



**AFP**  
AUSTRALIAN FEDERAL POLICE

# CORPORATE PLAN 2020–21

covering 2020–21 to 2023–24



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### **Contact officer**

Inquiries about this document should be directed to:

Manager Audit, Statistics and Performance  
Australian Federal Police  
GPO Box 401  
Canberra ACT 2601  
Email: [PerformanceAnalysis@afp.gov.au](mailto:PerformanceAnalysis@afp.gov.au)

### **General inquiries**

Written requests for general information can be sent to:

Australian Federal Police  
GPO Box 401  
Canberra ACT 2601

General inquiries can be made by phoning the AFP's national switchboard on (02) 5126 0000.

For general information, go to the AFP website: [www.afp.gov.au](http://www.afp.gov.au).

For freedom of information requests, email [foi@afp.gov.au](mailto:foi@afp.gov.au).

# Contents

Commissioner’s foreword .....	2
Home Affairs Portfolio .....	3
Role of the Corporate Plan.....	3
AFP strategic, business and financial planning .....	4
Our purpose .....	5
Our priorities.....	8
Our operating environment.....	9
Risk management and oversight .....	11
Our capabilities .....	12
Strategic initiatives and activities.....	13
Performance.....	14



AFP Commissioner  
Reece P Kershaw APM

## Commissioner's foreword

As the accountable authority for the Australian Federal Police (AFP), I present the AFP Corporate Plan 2020–2021, which covers the four-year period from 2020–2021 to 2023–2024 as required under section 35(1)(b) of the *Public Governance Performance and Accountability Act 2013* (Cth).

As Commissioner, my focus is to maximise the AFP's impact on the criminal environment in support of our mission to protect Australians and Australia's interests. The Corporate Plan incorporates strategic initiatives to achieve our aspirations as a supportive, high performing, values-driven, sustainable and innovative policing organisation that enjoys the confidence of our community, law enforcement partners and the Commonwealth Government. The AFP will work across its three services – National and International Policing and Investigations, ACT Community Policing and Specialist Protective Services – aspiring to:

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

In support of our strategy, this plan articulates three operating principles:

- supporting the frontline – providing the training and tools for the frontline to do their jobs effectively
- reducing red tape – removing barriers to speed up decision making and increase efficiency
- enhancing partnerships – proactively engaging and working closely with our partners.

The strategic initiatives contained within this plan continue the work arising from reviews of the structure and sensitive investigations that I commissioned following my appointment as Commissioner. I am confident that the plan will support our organisation in keeping Australia and Australians safe, by outsmarting serious crime and remaining a step ahead.

A handwritten signature in black ink, appearing to be 'Reece P Kershaw'.

Reece P Kershaw APM  
Commissioner  
Australian Federal Police

# Home Affairs Portfolio

The AFP is part of the Home Affairs Portfolio. The Home Affairs Portfolio integrates Australia's federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs and immigration and border-related functions. Through coordinated strategic policy, planning and sustained joint effort the Portfolio brings together the strengths of individual agencies, to create a safe, secure, prosperous and united Australia. This integrated approach enhances our ability to mobilise our workforce and provide surge capacity across agencies, share platforms, and breaks down the common silos that at times hinder our ability to rapidly respond. The Portfolio continues to combat threats to national security and contributes to Australia's economic prosperity through ensuring we remain economically competitive in an increasingly complex and globalised environment. This includes actively supporting the delivery of critical services that every-day Australians rely on.

## Role of the Corporate Plan

The 2020–21 Corporate Plan is the primary planning document for the AFP. This plan sets out our purposes, priorities and key activities. It also outlines how performance will be measured and assessed.

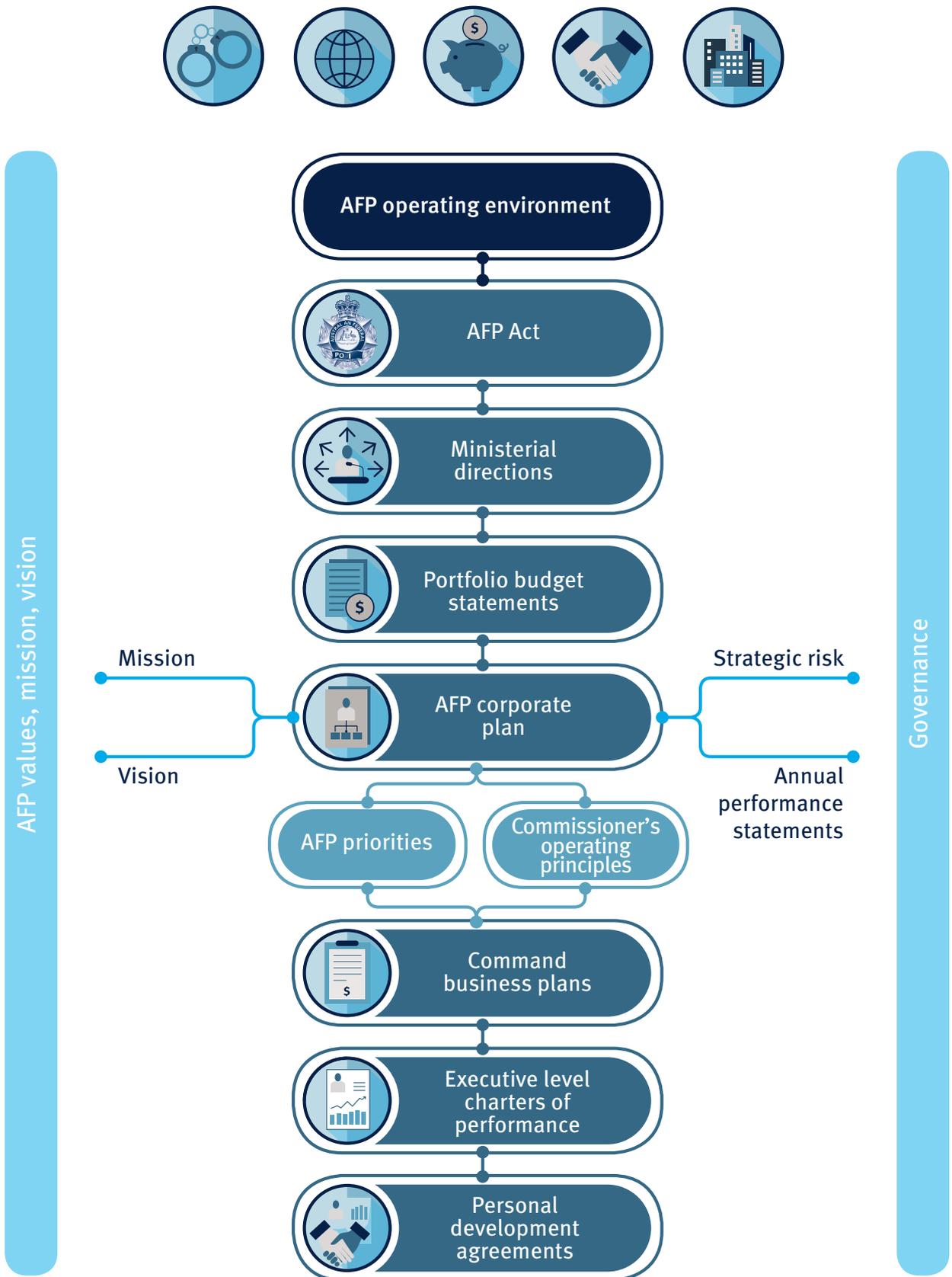
This plan aligns to the programs contained within the Portfolio Budget Statement (PBS). This supports a clear read across the agency's financial and non-financial planning and reporting. Given the delay of the 2020–21 Budget until October 2020, this plan aligns to the 2019–20 PBS. The AFP may issue a variation to this plan after the 2020–21 Budget is handed down.

This plan informs our annual business planning cycle as well as individual performance and development agreements. This enables a clear line of sight from the work and contributions of individual staff to the broader purpose and priorities of the AFP.

The AFP must prepare an annual corporate plan under section 35 of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act), in accordance with the requirements outlined in the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). This plan alongside the annual performance statement contained within the 2020–21 AFP Annual Report will effectively measure, report on and guide the AFP's activities.

This plan is aligned with the Home Affairs Portfolio encompassing the Department of Home Affairs, Australian Criminal Intelligence Commission, Australian Institute of Criminology, Australian Security Intelligence Organisation and the Australian Transaction Reports and Analysis Centre who produce individual corporate plans.

# AFP strategic, business and financial planning



# Our purpose

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

The AFP is a key member of the Australian law enforcement and national security community, leading policing efforts to keep Australians and Australian interests safe, both at home and overseas.

This is encapsulated in the AFP's vision statement – *Policing for a safer Australia* and reflected in our core functions listed in section 8 of the *Australian Federal Police Act 1979* (Cth).



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



**OFFSHORE** peace, stability and security operations, capacity building missions and capability development



**PROTECTION** of Commonwealth **INFRASTRUCTURE**, places and property



**PROTECTION** of designated high office holders, dignitaries and witnesses



**REMOVING** property or wealth from criminals that has been illegally obtained



**ASSIST** international policing and non-government bodies to disrupt crime and support regional security, safety and stability



Any other policing function essential to keeping Australians and Australian interests safe including protective and custodial services

# Delivering on our outcomes



**AFP**  
**AUSTRALIAN  
FEDERAL POLICE**

Vision

Policing for a safer Australia

Mission

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

Outcomes

Outcome 1

Reduced criminal and security threats to Australia's collective economic and societal interests through cooperative policing services

Outcome 2

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

Programs

Program 1.1

Federal Policing and National Security

Program 2.1

ACT Community Policing

Program 1.2

International Police Assistance

Portfolio Budget Statements

# through meeting our goal



# Our priorities

Our priorities are informed by the *Australian Federal Police Act 1979* (Cth), ministerial directions and by the policing and national security environments the AFP operates in. Importantly, as a policing agency our priorities will continue to reflect the threat of harm to Australians and Australia's interests via prioritising our policing interventions towards:

- the **prevention** of harm to Australians and Australia's interests
- minimising harm via **disrupting** threats at the first available opportunity
- responding 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.

These have informed the following priorities against each of our service areas spanning National and International Policing and Investigations, Community Policing and Specialist Protective Services for 2020–21:

## National and International Policing and Investigations

The AFP will prioritise combating serious threats arising from:

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

## 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.

## Community Policing

The AFP will work with the communities of the Australian Capital Territory, Jervis Bay, Norfolk Island, Cocos (Keeling) Islands and Christmas Island to address:

- victim-based crime
- threats to community safety
- serious and organised crime
- road trauma.

These priorities must remain highly responsive to the evolving operating and threat environment such as that presented by the COVID-19 pandemic. They must also be informed by insights into our agency, capabilities, policing effects and future operating environment. This will ensure the AFP will be able to effectively detect and understand threats, deliver the most appropriate agency response and ensure we continue to protect Australians and Australia's interests into the future.

# Our operating environment

Threats continue to emerge surrounding global trade, geopolitical tensions, wealth inequality, climate change, political instability and most notably health (COVID-19). These threats have the potential to impact policing via severe weather events, interruptions to essential services, quarantine, and testing and border control requirements.

To best meet the challenges of the AFP's operating environment, the AFP has implemented a regional command structure. The regional command structure puts one Assistant Commissioner in charge of all the resources in their region, so the AFP can tailor its disruption and response work to the needs of the local environment.

The AFP will continue to pull together its skills and capabilities to stay one step ahead and outsmart crime.

## National and International Policing and Investigations

Recent domestic, regional and global events highlight that high risk terrorist offenders and foreign interference will continue to be an enduring threat to the safety and wellbeing of Australians and Australia. The AFP will continue an intelligence-led approach to countering known terror threats and will pursue criminal sanctions for acts of foreign interference.

Cybercrime is increasing in frequency, scale, sophistication and impact. The AFP will continue to confront these criminal threats by investigating and prosecuting cybercrime, contributing to the Australian Cyber Security Centre and working with other agencies to prevent, detect and disrupt cybercrime.

The AFP uses a multi-agency approach to strengthening the Commonwealth's capability to respond to fraud and corruption. This includes the AFP working alongside partner agencies to undertake intelligence gathering and investigations.

Child exploitation is increasingly prevalent and sophisticated. To address this, the AFP-led Australian Centre to Counter Child Exploitation continues to identify innovative ways to prevent, disrupt and deter child exploitation, and developing the technological capability required.

Transnational, serious and organised crime 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.

## Specialist Protective Services

Threats to Commonwealth infrastructure, aviation, democratic processes and against police are expected to be of particular concern for the near future. AFP's Specialist Protection Command takes a proactive, flexible and intelligence-driven approach to ensure the safety of individuals and interests deemed by the Commonwealth to be at risk. From 1 July 2020 all protection capability will be integrated under one command. This will further enable our people to protect Australia's interests through improved oversight of protection priorities and resources.

## Community Policing

ACT Policing will continue to transition to a community-focused Police Services Model to address increased demands, rising complexity of social and crime related issues and to further strengthen community engagement.

The AFP will also continue to provide community policing services to Jervis Bay, Norfolk Island, Cocos (Keeling) islands and Christmas Island.

## COVID-19 pandemic

The COVID-19 pandemic has changed the AFP's operating environment for the foreseeable future. In some cases, it has disrupted existing criminal activity, such as through the temporary removal of drug import channels. In other cases, it has provided new opportunities for crime, such as an increase in fraud. Regardless, it has and will continue to require an agile and multifaceted response from the AFP.

In response to the COVID-19 pandemic, the AFP established Operation Protect to coordinate the AFP's multi jurisdiction response and oversee force protection measures. AFP is leading joint agency taskforces focused on fraud threats arising from economic stimulus measures and on the improper exportation of, and profiteering from, essential goods.

# Risk management and oversight

The AFP is aligning risk management to its objectives, strategies and culture in order to enhance assurance around the achievement of its objectives.

The AFP is committed to ensuring effective risk management remains central to all activities and is a core leadership competency. The aim is to ensure risk management is embedded in our business processes at every level.

The AFP risk management framework provides a well-considered and structured basis for engaging and managing risk by focussing on control effectiveness. Quantifying control effectiveness enables a more accurate understanding of the actual risk exposure faced, contributing to good decisions, innovation, efficiency and safety in the achievement of objectives.

Appropriately managing and engaging risk supports the AFP's frontline and the reduction of red tape, delivering maximum impact on the criminal environment and enhancing community confidence.

## Agency risk management

The AFP continuously seeks to identify, measure and monitor the most material risks across the agency. A key purpose of enterprise risk management 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 AFP Risk Profile (ARP) outlines the AFP's key agency-level risks, owners, controls and their effectiveness. In addition to managing these risks as threats to the AFP's objectives, they are also engaged as opportunities to be harnessed, making valuable contributions to our outcomes.

There are eight key risks managed under the ARP:

- health, safety and wellbeing
- culture, standards and integrity
- operational outcomes
- partnerships and stakeholder engagement
- effectiveness of AFP capabilities
- workforce
- resourcing
- information.

The risks in the ARP will be revised in 2020–21 as informed by ongoing risk management processes throughout the AFP.

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.

# Our capabilities

The AFP will take a more cohesive and strategic approach that aligns bottom-up operational needs with top down enterprise solutions and opportunities. This approach acknowledges that:

- delivering maximum impact on the criminal environment involves substantially the same capabilities, to varying degrees, regardless of the crime type or operating environment
- multiple operational, technical, and support capabilities must align and collaborate to maximise operational effect
- 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.

## Our people

The AFP succeeds due to the capability and commitment of its people. If we are to continue to succeed into the future, we need to support the front line by ensuring our people have the right training and qualifications, and are in the right place at the right time to maximise the impact on the criminal environment.

The People Strategy links a range of human capital initiatives across the AFP. It is for our whole workforce, showing our leaders, managers and individuals how the AFP supports them to success in their roles. It demonstrates the AFP's commitment to building an effective workforce, showing how each member can be supported and enabled through everyday actions and behaviours.

The People Strategy is reviewed and updated as appropriate each year to ensure it aligns with agency priorities.

## Infrastructure

The AFP has an ongoing commitment to ensure its infrastructure and property supports its current and future capability requirements. A detailed performance and risk assessment of each property will inform a holistic Strategic Property Plan which aligns to the Strategic Workforce Plan. This will ensure that decisions about future infrastructure capability will be based on the workforce needs. This will incorporate new working models in response to the COVID-19 pandemic which include greater remote capability, working from home support, and a 'new normal' workplace design.

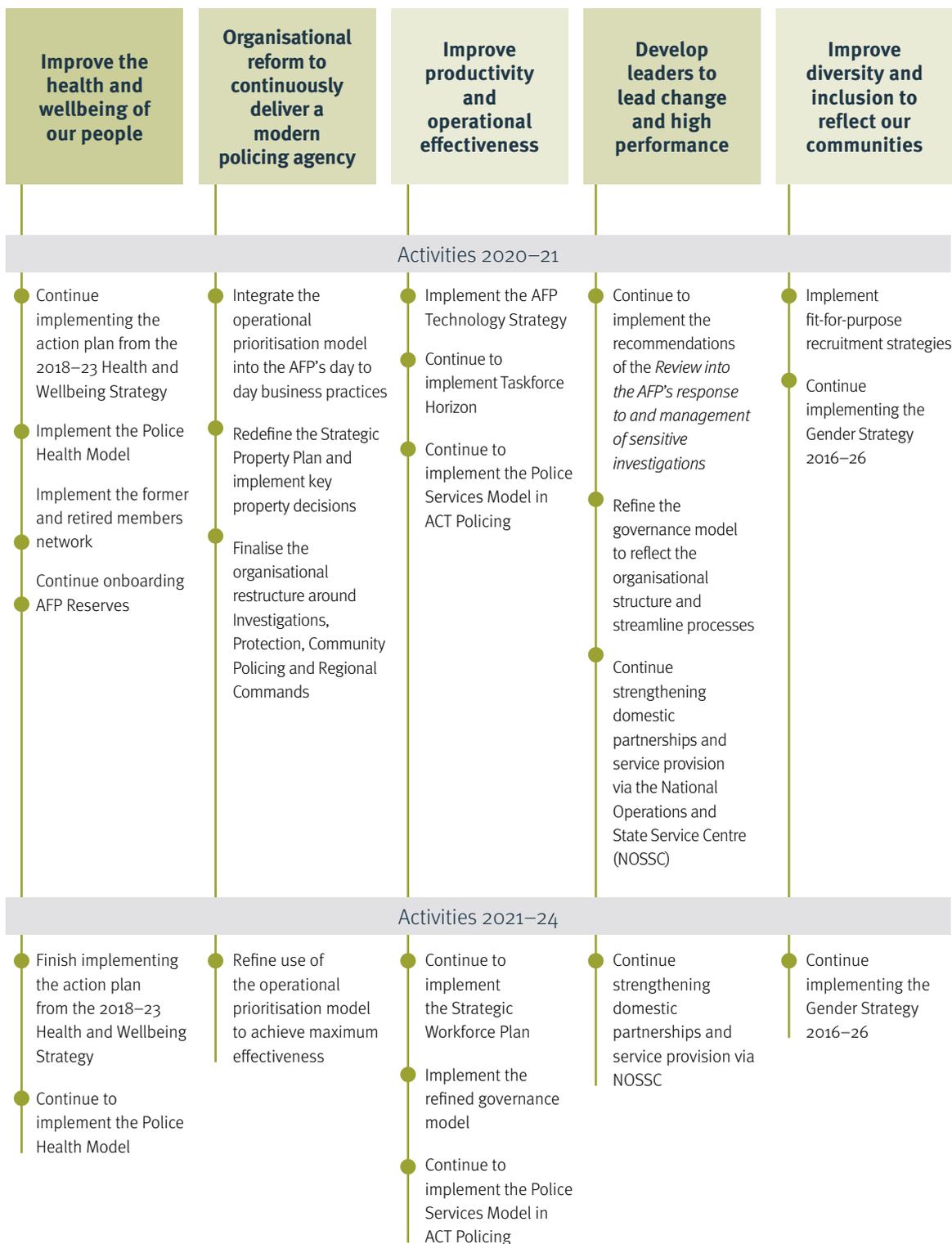
## Technology

The AFP faces a technologically sophisticated and diverse criminal environment and needs to develop and deliver a wide range of technological capability to have maximum impact on the criminal environment.

The Technology Strategy plans to unify the equipment our members use to work seamlessly with our systems and extend our operational radio communications coverage. By simplifying and streamlining the user experience our integrated systems will deliver enriched information where and when it is needed, as the law allows. The AFP's technology services will also be improved to securely handle increasing demands and external cyber threats.

Under the Technology Strategy the AFP will continue to rollout the unified operational communications program. When completed, this will enable all employees to have secure, flexible and uninterrupted access to their work systems, information and tools across our global operating environment.

# Strategic initiatives and activities



# Performance

In 2020–21 AFP performance will be assessed by the following 11 performance criteria under two thematic groupings:

- public value and impact (3 criteria)
- operational outcomes (8 criteria).

These aim to demonstrate maximum operational impact and value to the community from AFP activities. The themes relate to measures presented in the PBS.

The AFP has two Outcomes:

**Outcome 1:** Reduced criminal and security threats to Australia’s collective economic and societal interests through cooperative policing services. Outcome 1’s sub-programs are 1.1 Federal Policing and National Security and 1.2 International Police Assistance.

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

A number of these themed performance criteria are allocated under each Outcome. For example, prevention outcomes are relevant to all AFP Outcomes and sub-programs. In Table 1 PBS programs are identified to show the link. Tables 2 and 3 list the performance measures, performance methods and targets. Targets are either specific goals or directional trends to cater for the nature of the measurement method and inherent variability of the intended results.

**Table 1 Portfolio budget statements and AFP performance criteria**

Performance criteria groups		
Public value and impact		
1.1 Community confidence	1.2 Return on investment	1.3 Evaluations
PBS Program 1.1	PBS Program 1.1 and 1.2	PBS Program 1.2

Operational outcomes			
Prevent*	Disrupt*	Respond*	Enforce*
2.1 Prevention case studies PBS Program 1.1; 1.2, <b>Outcome 2</b>	2.2 Disruption case studies PBS Program 1.1; 1.2,  2.3 Disruption numbers PBS Program 1.1  2.4 Avoidable incidents PBS Program 1.1	2.5 Response case studies PBS Program 1.1, <b>Outcome 2</b>  2.6 Response times PBS Program 1.1	2.7 Enforcement case studies PBS Program 1.1, <b>Outcome 2</b>  2.8 Prosecution acceptance rate PBS Program 1.1

\*Definitions of these concepts are available at [www.afp.gov.au](http://www.afp.gov.au)

**Table 2. Public value and impact**

Performance criteria	Measurement method	Target 2020-21	Target 2021-22	Target 2022-23	Target 2023-24
PC 1.1 Community confidence (Program 1.1)	Annual national sample phone survey.	75%	75%	75%	75%
PC 1.2 Return on investment (Program 1.1)	Benefit/cost analysis of a selection of AFP activities to assess their value.	1	1	1	1
PC 1.3 Evaluations (Program 1.2)	Systematic assessments of programs to inform mission decision making.	<b>Internal assessments*</b>			
		Tonga PDP <sup>^</sup>	International Engagement Strategy (on hold due to COVID-19)  Nauru Australia Policing Partnership	Pacific PDP <sup>^</sup>	TBD
		<b>Independent assessments*</b>			
		Timor-Leste PDP <sup>^</sup>  Solomon Islands PDP <sup>^</sup>	International Operations Gender Strategy  Papua New Guinea PDP <sup>^</sup>	TBD	TBD

\* Optional – unscheduled evaluations of International Command that respond to emerging and/or changing operational objectives

<sup>^</sup> Police Development Program

**Table 3. Operational outcomes**

Performance criteria	Measurement method	Target 2020–21	Target 2021–22	Target 2022–23	Target 2023–24
<b>Prevent</b>					
2.1 Prevention case studies	Qualitative case studies of prevention activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
<b>Disrupt</b>					
2.2 Disruption case studies	Qualitative case studies of disruption activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.3 Disruption numbers	Count of domestic, offshore and online disruptions of criminal activity as captured in case note entries in AFP systems.	206	206	206	206
2.4 Avoidable incidents	Count of protection incidents that could have been avoided.	<2	<2	<2	<2
<b>Respond</b>					
2.5 Response case studies	Qualitative case studies of disruption activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.6 Response times	Proportion of aviation law enforcement/ security incidents responded to within timeframes.				
	Priority 1 – within 10 minutes	90%	90%	90%	90%
	Priority 2 – within 20 minutes	90%	90%	90%	90%
	Priority 3 – within 120 minutes	95%	95%	95%	95%
	Priority 4 – within 24 hours	95%	95%	95%	95%
<b>Enforce</b>					
2.7 Enforcement case studies	Qualitative case studies of disruption activities undertaken to provide evidence on our successes and identify areas for improvement.	n.a.	n.a.	n.a.	n.a.
2.8 Prosecution acceptance rate	Percentage of AFP cases accepted for prosecution by the CDPP.	95%	95%	95%	95%

The first part of the document discusses the importance of maintaining accurate records in a business setting. It highlights how proper record-keeping can help in identifying trends, making informed decisions, and ensuring compliance with various regulations. The text emphasizes that records should be organized, up-to-date, and easily accessible to all relevant personnel.

Next, the document addresses the challenges associated with data management in the digital age. With the increasing volume of data generated by various sources, businesses face significant difficulties in storing, processing, and analyzing this information. The text suggests implementing robust data management strategies, such as data backup, security measures, and the use of advanced analytics tools, to overcome these challenges.

The third section focuses on the role of technology in enhancing business operations. It explores how automation and digital tools can streamline processes, reduce errors, and improve overall efficiency. The text also discusses the importance of investing in employee training to ensure they are equipped with the necessary skills to utilize these technologies effectively.

Finally, the document concludes by emphasizing the need for a proactive approach to business management. It encourages businesses to stay updated on industry trends, anticipate potential risks, and continuously seek opportunities for growth and innovation. The text stresses that a forward-thinking mindset is essential for long-term success in a competitive market.



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POLICING FOR  
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