



CORPORATE PLAN 2021–22

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covering 2021–22 to 2024–25

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COMMISSIONER'S FOREWORD

The Australian Federal Police (AFP) is taking deliberate actions to maximise impact on the criminal environment. Never was this more apparent than during the successful resolution of Operation Ironside in June 2021. We worked together with partners across the globe to bring down major criminal networks allegedly responsible for large drug imports and attempts to kill. Our work is far from over in keeping Australians safe. The women and men of the AFP are committed to keeping Australians and Australia's interests safe from criminal harm. Our operational capabilities will keep growing. We will stay relentless in our pursuit of a safer Australia.

The AFP Corporate Plan 2021–2022 maps our new three-outcome structure, encompassing National and International Policing, ACT Policing, and Specialist Protective Services and International Policing Missions. This structure more clearly reflects the breadth and complexity of our role. We will keep building public awareness to increase understanding of our role, encourage community engagement, and ensure recruitment efforts attract diverse candidates.

We remain committed to growing a high performing, values-driven and innovative policing organisation that holds the confidence of our community, government and partners. We will:

- improve the health and wellbeing of our people
- continuously deliver a modern policing agency through organisational reform
- improve productivity and operational effectiveness
- develop leaders to lead change and drive high performance, and



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I am confident this plan demonstrates our organisation is well-positioned to meet the challenges of today and tomorrow. We will remain a step ahead and outsmart serious crime.

Statement of preparation

I, as the accountable authority for the Australian Federal Police, present the AFP Corporate Plan 2021-2022. This plan covers the four-year period from 2021-2022 to 2024-2025 as required under section 35(1)(b) of the Public Governance Performance and Accountability Act 2013 (Cth). It outlines our environment, priorities, approach, and the results we will deliver.

Reece P Kershaw APM
Commissioner
Australian Federal Police

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HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio brings together the Department of Home Affairs, the Australian Federal Police, the Australian Border Force, the Australian Criminal Intelligence Commission including the Australian Institute of Criminology, the Australian Security Intelligence Organisation, the Australian Transaction Reports and Analysis Centre, and the Office of the Special Investigator.

The Portfolio efficiently integrates Australia's national security and intelligence community, including functions related to federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs, immigration and border management related functions. By design, the Portfolio has enabled a more robust national security posture, enhanced operational capabilities and improved information and intelligence sharing.



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OUR PURPOSE

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

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

Our core functions

Provide POLICING SERVICES to the Australian Capital Territory, Jervis Bay and Australia's external territories	Policing Commonwealth law, SAFEGUARDING Commonwealth interests and investigation of state offences that have a federal aspect	Domestic engagement and COOPERATION to disrupt crime and keep Australians safe
ASSIST international policing and non-government bodies to disrupt crime and support regional security, safety and stability	PROTECTION of Commonwealth INFRASTRUCTURE , places and property	PROTECTION of designated high office holders, dignitaries and witnesses
OFFSHORE peace, stability and security operations, capacity building missions and capability development	CONFISCATING property or wealth from criminals that has been illegally obtained	Any other policing function essential to keeping Australians and Australian interests safe including protective and custodial services



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	activity.
MISSION As Australia's national policing agency, we protect Australians and Australia's interests	OUTCOME 2 ACT Policing A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government.
GOAL Maximum impact on the criminal environment	OUTCOME 3 Specialist Protective Services and International Policing Missions Safeguarding Australians and Australian interests through the delivery of policing services primarily focused on protective services, aviation policing and international missions.
Operating principles	
Support the frontline Ensuring staff have the right systems, tools, processes and support to enable them to operate effectively	
Reduce red tape Ensuring AFP governance and processes enable staff to make timely and risk informed decisions in support of their duties	
Enhance partnerships AFP operational effectiveness is enabled by mutually beneficial partnerships that recognises that individual agencies' respective strengths, capabilities and demands	

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OUR OPERATING ENVIRONMENT

Threats continue to emerge surrounding global trade, geopolitical tensions, wealth inequality, climate change, political instability and health including the COVID-19 pandemic. These threats have the potential to impact policing via



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agency – as such, we value our partnerships. We will continue to work with key partners both in Australia and internationally, including state and territory police forces, Commonwealth agencies especially those in the Home Affairs Portfolio, and the Australian intelligence community.

National and International Policing

The frequency, sophistication and evolving nature of cybercrime continues to have widespread impacts on the Australian community and national interests. The AFP has responded, making cybercrime a standalone crime priority and a key focus area for 2021 and beyond. As part of Australia's Cyber Security Strategy 2020, an \$89.9 million investment by Government provides significant additional funding for the AFP to bolster its operational capacity, technical capability and enhance its investigative response to combat cybercrime. Cybercrime is borderless and challenges the traditional policing approach. The AFP is tackling cybercrime through strong domestic and international partnerships and continual evolution of our technical, investigative and disruption capabilities.

Terrorism and foreign interference remain an enduring threat to the safety and security of Australians and Australia. Protecting the Australian community from terrorist threats continues to be a high priority for the AFP. Religiously Motivated Violent Extremism is diversifying, and the numbers of Ideologically Motivated Violent Extremists is increasing. The release of convicted terrorist offenders into the community and persons prosecuted for terrorism offences is increasing and requires ongoing management to mitigate future risks. The continued management of Australian foreign terrorist fighters who travelled offshore to fight with extremist group remains an ongoing threat. The AFP further continues to prioritise prosecutions for acts of espionage and foreign interference and those targeting unauthorised access of sensitive government information.

The AFP is working closely with domestic and foreign law enforcement and intelligence partners to manage all of these challenges, including undertaking



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sexual exploitation.

As seen in Operation Ironside, transnational serious and organised crime (TSOC) is technology-enabled and increasingly functions as a business. Working in collaboration with private industry, our national and international law enforcement partners, national intelligence partners and the community is, and must be, an enduring strength to counter this threat. The AFP is implementing the TSOC Strategy Framework to maximise operational impact by making the criminal environment hostile for TSOC to operate.

The AFP uses a multi-agency approach to strengthen the Commonwealth's capability to respond to fraud and corruption. This includes the AFP working alongside partner agencies to conduct intelligence gathering and investigations. Noting the vast majority of TSOC is profit-motivated, the AFP led Criminal Assets Confiscation Taskforce (CACT) will aggressively deprive persons and criminal groups of the proceeds, instruments and benefits of offending to undermine the profitability of criminal enterprises. The CACT is aiming to restrain \$600 million of criminal assets (in gross terms) in the five years to 30 June 2024.

ACT Policing

ACT Policing will continue its work to transition to a community-focused Police Services Model to address increased demands and the rising complexity of social and crime-related issues to further improve community safety.

This includes further strengthening both Government and non-Government partnerships to ensure a holistic response to criminal offending. Where possible, ACT Policing will seek to identify opportunities to proactively intervene and work with its partners to address the underlying social issues leading offenders to commit crime. This will involve working with Government to ensure responses to family and domestic violence remain victim-focused, but allow for the identification of early intervention opportunities to break the cycle of family violence. ACT Policing will also seek to explore ways to improve its engagement



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Threats to Commonwealth infrastructure, aviation, democratic processes and actions against police are expected to remain. Specialist Protective Services and International Policing Missions takes a proactive, flexible and intelligence-driven approach to ensure the safety of individuals and interests deemed by the Commonwealth to be at risk. We will leverage technology and intelligence solutions to enhance their capability ahead of an expected increase in protection requirements.

The AFP will promote regional stability and continue to uplift the capacity of neighbouring countries through international police development missions. The AFP will continue to provide community policing services to the communities of Jervis Bay, Norfolk Island, Cocos (Keeling) Islands and Christmas Island.

Through the National Operations State Service Centre and National Missing Persons Coordination Centre, the AFP will continue to provide critical connecting and coordinating services. These entities transmit and receive vital operational information to support state and territory partners and the AFP to deliver effective policing outcomes.

COVID-19

The COVID-19 pandemic has changed the AFP's operating environment for the near future. The AFP will continue to work with state and territory police on quarantine activities. The AFP will also continue its investigations of fraud arising from economic stimulus measures and of the improper exportation of, and profiteering from, essential goods. At the same time, the operating environment can change rapidly at short notice, so the AFP will continue to provide an agile and multifaceted response.

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- **prevent** harm to Australians and Australia's interests
- minimise harm by **disrupting** threats at the first available opportunity
- **respond** to the manifestation of threats in the most efficient and effective manner to minimise harm, enable recovery, promote community resilience and support the rule of law
- **enforce** criminal law and assist partners to enforce the criminal law.

Priorities for each outcome are outlined below.

National and International Policing

The AFP will prioritise combating serious threats arising from:

- cybercrime
- terrorism and espionage and foreign interference
- child exploitation
- transnational serious and organised crime
- fraud and corruption.

The AFP will expand the influence and reach of its International Network and leverage that influence to prevent and disrupt crime offshore and prevent it coming to Australia. The AFP will continue to further Australia's international policy goals regarding crime.

ACT Policing

In addition to contributing to the National and International Policing priorities, ACT Policing will work with the ACT Government, partner agencies and community to provide community policing services to the ACT. These services will focus on the following priorities, as set out in the ACT Ministerial Direction:

- Transition to a community-focused policing services model
- Increase early intervention and diversion strategies



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Policing Missions

Specialist Protective Services

The AFP will prioritise the protection of threats directed towards:

- Commonwealth protected persons
- Commonwealth assets and critical infrastructure
- designated Australian airports
- our people, capabilities and policing infrastructure.

International Police Assistance and External Territories

The AFP will continue to promote regional stability and improve the policing capability of neighbouring countries through:

- international police development missions
- bilateral training and other learning opportunities
- coordination of police assistance activities across and in partnership with our Pacific partners.

The AFP will provide safety and security through the provision of community policing services to the communities of:

- Jervis Bay
- Norfolk Island
- Cocos (Keeling) Islands
- Christmas Island.

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STRATEGIC INITIATIVES AND ACTIVIT



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		Strategy				
		Develop a Strategic Workforce Plan	development phase	implementation phase		
Organisational reform to continuously deliver a modern policing agency	1	Embed the operational prioritisation model	implementation phase			
	3	Embed the contemporary operating model for Protection Operations	implementation phase			
		Continue to strengthen service provision delivered via the National Operations State Service Centre	implementation phase			
	1, 2 & 3	Develop and implement an AFP Innovation Strategy and research agenda that continues to enhance a culture of innovation and continuous improvement.	development phase	implementation phase		
		Implement the outcomes from the Enabling Services Review	implementation phase			



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		Implement the recommendations from the Governance Instrument Framework Review	implementation phase		
1	Trial the Investigations Management Solution and embed into the AFP's investigative process	development phase	implementation phase		
	Enhance the AFP's technological capability to counter online child exploitation, including implementation of the Australian Victim Identification Database and the Child Abuse Reporting and Triage System	development phase	implementation phase		
	Establish the Joint Police Cybercrime Coordination Centre	development phase	implementation phase		



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		private sectors				
		Restrain \$600 million (gross) of criminal assets, in the five years to 30 June 2024	implementation phase			
		Continue to enhance the operation of the Counter Foreign Interference Taskforce	implementation phase			
		Continue to enhance capabilities for the management of released High Risk Terrorist Offenders (HRT0).	implementation phase			
	2	Continue to embed the Police Services Model in ACT Policing	implementation phase			
Develop leaders to lead change and high performance	1, 2 & 3	Implement and embed the new year-long SES Development Program, guided by the SES Development Program Framework	development phase	implementation phase		
		Continue to deliver the AFP Innovation Fund to support	implementation phase			



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		focussing on policing and leadership	
Improve diversity and inclusion to reflect our communities	1, 2 & 3	Continue to enhance diversity and inclusion through strategy development and recruitment initiatives	implementation phase
		Embed cultural awareness and reconciliation through the First Nations Unit	implementation phase

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RISK MANAGEMENT AND OVERSIGHT

The AFP operates in a complex and dynamic environment which can introduce layers of uncertainty into operational planning and decision-making. The ability to make sound decisions under conditions of uncertainty is a core professional and leadership skill in the AFP. The international standard *ISO31000:2018 Risk Management – Guidelines* defines risk as 'the effect of uncertainty on objectives', which makes managing and engaging risk an essential component of all AFP activities.

All AFP appointees are responsible for managing risks, and may have specific responsibilities to ensure timely implementation of risk management processes in accordance with the AFP risk management framework (the risk framework). The risk framework and supporting / guidance materials are maintained by a central



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exposure faced, contributing to good decisions, innovation, efficiency and safety in the achievement of objectives.

Building on the risk infrastructure in the risk framework, the AFP is developing a risk culture strategy in order to enhance understanding and normalisation of sound risk management practices in all aspects of AFP activities. Enhancing risk culture will strengthen risk identification, engagement and management, support informed decision-making, business planning and performance.

Enterprise-level risks to AFP achievement of objectives

The AFP continuously seeks to identify, measure and monitor risks across the agency. A key purpose of risk management at the enterprise-level is to support effective decision-making in circumstances of uncertainty and provide an improved ability to anticipate change, emerging risk and disruption to AFP operations. The entity-level risk profile outlines the AFP's key enterprise-level risks, risk leads, key controls, treatments and their effectiveness.

The AFP executive boards, in conjunction with the AFP Audit and Risk Committee, governance and business area management, contribute to holistic risk oversight and assurance processes.

There are eight enterprise-level risks managed by the AFP:

Threat		Opportunity
Health, safety and wellbeing	Risk of illness, injury or other health conditions which decrease the wellbeing and performance of the AFP workforce	Investment in the health, safety and wellbeing of AFP appointees has many benefits. From an organisational performance perspective, it enables staff to work to their potential and achieve the AFP's objectives
	Culture, standards and integrity	Risk of systemic failures to comply with the AFP's standards, values, A respectful values-driven culture supports effective leadership, learning and accountability. Workplace diversity



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and stakeholders	community, Government and partners	innovate, access, build, and sustain capabilities required for success
Effectiveness of AFP capabilities	The AFP's capabilities and infrastructure fail to adjust to a changing operating environment which impacts on the AFP's ability to generate future operational outcomes	The AFP remains contemporary in combating new and complex types of crime. It can harness considerable operational objectives in an evolving crime threat environment
Workforce	Failure to attract, retain and maintain a workforce with the right skills and capabilities	Attracting people with the right skills, qualifications and characteristics, developing their skills and expertise, and placing them in the right roles, enables the AFP to achieve its strategic objectives
Resourcing	Mismanagement or misuse of resources	Effectively managing the AFP's finances enables the AFP to retain public confidence; recruit, retain, develop and equip personnel; develop effective capabilities and achieve AFP objectives within its operating budget
Information	Risk of systemic failure to effectively access/collect, use, manage or protect information	By optimising access to and utilisation of information holdings, the AFP can enhance its effectiveness and ability to achieve objectives. By protecting information from inappropriate disclosure or loss, the AFP is able to effectively operate, and retain the trust of AFP appointees, the community and its partners

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OUR CAPABILITIES AND ENABLERS



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crime type or operating environment

- multiple operational, technical and support capabilities must align and collaborate to maximise operational effect
- supported by quality leaders, there must be a mix of people, process, tools and technology elements in developing and delivery of capabilities for operational effect
- efficiency and effectiveness is maximised in capability development through shared acquisition, sustainment and delivery approaches
- capabilities must flexibly align to both current and future operating environments, particularly as technology and other elements continue to provide major disruptive opportunities and challenges.

Through 2020-21, the AFP undertook a review of its enabling services. Findings from this review will be used to improve our enabling functions in response to the challenges that arise from our operating environment. Enhancements to the delivery of governance, structures, supporting systems, processes and information management services will enable a more agile, innovative approach to supporting the AFP's operations.

Our people

The AFP recognises the value of our people and the critical role they play in achieving the organisation's objectives. We are committed to ensuring we have the right people in the right places, now and into the future.

Our operating environment is broad and dynamic. Delivering maximum impact requires a workforce that can meet current demands and leverage diverse skills, knowledge, and experience to deliver new and innovative solutions to emerging needs.

To achieve this, we will strategically plan and develop the pipelines and programs that build, sustain and continuously shape our people capabilities and capacities.



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The AFP Reserve will work in concert with SHIELD, to assist members to transition to retirement and continue their community service contribution. More broadly, the AFP will develop and implement a transition to retirement program for current AFP members including those wishing to continue their service through the AFP Reserve.

Finance and infrastructure

The AFP has robust financial management and reporting processes. Our finance function provides advice and assurance on the strategic management of the AFP's finances including budget allocation and compliance with internal and external requirements.

The AFP has an ongoing commitment to ensure its infrastructure and property supports its current and future capability requirements. Property is a critical enabler of the capabilities of the AFP and affects all aspects of the organisation, affecting where and how people work and therefore contributing significantly to the AFP's environment and culture. The AFP's Strategic Property Plan will provide a framework for all property investment. It informs decisions at an operational, tactical and strategic level.

Technology and forensics

In keeping with the rest of society, crime is more digitised, globalised and connected. Crime now exists as a hybrid of the physical world and the digital world. Our connected world offers criminals and terrorists increased access to potential victims and funds. Modern modes of offending are often hidden and remote, and can impact at a never-before-seen scale and seriousness.

But technological advantages are also available to the AFP. By combining our knowledge of crime and policing powers with modern technologies, we are outsmarting criminal networks with greater speed, reach and impact through innovative prevention and disruption strategies and enforcement of the rule of



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and operational outcomes, identify gaps in corporate knowledge, convergences in criminal activities and criminal targets.

We share information and intelligence on law enforcement and national security matters with key domestic and international law enforcement partners, where appropriate.

Legal services

The Chief Counsel Portfolio performs a critical role in identifying and managing legal risk for the AFP.

AFP Legal provides independent legal advice and litigation services across the entirety of the AFP's operations and corporate functions, including services to ensure the AFP meets its freedom of information and privacy obligations.

Criminal Assets Litigation is a team of specialist litigators who, as a part of the Criminal Assets Confiscation Taskforce, undertake proceeds of crime litigation focussed on delivering a maximum impact on crime by depriving persons of the proceeds, instruments, and benefits derived from criminal conduct.

Professional Standards

Our Professional Standards framework supports the AFP to maintain, promote and enhance integrity. This includes a proactive integrity framework incorporating the development and delivery of misconduct and corruption prevention strategies. It also encompasses complaint management through investigation and resolution of misconduct, practices issues and corruption matters.

Strategy and Performance

Our Strategy and Performance Office maximises the AFP's operational impact by translating the agency's strategic intent into whole-of-AFP activity. It plays a



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Security

The AFP has a multifaceted approach to safeguarding our people, information, assets and reputation. To operate successfully, it is critical we maintain a strong protective security capability and culture comprising information security, physical security, vetting, security awareness and governance and risk frameworks.

Media and Communication

The AFP strives to maintain an effective, best-practice communications capability to support our people and our operations. The media and communication functions play a key role in promoting AFP initiatives, campaigns and operational successes to internal and external stakeholders.

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PERFORMANCE

The AFP has three funded outcomes in the AFP Portfolio Budget Statement for 2021-22. This year introduces the new Outcome 3 which brings together existing protective and international services. The outcomes state key government and social goals the AFP is responsible for delivering using Commonwealth appropriations.

In 2021-22, AFP performance in delivering these outcomes will be assessed against the 18 performance criteria categorised as producing either operational outcomes or public value. Together, these AFP performance measures seek to demonstrate whether or not the AFP delivered maximum operational impact and value to the community from its activities.



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Figure 1. Success measures

	OUTCOME 1	OUTCOME 2	OUTCOME 3
Prevention	Prevention case studies	Prevention case study	Avoidable incidents
			Prevention case studies (Protection)
Response	Response case studies	Response case study	Response times
Disruption	Disruption case studies		Disruption case studies
	Disruption count		
Enforcement	Enforcement case studies	Enforcement case study	
	Prosecution success rate		
Public value	High community confidence		Mission evaluations
	ROI – Transnational		Prevention case studies (International)
	ROI – CACT		
	ROI – International		

The specific details for these measures including their targets and rationale are described in the tables on pages 21–23.

The measures set out for 2021–22 will be reported against in the annual performance statement due to be published in October 2022 as part of the AFP's Annual Report.



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safety and security of Australian communities and infrastructure; preventing, deterring, disrupting and investigating serious and organised crime and crimes of Commonwealth significance; and ensuring effective collaboration with international, Commonwealth, state and territory partners.		
1.1 Community confidence survey	Community confidence is a common measure for many police services including Australian state/territory police. Policing requires high levels of public trust and confidence to be effective and seen as legitimate, given potential use of physical powers of restraint and arrest.	75%
1.2 a. ROI – Transnational b. ROI – CACT	These select return on Investment measures offer an indicative gauge on AFP efficiency and public value.	> 1 > 1
1.3 ROI - International	This measure seeks to report on the ratio of the harm avoided by stopping drug imports to the cost of this work. It shows the social return from AFP work in a financial figure.	> 1
1.4 Prevention case studies	Prevention is a key interest of most policing agencies and the community more generally. Stopping harm or crime from ever happening is often preferable. It spares victims distress and ongoing harm. It saves the community many direct and indirect costs associated with crime and so is cost-effective especially against volume crimes. The tactics, rationale and impact of prevention in federal policing is not necessarily clearly illustrated by statistics. Case studies that follow individual initiatives can be more illuminating.	Successful preventions
1.5 Disruption case studies	Disruption is a policing response that slows or diverts crime from continuing to happen. Disruptions can be tailored to the incident, meaning case studies offer greater insights into this policing strategy and outcome.	Successful disruptions
1.6 Disruption	Disruption statistics are collected by the AFP. These supplement and help contextualise the	206



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	investigations and other prosecution work supported by the AFP. This is complemented by quantitative data in measure 1.8.	
1.9 Prosecution success rate	Taking matters to court and seeking a conviction are core elements of policing – they are part of upholding law and order and supporting the criminal justice system in re-educating, diverting and issuing penalties for criminal conduct.	95%

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

Measurement	Rationale	Target 2021-2022 2022-2023 2023-2024 2024-2025
PROGRAM 2.1 ACT Community Policing The AFP provides community policing services in the Australian Capital Territory, which deliver in partnership with government and community agencies support for: enforcement of the law, emergency management and community safety; efforts to counter victim-based crime and road trauma, building community resilience against crime and working with the community to prevent and disrupt crime.		
2.1 Enforcement case study	The AFP in its community policing role in the ACT undertakes diverse enforcement duties. Case studies offer insights into this work.	Successful enforcement
2.2 Prevention case study	The AFP in its community engagement and outreach undertake crime prevention. Case studies offer insights into this work.	Successful preventions
2.3 Response case study	ACT Policing undertakes a diverse range of response work, responding to calls for help or policing from the community across a broad	Successful response



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		2022-2023 2023-2024 2024-2025
PROGRAM 3.1 Specialist Protective Services This program provides police-based protective services to enhance: the rule of law, national stability, workings of key institutions; international relations, national security at designated airports, high profile residential and dignitary locations, specialised events, and protection for official persons.		
3.1 Response times	Response times are standard measures for community policing. The AFP in its airport policing does functions similar to community policing agencies. This measure is an appropriate one to gauge AFP assistance to the community when they report incidents at airports.	Priority 1: within 10 minutes – 90% Priority 2: within 20 minutes – 90% Priority 3: within 120 minutes – 95% Priority 4: within 24 hours – 95%
3.2 Avoidable incidents	This is a unique measure; only the AFP has it. The measure assesses the AFP's work on close personal protection of designated dignitaries and politicians. The result of whether there are any avoidable incidents depends on the AFP's intel and risk assessment, as well as its planning and management of events and movements of these people. Teams work to ensure foreseeable incidents do not happen. It is this combination of planning and the practical execution of the resulting protection of designated dignitaries that is the focus of this measure.	< 2
3.3 Prevention	The tactics, rationale and impact of prevention in protection is not necessarily clearly illustrated by	Successful preventions



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	support for international policing initiatives.	program of evaluations for each year.
3.5 Prevention case studies	The AFP's tactics, rationale and impact of prevention at the international scale and in external territories is not necessarily clearly illustrated by statistics. Case studies that follow individual initiatives can be more illuminating.	Successful preventions
3.6 Disruption case studies	Disruptions can be tailored to the incident and so case studies may offer greater insights into this policing strategy and outcome.	Successful disruptions

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