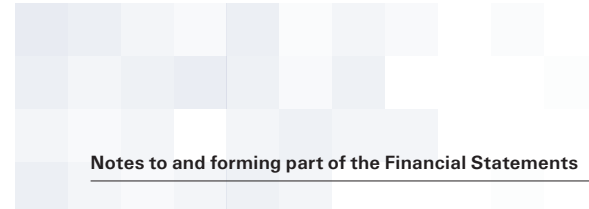
The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Financial assets are recognised and derecognised upon 'trade date'.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets 'at fair value through profit or loss'.



Notes to and forming part of the Financial Statements

Loans and receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non current assets. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of financial assets

Financial assets are assessed for impairment at each balance date.

- *Financial assets held at amortised cost.* If there is objective evidence that an impairment loss has been incurred for loans and receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Income Statement.

1.13 Financial Liabilities

Financial liabilities are classified as either 'at fair value through profit or loss' or other financial liabilities.

Financial liabilities are recognised and derecognised upon 'trade date'.

Other financial liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Supplier and other payables

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

1.14 Contingent Liabilities and Contingent Assets

Contingent Liabilities and Contingent Assets are not recognised in the Balance Sheet but are reported in the relevant schedules and 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.

1.15 Acquisition of Assets

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 revenues at their fair value at the date of acquisition, unless acquired as a consequence of restructuring administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor Agency's accounts immediately prior to the restructuring.

1.16 Property, Plant and Equipment

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Balance Sheet, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

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 'makegood' 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 'makegood' recognised.

Revaluations

The fair values for each class of asset are determined as shown below:

Asset Class	Fair value measured at
Land	Market selling price
Buildings exc. Leasehold improvements	Market selling price
Leasehold improvements	Depreciated replacement cost
Infrastructure, plant and equipment	Market selling price and depreciated replacement cost

Following initial recognition at cost, property, plant and equipment are carried at fair value less 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 regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through operating result. Revaluation decrements for a class of assets are recognised directly through operating result 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.

Notes to and forming part of the Financial Statements

Depreciation

Depreciable property plant and equipment assets are written off to their estimated residual values over their estimated useful lives to the AFP using, in all cases, the straight-line method of depreciation.

Leasehold improvements are depreciated on a straight-line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation rates (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.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2008	2007
Buildings on leasehold land	10 to 40 years	
Buildings on freehold land	1 to 37 years	1 to 40 years
Leasehold improvements	1mth to 16 years	1 to 27 years
Plant and Equipment	1 to 25 years	max. 15 years

Impairment

All assets were assessed for impairment at 30 June 2008. 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.

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.

1.17 Intangibles

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

Software is amortised on a straight line basis over its anticipated useful life. The useful lives of software is 1 to 13 years (2006-07 ~ 1 to 9 years)

All software assets were accessed for indications of impairment as at 30 June 2008.

1.18 Inventories

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

When inventories held for distribution are distributed, the carrying amount of those inventories are recognised as an expense. Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

1.19 Taxation / Competitive Neutrality

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

Revenues, expenses and assets are recognised net of GST:

- except where the amount of GST incurred is not recoverable from the Australian Taxation Office
- except for receivables and payables.

Competitive Neutrality

The Protective Services Portfolio within the AFP provides services on a for profit basis. As a business operation of an Australian Government Agency, Protective Services is not subject to taxation other than GST and FBT. Under Competitive Neutrality arrangements, Protective Services is required to make Australian Income Tax Equivalent payments to the Government, in addition to payments for FBT and GST.

1.20 Accounting for The Australian Institute of Police Management

The Australian Institute of Police Management (AIPM) provides senior management, executive development, education and consultancy services to Australasian Police. The AIPM is administered by the AFP. It also reports on its performance to a Board of Control that is composed of Police Commissioners from Australia and New Zealand.

Advice from the Australian Government Solicitor is that AIPM falls within the functions of the AFP, and therefore can be funded from the AFP annual departmental appropriation and included in the annual financial statements. As at 30 June 2008, AIPM transactions have not been included within the AFP financial statements and the effect of this on the AFP financial statements is immaterial. AIPM transactions will be included within the AFP financial statements from 1 July 2008.

Note 2: Events after the Balance Sheet Date

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

2008	2007
\$'000	\$'000

Note 3: Income**Revenue****Note 3A: Revenue from Government**

Appropriations:

Departmental outputs	992,919	873,580
Less: Appropriation to be returned	(9,891)	-
Total revenue from Government	983,028	873,580

Note 3B: Sale of goods and rendering of services

Provision of goods – related entities	8	6
Provision of goods – external parties	11	11
Rendering of services – related entities	77,171	55,017
Rendering of services – external parties	139,918	144,677
Total sale of goods and rendering of services	217,108	199,711

Note 3C: Rental income

Operating lease:

Sublease	1,618	2,698
Total rental income	1,618	2,698

Note 3D: Other revenue

Reduction in provisions	70	2,796
Asset recognition	77	172
AIPM Staff College recognition	-	1,650
Other	1,130	1,743
Total other revenue	1,277	6,361

Gains**Note 3E: Sale of assets**

Land and buildings:

Proceeds from sale	1,015	-
Carrying value of assets sold	(716)	-
Infrastructure, plant and equipment:		
Proceeds from sale	62	(17)
Carrying value of assets sold	(154)	112
Net gain from sale of assets	207	(95)

Note 3F: Other gains

Resources received free of charge	5,985	6,921
Total other gains	5,985	6,921

Notes to and forming part of the Financial Statements

2008
\$'000

2007
\$'000

Note 4: Expenses

Note 4A: Employee benefits

Wages and salaries	490,895	408,285
Superannuation:		
Defined contribution plans	16,179	7,873
Defined benefit plans	59,385	56,030
Leave and other entitlements	88,476	72,159
Separation and redundancies	8,368	1,566
Other employee expenses	8,395	7,607
Total employee benefits	671,698	553,520

Note 4B: Suppliers

Provision of goods – related entities	353	182
Provision of goods – external parties	39,329	43,605
Rendering of services – related entities	28,820	27,535
Rendering of services – external parties	337,979	333,851
Operating lease rentals:		
Minimum lease payments	82,734	62,058
Workers compensation premiums	19,342	15,567
Other supplier expenses	710	1,184
Total suppliers expenses	509,267	483,982

Note 4C: Depreciation and amortisation

Depreciation:		
Infrastructure, plant and equipment	31,074	29,347
Buildings	1,340	1,657
Total depreciation	32,414	31,004
Amortisation:		
Leasehold improvements	17,955	14,061
Intangibles:		
Computer software	9,647	6,418
Total amortisation	27,602	20,479
Total depreciation and amortisation	60,016	51,483

Note 4D: Finance costs

Unwinding of discount	578	647
Total finance costs	578	647

Note 4E: Write-down and impairment of assets**Financial assets**

Asset write-downs from impairment of trade and other receivables	457	262
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Non-financial assets

Makegood adjustment	201	-
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Write down:

Land and buildings	9,689	40
Infrastructure, plant and equipment	770	3,818
Intangibles	18	546

Total write-down and impairment of assets	11,135	4,666
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2008	2007
\$'000	\$'000

Note 5: Income tax expense (Competitive neutrality)

CN – Commonwealth Tax Equivalent Expense	-	929
Total income tax expense	-	929

The Protective Service part of the AFP provides services on a 'for-profit' basis and is subject to the Australian Government's Competitive Neutrality Policy. The above amount has been calculated as being payable to the Australian Government in the form of company income tax under the *Income Tax Assessment Acts* had it applied. This amount has been paid or is payable by the AFP to the Official Public Account.

Notes to and forming part of the Financial Statements

2008
\$'000

2007
\$'000

Note 6: Financial assets

Note 6A: Cash and cash equivalents

Special accounts	683	803
Other	3,666	12,899
Total cash and cash equivalents	4,349	13,702

All cash are current assets.

Note 6B: Trade and other receivables

Goods and services	23,636	10,669
Appropriations receivable		
Departmental	238,261	204,930
Equity	158,347	114,039
Less: Appropriation to be returned	(9,891)	-
GST receivable from the Australian Taxation Office	1,660	4,460
Other:		
Other receivables	10,832	12,955
Total trade and other receivables (gross)	422,845	347,053
Less: Impairment allowance:		
Goods and services	705	262
Total trade and other receivables (net)	422,140	346,791
Receivables are represented by:		
Current	422,140	346,791
Total trade and other receivables (net)	422,140	346,791

Receivables are aged as follows:

Not overdue	418,886	344,019
Overdue by:		
Less than 30 days	327	1,329
30 to 60 days	1,675	311
61 to 90 days	171	104
More than 90 days	1,786	1,290
Total receivables (gross)	422,845	347,053

The impairment allowance is aged as follows:

Not overdue	-	-
Overdue by:		
Less than 30 days	-	-
30 to 60 days	-	-
61 to 90 days	-	-
More than 90 days	705	262
Total impairment allowance	705	262

2008	2007
\$'000	\$'000

Reconciliation of the impairment allowance:

Movements in relation to 2008

	Goods and services 2008 \$'000	Other receivables 2008 \$'000	Total 2008 \$'000
Opening balance	262	-	262
Amounts written off	(14)	-	(14)
Amounts recovered and reversed	-	-	-
Increase/decrease recognised in net deficit	457	-	457
Closing balance	705	-	705

Movements in relation to 2007

	Goods and services 2007 \$'000	Other receivables 2007 \$'000	Total 2007 \$'000
Opening balance	563	-	563
Amounts written off	-	-	-
Amounts recovered and reversed	-	-	-
Increase/decrease recognised in net deficit	(301)	-	(301)
Closing balance	262	-	262

Note 6C: Other financial assets

Accrued revenue	4,885	9,466
Total other financial assets	4,885	9,466

All accrued revenue recognised is a current asset.

Notes to and forming part of the Financial Statements

2008
\$'000

2007
\$'000

Note 7: Non-financial Assets

Note 7A: Land and buildings

Land

freehold land - at fair value	-	360
leasehold land - at fair value	132	132

Total land

132	492
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Buildings

Buildings on freehold land

at fair value	3,501	3,896
accumulated depreciation	(2,354)	(1,364)

Total buildings on freehold land

1,147	2,532
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Buildings on leasehold land

at fair value	8,192	8,161
accumulated depreciation	(604)	(293)

Total buildings on leasehold land

7,588	7,868
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work in progress at cost	686	10,598
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Total Buildings

9,421	20,998
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Leasehold improvements

at fair value	81,392	50,421
accumulated amortisation	(33,971)	(15,957)
work in progress - at cost	19,724	13,926

Total leasehold improvements

67,145	48,390
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Total land and buildings (non-current)

76,698	69,880
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All revaluations are conducted in accordance with the revaluation policy stated at Note 1. In June 2006 an independent valuer, the Australian Valuation Office, conducted the revaluations.

Note 7B: Infrastructure, plant and equipment

Infrastructure, plant and equipment:

gross carrying value (at fair value)	112,116	115,077
accumulated depreciation	-	(28,332)
work in progress - at cost	8,474	5,352

Total infrastructure, plant and equipment (non-current)

120,590	92,097
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Plant and equipment under finance leases is subject to revaluation. The carrying amount is included in the valuation figures above.

All revaluations are conducted in accordance with the revaluation policy stated at Note 1. In June 2008, an independent valuer, the Australian Valuation Office conducted the revaluations.

Revaluation increments of \$5,496,106 for plant and equipment was credited to the asset revaluation reserve by asset class and included in the non-financial asset section of the balance sheet; no increments or decrements were expensed.

No indicators of impairment were found for infrastructure, plant and equipment. It is the AFP's intentions to move into new headquarters in 2009/10. This may result in the need for future impairment of leasehold improvements in existing buildings yet to be vacated.

Note 7C: Analysis of property, plant and equipment**TABLE A Reconciliation of the opening and closing balances of property, plant and equipment (2007–08)**

Item	Leasehold land \$'000	Freehold land \$'000	Buildings on freehold land \$'000	Buildings on leasehold land \$'000	Buildings on leasehold land \$'000	Buildings leasehold improvements \$'000	Total land and buildings \$'000	Other IP&E \$'000	Total \$'000
As at 1 July 2007									
Gross book value	132	360	3,896	18,759	64,347	87,494	207,923		
Accumulated depreciation/ amortisation and impairment			(1,364)	(293)	(15,957)	(17,614)	(45,946)		
Net book value 1 July 2007	132	360	2,532	18,466	48,390	69,880	161,977		
Additions:									
by purchase	-	-	-	6,338	29,049	35,387	56,144		91,531
Revaluations and impairments through equity	-	-	-	-	-	-	5,496		5,496
Reclassifications	-	-	-	(16,219)	17,378	1,159	(1,164)		(5)
Depreciation/amortisation expense			(1,029)	(311)	(17,955)	(19,295)	(31,074)		(50,369)
Impairments recognised in the operating result	-	-	-	-	-	-	-		-
Other movements	-	-	-	-	7	7	-		7
Disposals:									
Other disposals	-	(360)	(356)	-	(9,724)	(10,440)	(909)		(11,349)
Net book value 30 June 2008	132	-	1,147	8,274	67,145	76,698	120,590		197,288
Net book value as of 30 June 2008 represented by:									
Gross book value	132	-	3,501	8,878	101,117	113,628	120,590		234,218
Accumulated depreciation/ amortisation	n/a	n/a	(2,354)	(604)	(33,972)	(36,930)	-		(36,930)
	132	-	1,147	8,274	67,145	76,698	120,590		197,288

TABLE A Reconciliation of the opening and closing balances of property, plant and equipment (2006-07)

Item	Land	Freehold land	Buildings on freehold land	Buildings on leasehold land	Buildings leasehold improvements	Total land and buildings	Other IP&E	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2006								
Gross book value	132	360	1,863	8,045	31,136	41,536	74,087	115,623
Accumulated depreciation/ amortisation and impairment			-	-	(2,007)	(2,007)	-	(2,007)
Net book value 1 July 2006	132	360	1,863	8,045	29,129	39,529	74,087	113,616
Additions:								
by purchase	-	-	-	14,184	30,463	44,647	51,335	95,982
Revaluations and impairments through equity	-	-	-	-	(140)	(140)	(59)	(199)
Reclassification	-	-	383	(3,470)	3,039	(48)	11	(37)
Depreciation/amortisation expense			(1,364)	(293)	(14,061)	(15,718)	(29,347)	(45,065)
Other movements	-	-	1,650	-	-	1,650	-	1,650
Disposals:								
Other disposals	-	-	-	-	(40)	(40)	(3,930)	(3,970)
Net book value 30 June 2007	132	360	2,532	18,466	48,390	69,880	92,097	161,977
Net book value as of 30 June 2007 represented by:								
Gross book value	132	360	3,896	18,759	64,347	87,494	120,429	207,923
Accumulated depreciation/ amortisation and impairment			(1,364)	(293)	(15,957)	(17,614)	(28,332)	(45,946)
	132	360	2,532	18,466	48,390	69,880	92,097	161,977

	2008 \$'000	2007 \$'000
Note 7D: Intangibles		
Computer software at cost:		
Internally developed – in progress	6,344	1,258
Internally developed – in use	31,740	26,367
Accumulated amortisation	(20,418)	(13,225)
Total Internally developed Computer Software	17,666	14,400
Externally acquired	13,611	11,084
Accumulated amortisation	(6,859)	(4,459)
Total externally acquired computer software	6,752	6,625
Total intangibles (non-current)	24,418	21,025

No indicators of impairment were found for intangible assets.

Notes to and forming part of the Financial Statements

TABLE B: Reconciliation of the Opening and Closing Balances of Intangibles (2007–08)

Item	Computer software internally developed	Computer software purchased	Intangibles – Total
	\$'000	\$'000	\$'000
As at 1 July 2007			
Gross book value	27,625	11,084	38,709
Accumulated amortisation and impairment	(13,225)	(4,459)	(17,684)
Net book value 1 July 2007	14,400	6,625	21,025
Additions			
by purchase or internally developed	10,458	2,593	13,051
Reclassifications	-	6	6
Amortisation	(7,192)	(2,455)	(9,647)
Impairments recognised in the operating result	-	-	-
Other movements	-	-	-
Disposals			
Other disposals	-	(17)	(17)
Net book value 30 June 2008	17,666	6,752	24,418
Net book value as of 30 June 2008 represented by:			
Gross book value	38,084	13,611	51,695
Accumulated depreciation/amortisation	(20,418)	(6,859)	(27,277)
	17,666	6,752	24,418

TABLE B: Reconciliation of the Opening and Closing Balances of Intangibles (2006–07)

Item	Computer software internally developed	Computer software purchased	Intangibles – Total
	\$'000	\$'000	\$'000
As at 1 July 2006			
Gross book value	21,645	9,838	31,483
Accumulated amortisation and impairment	(10,495)	(4,979)	(15,474)
Net book value 1 July 2006	11,150	4,859	16,009
Additions			
By purchase	7,729	4,239	11,968
Reclassifications	282	(270)	12
Amortisation	(4,612)	(1,806)	(6,418)
Impairments recognised in the operating result	-	-	-
Other movements	-	-	-
Disposals			
Other disposals	(149)	(397)	(546)
Net book value 30 June 2007	14,400	6,625	21,025
Net book value as of 30 June 2007 represented by:			
Gross book value	27,625	11,084	38,709
Accumulated depreciation/amortisation	(13,225)	(4,459)	(17,684)
	14,400	6,625	21,025

Notes to and forming part of the Financial Statements

	2008 \$'000	2007 \$'000
Note 7E: Inventories		
Inventories held for distribution	3,166	3,839
Total inventories (current)	3,166	3,839

During 2007–08 \$9,479,448 of inventory held for distribution was recognised as an expense (2007: \$5,756,958)

During 2007–08 \$18,901 of inventory now recognised as held for distribution was recognised as revenue (2007: \$67,589 of write-down of inventory held for distribution was recognised as an expense).

No items of inventory are recognised at fair value less cost to sell.

Note 7F: Other non-financial assets

Prepayments	11,151	8,916
Total other non-financial assets	11,151	8,916
Other non-financial assets are represented by:		
Current	9,781	7,575
Non-current	1,370	1,341
Total other non-financial assets	11,151	8,916

No indicators of impairment were found for other non-financial assets.

	2008 \$'000	2007 \$'000
Note 8: Payables		
Note 8A: Suppliers		
Trade creditors	61,147	56,397
Total supplier payables	61,147	56,397
All supplier payables are current liabilities.		
Settlement is usually made net 30 days.		
Note 8B: Dividends		
Payable to the Australian Government	-	1,084
Total dividends	-	1,084
All dividends are current liabilities.		
Note 8C: Other payables		
Prepayments received/unearned income	5,781	2,678
Lease incentive	383	759
Other	1,713	1,099
Total other payables	7,877	4,536
Other payables are represented by:		
Current	7,549	3,912
Non-current	328	624
Total other payables	7,877	4,536
Note 8D: Tax liabilities		
Tax liabilities equivalents	2,100	2,798
Total tax liabilities	2,100	2,798
All tax liabilities are current liabilities		

Notes to and forming part of the Financial Statements

2008
\$'000

2007
\$'000

Note 9: Provisions

Note 9A: Employee provisions

Salaries and wages	11,812	5,526
Leave	150,998	135,220
Superannuation	928	521
Separations and redundancies	7,632	116
Other	661	1,038
Total employee provisions	172,031	142,421
Employee provisions are represented by:		
Current	150,345	125,901
Non-current	21,686	16,520
Total employee provisions	172,031	142,421

The classification of current includes amounts for which there is not an unconditional right to defer settlement by one year, hence in the case of employee provisions the above classification does not represent the amount expected to be settled within one year of reporting date. Employee provisions expected to be settled in twelve months from the reporting date are \$79,123,283 (2007: \$58,813,964), and in excess of one year \$92,908,395 (2007: \$83,607,589)

Note 9B: Other provisions

Provision for legal settlements	11,525	120
Restoration obligations	9,798	8,313
Total other provisions	21,323	8,433
Other provisions are represented by:		
Current	16,308	1,137
Non-current	5,015	7,296
Total other provisions	21,323	8,433

	Provision for Legal Settlements \$'000	Provision for restoration \$'000	Total \$'000
Carrying amount at 1 July 2007	120	8,313	8,433
Additional provisions made	11,405	1,274	12,679
Amounts used	-	-	-
Amounts reversed	-	(367)	(367)
Unwinding of discount or change in discount rate	-	578	578
Closing balance 2008	11,525	9,798	21,323

The AFP currently has 54 agreements for the leasing 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.

The AFP currently has claims for damages/costs against it, for which the AFP has made a provision to reflect the estimate of the obligation based on precedent cases.

2008	2007
\$'000	\$'000

Note 10: Cash flow reconciliation**Reconciliation of cash and cash equivalents per balance sheet to cash flow statement****Report cash and cash equivalent as per:**

Cash flow statement	4,349	13,702
Balance sheet	4,349	13,702
Difference	-	-

Reconciliation of operating result to net cash from operating activities:

Operating result	(43,471)	(6,051)
Depreciation / amortisation	60,016	51,483
(Gain)/Loss on disposal of assets	(207)	95
Net write-down of non-financial assets	10,477	4,404
Reduction in provisions	1,485	(245)
Asset recognition	(77)	(1,822)
Finance costs	578	647
(Increase) / decrease in net receivables	(31,594)	5,529
(Increase) / decrease in inventories	673	(841)
(Increase) / decrease in prepayments	(2,235)	166
(Increase) / decrease in accrued revenue	4,581	(8,021)
Increase / (decrease) in employee provisions	29,610	18,520
Increase / (decrease) in supplier payables	11,997	8,750
Increase / (decrease) in other payables	3,340	738
Increase / (decrease) in other provisions	11,405	(2,030)
Increase / (decrease) in competitive neutrality payments payable	(698)	(781)
Net cash from / (used by) operating activities	55,880	70,541

Note 11: Contingent Liabilities and Assets

Quantifiable Contingencies

The Schedule of Contingencies reports contingent liabilities and assets in respect of claims for damages/costs of \$5.4m (2007: \$5.2m) and \$175k (2007: \$86k) respectively. The amount represents an estimate of the AFP's asset or liability based on precedent cases. The AFP is defending the claims.

Unquantifiable Contingencies

At 30 June 2008, the AFP had a number of legal claims against it in relation to unlawful discrimination, negligence and operational matters. The AFP is defending the claims. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these claims.

On 5 July 2007, the AFP made a voluntarily disclosure to the Australian Taxation Office (ATO) that certain allowances in relation to international deployments were not correctly treated for Pay As You Go Withholding tax purposes. To date no settlement has been made with the ATO in relation to potential penalties and these are currently unquantifiable. Corrective action was taken by the AFP to ensure compliance from 1 July 2007.

Remote Contingencies

The AFP currently has a small number of pending claims/recovery in relation to a range of operational and personal injury claims. The likely success and likelihood of settlement of these claims is assessed as remote.

The AFP has a number of property leases where it has indemnified the Landlord from and against all claims, losses and damage that the Landlord may become liable for as a result of negligence or misuse by the AFP resulting in loss, damage or injury to property and/or person. Most of these indemnities are uncapped, but the benefits of these arrangements outweigh any potential loss or damage which may arise through the indemnification of the building owner by the AFP. The likelihood that any of these indemnities will be called is assessed as remote.

The Australian Government has entered into indemnity agreements with Australian airlines that agree to fly aircraft with Air Security Officers on board. The indemnity agreements limit the Australian Government's exposure up to a maximum of \$2b per incident. The indemnity applies to the extent that any loss is not covered by existing relevant insurance policies held by the airline and only applies where the airline(s) can prove that an action on the part of an Air Security Officer under or in connection with the Air Security Officer programme caused a loss.

Note 12: Executive Remuneration

	2008	2007
The number of senior executives who received or were due to receive total remuneration of \$130,000 or more:		
\$130,000 to \$144,999	4	1
\$145 000 to \$159 999	-	4
\$160 000 to \$174 999	2	3
\$175 000 to \$189 999	4	8
\$190 000 to \$204 999	10	6
\$205 000 to \$219 999	6	15
\$220 000 to \$234 999	11	4
\$235 000 to \$249 999	6	3
\$250 000 to \$264 999	10	7
\$265 000 to \$279 999	7	3
\$280 000 to \$294 999	-	1
\$295 000 to \$309 999	1	1
\$310 000 to \$324 999	1	1
\$325 000 to \$339 999	1	1
\$340 000 to \$354 999	2	-
\$355 000 to \$369 999	-	1
\$385 000 to \$399 999	-	1
\$400 000 to \$414 999	1	-
\$445 000 to \$459 999	-	1
\$475 000 to \$489 999	1	1
Total	67	62
The aggregate amount of total remuneration of senior executives shown above.	\$15,860,569	\$14,209,867
The aggregate amount of separation and redundancy/termination benefit payments during the year to executives shown above.	\$0	\$324,445

Note 13: Remuneration of Auditors

	2008	2007
	\$'000	\$'000
Financial statement audit services are provided free of charge to the AFP.		
The fair value of audit services provided was:		
Australian Federal Police	355	341
	355	341
Additional services provided and charged by the Auditor-General:		
ACT Policing	65	64
	65	64
No other services were provided by the Auditor-General.		

Notes to and forming part of the Financial Statements

2008	2007
\$'000	\$'000

Note 14: Financial instruments

Note 14A: Categories of financial instruments

Financial Assets

Loans and receivables financial assets

Cash & cash equivalents	4,349	13,702
Trade receivables	23,636	10,669
Other receivables	10,832	12,955
Accrued revenue	4,885	9,466

Carrying amount of financial assets

43,702	46,792
--------	--------

Financial Liabilities

Supplier & Other Payables

Trade creditors	61,147	56,397
Other creditors	1,713	1,099
Competitive neutrality payments payable	2,100	2,798
	64,960	60,294

Other Financial Liabilities

Provision for restoration obligations	9,798	8,313
---------------------------------------	-------	-------

Carrying amount of financial liabilities

74,758	68,607
--------	--------

Note 14B: Net income and expense from financial assets

Loans and receivables

Impairment	(457)	(302)
------------	-------	-------

Net loss loans and receivables

(457)	(302)
-------	-------

Net loss from financial assets

(457)	(302)
-------	-------

The net income/expense from financial assets not at fair value through profit and loss is \$457,497.

Note 14C: Net income and expense from financial liabilities

Financial liabilities at amortised cost

Unwinding of discount	(578)	(647)
-----------------------	-------	-------

Net loss financial liabilities – at amortised cost

(578)	(647)
-------	-------

The net income/expense from financial liabilities not at fair value through profit and loss is \$578,109.

Note 14D: Fair value of financial instruments

The carrying value of all financial instruments in the balance sheet approximates fair value.

Note 14E: Credit risk

The AFPs exposure to credit risk is minimal and relates to trade receivables. Management has endorsed policies and procedures for debt management to reduce the incidence of credit risk on trade receivables. Additionally, management has assessed the risk of default on payment and has made an impairment allowance of \$705,174 (2007: \$261,698).

The following table illustrates AFP gross exposure to credit risk, excluding any collateral or credit enhancement

Financial Assets	2008 \$'000	2007 \$'000
Loans and receivables		
Trade receivables	23,636	10,669
Total	23,636	10,669

The AFP holds no collateral to mitigate against credit risk

Credit quality of financial instruments not past due or individually determined as impaired.

	Not Past Due Nor Impaired	Not Past Due Nor Impaired	Past due or impaired	Past due or impaired
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Trade receivables	19,677	7,635	3,959	3,034
Total	19,677	7,635	3,959	3,034

Ageing of financial assets that are past due but not impaired for 2008

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade receivables	327	1,675	171	1,081	3,254
Total	327	1,675	171	1,081	3,254

The credit risk on the AFPs trade receivables is considered minimal. At 30 June 2008, the AFP assessed \$705,174 of trade receivables to be impaired and therefore in doubt of recovery. All other trade receivables are considered recoverable.

Ageing of financial assets that are past due but not impaired for 2007

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade receivables	1,329	311	104	1,028	2,772
Total	1,329	311	104	1,028	2,772

Notes to and forming part of the Financial Statements

Note 14F: Liquidity risk

The AFP is a Commonwealth agency that is primarily budget funded and has internal policies and procedures in place to ensure budget funded resources are available to meet its financial obligations as and when they fall due. As such, the AFP's exposure to liquidity risk is not significant.

The following tables illustrates the maturities for financial liabilities

	On demand	within 1 year	1 to 5 years	> 5 years	Total
	2008 \$'000	2008 \$'000	2008 \$'000	2008 \$'000	2008 \$'000
Trade creditors	-	61,147	-	-	61,147
Other creditors	-	1,713	-	-	1,713
Competitive neutrality payable	-	2,100	-	-	2,100
Restoration obligations	-	4,783	3,095	1,920	9,798
Total	-	69,743	3,095	1,920	74,758

	On demand	within 1 year	1 to 5 years	> 5 years	Total
	2007 \$'000	2007 \$'000	2007 \$'000	2007 \$'000	2007 \$'000
Trade creditors	-	56,397	-	-	56,397
Other creditors	-	1,099	-	-	1,099
Competitive neutrality payable	-	2,798	-	-	2,798
Restoration obligations	-	876	5,994	1,443	8,313
Total	-	61,170	5,994	1,443	68,607

Note 14G: Market risk

The AFP's exposure to market risk is minimal and relates only to basic financial instruments held such as foreign currencies and provision for restoration obligations.

Interest rate risk

Interest rate risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The AFP is exposed to interest rate risk primarily from its provision for restoration obligations.

The following table details the interest rate sensitivity analysis of the AFP at the reporting date, holding all other variables constant. A 50 basis point change is deemed to be a possible change and is used when reporting interest rate risk.

The sensitivity analysis of the AFP's exposure to interest rate risk at the reporting date has been determined based on the Department of Finance & Deregulation's analysis of possible change.

The method used to arrive at the possible change of 50 basis points was based on the analysis of the absolute nominal change of the Reserve Bank of Australia's (RBA) monthly issued cash rate. Historical rates indicate that for the past five financial years, there was a bias towards an increase in interest rate ranging between 0 and 50 basis points. It is considered that 50 basis points is a 'reasonably possible' estimate as it accommodates for the maximum variations inherent in the interest rate movement over the past five years.

Foreign currency risk

Foreign currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The AFP is exposed to foreign currency risk primarily through undertaking certain transactions denominated in foreign currency.

The AFP is exposed to currencies denominated in US Dollar, Indonesian Rupiah, Euro, Papua New Guinea Kina and Vanuatu Vatu.

The following table details the effect on the profit and equity as at 30 June from 10 per cent favorable/unfavorable change in the AUS dollar against the above currencies with all other variables held constant.

The sensitivity analysis of the AFP's exposure to foreign currency risk at the reporting date has been determined based on the Department of Finance and Deregulation's calculated average of the five main currencies the Commonwealth is exposed to, being USD, EUR, GBR, JPY and NZD. For each of the five currencies an average of the past five years annual standard deviation, calculated from the observed daily movements of AUS dollar against currency. Three standard deviations were selected as a 'reasonably possible' change as it accommodates for 99 per cent of the variation in the movement of historical foreign exchange rates.

	Risk variable	Change in risk variable %	Effect on	
			Profit and loss 2008 \$'000	Equity 2008 \$'000
Currency risk	Exposed currency	10.00	29	-
Interest rate risk	Interest	0.50	-	124

	Risk variable	Change in risk variable %	Effect on	
			Profit and loss 2007 \$'000	Equity 2007 \$'000
Currency risk	Exposed currency	10.00	27	-
Interest rate risk	Interest	0.50	-	121

Note 15: Appropriations**Table A: Acquittal of authority to draw cash from the Consolidated Revenue Fund for ordinary annual services appropriations**

Particulars	Departmental outputs		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Balance brought forward from previous year	221,706	151,822	221,706	151,822
Appropriation Act				
Appropriation Act (No. 1) 2007–2008	975,801	846,917	975,801	846,917
Appropriation Act (No. 3) 2007–2008	9,717	42,363	9,717	42,363
Appropriation (Northern Territory Emergency Response) Act No.1	7,401	-	7,401	-
Reductions of appropriations (Appropriation Act section 9)	-	(15,700)	-	(15,700)
Comcover receipts (Appropriation Act s13)	20	-	20	-
FMA Act:				
Refund credited (FMA s30)	5,672	2,724	5,672	2,724
Appropriations to take account of recoverable GST (FMA s 30A)	37,123	33,249	37,123	33,249
Annotations to 'net appropriations' (FMA s31)	216,469	157,982	216,469	157,982
Total appropriation available for payments	1,473,909	1,219,357	1,473,909	1,219,357
Cash payments made during the year (GST inclusive)	1,228,975	1,004,015	1,228,975	1,004,015
Appropriations credited to Special Accounts (excluding GST)	(9)	(6,364)	(9)	(6,364)
Balance of Authority to Draw Cash from the Consolidated Revenue Fund for Ordinary Annual Services Appropriations and as represented by:	244,943	221,706	244,943	221,706
Cash at bank and on hand	3,666	12,899	3,666	12,899
Departmental appropriations receivable	238,261	204,930	238,261	204,930
Receivables – GST receivable from customers	1,367	956	1,367	956
Receivables – GST receivable from the ATO	1,660	4,457	1,660	4,457
Payables – GST payable	(11)	(1,536)	(11)	(1,536)
Total	244,943	221,706	244,943	221,706

The government has provided appropriation for certain AFP outcomes on a “no win/no loss” basis. This ensures that the AFP is reimbursed for agreed additional costs (“no loss”) or is required to return funds not used (“no win”) for the specified outcomes.

For 2007–08, the details are as follows:

Appropriation Act (Act 1) 2007–08

Outcome 1.4 – International Deployment Group

Outcome 1.6 – Aviation (Unified Policing Model phase 1 & 2)

Original Appropriation: \$137,214,000

Amount to be returned: \$4,255,000

Appropriation (Northern Territory National Emergency Response), Act No. 1, 2007–08

Original Appropriation: \$7,401,000

Amount to be returned: \$5,636,000

The \$9,891,000 to be returned is provided for in the financial statements as reductions in “revenue from government” and “appropriations receivable”. The appropriation receivable balance in the above table has not been adjusted.

As at 30 June 2008, the AFP has not sought a written determination (Appropriation Act s9) to reduce the appropriation.

During 2008–09, the AFP will seek a determination from the Finance Minister to return the funds.

Note 15B: Acquittal of authority to draw cash from the Consolidated Revenue Fund for other than ordinary annual services appropriations

Particulars	Operating				Nonoperating				Total	
	Outcome 1		Outcome 2		Loans		Previous years' outputs		Admin assets and liabilities	
	SPPs 2008 \$'000	NAE 2008 \$'000	SPPs 2008 \$'000	NAE 2008 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Balance brought forward from previous year	600	-	-	-	-	109,790	-	-	114,639	109,790
Reduction of appropriations (prior years)	-	-	-	-	-	(13,000)	-	-	-	13,000
Adjusted balance carried from previous period	-	-	-	-	-	96,790	-	-	114,639	96,790
Appropriation Act	-	-	-	-	-	-	-	-	-	-
Appropriation Act (No 2) 2007 - 2008	-	-	-	-	-	38,271	-	-	90,066	38,271
Appropriation Act (No 4) 2007 - 2008	-	-	-	-	-	23,059	-	-	554	23,059
Appropriation Act (No 6) (Appropriation Act s 8)	-	600	-	-	-	-	-	-	-	600
Administered appropriation lapsed (Appropriation Act s 8)	(600)	-	-	-	-	-	-	-	(600)	-
FMA Act:	-	-	-	-	-	-	-	-	-	-
Refunds credited (FMA s30)	-	-	-	-	-	-	-	-	-	-
Appropriations to take account of recoverable GST (FMA s30A)	-	-	-	-	-	-	-	-	-	-
Adjustment of appropriations on change of entity function	-	-	-	-	-	-	-	-	-	-
Total appropriations available for payments	-	600	-	-	-	158,120	-	-	204,659	158,720
Cash payments made during the year (GST inclusive)	-	-	-	-	-	44,081	-	-	46,311	44,081
Appropriations credited to Special Accounts (GST exclusive)	-	-	-	-	-	-	-	-	-	-
Balance of Authority to Draw Cash from the Consolidated Revenue Fund for Other Than Ordinary Annual Services Appropriations and as represented by:	-	-	-	-	-	114,039	-	-	158,348	114,039
Cash at bank and on hand	-	-	-	-	-	-	-	-	-	-
Departmental appropriations receivable	-	-	-	-	-	114,039	-	-	158,348	114,039
Undrawn, unapplied administered appropriations	-	600	-	-	-	-	-	-	-	600
Total	-	600	-	-	-	114,039	-	-	158,348	114,639

Note 16: Special accounts		
Other Trust Monies Account	2008	2007
	\$	\$
Legal Authority: <i>Financial Management and Accountability Act 1997; s20</i>		
Appropriation: <i>Financial Management and Accountability Act 1997; s21</i>		
<i>Purpose:</i> For the receipt of moneys temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth.		
This account is interest bearing		
Balance carried from previous period	11,222,208	7,243,077
Appropriation for reporting period	-	-
Costs recovered	-	-
GST credits (FMA Act s30A)	-	-
Realised investments	-	-
Other receipts	17,258,414	18,145,276
Total credits		
Available for payments	28,480,622	25,388,353
Payments made to suppliers	15,279,272	14,166,145
Payments debited from the special account (FMA Act s28)	-	-
Investments debited from the special account (FMA Act s39)	-	-
Total debits	15,279,272	14,166,145
Balance carried to next period	13,201,350	11,222,208
Represented by:		
Cash - transferred to the Official Public Account	-	-
Cash - held by the agency	13,201,350	11,222,208
Total balance carried to the next period	13,201,350	11,222,208

Note: OTM comprises of the following subaccounts:

- 1 AFP Official Exhibit & Seized Monies and Manual Cheque Issue Exempt SPM Account
- 2 AFP Official MPR & Warrants and Manual Cheque Issue SPM Accounts
- 3 AFP Official Salary Packaging Exempt SPM Account
- 4 AFP Official Comcare SPM Trust Account
- 5 Timor Leste Police Development Program

Notes to and forming part of the Financial Statements

Services for other Governments and NonAgency Bodies Account	2008	2007
	\$	\$
Legal Authority: <i>Financial Management and Accountability Act 1997; s20</i>		
Appropriation: <i>Financial Management and Accountability Act 1997; s21</i>		
<i>Purpose:</i> For the payment of moneys in connection with services performed on behalf of other governments and nonagency bodies.		
This account is interest bearing		
Balance carried from previous period	443,589	159,227
Appropriation for reporting period	-	-
Costs recovered	-	-
GST credits (FMA Act s30A)	34,799	-
Realised investments	-	-
Other receipts	625,959	497,069
Available for payments	1,104,347	656,296
Payments made to suppliers	806,187	212,707
Repayments debited from the special account (FMA Act s28)	-	-
Repayments debited from the special account (FMA Act s39)	-	-
Total debits	806,187	212,707
Balance carried to next period	298,160	443,589
Represented by:		
Cash – transferred to the Official Public Account	-	-
Cash – held by the agency	301,186	443,589
GST – payable to the ATO	(3,026)	-
Total balance carried to the next period	298,160	443,589

Note: SOG comprises of the following subaccounts:

- 1 AFP Official National Police Memorial Exempt SPM Trust Account
- 2 AFP Trust Account – Australasian Disaster Victim Identification Committee
- 3 AFP Official ADVI Database Exempt SPM Account
- 4 AFP Official ADVI Comtrain Exempt SPM Account
- 5 AFP Official Interpol 2020 SPM Account

Protective Services Special Account formerly Australian Protective Service Account	2008	2007
	\$	\$
Legal authority: <i>Financial Management and Accountability Act 1997; s20</i>		
Appropriation: <i>Financial Management and Accountability Act 1997; s21</i>		
<i>Purpose:</i> For expenditure in connection with the provision of security and protective services inside and outside Australia and the carrying out of activities that are incidental to this purpose.		
This account is not interest bearing		
Balance carried from previous period	101,529	80,483,953
Appropriation for reporting period	9,065	6,364,000
Costs recovered	86,098	34,385,284
GST credits (FMA Act s30)	-	2,972,956
Realised investments	-	-
Other receipts	-	416
Total credits	196,692	124,206,609
Payments made to employees	-	95,558,362
Payments made to suppliers	196,692	19,717,376
GST payments	-	1,440,185
Payments made for competitive neutrality	-	3,579,194
Purchase of assets	-	2,595,752
Dividend payments	-	1,214,211
Total debits	196,692	124,105,080
Balance carried to next period	-	101,529
Represented by:		
Cash – transferred to the Official Public Account	-	-
Cash – held by the agency	-	101,529
Less: Other payables Net GST payable to the ATO	-	-
Total balance carried to the next period	-	101,529

Notes to and forming part of the Financial Statements

Asia Pacific Group on Money Laundering Special Account formerly Financial Action Task Force Asia Pacific Group Secretariat Account	2008	2007
	\$	\$
Legal authority: <i>Financial Management and Accountability Act 1997</i> , s20		
Appropriation: <i>Financial Management and Accountability Act 1997</i> , s21		
<i>Purpose:</i> For expenditure relating 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.		
This account is interest bearing		
Balance carried from previous period	703,918	1,015,848
Appropriation for reporting period	-	-
Costs recovered	1,921,156	1,581,027
GST credits (FMA Act s30A)	15,095	-
Realised investments	-	-
Other receipts	-	-
Total credits	2,640,169	2,596,875
Payments made	1,957,466	1,892,957
Balance carried to next period	682,703	703,918
Represented by:		
Cash – transferred to the Official Public Account	-	-
Cash – held by the agency	682,551	701,291
GST – receivable from the ATO	152	2,627
Total balance carried to the next period	682,703	703,918

2008
\$'000

2007
\$'000

Note 17: Compensation and debt relief

Departmental

No 'Act of Grace' expenses were incurred during the reporting period (2007: No expenses).

- -

No waivers of amounts owing to the Australian Government were made pursuant to subsection 34(1) of the *Financial Management and Accountability Act 1997* (2007: no payments made).

- -

Two payments were made under the 'Defective Administration Scheme' during the reporting period (2007: Two payments made).

- 4

No payments were made under s73 of the Public Service Act 1999 during the reporting period (2007: No payments made).

- -

Two ex-gratia payments were provided for during the reporting period (2007: No payments provided for).

80 -

Note 18: Reporting of outcomes*Note 18A: Net cost of outcome delivery*

	Outcome 1		Outcome 2		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Expenses						
Departmental	1,130,497	986,784	122,197	108,443	1,252,694	1,095,227
Total expenses	1,130,497	986,784	122,197	108,443	1,252,694	1,095,227
Costs recovered from provision of goods and services to the non government sector						
Departmental	23,956	44,746	117,591	102,640	141,547	147,386
Total costs recovered	23,956	44,746	117,591	102,640	141,547	147,386
Other external revenues						
Departmental						
Goods and services revenue from related entities	77,179	55,023	-	-	77,179	55,023
Other revenue	1,952	-	5,518	6,067	7,470	6,067
<i>Total departmental</i>	79,131	55,023	5,518	6,067	84,649	61,090
Total other external revenues	79,131	55,023	5,518	6,067	84,649	61,090
Net cost/(contribution) of outcome	1,027,410	887,015	(912)	(264)	1,026,498	886,751

Outcomes 1 and 2 are described in Note 1.1. Net costs shown include intra-government costs that are eliminated in calculating the actual Budget outcome.

Note 18B: Major classes of departmental revenues and expenses by outputs

Outcome 1	Output 1.1		Output 1.2		Output 1.3		Output 1.4	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Departmental expenses								
Employee	96,587	80,957	71,371	67,102	35,770	32,689	100,293	74,203
Supplier	68,582	69,112	44,806	46,421	23,042	23,918	168,418	162,233
Depreciation	6,876	5,611	5,925	5,411	3,781	2,926	9,691	12,047
Other	1,456	525	1,537	459	630	148	127	3,090
Total departmental expenses	173,501	156,205	123,639	119,393	63,223	59,681	278,529	251,573
Funded by:								
Government	132,233	124,000	134,300	119,223	54,328	48,250	270,050	240,731
Goods and services	6,799	11,867	12,174	14,625	2,832	4,953	16,897	14,233
Other	544	2,416	525	2,268	245	1,179	99	(96)
Total departmental revenues	139,576	138,283	146,999	136,116	57,405	54,382	287,046	254,868

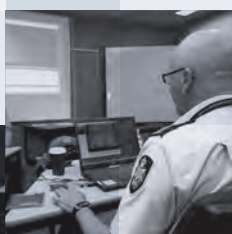
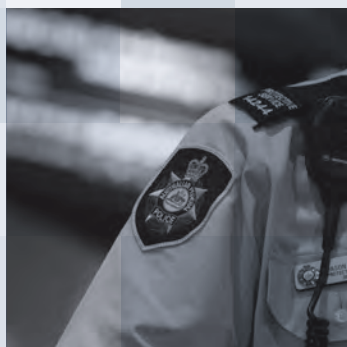
Outcome 1 (continued)	Output 1.5		Output 1.6		Output 1.7		Outcome 1 Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Departmental expenses								
Employee	126,454	115,541	123,289	105,424	28,393	-	582,157	475,916
Supplier	58,658	61,238	96,641	92,880	18,846	-	478,993	455,802
Depreciation	8,799	8,862	14,576	14,156	8,026	-	57,674	49,013
Other	3,606	1,364	3,693	467	624	-	11,673	6,053
Total departmental expenses	197,517	187,005	238,199	212,927	55,889	-	1,130,497	986,784
Funded by:								
Government	156,342	153,968	235,775	187,408	-	-	983,028	873,580
Goods and services	53,253	46,293	8,803	7,798	377	-	101,135	99,769
Other	249	338	243	1,015	47	-	1,952	7,120
Total departmental revenues	209,844	200,599	244,821	196,221	424	-	1,086,115	980,469

Outcome 2	Output 2.1		Outcome 2 Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Departmental expenses				
Employee	89,542	77,604	89,542	77,604
Supplier	30,274	28,180	30,274	28,180
Depreciation	2,342	2,470	2,342	2,470
Other	39	189	39	189
Total departmental expenses	122,197	108,443	122,197	108,443
Funded by:				
Goods and services	117,591	102,640	117,591	102,640
Other nontaxation income	5,518	6,067	5,518	6,067
Total departmental revenues	123,109	108,707	123,109	108,707



AFP
AUSTRALIAN FEDERAL POLICE

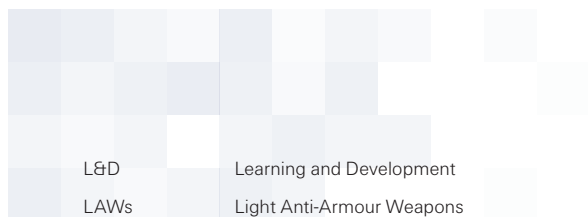
Glossary and Indexes



Glossary

ABDC	Australian Bomb Data Centre	ASIC	Aviation Security Identification Card
ABGR	Australian Building Greenhouse Rating	ASIO	Australian Security Intelligence Organisation
ACC	Australian Crime Commission	ASO	Air Security Officer
ACoG	Asian Collaborative Group on Local Precursor Control	ASTRA	Australian Subscription Television and Radio Association
ACS	Australian Customs Service	ATO	Australian Taxation Office
ACT	Australian Capital Territory	ATS	Amphetamine-type Substances
ADF	Australian Defence Force	AUP	Airport Uniform Police
ADFS	Australian Defence Force Investigative Service	AUSTRAC	Australian Transaction Reports and Analysis Centre
AFMA	Australian Fisheries Management Authority	B&A	Building and Accommodation
AFPPD	AFP Pipes and Drums	BAO	Bomb Appraisal Officer
AGD	Attorney-General's Department	BEDT	British Embassy Drug Team
AHTCC	Australian High Tech Crime Centre	BIDF	Baxter Immigration Detention Centre
AIDIP	Australian Illicit Drug Intelligence Program	BRCT	Bangkok Regional Cooperation Team
AIPM	Australian Institute of Police Management	BSSR	Business Systems Support and Reporting
ALIES	Australasian Libraries in the Emergency Sector	CAD	Computer Aided Dispatch
ANAO	Australian National Audit Office	CAPO	Ceremonial and Protocol Officer
ANCD	Australian National Council on Drugs	CASSI	Collection, Assessment, and Storage of Sensitive Intelligence
ANCD	Australian National Council on Drugs	CBRN	Chemical, Biological, Radiological and Nuclear
ANCOR	Australian National Child Offenders Register	CBRNDC	Chemical, Biological, Radiological, Nuclear and Explosives Data Centre
ANSTO	Australian Nuclear Science and Technology Organisation	CBT	Computer Based Training
ANZPAA	Australia and New Zealand Policing Advisory Agency	CCMSS	Communications and Central Monitoring Support Services
AOCC	AFP Operations Coordination Centre	CDPP	Commonwealth Director of Public Prosecutions
APC	Airport Police Commanders	CDSS	Centre for Defence and Strategic Studies
APEC	Asia-Pacific Economic Cooperation	CETS	Child Exploitation Tracking System
APG	Asia-Pacific Group on Money Laundering	CFO	Chief Finance Officer
AQTF	Australian Quality Training Framework	CLC	Culture and Language Centre
ARHCIWG	Asia Region Heads of Criminal Intelligence Working Group	CMIS	Case Management Intelligence System
ARLEMP	Asia Regional Law Enforcement Management Program	CNP	Cambodian National Police
ASA	Agency Security Adviser	CNPA	Counter Narcotics Police Afghanistan
ASEAN	Association of South-East Asian Nations	COAG	Council of Australian Governments
ASEANAPOL	Association of South-East Asian Nations Chiefs of Police	CPO	Child Protection Operations
ASIC	Australian Securities and Investments Commission	CPP	Close Personal Protection
		CPPSLO	CPP Security Liaison Officer

CSIRO	Commonwealth Scientific and Industrial Research Organisation	GVG	Green Vehicle Guide
CS	Capability Support	HKPF	Hong Kong Police Force
CSS	Commonwealth Superannuation Scheme	HR	Human Resource
CSTC – A	Combined Security Transition Authority – Afghanistan	HSMA	Health and Safety Management Arrangement
CT	Counter Terrorism	HTCO	High Tech Crime Operations
CTFR	Counter Terrorist First Response	IALG	International Pearl Fishers Action Learning Group
Cth	Commonwealth	IBIS	Integrated Ballistics Imaging System
DAFF	Department of Agriculture, Fisheries and Forestry	ICC	Incident Coordination Centre
DEEWR	Department of Education Employment and Workplace Relations	ICT	Information and Communication Technology
DEWHA	Department of Environment, Water, Heritage and the Arts	IDG	International Deployment Group
DFAT	Department of Foreign Affairs and Trade	IGCD	Intergovernmental Committee on Drugs
DIAC	Department of Immigration and Citizenship	ILT	Islamic Engagement Team
DVI	Disaster Victim Identification	IMDP	Intelligence Management Development Program
EBB	Edmund Barton Building	IMOSC	International Management of Serious Crime
EoLs	Exchanges of Letters	INP	Indonesian National Police
ESD	Ecologically Sustainable Development	IOSS	Intelligence and Operations Support Services
ETS	Enhanced Technical Surveillance	IP	Intellectual Property
FATF	Financial Action Task Force	IPECG	IP Enforcement Consultative Group
FARC	Revolutionary Armed Forces of Colombia	IPLEWG	IP Law Enforcement Working Group
FBT	Fringe Benefits Tax	IPP	Internationally Protected Person
FC&AC	Plan Fraud Control and Anti-Corruption Plan	IS	Information Services
FDIPP	Future Directions in Pacific Policing	ISCCSC	Investigations Support Capability Coordination Sub-Committee
FILO	Family Investigative Liaison Officer	ISP	Internet Service Provider
FIT	Financial Investigation Teams	ISS	Information Services Support
FLC	Family Law Court of Australia	ISST	Identity Security Strike Teams
FLF	Australian Government Fraud Liaison Forum	JACG	Joint Asian Crime Group
FMA	Financial Management and Accountability	JAIG	Joint Airport Intelligence Group
FOI	Freedom of Information	JAIT	Joint Airport Investigation Team
FSPU	Fragile States and Peace-Building Unit	JBFSIT	Joint Banking and Financial Sector Investigation Team
GBRMPA	Great Barrier Reef Marine Park Authority	JCLEC	Jakarta Centre for Law Enforcement Cooperation
GLBTI	Gay, Lesbian, Bisexual, Transgender and Intersex	JCTT	Joint Counter Terrorism Team
GLLO	Gay and Lesbian Liaison Officer	JRCT	Jakarta Regional Cooperation Team
GST	Goods and Services Tax	KLPD	Dutch National Police Service



L&D	Learning and Development	ODE	Office of Development Effectiveness (AusAID)
LAWs	Light Anti-Armour Weapons	OECD	Organisation for Economic Co-Operation and Development
LCIP	Leadership in Criminal Intelligence Program	OH&S	Occupational, Health and Safety
LECP	Law Enforcement Cooperation Program	ORG	Operations Response Group
LELO	Law Enforcement Liaison Officer	PACE	Customs Passenger Analysis Clearance and Evaluation
LESRSC	Law Enforcement and Security Radio Spectrum Committee	PALO	Police Aviation Liaison Officer
LIMS	Laboratory Information Management System	PCGMP	Police Consultative Group on Missing Persons
LO	Liaison Officer	PFS	Policy and Future Strategies
MCPEMP	Ministerial Council for Police and Emergency Management – Police	PICP	Pacific Islands Chiefs of Police
MDMA	3,4 Methylenedioxymethamphetamine – Ecstasy	PII	Potential Illegal Immigrant
MION	Malunggang Indigenous Officer's Network	PNG	Papua New Guinea
MIPI	Music Industry Piracy Investigations	PNP	Philippines National Police
MNOST	Multi-National Operations Support Team	PNTL	Policía Nacional de Timor-Leste
MOSC	Management of Serious Crime	POCA	Proceeds of Crime Act
MPS	Ministry of Public Security of the People's Republic of China	PPF	Participating Police Force
MRCT	Manila Regional Cooperation Team	PROMIS	Police Realtime Online Management Information System
MSIC	Maritime Security Identification Card	PSCC	Protective Security Coordination Centre
NAA	National Archives of Australia	PSO	Protective Service Officer
NAIDOC	National Aborigines and Islanders Day Observance Committee	PSST	People Smuggling Strike Team
NARC	National Awards and Recognition Committee	PSM	Australian Government Protective Security Manual
NCB	National Central Bureau (Interpol)	PTCCC	Pacific Transnational Crime Coordination Centre
NCTC	National Counter Terrorism Committee	PTCN	Pacific Transnational Crime Network
NCTP	National Counter Terrorism Plan	PTT	Police Technical Team
NDARC	National Drug and Alcohol Research Centre	R&C	Recognition and Ceremonial
NDLERF	National Drug Law Enforcement Research Fund	RAFT	Reduce Air Freight Theft
NEAW	National E-Security Awareness Week	RAMSI	Regional Assistance Mission to the Solomon Islands
NHSP	National Heroin Signature Program	RPNGC	Royal Papua New Guinea Constabulary
NIITF	National Indigenous Violence and Child Abuse Intelligence Task Force	RRDT	Regional Rapid Deployment Teams
NM&C	National Marketing and Communications	RTP	Royal Thai Police
NMPCC	National Missing Persons Coordination Centre	RTP CWD	Royal Thai Police Crime Against Child, Juvenile and Woman Suppression Division
NMPW	National Missing Persons Week	SAT	Security and Audit Team
NPI	New Policy Initiative	SCNS	Secretaries Committee on National Security
NPP	New Policy Proposal	SES	Senior Executive Service
NSC	National Security Committee of Cabinet	SIEV	Suspected Illegal Entry Vessel
NSIC	National Strategic Intelligence Courses	SIPF	Solomon Islands Police Force
NTER	Northern Territory Emergency Response	SLG	Strategic Leaders Group
		SOST	Special Operations Strike Team

SPPCF	South Pacific Precursor Control Forum
SRATS	Specialist Response Amphetamine Type Stimulants
SRT	Stability Response Team
TCU	Transnational Crime Unit
TID	Telecommunications Interceptions Division
TLPDP	Timor-Leste Police Development Program
TNCC	Transnational Crime Coordination Centre
TOR	Terms of Reference
TSETT	Transnational Sexual Exploitation and Trafficking Teams
UP	Uniform Protection
DPKO	Department of Peacekeeping Office (United Nations)
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNMIS	United Nations Mission in Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNODC	United Nations Office on Drugs and Crime
UPM	Unified Policing Model
VGt	Virtual Global Taskforce
VPF	Vanuatu Police Force
VPFCBP	Vanuatu Police Force Capacity Building Project
WYD	World Youth Day

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